

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

### 5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

#### 5.1.1 Shareholdings 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:

Name	As at the LPD <sup>(1)</sup>				Pre-IPO Exercise							
					After the Acquisitions <sup>(2)</sup>				After the Subdivision <sup>(3)</sup>			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
					('000)		('000)		('000)		('000)	
<b>Promoters and Substantial Shareholders</b>												
Dato' Seri Ong	1	20.0	-	-	457,862	29.9	302,639 <sup>(8)</sup>	19.8	558,859	29.9	369,396 <sup>(8)</sup>	19.8
Ooi Lean Hin	1	20.0	-	-	261,693	17.1	-	-	319,419	17.1	-	-
Lee Hock Saing	1	20.0	-	-	226,417	14.8	-	-	276,361	14.8	-	-
Chan Huan Hin	1	20.0	-	-	98,195	6.4	-	-	119,855	6.4	-	-
<b>Promoters</b>												
Lee Kong Siong	1	20.0	-	-	39,985	2.6	-	-	47,584	2.6	-	-
Clarice Ong	-(7)	-	-	-	-(7)	-	-	-	-(7)	-	-	-
<b>Substantial Shareholders</b>												
MTTC	-	-	-	-	300,184	19.6	-	-	366,400	19.6	-	-
GDPL	-	-	-	-	136,447	8.9	-	-	166,545	8.9	-	-
OCTSB	-	-	-	-	2,455	0.2	300,184 <sup>(9)</sup>	19.6	2,996	0.2	366,400 <sup>(9)</sup>	19.6
Ong Guat Ee	-	-	-	-	-	-	302,639 <sup>(10)</sup>	19.8	-	-	369,396 <sup>(10)</sup>	19.8
Graeme Iain Brown	-	-	-	-	-	-	136,447 <sup>(11)</sup>	8.9	-	-	166,545 <sup>(11)</sup>	8.9

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

Name	After our Listing															
	After the Subdivision / Before our IPO <sup>(3)</sup>				Assuming no Over-allotment <sup>(4)</sup>				Assuming full Over-allotment <sup>(5)</sup>				Assuming full Over-allotment and exercise of the First ESOS Tranche <sup>(6)</sup>			
	Direct		Indirect		Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
	('000)		('000)		('000)		('000)		('000)		('000)		('000)		('000)	
<b>Promoters and Substantial Shareholders</b>																
Dato' Seri Ong	558,859	29.9	369,396 <sup>(8)</sup>	19.8	559,459	22.4	369,976 <sup>(8)</sup>	14.8	523,813	21.0	369,976 <sup>(8)</sup>	14.8	526,813	20.7	372,176 <sup>(8)</sup>	14.6
Ooi Lean Hin	319,419	17.1	-	-	320,019	12.8	140 <sup>(12)</sup>	neg.	299,629	12.0	140 <sup>(12)</sup>	neg.	302,629	11.9	590 <sup>(12)</sup>	neg.
Lee Hock Saing	276,361	14.8	-	-	276,891	11.1	110 <sup>(13)</sup>	neg.	259,249	10.4	110 <sup>(13)</sup>	neg.	261,249	10.3	410 <sup>(13)</sup>	neg.
Chan Huan Hin	119,855	6.4	-	-	120,385	4.8	-	-	112,715	4.5	-	-	114,715	4.5	-	-
<b>Promoters</b>																
Lee Kong Siong	47,584	2.6	-	-	48,114	1.9	-	-	45,049	1.8	-	-	47,049	1.9	-	-
Clarice Ong	-(7)	-	-	-	530 <sup>(7)</sup>	neg.	-	-	530 <sup>(7)</sup>	neg.	-	-	2,530 <sup>(7)</sup>	0.1	-	-
<b>Substantial Shareholders</b>																
MTTC	366,400	19.6	-	-	366,400	14.7	-	-	366,400	14.7	-	-	366,400	14.4	-	-
GDPL	166,545	8.9	-	-	166,545	6.7	-	-	155,934	6.2	-	-	155,934	6.1	-	-
OCTSB	2,996	0.2	366,400 <sup>(9)</sup>	19.6	2,996	0.1	366,400 <sup>(9)</sup>	14.7	2,996	0.1	366,400 <sup>(9)</sup>	14.7	2,996	0.1	366,400 <sup>(9)</sup>	14.4
Ong Guat Ee	-	-	369,396 <sup>(10)</sup>	19.8	-	-	369,396 <sup>(10)</sup>	14.8	-	-	369,396 <sup>(10)</sup>	14.8	-	-	369,396 <sup>(10)</sup>	14.5
Graeme Iain Brown	-	-	166,545 <sup>(11)</sup>	8.9	-	-	166,545 <sup>(11)</sup>	6.7	-	-	155,934 <sup>(11)</sup>	6.2	-	-	155,934 <sup>(11)</sup>	6.1

**Notes:**

- (1) Based on the total number of 5 Shares in issue as at the LPD. On 7 September 2025, our Company allotted and issued one Share to Linda Tan to facilitate the Acquisitions, for which the one Share held by Linda Tan will be transferred to Dato' Seri Ong prior to the completion of the Acquisitions.
- (2) Based on the total number of 1,529,185,408 Shares after the Acquisitions.

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- (3) *Based on the total number of 1,866,500,000 Shares after the Subdivision.*
- (4) *Based on the enlarged number of 2,500,000,000 Shares after our Listing.*
- (5) *Assuming the Over-allotment Option of 95,025,000 Shares, representing the maximum 15.0% of the total number of the IPO Shares offered, is exercised in full.*
- (6) *Assuming both the 95,025,000 Over-allotment Option Shares and the First ESOS Tranche intended to be offered in conjunction with our IPO is fully exercised as described in Section 4.2.5 of this Prospectus.*
- (7) *As at the LPD, Clarice Ong does not hold any Shares and will hold no Shares after the completion of the Acquisitions and the Subdivision. Any Shares held will be by virtue of Clarice Ong's subscription of IPO Shares allocated to her under the allocation to Eligible Persons and via the ESOS. She has been allocated 530,000 IPO Shares under the allocation to Eligible Persons and granted 2,000,000 ESOS Options exercisable into 2,000,000 new Shares pursuant to the ESOS and it is assumed that she shall subscribe for her allocation in full.*
- (8) *Deemed interested by virtue of: (a) his direct shareholding in OCTSB and MTTC, (b) his indirect shareholding in MTTC through OCTSB and (c) the shareholdings of his daughter, Clarice Ong (as described in Note 7 above), and his son, Ong Chun Tee in our Company pursuant to Section 8 of the Act. Ong Chun Tee is an employee of our Group and has been allocated 50,000 IPO Shares under the allocation to Eligible Persons and granted 200,000 ESOS Options exercisable into 200,000 new Shares pursuant to the ESOS and it is assumed that he shall subscribe for his allocation in full.*
- (9) *Deemed interested by virtue of its shareholding in MTTC pursuant to Section 8 of the Act.*
- (10) *Deemed interested by virtue of: (a) her direct shareholding in OCTSB and MTTC and (b) her indirect shareholding in MTTC through OCTSB pursuant to Section 8 of the Act.*
- (11) *Deemed interested by virtue of his shareholding in GDPL pursuant to Section 8 of the Act.*
- (12) *Deemed interested by virtue of the shareholdings of his brother, Ooi Lean Beng, and his son, Ooi Khye Shin in our Company pursuant to Section 8 of the Act. Ooi Lean Beng and Ooi Khye Shin are employees of our Group and they have been allocated 90,000 and 50,000 IPO Shares respectively under the allocation to Eligible Persons and granted 250,000 and 200,000 ESOS Options respectively exercisable into an equivalent number of new Shares pursuant to the ESOS and it is assumed that they shall subscribe for their allocation in full.*
- (13) *Deemed interested by virtue of the shareholdings of his spouse, Hoon Phaik Ling, in our Company pursuant to Section 8 of the Act. Hoon Phaik Ling is an employee of our Group and has been allocated 110,000 IPO Shares under the allocation to Eligible Persons and granted 300,000 ESOS Options exercisable into 300,000 new Shares pursuant to the ESOS and it is assumed that she shall subscribe for her allocation in full.*

Save as disclosed above, there is no change in our Promoters' and Substantial Shareholders' shareholdings in our Company for the past three years up to the LPD.

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

### 5.1.2 Profile of our Promoters and Substantial Shareholders

**(i) Dato' Seri Ong**

Dato' Seri Ong, a Malaysian, is our Promoter, Executive Chairman and Substantial Shareholder. See Section 5.2.3 of this Prospectus for further details of Dato' Seri Ong's profile.

**(ii) Ooi Lean Hin**

Ooi Lean Hin, a Malaysian, is our Promoter, Managing Director and Substantial Shareholder. See Section 5.2.3 of this Prospectus for further details of Ooi Lean Hin's profile.

**(iii) Chan Huan Hin**

Chan Huan Hin, a Malaysian, is our Promoter, Non-Independent Executive Director, Director of Administration and Substantial Shareholder. See Section 5.2.3 of this Prospectus for further details of Chan Huan Hin's profile.

**(iv) Lee Hock Saing**

Lee Hock Saing, a Malaysian, is our Promoter, Director of Marketing and Substantial Shareholder. See Section 5.3.3 of this Prospectus for further details of Lee Hock Saing's profile.

**(v) Lee Kong Siong**

Lee Kong Siong, a Malaysian, is our Promoter and Director of Operations. See Section 5.3.3 of this Prospectus for further details of Lee Kong Siong's profile.

**(vi) Clarice Ong**

Clarice Ong, a Malaysian, is our Promoter, Non-Independent Executive Director and Director of Corporate Affairs. See Section 5.2.3 of this Prospectus for further details of Clarice Ong's profile.

**(vii) MTTC**

MTTC is our Substantial Shareholder.

MTTC was incorporated in Malaysia under the Companies Act 1965 on 24 October 1963 as a private limited company under its present name and is deemed registered under the Act. As at the LPD, MTTC is principally involved in the provision of stevedorage services, acting as shipping agents and the letting of properties.

As at the LPD, the issued share capital of MTTC is RM20,000,000 comprising 20,000,000 ordinary shares.

As at the LPD, the directors of MTTC are Dato' Seri Ong, Ooi Lean Hin, Clarice Ong, Nawiza Hanoum Binti Nazir Ariff, Mariam Binti Ibrahim, Dato' Paduka Tengku Shaharin Abu Bakar Bin Tengku Suleiman, Ong Chun Tee and Ong Ying Yee.

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

The substantial shareholders of MTTC and their respective shareholdings in MTTC as at the LPD are as follows:

Name	Nationality / Country of incorporation	Direct		Indirect	
		No. of shares	%	No. of shares	%
OCTSB	Malaysia	7,397,000	37.0	-	-
Dato' Seri Ong	Malaysian	3,142,000	15.7	7,397,000 <sup>(1)</sup>	37.0
Ong Guat Ee	Malaysian	1,636,000	8.2	7,397,000 <sup>(1)</sup>	37.0
PKT	Malaysia	3,600,000	18.0	-	-
Nizam Ariff Bin Dato' Nazir Ariff	Malaysian	-	-	3,600,000 <sup>(2)</sup>	18.0

### Notes:

- (1) Deemed interested by virtue of his/her shareholdings in OCTSB pursuant to Section 8 of the Act.
- (2) Deemed interested by virtue of his shareholding in PKT pursuant to Section 8 of the Act.

MTTC has 19 other direct shareholders holding the remaining approximately 21.1% shareholding, comprising mainly individuals (including seven deceased shareholders whose shares in MTTC are held under estate administration or undergoing estate execution) ("**MTTC's Other Shareholders**"). The respective shareholding of each of MTTC's Other Shareholders is relatively small, ranging from 0.09% to 4.91%.

### (viii) OCTSB

OCTSB is our Substantial Shareholder.

OCTSB was incorporated in Malaysia under the Companies Act 1965 on 13 December 1978 as a private limited company under its present name and is deemed registered under the Act. As at the LPD, OCTSB is an investment holding company and is principally involved in general carriers and transport operator's business.

As at the LPD, the issued share capital of OCTSB is RM552,200 comprising 14,000 ordinary shares.

As at the LPD, the directors of OCTSB are Dato' Seri Ong and Ong Guat Ee.

The shareholders of OCTSB and their respective shareholdings in OCTSB as at the LPD are as follows:

Name	Nationality	Direct		Indirect	
		No. of shares	%	No. of shares	%
Dato' Seri Ong	Malaysian	6,500	46.4	-	-
Ong Guat Ee	Malaysian	6,500	46.4	-	-
Charmaine Ooh Yen Nee	Malaysian	1,000	7.1	-	-

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

### (ix) GDPL

GDPL is our Substantial Shareholder.

GDPL was incorporated in Singapore on 1 November 2018 as a private limited company. As at the LPD, GDPL is an investment holding company with a 9.1% shareholding in MTT Shipping.

As at the LPD, the issued share capital of GDPL is SGD1,000 comprising 1,000 ordinary shares.

As at the LPD, the directors of GDPL are Graeme Iain Brown and Cynthia Gani.

The shareholders of GDPL and their respective shareholdings in GDPL as at the LPD are as follows:

Name	Nationality	Direct		Indirect	
		No. of shares	%	No. of shares	%
Graeme Iain Brown	New Zealander	928	92.8	-	-
Chai Tze Chek	Malaysian	72	7.2	-	-

### (x) Ong Guat Ee

Ong Guat Ee, a Malaysian, aged 65, is our indirect Substantial Shareholder through her shareholding interest held in MTTC and OCTSB. She is the sister of Dato' Seri Ong and is not employed by our Group nor involved in our Group's business.

### (xi) Graeme Iain Brown

Graeme Iain Brown, a New Zealander, aged 54, is our indirect Substantial Shareholder through his shareholdings in GDPL. Graeme Iain Brown is not employed by our Group nor involved in our Group's business.

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

### 5.2 BOARD OF DIRECTORS

The details of the members of our Board and 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:

Name	Age	Nationality	Designation	Date of appointment	Date of expiry of current term of office	No. of years and months in office
Dato' Seri Ong	68	Malaysian	Non-Independent Executive Chairman	31 January 2019	Subject to retirement by rotation at the AGM in 2026	6 years 7 months
Ooi Lean Hin	66	Malaysian	Managing Director	31 January 2019	Subject to retirement by rotation at the AGM in 2026	6 years 7 months
Chan Huan Hin	65	Malaysian	Non-Independent Executive Director	6 November 2019	Subject to retirement by rotation at the AGM in 2027	5 years 9 months
Clarice Ong	37	Malaysian	Non-Independent Executive Director	6 November 2019	Subject to retirement by rotation at the AGM in 2028	5 years 9 months
Dato' Razman Hafidz Bin Abu Zarim	70	Malaysian	Senior Independent Non-Executive Director	6 November 2019	Subject to retirement by rotation at the AGM in 2026	5 years 9 months
Dato' Abd Gani Bin Othman	69	Malaysian	Independent Non-Executive Director	6 November 2019	Subject to retirement by rotation at the AGM in 2027	5 years 9 months
Dato' Captain Haji Ahmad Bin Othman	71	Malaysian	Independent Non-Executive Director	6 November 2019	Subject to retirement by rotation at the AGM in 2027	5 years 9 months
Shareen Shariza Binti Abdul Ghani	56	Malaysian	Independent Non-Executive Director	29 July 2021	Subject to retirement by rotation at the AGM in 2028	4 years 1 month
Mia Idora Binti Ismail	52	Malaysian	Independent Non-Executive Director	8 September 2025	Subject to retirement by rotation at the AGM in 2026	Less than 1 month

None of our Directors represents any corporate shareholder on our Board. Further, there are no family relationships between our Directors save for Dato' Seri Ong and Clarice Ong. See Section 5.5 of this Prospectus for further details of the association or the family relationships between our Promoters, Substantial Shareholders, Directors and Key Senior Management.

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

### 5.2.1 Board practices

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

Our Board comprises at least 30% women Directors and a majority of independent directors and our Chairman should not be a member of the Audit Committee, the Risk Management Committee and the Nomination and Remuneration Committee.

Within the limits set by our Constitution, our Board is responsible for the governance and management of our Group. To ensure the effective discharge of our Board's functions, the board charter sets out the roles and responsibilities of our Board as follows:

- (i) protecting and promoting the business of our Group.
- (ii) setting, adopting and reviewing strategic plans developed by the management personnel of our Group ("**Management**") and ensuring that the strategic plans support long-term value creation and includes economic, environmental, safety and health, social and governance considerations with key sustainable concepts for our Group as well as assess, monitor our Management's performance in implementing them.
- (iii) together with Management, promoting good corporate governance culture within our Group which reinforces ethical, prudent and professional behaviour.
- (iv) reviewing, challenging and approving our Group's annual business plan, which includes our Group's overall corporate strategy, marketing plan, human resources plan, information technology plan, financial plan, budget, regulation plan and risk management plan.
- (v) overseeing the conduct of our Group's business and to determine whether our Group's businesses are being properly managed.
- (vi) carrying out the duties of our Board in accordance with the relevant provisions of the Listing Requirements, the CMSA, the Act, the MCCG and all applicable laws, regulations and guidelines.
- (vii) identifying risk exposures and reviewing the adequacy and integrity of our Group's management information, risk management and internal control systems, ensuring there is a sound framework for internal controls and risk management including systems to ensure our Group's compliance with applicable laws, regulations, rules, directives and guidelines (including the Listing Requirements, securities laws and the Act).
- (viii) ensuring our Group has appropriate policies and procedures to review performance of the directors and senior management and to set an appropriate level of remuneration to attract and retain them.



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

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- (ix) developing succession planning, to ensure that all members of our Board and our Management are of sufficient calibre, has the necessary skills and experience, has and there is a proper and robust succession plan for our Management and our Board in place, including in appointing, training, monitoring, evaluating, establishing the remuneration of, and where appropriate, replacing key management.
- (x) ensuring that our Group has in place procedures to enable effective, transparent and regular communication with stakeholders including channels for stakeholders to submit their views and feedback including complaints, and such channel shall be available at all times and be addressed in satisfactory and timely manner.
- (xi) overseeing our Group's adherence to high standards of conduct or ethics and corporate behaviour by establishing and implementing a Code of Conduct and Ethics, Anti-Corruption and Bribery Policy as well as Whistle Blowing Policy for our Group to guide the behaviour of Directors, Management and employees.
- (xii) ensuring all our directors are able to understand financial statements and form a view of the information presented, and ensuring the integrity of our Group's financial and non-financial reporting. Each director shall read the financial statement of our Group and carefully consider whether what they disclose is consistent with the Directors' own knowledge of our Group's affairs.
- (xiii) undertaking a formal and objective annual evaluation of our Board, Board Committees and each individual Board member to gauge their respective effectiveness.
- (xiv) establishing procedures to assess any related party transactions or conflict of interest situations that may arise within our Company or Group, including any transaction, procedure or course of conduct that raises questions of management integrity.

Our Executive Chairman is primarily responsible for the following:

- (i) ensuring orderly conduct of our Board meetings by:
  - (a) setting the agenda for each Board meeting together with our Company Secretary and the Managing Director. Other Directors and members of key senior management may also be consulted;
  - (b) ensuring the provision of accurate, complete and clear information to the directors in a timely manner;
  - (c) leading and chairing Board meetings and discussions;
  - (d) managing boardroom dynamics by promoting a culture of openness and debate; functioning as a facilitator at meetings of our Board to ensure that no member, whether executive or non-executive, dominates any discussion and that relevant discussions take place with the relevant opinions among members forthcoming, encouraging active participation and allowing dissenting views to be freely expressed; and
  - (e) ensuring all Directors are adequately briefed on issues arising at Board Meetings in a timely manner.

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

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- (ii) providing leadership to our Board in its collective oversight of management and interfacing with our Management but not overseeing the day-to-day management of our Group by:
  - (a) taking a leading role in establishing an effective corporate governance system and practices, including establishing a Board Charter, Board committee structures, and ensuring that induction as well as ongoing education programmes for directors are in place;
  - (b) ensuring that prior to new appointments to our Board, an assessment is undertaken on the candidate, which may include a competency and behavioural analysis of the candidate; and
  - (c) ensuring that our Board and senior executive succession planning is considered on an ongoing basis.
- (iii) ensuring effectiveness of our Board by arranging the regular evaluation of the performance of our Board, its committees and individual directors and discussing the performance assessment with individual directors and Board committee Chairpersons.
- (iv) representing our Board to shareholders and ensuring appropriate measures are in place for effective communication with stakeholders and that their views are communicated to our Board as a whole.

On the other hand, our Managing Director is primarily responsible for, among others, the following:

- (i) focusing on the business and day-to-day management of our Group including recommending and implementing strategic objectives of our Company.
- (ii) holding the primary executive responsibility for our Group's business performance and managing our Group in accordance with the strategies and policies approved by our Board.
- (iii) leading the senior management of our Group in making, implementing and managing the day-to-day decisions on our Group's business operations and resources.
- (iv) ensuring the business directions are in line with industry and economic trends in our Group's operating environment.
- (v) overseeing the human resources of our Group with respect to key positions in our Group's organisational structure and recruitment of senior management staff and ensuring the general well-being of employees, determination of remuneration, as well as terms and conditions of employment for senior management and issues pertaining to employees' commitment/discipline.
- (vi) monitoring and ensuring compliance with governmental procedures and regulations.
- (vii) monitoring and managing our Group's sustainability strategies and targets, including the implementation of sustainability efforts in our Group's operations.
- (viii) bringing material and other relevant information to the attention of our Board in a complete and timely manner.
- (ix) developing, implementing and managing our Group's risk management and internal control systems within the risk appetite and framework approved by our Board.

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

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Pursuant to Clause 53(1) of our Constitution, the notice for an AGM shall be given to the shareholders at least 21 days prior to the meeting. Further, Clause 76 of our Constitution also provides that at each AGM, one-third of our Directors for the time being, or if their number is not a multiple of three, then the number nearest to one-third shall retire from office at the conclusion of our AGM in every year provided always that all Directors shall retire from office once at least in each three years but shall be eligible for re-election. The Directors to retire in every year shall be the Directors who have been longest in office since their last election. A retiring Director shall be eligible for re-election.

Pursuant to Clause 77 of our Constitution, the Directors shall have power from time to time to appoint any person to be a Director either to fill a casual vacancy or as an additional Director to the existing Directors, provided that the total number of Directors shall not at any time exceed the maximum number fixed in accordance with our Constitution. Any Director so appointed under Clause 77 shall hold office only until the next AGM and shall then be eligible for re-election.

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**5. INFORMATION ON OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT** *(Cont'd)***5.2.2 Shareholdings of our Directors**

The details of our Directors and their shareholdings in our Company before and after our IPO assuming that our Directors will fully subscribe for their respective entitlements under the Pink Form Allocations are as follows:

Name	Pre-IPO Exercise											
	As at the LPD <sup>(1)</sup>				After the Acquisitions <sup>(2)</sup>				After the Subdivision <sup>(3)</sup>			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
					('000)		('000)		('000)		('000)	
<b>Directors</b>												
Dato' Seri Ong	1	20.0	-	-	457,862	29.9	302,639 <sup>(8)</sup>	19.8	558,859	29.9	369,396 <sup>(8)</sup>	19.8
Ooi Lean Hin	1	20.0	-	-	261,693	17.1	-	-	319,419	17.1	-	-
Chan Huan Hin	1	20.0	-	-	98,195	6.4	-	-	119,855	6.4	-	-
Clarice Ong	-	-	-	-	-	-	-	-	-	-	-	-
Dato' Razman Hafidz Bin Abu Zarim	-	-	-	-	-	-	-	-	-	-	-	-
Dato' Abd Gani Bin Othman	-	-	-	-	-	-	-	-	-	-	-	-
Dato' Captain Haji Ahmad Bin Othman	-	-	-	-	-	-	-	-	-	-	-	-
Shareen Shariza Binti Abdul Ghani	-	-	-	-	-	-	-	-	-	-	-	-
Mia Idora Binti Ismail	-	-	-	-	-	-	-	-	-	-	-	-

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

Name	After our Listing															
	After the Subdivision / Before our IPO <sup>(3)</sup>				Assuming no Over-allotment <sup>(4)</sup>				Assuming full Over-allotment <sup>(5)</sup>				Assuming full Over-allotment and exercise of the First ESOS Tranche <sup>(6)</sup>			
	Direct		Indirect		Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%	No. of Shares ( <sup>'000</sup> )	%
<b>Directors</b>																
Dato' Seri Ong	558,859	29.9	369,396 <sup>(8)</sup>	19.8	559,459	22.4	369,976 <sup>(8)</sup>	14.8	523,813	21.0	369,976 <sup>(8)</sup>	14.8	526,813	20.7	372,176 <sup>(8)</sup>	14.6
Ooi Lean Hin	319,419	17.1	-	-	320,019	12.8	140 <sup>(9)</sup>	neg.	299,629	12.0	140 <sup>(9)</sup>	neg.	302,629	11.9	590 <sup>(9)</sup>	neg.
Chan Huan Hin	119,855	6.4	-	-	120,385	4.8	-	-	112,715	4.5	-	-	114,715	4.5	-	-
Clarice Ong	-	-	-	-	530 <sup>(7)</sup>	neg.	-	-	530 <sup>(7)</sup>	neg.	-	-	2,530 <sup>(7)</sup>	0.1	-	-
Dato' Razman Hafidz Bin Abu Zarim	-	-	-	-	100	neg.	-	-	100	neg.	-	-	600	neg.	-	-
Dato' Abd Gani Bin Othman	-	-	-	-	100	neg.	-	-	100	neg.	-	-	450	neg.	-	-
Dato' Captain Haji Ahmad Bin Othman	-	-	-	-	100	neg.	-	-	100	neg.	-	-	450	neg.	-	-
Shareen Shariza Binti Abdul Ghani	-	-	-	-	100	neg.	-	-	100	neg.	-	-	450	neg.	-	-
Mia Idora Binti Ismail	-	-	-	-	100	neg.	-	-	100	neg.	-	-	450	neg.	-	-

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

### Notes:

- (1) *Based on the total number of 5 Shares in issue as at the LPD. On 7 September 2025, our Company allotted and issued one Share to Linda Tan to facilitate the Acquisitions, for which the one Share held by Linda Tan will be transferred to Dato' Seri Ong prior to the completion of the Acquisitions.*
- (2) *Based on the total number of 1,529,185,408 Shares after the Acquisitions.*
- (3) *Based on the total number of 1,866,500,000 Shares after the Subdivision.*
- (4) *Based on the enlarged number of 2,500,000,000 Shares after our Listing.*
- (5) *Assuming the Over-allotment Option of 95,025,000 Shares, representing the maximum 15.0% of the total number of the IPO Shares offered, is exercised in full.*
- (6) *Assuming both the 95,025,000 Over-allotment Option Shares and the First ESOS Tranche are intended to be offered are fully exercised as described in Section 4.2.5 of this Prospectus.*
- (7) *As at the LPD, Clarice Ong does not hold any Shares and will hold no Shares after the completion of the Acquisitions and the Subdivision. Any Shares held will be by virtue of Clarice Ong's subscription of IPO Shares allocated to her under the allocation to Eligible Persons and via the ESOS. She has been allocated 530,000 IPO Shares under the allocation to Eligible Persons and granted 2,000,000 ESOS Options exercisable into 2,000,000 new Shares pursuant to the ESOS and it is assumed that she shall subscribe for her allocation in full.*
- (8) *Deemed interested by virtue of: (a) his direct shareholding in OCTSB and MTTC, (b) his indirect shareholding in MTTC through OCTSB and (c) the shareholdings of his daughter, Clarice Ong (as described in Note 7 above), and his son, Ong Chun Tee in our Company pursuant to Section 8 of the Act. Ong Chun Tee is an employee of our Group and has been allocated 50,000 IPO Shares under the allocation to Eligible Persons and granted 200,000 ESOS Options exercisable into 200,000 new Shares pursuant to the ESOS and it is assumed that he shall subscribe for his allocation in full.*
- (9) *Deemed interested by virtue of the shareholdings of his brother, Ooi Lean Beng, and his son, Ooi Khye Shin in our Company pursuant to Section 8 of the Act. Ooi Lean Beng and Ooi Khye Shin are employees of our Group and they have been allocated 90,000 and 50,000 IPO Shares respectively under the allocation to Eligible Persons and granted 250,000 and 200,000 ESOS Options respectively exercisable into an equivalent number of new Shares pursuant to the ESOS and it is assumed that they shall subscribe for their allocation in full.*

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

### 5.2.3 Profiles of our Directors

#### (i) Dato' Seri Ong

##### *Non-Independent Executive Chairman*

Dato' Seri Ong, a Malaysian aged 68, is our Non-Independent Executive Chairman and has been with our Group since October 2010. He completed his secondary education in 1974 at the St. Xavier's Institution in Penang.

Dato' Seri Ong is an entrepreneur with over 45 years of experience in the shipping and logistics industries. Dato' Seri Ong started his career in April 1980 as a trainee executive in MTTC, a company which was established by his father, the late Dato' Ong Chin Teik, in 1963. MTTC was then a shipping agent and barge operator primarily serving the sugar manufacturing industry. Dato' Seri Ong undertook various roles with MTTC to gain exposure to various facets of the barging, stevedoring and shipping industry before eventually assuming the role of Managing Director of MTTC in 1995. Dato' Seri Ong was subsequently re-designated as Group Executive Chairman of MTTC in 2006. He resigned from his executive roles in MTTC and ceased to be involved in the day-to-day operations of MTTC from January 2021.

Over the years, Dato' Seri Ong has established various businesses involving the shipping and logistics sector. In 1988, he established PC and PWB to provide services in air freight industry and warehousing facilities. PLOG was subsequently established in March 2001 to provide haulage, distribution and transportation services.

Other than being involved with MTTC, Dato' Seri Ong also joined Green Peninsula Agencies Sdn Bhd ("**GPA**") as an Executive Director in July 1997 and in the same year, he was promoted as the Managing Director of GPA. With the establishment of Evergreen Malaysia to take over the business and operation previously managed by GPA, Dato' Seri Ong was appointed as the Managing Director of Evergreen Malaysia in June 2000 and subsequently ascended to the role of Chairman in October 2006. In these roles, he was primarily responsible for promoting Evergreen Malaysia's services to its customers and maintaining a good working relationship with new and existing customers of Evergreen Malaysia.

Dato' Seri Ong has stepped down from the executive roles in Evergreen Malaysia in January 2018.

In late 2010, Dato' Seri Ong together with Ooi Lean Hin, Chan Huan Hin, Lee Kong Siong and Lee Hock Saing set up MTT Shipping. Subsequently in December 2015, he acquired an equity interest in ICSD together with Ooi Lean Hin, Chan Huan Hin and Lee Hock Saing to carry out businesses relating to storage, maintenance and repairs of sea freight containers.

Dato' Seri Ong served as the Vice President of the Stevedore Employers' Association, Penang from 1995 to 2002 and as the President of the Stevedore Employers' Association, Penang from 2003 to 2011.

Dato' Seri Ong was appointed to our Board on 31 January 2019. In his capacity as a director of companies within our Group, Dato' Seri Ong has provided business and management guidance and strategic advice to the senior management of our Group over the years. Under Dato' Seri Ong's guidance and direction, our Group has grown rapidly to become one of the leading carriers in Malaysia. Going forward, he will continue to play a similar role following the completion of our Listing.

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

### (ii) Ooi Lean Hin

#### *Managing Director*

Ooi Lean Hin, a Malaysian aged 66, is our Managing Director and has been with our Group since October 2010. He completed his Malaysian Certificate of Education at the St. Xavier's Institution in Penang in 1976.

He is the co-founder of our Group and has played a pivotal role in establishing and growing our shipping and container depot businesses over the years. He is a shipping and logistics veteran with over 45 years of experience in various facets of the shipping industry.

In 1979, he started his career in shipping industry when he joined Nedlloyd EAC Agencies (Malaysia) Sdn Bhd ("**Nedlloyd**"), a shipping agency in Penang, as an operation clerk and was subsequently transferred to the customer service and marketing department.

In 1981, he joined Mawaria Shipping (PG) Sdn Bhd, a freight forwarding and shipping agency in Penang, as a branch manager, where he oversaw the overall management, operation and profit performance of the branch. Subsequently in 1982, he joined Laksamana Shipping Agencies Sdn Bhd ("**Laksamana Shipping**"), as a sales and marketing manager in charge of developing marketing opportunities and plans for the company's shipping agency business. In 1983, he rejoined Nedlloyd as a marketing manager, assuming the similar role performed at Laksamana Shipping.

He then joined Pesaka Jardine Shipping Agencies Sdn Bhd ("**Pesaka Jardine**"), a shipping agency in 1985, as a sales and marketing manager for its Penang branch office and subsequently transferred to the Kuala Lumpur branch office as commercial manager to spearhead the commercial department. In 1989, he was transferred back to Penang as the branch manager, where he oversaw the daily operations and overall commercial performance of Penang branch office.

In 1991, he joined Dynamic Freight Services ("**Dynamic Freight**"), a freight forwarding arm of the Jardine Shipping Services group of companies, as a general manager, where he oversaw the freight forwarding business of the company. A year later, he was transferred to Pesaka Jardine as a general manager to oversee the entire shipping agency business of the company.

In 1997, he joined Trans Global Agencies Sdn Bhd as a general manager, where he was primarily responsible for coordinating business operations and identifying new business opportunities for the company.

In August 1998, he joined GPA as group general manager, overseeing the business operations and building brand awareness of the company and its group of companies.

In January 2001, he was also appointed as the Vice Chairman of Evergreen Malaysia after the completion of the restructuring exercise involving GPA and Evergreen Malaysia. He played a significant role in the conceptualisation and implementation of the relocation of substantial part of Evergreen Taiwan's transshipment hub from Port of Singapore to Port of Tanjung Pelepas. He left Evergreen Malaysia as Vice Chairman in February 2017.



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

In late 2010, he together with Dato' Seri Ong, Chan Huan Hin, Lee Kong Siong and Lee Hock Saing set up MTT Shipping and they worked to develop and expand the business of MTT Shipping group of companies. Subsequently in December 2015, he acquired an equity interest in ICSD together with Dato' Seri Ong, Chan Huan Hin and Lee Hock Saing to carry out businesses relating to storage, maintenance and repairs of sea freight containers.

He held prominent roles with industry associations to advocate and promote the interests of the shipping industry in Malaysia. He is currently the Chairman of the Shipping Association of Malaysia ("**SAM**"). During his tenure as the Chairman of the SAM, he has been instrumental in seeking a more inclusive industry association by extending eligibility for membership of SAM to any party or company who has interest directly or indirectly in the Malaysian shipping industry.

SAM was formerly known as the International Shipowners Association (ISOA), in which he was a member of the executive committee since year 2000 and thereafter acted as the Vice Chairman and Chairman until 2008. In October 2018, he was appointed by the National Shipping and Port Council to one of the advisory councils leading a team that participated in the Malaysia Shipping Master Plan 2017 to 2022 organised by the MOT, by presenting the topic of "Enhancing Malaysia's Attractiveness to Shipping Businesses".

He was redesignated as the Managing Director of our Group on 31 January 2019. He has been primarily responsible for implementing comprehensive business plans to facilitate the growth and achievements of our Group. Together with Dato' Seri Ong, he also played a significant role in the formulation of expansion plans and strategies for our Group. Going forward, he will continue to play similar role following the completion of our Listing.

### (iii) Chan Huan Hin

#### *Non-Independent Executive Director/Director of Administration*

Chan Huan Hin, a Malaysian aged 65, is our Non-Independent Executive Director and has been with our Group since October 2010. He graduated with a Bachelor in Engineering degree from the University of Adelaide in April 1986.

He began his career as an assistant engineer with Toshiba Electronics (M) Sdn Bhd in 1986, where he was involved in quality assurance work. He left Toshiba Electronics (M) Sdn Bhd in 1987 and joined Monolithic Memories (M) Sdn Bhd in January 1988 as a quality assurance engineer. He was responsible for assessing product quality and conduct field failure analysis.

In December 1988, he left the semiconductor industry and become involved in the shipping industry by joining Pesaka Jardine, a shipping agency as an executive. As an executive, he was exposed to various roles including liner service, international logistics service and project freight logistics service as preparation to head a new branch office in East Malaysia. In 1989, he was promoted to the position of a business development manager based in the Kota Kinabalu branch office, where he was put in charge of the planning of new business opportunities so as to expand income streams for the group companies within the Jardine Shipping Services, which comprise of liner shipping agencies, non-liner shipping agencies and international freight forwarding.

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

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In 1989, he was seconded to Sealord Shipping Agencies Sdn Bhd, a shipping agency within the Jardine Shipping Services group of companies as a business development manager. He spearheaded the company's marketing division by developing and identifying new business opportunities in East Malaysia. Thereafter in 1992, he returned to Peninsular Malaysia and joined Dynamic Freight as a sea freight manager where he was based in Port Klang. As a sea freight manager, he supervised the day-to-day sea freight operations and coordinated with shipping lines for cargo logistics arrangements. He was also responsible in formulating and implementing growth strategies for the branch offices in Port Klang, Ipoh and Penang. He was promoted to the position of assistant general manager in 1993 and thereafter general manager in 1994, where his responsibilities were expanded to including monitoring the administrative functions and daily operations of the company and overseeing the commercial performance of the company.

In July 1998, he joined Logistics Support Services Sdn Bhd as a general manager, where his role was similar to the role he held in Dynamic Freight. He was redesignated as vice president in January 1999 following a global rebranding exercise undertaken by the company.

He left Logistics Support Services Sdn Bhd and joined PSYN, an international logistics services company in 2002 as Executive Director, where he was responsible for the day-to-day freight forwarding businesses and services of the company from the central to south of Peninsular Malaysia. His responsibilities also include formulating and implementing strategic business plans to ensure the growth of the company. He resigned from his executive role in PSYN and ceased to involve in the day-to-day operations of the company from November 2019.

In late 2010, he together with Dato' Seri Ong, Ooi Lean Hin, Lee Kong Siong and Lee Hock Saing set up MTT Shipping and they worked to develop and expand the business of MTT Shipping and its group of companies. Subsequently in December 2015, he acquired an equity interest in ICSD together with Dato' Seri Ong, Ooi Lee Hin and Lee Hock Saing to carry out container depot businesses relating to storage, maintenance and repairs of sea freight containers.

In his capacity as a director of the MTT Shipping group of companies, he has been primarily responsible for the documentation, financing and delivery process for vessel purchases and disposals. He is also responsible for overseeing the operations of the on-dock depot, automotive logistics business, the development of the logistics centres in Kota Kinabalu, Sabah and Pulau Indah, Selangor and the recruitment process for personnel and trainees of our Group. In addition, he was involved in obtaining the ISO certifications for MTT Shipping's occupational health and safety management system and quality management system in year 2020. Going forward, he will continue to play a similar role following the completion of our Listing.

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

### (iv) Clarice Ong

#### *Non-Independent Executive Director/Director of Corporate Affairs*

Clarice Ong, a Malaysian aged 37, is our Non-Independent Executive Director and has been with our Group since June 2014. She graduated from Queen Mary, University of London, United Kingdom with a Bachelor of Arts in Cities, Economies and Social Change in July 2009 and later obtained a Master of Science in Finance and Investment from BPP University (formerly known as BPP Business School) in November 2010.

Clarice Ong began her career as a research analyst with Stockcube Research Limited, an independent financial research and analytical services provider in London, United Kingdom from October 2010 until February 2014, where she was involved in carrying out technical analysis and proprietary trading on behalf of clients. She returned to Malaysia to join MTT Shipping in June 2014 as a management trainee and during this period, she rotated to various departments and handled various operational works of MTT Shipping. She was then promoted to the position of Internal Audit and Corporate Communications Manager of MTT Shipping in July 2015, where she helped to establish internal audit procedures to improve the internal control systems of MTT Shipping group of companies.

Clarice Ong was appointed as a director of MTT Shipping in September 2017. Since then, she has been responsible for developing and implementing strategies to increase the brand presence of MTT Shipping group of companies, building relationships with key stakeholders and managing and retaining relationships with employees, customers and suppliers.

In January 2019, Clarice Ong was appointed as the Director of Corporate Affairs of our Company and she is primarily responsible for setting up good corporate practices across our Group and developing strategies in bringing value to the overall performance of our Group. She is also involved in creating corporate affairs plans that align with our Group's objectives, as well as coordinating integration efforts across business units to enhance our Group's branding and reputation. In addition to these responsibilities, Clarice Ong also leads our Group's efforts in governance, ESG and CSR initiatives.

### (v) Dato' Razman Hafidz Bin Abu Zarim

#### *Senior Independent Non-Executive Director*

Dato' Razman Hafidz Bin Abu Zarim, a Malaysian aged 70, is our Senior Independent Non-Executive Director. He graduated with a joint-honours degree in Economics and Accounting, Bachelor of Science (Econs) from University College, Cardiff, Wales in 1977. He was admitted as an Associate of the Institute of Chartered Accountants in England and Wales ("ICAEW") on 21 April 1982 and became a Fellow of the ICAEW on 23 October 1992. He is also a member of the MIA since 23 February 1990.

He began his career in accountancy in 1977 when he joined Touche Ross & Co., London, England as an audit junior and was later promoted to audit supervisor. He left Touche Ross & Co in 1984 and joined Hacker Young, a medium-sized international accounting firm in London, England as an audit assistant manager. In 1987, he was admitted as an audit partner and was primarily involved in the area of corporate finance advisory, where he advised clients for listing exercises on the London Stock Exchange. He was one of the partners who set up the Corporate Finance Department of Hacker Young and actively participated in the formation of Hacker Young International Affiliated Organisation.

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

In 1989, he returned to Malaysia and joined Price Waterhouse (now known as PricewaterhouseCoopers ("PwC Malaysia")) as an audit partner. In January 1993, he was promoted to partner-in-charge of PwC Malaysia's management consulting services and became one of the six members of the firm's executive board. In this capacity, he was responsible for advising clients on risk and regulatory compliance as well as capability identification and building for business growth. He was also involved in providing strategic advisory services to companies seeking for listing on Bursa Securities. He was with the firm until 31 December 1993.

In 1994, he founded Norush Sdn Bhd to provide consultancy and advisory services on corporate restructuring, mergers and acquisitions, corporate governance and fund-raising exercises for private and public companies. He ceased to be Chairman of Norush Sdn Bhd in March 2016.

He was the Managing Director or Chief Executive Officer of several public listed companies, including Tune Protect Group Berhad from 2016 to 2018 and Mithril Berhad from 2007 to 2010. He was also a director of MAA Holdings Berhad (now known as MAA Group Berhad) from 1998 to 2004 and the Chief Executive Officer of its subsidiary, namely Malaysian Assurance Alliance Berhad from 2000 to 2002.

He also held positions as independent director on the board of several public listed companies including, Panasonic Manufacturing Malaysia Berhad from 2004 to 2016, Linde Malaysia Holdings Berhad (formerly known as Malaysian Oxygen Berhad) from 2003 to 2016 and Yeo Hiap Seng (Malaysia) Berhad from 2005 to 2013. He was the independent chairman of Tune Protect Group Berhad from 2012 to 2016 and Sumitomo Mitsui Banking Corporation Malaysia Berhad from 2011 to 2015. He was also an independent non-executive director (from 2015 to 2024) and non-independent non-executive director (from 2024 to 2025) at Hartalega Holdings Berhad.

On 1 November 2021, he was appointed as the Chairman of MAINS (Majlis Agama Islam Negeri Sembilan) Corporation, established under the MAINS Corporation Enactment No. 17, passed by the Negeri Sembilan State Assembly in October 2021. MAINS Corporation's role is to assist MAINS to manage its investments, businesses and commercialisation of its assets.

He currently chairs the Audit Committee and sits on the Nomination and Remuneration Committee of our Group.

### (vi) **Dato' Abd Gani Bin Othman**

#### *Independent Non-Executive Director*

Dato' Abd Gani Bin Othman, a Malaysian aged 65, was appointed as our Independent Non-Executive Director on 6 November 2019. He graduated with a Bachelor of Letters from Universiti Kebangsaan Malaysia in 1980. He was accredited as a Customs Technical and Operational Advisor by the World Customs Organisation (WCO) in 2014.

He has served in the RMCD for 36 years in various key positions across offices in Putrajaya, Kuala Lumpur, Selangor and Labuan from 1980 to 2016. In 1980, he was appointed as superintendent of customs, where he carried out investigations and raids for documentary cases and was based at the preventive division at Kuala Lumpur branch office. In 1982, he was transferred to Port Klang as superintendent of customs, where he was responsible for both local and foreign vessels transshipment of Peninsular Malaysia. In 1987, he was transferred to Langkawi and promoted as the Assistant Director of Customs, where he was responsible for setting up the customs marine training centre to provide basic safety training to seafarers, such as basic fire-fighting, elementary first aid, personal survival techniques, personal safety and social responsibility.

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

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In 2000, he was transferred to the headquarters of the RMCD at Jalan Duta, Kuala Lumpur as the Senior Assistant Director of Customs 2, where he was responsible in maintaining and safeguarding all the vessels owned by the customs department. Subsequently, he was re-designated as the Senior Assistant Director of Customs 1, where he focused more on public awareness on changes or practices required arising from new customs laws.

In 2008, he was further promoted as the State Director of Labuan, where he was in charge of the day-to-day operations and management of the branch office at Labuan. He was also involved in licensing application process by reviewing all the applications for licenses to import certain excise duty goods. In March 2009, he was again transferred to headquarters at Putrajaya as the Senior Assistant Director of Customs 1, where he was primarily responsible for exercising borders control, particularly on the movement of goods from neighbouring countries to Malaysia. He was also involved in reviewing and approving license applications for private jetties made by the public.

In August 2009, he was transferred to the corporation audit division of Kuala Lumpur branch office, where his designation remained unchanged. His responsibilities included examining and investigating the business records, business systems and commercial records of individuals and companies that were involved, directly or indirectly, in payment of taxes. When he was at the Kuala Lumpur branch office, he was promoted to the position of Deputy Director of Customs.

After his promotion, in December 2009, he was again transferred to headquarters at Putrajaya and was serving under the division of trade facilitation. He was in charge of supervising and facilitating trade imports and exports with the aim to contribute positively to Malaysia's trade efficiency and global competitiveness to ultimately boost the country's ranking as a trading nation.

In 2015, he was again transferred to the branch office at Kuala Lumpur as the Head of Preventive Division. He supervised the day-to-day operations and management of the branch office and his scope of work included reviewing the investigation papers for advice and prosecution purposes, carrying out operations against uncustomed goods through raids, searches, operations and managing the storage and disposal of seized goods efficiently.

In 2016, he was promoted as the Director of Customs of the Kuala Lumpur branch office, where he oversaw various divisions, from goods and services tax division, technical division, audit division, finance division, human resources division and preventive division. As the Director of Customs, he was also responsible to report the performance of all divisions under his purview to headquarters at Putrajaya. He retired and left service at the end of 2016.

From 2017 until the LPD, he has been serving as a tax advisor with PricewaterhouseCoopers Taxation Services Sdn Bhd, providing advice on cases pertaining to indirect taxes and liaising with the relevant authority.

He currently sits on the Audit Committee and the Nomination and Remuneration Committee of our Group.

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

### (vii) Dato' Captain Haji Ahmad Bin Othman

*Independent Non-Executive Director*

Dato' Captain Haji Ahmad Bin Othman, a Malaysian aged 71, is our Independent Non-Executive Director. He obtained an Ordinary National Certificate in Nautical Science from Riversdale College, Liverpool, United Kingdom in 1976 and holds a Certificate of Competency, Deck Officer Class 1 (Master Mariner) ("**Certificate of Competency**"), United Kingdom, since 1983. He is currently a life member and Fellow of the Association of Malaysia's Maritime Professionals (Ikhtisas Kelautan Malaysia (IKMAL)) since 2004.

As part of the programme to obtain Certificate of Competency, he served as a deck cadet and elevated severally up to senior second officer on various types of ships at Ocean Fleets Ltd in Liverpool from 1972 to 1981, where he was responsible for safe keeping of navigational watches, cargo work and other shipboard operations. In 1981, he was seconded to Straits Steamship of Singapore, a subsidiary of Ocean Fleets Ltd, where he was in charge of navigation and monitoring the loading and discharging of cargo.

In 1983, he returned to Malaysia and served under the Marine Department of Malaysia for more than 30 years in various capacities. He joined as a marine officer in 1983, where he was based at Port Klang. He was responsible for conducting training and assessment for the staff of the Marine Department. He was appointed as an examiner in the same year to examine the competency level of seafarers prior to them being permitted to serve on board ships. In 1984, he was transferred to Johor Bahru as Harbour Master, where he was primarily responsible in the management and day-to-day operation of the Marine Department in Johor, which amongst others, include ships inspection and boats licensing. He also played a role in managing and maintaining the navigational aids along the coast and monitoring the movement of local and foreign ships for various ports in Johor.

In 1990, he was transferred to Penang where his responsibilities were similar with the roles he held in Johor, covering various ports in Penang, Kedah and Perlis. In 1994, he was transferred to Sabah as the Director of Marine, Sabah, where he took charge of the maritime affairs within Sabah waters, the daily management and budgeting of the department.

In 1995, he was transferred back to Port Klang as Principal Assistant Director of the Navigation Aids Unit, where he oversaw the maintenance and installation of marine navigational aids for Peninsular Malaysia to ensure an efficient, effective and safe navigation in Peninsular waters. In 1997, he was promoted to Director of Safety of Navigation Division of the Marine Department and his work scope extended to overseeing the maritime traffic services and marine environmental control for Peninsular waters, particularly on implementing operational control for oil spill and hazardous noxious substances from ships.

In 2002, he was promoted as the Deputy Director General of Marine Department, where he supervised the projects development, budget requirement, ships registration, boats licensing and safe manning requirement inspection. In 2006, he became the Director General of Marine Department and he was also the Chairman of Light Dues Board Peninsular Malaysia and Central Mercantile Marine Fund. He retired from the Marine Department in October 2014.

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

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After his retirement from government service, he was appointed as director of several companies. He sat on the board of directors of Bank Pembangunan Malaysia Berhad and its subsidiary, namely Global Maritime Ventures Berhad from mid-2015 to early 2017. He was also appointed as a director of Syarikat Borcos Shipping Sdn Bhd, a company engaged in chartering and hiring of vessels as well as providing other chartering related services, from July 2015 to May 2016. Currently, he is the Port-Reception Facility Advisor of KA Petra Sdn Bhd, where he is advising the company in setting up, development and creation of an adequate port-reception facility in addressing the transportation and disposal of ship-generated waste and cargo residues.

He was appointed to our Board on 6 November 2019. He currently sits on the Audit Committee and Risk Management Committee of our Group.

### (viii) **Shareen Shariza Binti Abdul Ghani**

*Independent Non-Executive Director*

Shareen Shariza Binti Abdul Ghani, a Malaysian, 56, was appointed as our Independent Non-Executive Director on 29 July 2021. She was appointed to our Board on 29 July 2021. She graduated with a Bachelor's Degree in Mass Communications from Universiti Sains Malaysia in 1993. She also obtained a Master of Public Policy from Universiti Malaya in 2012 and a Master of Studies in Sustainability Leadership from Cambridge University in 2015.

She began her career in December 1993 when she joined RA Public Relations Sdn Bhd as a senior consultant. In this role, she was responsible for developing corporate communications strategies and providing public relations consultation to a range of public listed companies, international and regional retail brands as well as banking and finance industry.

In April 1997, she joined Nepline Berhad, a company principally involved in chartering and shipping-related businesses, as a public relations manager, where she was primarily responsible for establishing public relations and communication function for the company, engaging with the company's regional and international stakeholders and preparing annual reports, media profiles as well as articles of the company.

In April 1998, she left Nepline Berhad and joined the Malaysian Exchange of Securities Dealing and Automated Quotation Berhad ("**MESDAQ**"), a securities market for the listing of high growth and technology-based companies, as Assistant Vice President in Corporate Communications where she was mainly responsible for the establishment of strategic communication and reputation management functions for MESDAQ.

She left MESDAQ in December 2001 and set up a sole proprietorship, namely the PR Practice, to provide consultation services, such as integrated communications, crisis and issues management, corporate communications and corporate branding to various companies. She then ceased her business in January 2003 and joined Trax Associates Sdn Bhd as a senior associate to solely develop brand strategy and formulate the brand management framework for a multinational oil and gas company.

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

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After completing the one-year project for the multinational oil and gas company, she expanded her career experience to humanitarian works from April 2004 to April 2007, where she became the Chief Operating Officer of Mercy Malaysia, delivering humanitarian services, emergency response, rehabilitation and recovery aids to countries that were embroiled in humanitarian crisis. During her tenure with Mercy Malaysia, she was instrumental in shaping Mercy Malaysia's organisational development and operation as well as securing corporate funding and setting up accountability framework for Mercy Malaysia. In recognition of her achievements in and contributions to humanitarian services, she was conferred the Darjah Paduka Mahkota Perak (DPMP) by His Royal Highness Sultan Azlan Shah, the late Sultan of Perak Darul Ridzuan, who was the Patron of Mercy Malaysia.

In July 2007, she joined Khazanah Nasional Berhad ("**Khazanah**") as the Director of Corporate Responsibility. Under the ambit of human and social capital development, she played a significant role in designing and executing national level initiatives, such as the promoting intelligence, nurturing talent and advocating responsibility foundation (also known as the PINTAR foundation), Yayasan Sejahtera and graduate employability management scheme (also known as GEMS Malaysia).

In July 2013, she was transferred to the Managing Director's office of Khazanah, assuming the role of the Director of Special Projects, where she oversaw the government-linked corporation transformation programme to develop corporate responsibility and sustainability strategies such as policy frameworks, sustainability practices and initiatives and integrated reporting mechanisms for government-linked corporations.

In March 2016, she left Khazanah and joined Talent Corporation Malaysia Berhad ("**TalentCorp**") as the Chief Operating Officer and subsequently assumed the role of Chief Executive Officer in June 2016. During her tenure at TalentCorp, she was primarily responsible for the design and execution of national talent or human capital strategies and action plans with a focus on optimising top talent to meet the demands of the key economic growth sectors. She was also involved in formulating progressive policies for the future of work, women in leadership roles and in the workforce, diversity and inclusive workplace practices through holistic approaches.

In May 2018, she left TalentCorp and joined Sorga Ventures Sdn Bhd, a boutique consulting firm, as director in providing and establishing the environmental, social and governance framework to a range of public listed companies in Malaysia.

In June 2019, she left Sorga Ventures Sdn Bhd and co-founded Sorga Innovation Sdn Bhd ("**Sorga Innovation**"), a boutique advisory firm specialising in sustainability and ESG consulting as well as human capital or talent strategies and solutions. She is currently the Chief Executive Officer of Sorga Innovation where she oversees the ESG strategy and reporting, decarbonisation efforts, and initiatives in training and capacity building of various clients. In addition to her work in sustainability and ESG, she also oversees the setting up and operation of a talent platform and management system, known as gigxglobal.com, a fractional work platform for professional talents connecting professional talent with "on-demand" project-based opportunities.

She was a board member of the Geneva-based Humanitarian Accountability Partnership in 2007 where she was involved in establishing the policy framework for accountability for the organisation. She also currently sits on the board of trustees of Yayasan UEM since June 2019, the board of directors of AEON Credit Service (M) Bhd since October 2025, the board of directors of Malaysian Green Technology and Climate Change Corporation since August 2024 and the board of governance of Yayasan Bursa Malaysia since January 2025.



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

Going forward, she will play a role in providing advice and guidance on the environmental, social and governance of our Group and ensuring any programmes or strategies to be implemented are sustainable and valuable to our Group. With her experience in talent and workforce development, it is also envisaged that she would add value in upskilling the workforce of our Group by creating a more well-rounded and cross-trained workforce to increase the employees' engagement, effectiveness and retention as well as to attract new talents to facilitate the growth and achievements of our Group.

She currently chairs the Nomination and Remuneration Committee of our Group.

### (ix) **Mia Idora Binti Ismail**

*Independent Non-Executive Director*

Mia Idora Binti Ismail, a Malaysian aged 52, was appointed as our Independent Non-Executive Director on 8 September 2025. She graduated with a Bachelor of Science in Economics and Accounting from the University of Bristol, United Kingdom in 1996.

She began her career in 1997 when she joined Arab Malaysian Merchant Bank Berhad ("**AMMBB**") as an Officer of Corporate Finance and was subsequently promoted to the position of Manager of Corporate Finance. She served at AMMB until October 2001, where she was primarily responsible for the preparation, coordination, due diligence and execution of various submissions to the relevant regulatory authorities.

In November 2001, she joined Affin Merchant Bank Berhad, as Vice President of Corporate Finance, a position which she held until June 2004. During her tenure there, she was primarily responsible for securing transaction mandates and overall management and execution of capital market transactions, covering all phases from structuring and due diligence to regulatory submission, implementation, and completion.

She then took a career break from June 2004 to August 2005 before joining RHB Investment Bank Berhad ("**RHB IB**") in September 2005 as the Assistant Vice President, Corporate Finance. She was thereafter promoted to the position of Vice President, Corporate Investment Banking, a role she held until her departure in October 2010. During her tenure with RHB IB, she led the origination and execution of various corporate exercises, including mergers and acquisitions ("**M&A**"), equity capital market ("**ECM**"), and debt capital market ("**DCM**") transactions.

Upon leaving RHB IB in October 2010, she joined Maybank Investment Bank Berhad ("**Maybank IB**") as the Director of the Investment Banking Division, and was later appointed as the Co-Head and Director of M&A in January 2014. Her main responsibilities at Maybank IB include leading the M&A team, managing department operations, procuring mandates, and overseeing strategic execution of corporate advisory and capital market transactions.

She left Maybank IB in October 2017 and joined Credit Suisse Securities (Malaysia) Sdn Bhd ("**CSCSS Malaysia**") in November 2017, assuming the role of the Director and Co-Head of Investment Banking and Capital Markets ("**IBCM**"), Malaysia Coverage. Her role focused on driving the growth of Credit Suisse's IBCM business in Malaysia, including M&A, ECM, DCM and structured funding activities. She retired from CSCSS Malaysia in February 2023.

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

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In February 2025, she was appointed as an Independent Non-Executive Director of Alliance Islamic Bank Berhad, a role she continues to hold as at the LPD. In this capacity, she provides independent oversight and supervision of the Islamic bank's business operations and governance practices.

With more than 20 years of experience in investment banking and corporate finance, she brings strong expertise in capital markets, corporate advisory, and strategic execution. Her leadership roles across both domestic and international financial institutions strengthen our Board's collective expertise. She currently sits on the Risk Management Committee of our Group.

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

### 5.2.4 Principal directorships and principal business activities of our Directors outside our Group

The following table sets out the principal directorships and principal business activities outside our Group of our Directors as at the LPD (“**Present Involvement**”) and for the past five years from the LPD (“**Past Involvement**”):

#### (i) Dato’ Seri Ong

Company/Entity	Principal activities	Involvement in business activities
<b><u>Present Involvement</u></b>		
OCTSB	Investment holding company holding shares in 15 companies <sup>(1)</sup> , general carriers and transport operators	Director (appointed on 29 March 1979) and substantial shareholder (direct)
Penang Shipping and Trading Co Sdn Bhd	Dormant (Previous principal activities: Lighters operator and shipping agents)	Director (appointed on 5 September 1980) and substantial shareholder (indirect)
MTTC	Stevedores, shipping agents and letting of properties	Director (appointed on 10 April 1981) and substantial shareholder (direct and indirect)
Seko Global Logistics (M) Sdn Bhd	Forwarding agents	Director (appointed on 18 May 1984) and substantial shareholder (direct and indirect)
Desa Juru Sdn Bhd	Investment holding company holding shares in Jasajuru Sdn Bhd	Director (appointed on 29 June 1987) and substantial shareholder (indirect)
PC	General carriers of goods, haulier and provision of ancillary services	Director (appointed on 25 August 1988) and substantial shareholder (indirect)
G.U. Industries (M) Sdn Bhd	Currently inactive (Previous principal activities: Warehousing, handling and forwarding and letting of properties)	Director (appointed on 23 February 1990) and substantial shareholder (indirect)
PBW	Warehouse facilities, bonded or otherwise, storekeeping, packing, delivery and related services	Director (appointed on 7 June 1991) and substantial shareholder (indirect)
Natural Synthesis Sdn Bhd	Provision of marketing, promotion and related services	Director (appointed on 14 January 1994) and substantial shareholder (direct and indirect)
MHSB	Hotelier	Director (appointed on 27 January 1994) and substantial shareholder (direct and indirect)
Evergreen Heavy Industrial Corp (M) Berhad	Manufacturing of cargo containers and container parts	Director (appointed on 9 June 1994) and shareholder (indirect)

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

Company/Entity	Principal activities	Involvement in business activities
Priority Resources Sdn Bhd	Information communication technology (ICT), management and consultancy, general trading and retail	Director (appointed on 17 December 1994) and substantial shareholder (indirect)
PSYN	Freight forwarding and related services	Director (appointed on 17 December 1994) and substantial shareholder (direct and indirect)
Emas Cair	Dormant	Director (appointed on 18 February 1995) and substantial shareholder (indirect)
GFS	Forwarding agents and related services	Director (appointed on 23 February 1995) and substantial shareholder (direct and indirect)
Greenpen Properties	Property investment	Director (appointed on 28 August 1995) and substantial shareholder (direct and indirect)
Jasajuru Sdn Bhd	Property investment	Director (appointed on 26 January 1998) and substantial shareholder (indirect)
L. T. Shipping Sdn Bhd	Investment holding company holding shares in MTT Properties & Development Sdn Bhd and MTT Learning Academy Sdn Bhd	Director (appointed on 23 November 1998) and substantial shareholder (direct)
PKT	Investment holding company holding shares in 9 companies <sup>(2)</sup>	Director (appointed on 23 November 1998) and substantial shareholder (direct)
SY. Pinggan-Mangkok Kwong Heong (1981) Sdn Bhd	Dealers of crockery (in the process of striking-off)	Director (appointed on 26 August 1981) and substantial shareholder (indirect)
RTW	Forwarding agents and related services	Director (appointed on 25 July 2000) and substantial shareholder (direct and indirect)
Priority Materials Handling Sdn Bhd	Hiring, sales and servicing of forklift and heavy machineries	Director (appointed on 19 October 2001) and substantial shareholder (direct and indirect)
MTT Properties & Development Sdn Bhd	<ul style="list-style-type: none"> <li>Housing development</li> <li>Business and project management consultancy services of all description</li> </ul>	Director (appointed on 16 May 2005) and substantial shareholder (direct and indirect)
Pac De Pac	Warehousing and related services (in the process of members' voluntary winding up)	Director (appointed on 20 April 2011) and substantial shareholder (direct and indirect)

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

Company/Entity	Principal activities	Involvement in business activities
Botanica Hills Sdn Bhd	<ul style="list-style-type: none"> <li>Development of building projects for own operation, i.e., for renting of space in these buildings</li> <li>Buying, selling, renting and operating of self-owned or leased real estate - non-residential buildings</li> <li>Homes for the elderly with nursing care</li> </ul>	Director (appointed on 28 November 2018) and substantial shareholder (direct and indirect)
Priority Haulage	Haulage and distribution and related operation of workshop services	Director (appointed on 20 December 2000) and substantial shareholder (direct and indirect)
PLOG <sup>(3)</sup>	Haulage and distribution and transportation services	Director (appointed on 12 March 2001) and substantial shareholder (direct and indirect)
Persila <sup>(3)</sup>	Haulage and distribution services	Director (appointed on 16 June 2001) and substantial shareholder (indirect)
MTT Learning Academy Sdn Bhd	Education centre	Director (appointed on 9 May 2006) and substantial shareholder (direct and indirect)
Uniq Opt Sdn Bhd	Real estate activities with own or leased property not elsewhere classified; buying, selling, renting and operating of self-owned or leased real estate - non-residential buildings	Director (appointed on 2 March 2020) and substantial shareholder (direct)
Eden At Botanica CT Sdn Bhd	Nursing homes, activities of holding companies, buying, selling, renting and operating of self-owned or leased real estate - residential buildings. As at LPD, Eden At Botanica CT Sdn Bhd is not holding shares in any company	Director (appointed on 9 March 2020) and substantial shareholder (indirect)
Botanica Plantations Sdn Bhd	Events management and other management consultancy activities; Agricultural activities for crops production on a fee or contract basis including sale of foodstuff product; Homestay bed and breakfast and other food service activities	Substantial shareholder (direct)
Kentec Synergy Sdn Bhd	Property development management and consultancy; project management	Substantial shareholder (direct)
Commodity Energy Trans Sdn Bhd	Commodity brokers and dealers; wholesale of a variety of goods without any particular specialization; wholesale of other solid, liquid and gaseous fuels and related products	Substantial shareholder (direct)
MHPL	Investment holding company and freight transport arrangement (in the process of striking off)	Substantial shareholder (indirect)

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

<b>Company/Entity</b>	<b>Principal activities</b>	<b>Involvement in business activities</b>
MTTM Integrated Shipping & Logistics Company Limited ("MTTM")	Water transport, land transport and transport via pipelines and warehousing and support activities for transportation <sup>(4)</sup>	Substantial shareholder (indirect)
IQ Concrete Systems Sdn Bhd	To carry on the business of selling fibermesh and trading of building materials	Substantial shareholder (indirect)
Mesra Tanah & Tani Sdn Bhd	Growing of other perennial crops not elsewhere classified	Substantial shareholder (indirect)
Heap Seong Chan Company Sdn Bhd	Warehousing and forwarding services, trading, importers and exporters, money lending <sup>(5)</sup>	Substantial shareholder (indirect)
Hesechan Cargo Handling Sdn Bhd	Providing forwarding and warehousing services as well as import, export and trading <sup>(5)</sup>	Substantial shareholder (indirect)
Hesechan Trading Sdn Bhd	Trading, import and export activities	Substantial shareholder (indirect)
PT Prima	Shipping agency services	Substantial shareholder (indirect)

**Past involvement**

Nil

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

- (1) As at the LPD, OCTSB holds shares in the following companies:
- (a) MTTC, a company principally involved in stevedores, shipping agents and letting of properties.
  - (b) MTT Learning Academy Sdn Bhd, a company principally involved in education centre.
  - (c) MHSB, a company principally involved in hotelier.
  - (d) Priority Haulage, a company principally involved in haulage and distribution and related operation of workshop services.
  - (e) Evergreen Heavy Industrial Corp (M) Berhad, a company principally involved in manufacturing of cargo containers and container parts.
  - (f) Desa Juru Sdn Bhd, a company principally involved in investment holding, holding shares in Jasajuru Sdn Bhd, which is principally involved in property investment.
  - (g) Greenpen Properties, a company principally involved in property investment.
  - (h) Southern Pipe Industry (Malaysia) Sdn Bhd, a company principally involved in manufacture, sale and processing of steel pipes and other related products.
  - (i) PC, a company principally involved in general carriers of goods, haulier and provision of ancillary services.
  - (j) ICSD, a company principally involved in container storage and container related services.
  - (k) PBW, a company principally involved in warehouse facilities, bonded or otherwise, storekeeping, packing, delivery and related services.
  - (l) RTW, a company principally involved in the business of acting as forwarding agents and related services.
  - (m) GFS, a company principally involved in the business of acting as forwarding agents and related services.
  - (n) IQ Concrete Systems Sdn Bhd, a company principally involved in the selling of fibermesh and trading of building materials.
  - (o) Penang Shipping and Trading Co Sdn Bhd, a dormant company which was previously principally involved in lighters operator and shipping agents.
- (2) As at the LPD, PKT holds shares in the following companies:
- (a) MTTC, a company principally involved in stevedores, shipping agents and letting of properties.
  - (b) Priority Haulage, a company principally involved in haulage and distribution and related operation of workshop services.
  - (c) MTT Learning Academy Sdn Bhd, a company principally involved in education centre.
  - (d) Greenpen Properties, a company principally involved in property investment.
  - (e) ICSD, a company principally involved in container storage and container related services.
  - (f) GFS, a company principally involved in the business of acting as forwarding agents and related services.
  - (g) RTW, a company principally involved in the business of acting as forwarding agents and related services.
  - (h) Emas Cair, a dormant company.
  - (i) PBW, a company principally involved in warehouse facilities, bonded or otherwise, storekeeping, packing, delivery and related services.
- (3) An associated company of our Group.

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

- (4) MHPL, the sole shareholder of MTTM, is expected to sell and dispose of its entire equity interest in MTTM to third party purchaser(s) by the end of December 2025. Following the share sales, MTTM will cease to be a subsidiary of MHPL.
- (5) As at the LPD, Dato' Seri Ong indirectly holds through MTTC the minority equity interest in Heap Seong Chan Company Sdn Bhd (11.1%) and Hesechan Cargo Handling Sdn Bhd (7.0%) respectively. Neither Dato' Seri Ong nor MTTC has any representation on the board of directors of these companies. Accordingly, both Dato' Seri Ong and MTTC are not involved in the day-to-day operations of such companies and are also not in a position to influence the decision-making or business operations of such companies.

### (ii) Ooi Lean Hin

Company/Entity	Principal activities	Involvement in business activities
<b><u>Present Involvement</u></b>		
Priority Haulage	Haulage and distribution and related operation of workshop services	Director (appointed on 10 March 2001)
Greenpen Properties	Property investment	Director (appointed on 26 March 2001)
Persila <sup>(1)</sup>	Haulage and distribution services	Director (appointed on 16 June 2001)
PLOG <sup>(1)</sup>	Haulage and distribution and transportation services	Director (appointed on 7 December 2001) and substantial shareholder (direct)
Pac De Pac	Warehousing and related services (in the process of members' voluntary winding up)	Director (appointed on 20 April 2011) and substantial shareholder (direct)
Unique Mile Stone Sdn Bhd	Buying, selling, renting and operating of self-owned or leased real estate (residential buildings)	Director (appointed on 2 September 2014) and substantial shareholder (direct)
PC	General carriers of goods, haulier and provision of ancillary services	Director (appointed on 14 June 2017)
PBW	Warehouse facilities, bonded or otherwise, storekeeping, packing, delivery and related services	Director (appointed on 14 June 2017)
MTT Properties & Development Sdn Bhd	<ul style="list-style-type: none"> <li>Housing development</li> <li>Business and project management consultancy services of all description</li> </ul>	Director (appointed on 14 June 2017)
RTW	Forwarding agents and related services	Director (appointed on 28 February 2017)
MTTC	Stevedores, shipping agents and letting of properties	Director (appointed on 26 June 2019)
Uniq Opt Sdn Bhd	Real estate activities with own or leased property not elsewhere classified; buying, selling, renting and operating of self-owned or leased real estate-non-residential buildings	Director (appointed on 2 March 2020) and substantial shareholder (direct)



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

Company/Entity	Principal activities	Involvement in business activities
Harbour 360 <sup>(2)</sup>	Provision of harbour tug services	Director (appointed on 2 October 2020)
Lestari Maritime <sup>(1)</sup>	Provision of dry bulk shipping and related services	Director (appointed on 21 December 2020)
MTT Kenyalang <sup>(1)</sup>	Ship owning and operations	Director (appointed on 19 April 2021)
Lestari ZS <sup>(1)</sup>	Dormant (Intended principal activities: Investment holding in companies)	Director (appointed on 18 August 2023)
Commodity Energy Trans Sdn Bhd	Commodity brokers and dealers; wholesale of a variety of goods without any particular specialisation; wholesale of other solid, liquid and gaseous fuels and related products	Director (appointed on 1 October 2023) and substantial shareholder (direct)
L.T. Shipping Sdn Bhd	Investment holding company holding shares in MTT Properties & Development Sdn Bhd and MTT Learning Academy Sdn Bhd	Substantial shareholder (direct)
PSYN	Freight forwarding and related services	Substantial shareholder (direct)
<b>Past Involvement</b>		
Specpower Sdn Bhd	Investment holding	Director (appointed on 12 February 2014 and resigned on 21 March 2023)
MHPL	Investment holding company and freight transport arrangement (in the process of striking off)	Director (appointed on 1 January 2020 and resigned on 15 September 2021)
MTTM	Water transport, land transport and transport via pipelines and warehousing and support activities for transportation <sup>(3)</sup>	Director (appointed on 10 June 2020 and resigned on 15 February 2022)

### Notes:

- (1) An associated company of our Group.
- (2) A jointly controlled entity of our Group.
- (3) MHPL, the sole shareholder of MTTM, is expected to sell and dispose of its entire equity interest in MTTM to third party purchaser(s) by the end of December 2025. Following the share sales, MTTM will cease to be a subsidiary of MHPL.

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

### (iii) Chan Huan Hin

Company/Entity	Principal activities	Involvement in business activities
<b><u>Present Involvement</u></b>		
PSYN	Freight forwarding and related services	Director (appointed on 29 April 2002) and substantial shareholder (direct)
Priority Optimum Services Sdn Bhd	Providing custom clearance work and commission agents	Director (appointed on 21 March 2003)
Pac De Pac	Warehousing and related services (in the process of members' voluntary winding up)	Director (appointed on 7 April 2011) and substantial shareholder (direct and indirect)
Unique Mile Stone Sdn Bhd	Buying, selling, renting and operating of self-owned or leased real estate (residential buildings)	Director (appointed on 2 September 2014) and substantial shareholder (direct)
Uniq Opt Sdn Bhd	Real estate activities with own or leased property not elsewhere classified; buying, selling, renting and operating of self-owned or leased real estate- non-residential buildings	Director (appointed on 2 March 2020) and substantial shareholder (direct)
Commodity Energy Trans Sdn Bhd	Commodity brokers and dealers; wholesale of a variety of goods without any particular specialisation; wholesale of other solid, liquid and gaseous fuels and related products	Shareholder (direct)
<b><u>Past Involvement</u></b>		
Nil		

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

### (iv) Clarice Ong

Company/Entity	Principal activities	Involvement in business activities
<b><u>Present Involvement</u></b>		
Natural Synthesis Sdn Bhd	Provision of marketing, promotion and related services	Director (appointed on 23 August 2010)
D3 Dyn Sdn Bhd	Bakery, food outlet, catering and event management	Director (appointed on 12 January 2015) and substantial shareholder (direct)
PC	General carriers of goods, haulier and provision of ancillary services	Director (appointed on 14 June 2017)
MTT Learning Academy Sdn Bhd	Education center	Director (appointed on 14 June 2017)
MTT Properties & Development Sdn Bhd	<ul style="list-style-type: none"> <li>Housing development</li> <li>Business and project management consultancy services of all description</li> </ul>	Director (appointed on 14 June 2017)
PBW	Warehouse facilities, bonded or otherwise, storekeeping, packing, delivery and related services	Director (appointed on 14 June 2017)
MTTC	Stevedores, shipping agents and letting of properties	Director (appointed on 14 June 2017)
PSYN	Freight forwarding and related services	Director (appointed on 12 September 2017)
Priority Resources Sdn Bhd	Information communication technology (ICT), management and consultancy, general trading and retail	Director (appointed on 12 September 2017)
G.U. Industries (M) Sdn Bhd	Currently inactive (Previous principal activities: Warehousing, handling and forwarding and letting of properties)	Director (appointed on 12 September 2017)
Penang Shipping and Trading Co Sdn Bhd	Dormant (Previous principal activities: Lighters operator and shipping agents)	Director (appointed on 12 September 2017)
Priority Materials Handling Sdn Bhd	Hiring, sales and servicing of forklift and heavy machineries	Director (appointed on 12 September 2017)
Seko Global Logistics (M) Sdn Bhd	Forwarding agents	Director (appointed on 12 September 2017)
MHSB	Hotelier	Director (appointed on 29 April 2024)
Sinegy Technologies (M) Sdn Bhd	To carry on the business of information technology services activities, web portals and related activities	Preference shareholder
<b><u>Past Involvement</u></b>		
Nil		

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

**(v) Dato' Razman Hafidz Bin Abu Zarim**

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<b><u>Present Involvement</u></b>		
Loob Berhad	Investment holding company. It does not hold shares in any company as at the LPD	Director (appointed on 13 March 2020)
Rhaz Sdn Bhd	Export and import of a variety of goods without any particular specialisation	Director (appointed on 5 January 1985) and substantial shareholder (direct)
NRT Ventures Holdings Sdn Bhd	Investment holding company and management consulting however it does not hold shares in any company as at the LPD	Director (appointed on 1 May 2022) and substantial shareholder (direct)
<b><u>Past Involvement</u></b>		
Hartalega Holdings Berhad	Investment holding company	Director (appointed on 2 March 2015 and resigned on 2 July 2025)

**(vi) Dato' Abd Gani Bin Othman**

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<b><u>Present Involvement</u></b>		
Mega Galeri Sdn Bhd	Importation, distribution, retail of motor vehicles and parts and the provision of after sales services, managerial services and investment <sup>(1)</sup>	Director (appointed on 8 February 2021)
Prima Maju Auto Sdn Bhd	Wholesale and retail sale of all kinds of parts, components, supplies, tools and accessories for motor vehicles, maintenance and repair of motor vehicles, wholesale and retail of new motor vehicles	Director (appointed on 31 March 2021)
<b><u>Past Involvement</u></b>		
Nil		

**Note:**

- (1) As at the LPD, Mega Galeri Sdn Bhd holds shares in Mega Galeri Motor Sdn Bhd, a company involved in the maintenance and repair of motor vehicles; wholesale and retail of new motor vehicles; wholesale and retail sale of all kinds of parts, components, supplies, tools and accessories for motor vehicles.

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

### (vii) Dato' Captain Haji Ahmad Bin Othman

Company/Entity	Principal activities	Involvement in business activities
<b><u>Present Involvement</u></b>		
Straits Shipping Agency Sdn Bhd	Dormant (Previous principal activities: Shipping agency and logistics)	Director (appointed on 13 April 2018) and substantial shareholder (direct)
<b><u>Past Involvement</u></b>		
Nil		

### (viii) Shareen Shariza Binti Abdul Ghani

Company/Entity	Principal activities	Involvement in business activities
<b><u>Present Involvement</u></b>		
Sorga Innovation	Business management, consultancy services, activities of employment placement agencies and web portals	Director (appointed on 14 June 2019) and substantial shareholder (direct)
Yayasan UEM	To receive and administer funds for education, scientific research and charitable purposes, all for the public welfare and for no other purpose	Director (appointed on 20 June 2019)
Accelerate Global Sdn Bhd	Other management consultancy activities and other education	Director (appointed on 15 January 2022)
Malaysian Green Technology and Climate Change Corporation	As the focal point for the development and promotion of green technology (as defined in the National Green Technology Policy) in the country; to provide advisory services to the government and private sector on green technology and climate change; to drive and facilitate the implementation of green technology policies and coordinate the development, transfer and widespread adoption of green technology in the country	Director (appointed on 20 August 2024)
Yayasan Bursa Malaysia	To provide funds or support to Malaysian individuals and organisations by way of scholarships, grants, donations and other forms of financial assistance for educational, research and charitable purposes	Director (appointed on 17 January 2025)

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

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
AEON Credit Service (M) Berhad	Provision of easy payment schemes, personal financing schemes, issuances of payment cards under the international brand names of Visa and Mastercard, and money lending service. The personal financing schemes and certain easy payment schemes are based on Islamic principles	Director (appointed on 1 October 2025) <sup>(1)</sup>

### Past Involvement

Nil

### **Note:**

(1) Appointed as a director of AEON Credit Service (M) Berhad subsequent to the LPD on 1 October 2025.

### (ix) Mia Idora Binti Ismail

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<b><u>Present Involvement</u></b>		
Alliance Islamic Bank Berhad	Islamic banking and finance business and the provision of related financial services	Director (appointed on 1 February 2025)

### **Past Involvement**

Nil

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

- (i) our Non-Executive Directors are not involved in the day-to-day operations of our Group, and their involvement in other business activities outside our Group will not affect their contributions to our Group; and
- (ii) our Executive Directors are of the view that their involvement in other businesses or corporations does not preclude them from allocating or committing their time and effort to our Group as they are not involved in the management and day-to-day operations of these businesses, other than attending meetings of the board of directors on which they serve or attending shareholders' meetings as a shareholder, if any.

### 5.2.5 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.

### 5.2.6 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 2024 and FYE 2025 are as follows:

FYE 2024 (Paid)	Director's fees <sup>(1)</sup>	Salary	Bonus	Contribution to EPF, SOCSO and EIS	Allowances	Benefits-in-kind	Total
	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)
<b><u>Non-Independent Executive Directors</u></b>							
Dato' Seri Ong	130	1,740	1,800	567	-	28	4,265
Ooi Lean Hin	130	1,740	1,800	567	-	28	4,265
Chan Huan Hin	118	588	400	159	-	24	1,289
Clarice Ong	72	588	400	160	5	24	1,249
<b><u>Independent Non-Executive Directors</u></b>							
Dato' Razman Hafidz Bin Abu Zarim	100	-	-	-	-	-	100
Dato' Abd Gani Bin Othman	72	-	-	-	-	-	72
Dato' Captain Haji Ahmad Bin Othman	72	-	-	-	-	-	72
Shareen Shariza Binti Abdul Ghani	72	-	-	-	-	-	72
Mia Idora Binti Ismail	-	-	-	-	-	-	-

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

FYE 2025 (Proposed)	Director's fees <sup>(1)</sup>	Salary	Bonus	Contribution to EPF, SOCSO and EIS	Allowances	Benefits-in-kind	Total
	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)
<b>Non-Independent Executive Directors</b>							
Dato' Seri Ong	143	2,400	-(2)	633	1	28	3,205
Ooi Lean Hin	143	2,400	-(2)	633	1	28	3,205
Chan Huan Hin	173	840	-(2)	199	1	24	1,237
Clarice Ong	100	840	-(2)	201	6	24	1,171
<b>Independent Non-Executive Directors</b>							
Dato' Razman Hafidz Bin Abu Zarim	165	-	-	-	1	-	166
Dato' Abd Gani Bin Othman	140	-	-	-	1	-	141
Dato' Captain Haji Ahmad Bin Othman	140	-	-	-	1	-	141
Shareen Shariza Binti Abdul Ghani	130	-	-	-	1	-	131
Mia Idora Binti Ismail	40	-	-	-	1	-	41

### Notes:

- (1) Inclusive of Director's fees drawn in the Subsidiaries.
- (2) The bonuses which will be paid to our Executive Directors for FYE 2025 are not included. Such bonuses, if any, will be determined at a later date based on the individual performance and our Group's performance, and will be subject to recommendation of our Nomination and Remuneration Committee as well as the approval by our Board.

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 Nomination and Remuneration Committee and subsequently approved by our Board. Our Directors' fees must be further approved/endorsed by our shareholders at a general meeting.

### 5.2.7 Audit Committee

Our Audit Committee was formed by our Board on 22 March 2021. Our Audit Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Dato' Razman Hafidz Bin Abu Zarim	Chairperson	Senior Independent Non-Executive Director
Dato' Abd Gani Bin Othman	Member	Independent Non-Executive Director
Dato' Captain Haji Ahmad Bin Othman	Member	Independent Non-Executive Director

In fulfilling its primary objectives, the Audit Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) to consider the nomination, appointment or re-appointment of the internal and external auditors and matters pertaining to the resignation and dismissal of the external auditors.



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

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- (b) to annually assess the suitability, objectivity and independence of the internal and external auditors, taking into consideration –
  - (i) the competency, audit quality, adequacy of scope and resource capacity of the internal and external auditors in relation to the audit including the internal and external auditors' ability to meet deadlines in providing services and responding to issues in a timely manner as contemplated in the audit plans;
  - (ii) the nature and extent of non-audit services rendered, and the level of fees paid for such services relative to audit fees. The Audit Committee shall review and approve all proposed non-audit services, including proposed fees, prior to work commencement; and
  - (iii) the conduct of and independence demonstrated by the internal and external auditors throughout the audit engagement. The Audit Committee shall obtain written confirmation from the internal and external auditors that they are, and have been, independent in accordance with all relevant professional and regulatory requirements.
- (c) to discuss on the audit plan, the nature and scope of the audit, including any changes to the planned scope of the audit plan, with the internal and external auditors before the audit commences.
- (d) along with the external auditors, review and report to our Board the audit plan, in particular the adequacy of existing external audit arrangements with emphasis on the scope, and ensure coordination where more than one audit firm is involved.
- (e) to review and report to our Board, the evaluation of the internal control plan, processes, the results of the internal audit assessments, investigation undertaken and whether or not appropriate actions are taken on the recommendations.
- (f) to ensure that assistance and full access to all information and documents and records required is duly provided by our Management to the internal and external auditors.
- (g) To review and evaluate the system of their audit report with internal and external auditors before approval by our Board.
- (h) to review the external auditors' management letter and management's response during the year with the Management, external auditors and internal auditors, including the status of previous audit recommendations to ensure that prompt corrective actions are taken to address issues (including any deficiencies in the internal control system).

In relation to financial reporting, the Audit Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) to evaluate and monitor the financial reporting process, and provide assurance that the financial information provided by our Management is relevant, reliable and timely, including:
  - (i) Assess whether the financial reports represent a true and fair view of our Group's financial position and performance and ensure compliance with the accounting standards and other regulatory requirements;
  - (ii) Ensure the competency of the accounting staff and adequacy of the resources and infrastructure of the finance function for accurate, complete, consistent and timely reporting; and

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

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- (iii) Propose best practices on disclosure in the financial statements and the annual reports of our Group, to be in line with the recommendations set out in the MCGG and other applicable rules and regulations.
- (b) together with the external auditors, review and report to our Board the quarterly and year-end financial statements, before approval by our Board, focusing particularly on –
  - (i) changes in implementation of major accounting policy changes;
  - (ii) significant matters highlighted including financial reporting issues, significant judgments made by our Management, significant and unusual events or transactions, and how these matters are addressed;
  - (iii) compliance with accounting standards and other legal requirements and if appropriate, recommend to our Board the issuance of the quarterly and year-end financial statements to Bursa Securities;
  - (iv) the going concern assumption; and
  - (v) litigation or actions that could affect the financial position, performance or results materially.
- (c) discuss problems and issues encountered during the interim and final audits, and any matter the external auditors may wish to discuss (in the absence of our Management, where necessary).
- (d) review and recommend to our Board for approval, the Audit Committee report, corporate governance overview statement, and statement on risk management and internal control for inclusion in the annual report as well as corporate governance report for an announcement and publication on the website of Bursa Securities.

In relation to related party transactions and conflict of interests, the Audit Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) ensure that related party transactions and conflict of interests situations are monitored and reported to comply with standards through the following manners:
  - (i) ensure that our Management establishes a comprehensive framework for the purposes of identifying, evaluating, approving, reporting related party transactions and monitoring conflict of interests situations.
  - (ii) together with the finance team, review:
    - (1) all transactions to ensure they are fair, reasonable and undertaken on our Group's normal commercial terms at arm's length and on terms that are not detrimental to our Company and in the best interest of our Group;
    - (2) internal control procedures with regard to such transactions are sufficient and have been fully complied with;
    - (3) compliance with the relevant provisions of the Listing Requirements; and
    - (4) in respect of recurring related party transactions, whether they have been carried out in accordance with the mandate approved by shareholders.

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

- (b) prepare an Audit Committee report at the end of the financial year for inclusion in the annual report pursuant to paragraph 15.15 of the Listing Requirements.
- (c) undertake such other assignments as requested by our Board from time to time or as the Audit Committee considers appropriate.

In relation to whistleblowing and anti-bribery and anti-corruption, the Audit Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) review and approve whistleblowing policies and procedures established to address allegations raised by whistle-blowers, to ensure independent investigation is conducted and follow-up action is taken and highlighted to the Committee.
- (b) ensure that proper and timely investigations are carried out for the report of improper conduct made by any whistleblower.
- (c) in a case where the Committee reviewed the investigation and made a determination whether the allegation was substantiated or not, a final report together with the recommendations of the Committee will be tabled at our Board meeting for review and decision on the corrective action to be taken and/or the disciplinary action to be taken (if any).
- (d) review and approve our Group's policies and procedures for detecting risk of improper conduct, bribery and corruption.
- (e) review the effectiveness of anti-bribery and anti-corruption measures taken by our Group.
- (f) ensure that the risk assessment on bribery and corruption is conducted annually included in the annual risk assessment of our Group.

In relation to other matters, the Audit Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) Employees Share Scheme – to verify the allocation of shares or options pursuant to an employees share option scheme (ESOS) or any other employee share scheme implemented by our Company and/or Group to ensure compliance with the approved criteria for allocation pursuant to the scheme.
- (b) To perform such other functions as the Committee considers appropriate or as authorised by our Board.

### 5.2.8 Risk Management Committee

Our Risk Management Committee was formed by our Board on 22 March 2021. Our Risk Management Committee currently comprises the following members, of which the majority are Independent Non-Executive Directors:

Name	Designation	Directorship
Chan Huan Hin	Chairperson	Non-Independent Executive Director
Dato' Captain Haji Ahmad Bin Othman	Member	Independent Non-Executive Director
Mia Idora Binti Ismail	Member	Independent Non-Executive Director

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

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In fulfilling its primary objectives, the Risk Management Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) recommend and establish our Group's risk management policy, procedures and framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks.
- (b) conduct an annual review of our Group's risk management policy, procedures and framework and to recommend changes as needed to ensure that the aforesaid sufficiently address the strategic, business, operational, financial and compliance risks of our Group.
- (c) implement and maintain a sound risk management framework which identifies, assesses, manages and monitors our Group's key risk areas.
- (d) set reporting guidelines for Management to report to our Risk Management Committee on the effectiveness of management of its business risks.
- (e) review and evaluate the risk profile of our Group and to ensure integration of ESG risks as well as to evaluate the measures taken to mitigate all identified risks from time to time.
- (f) review and evaluate the adequacy of management response to issues identified in risk registers, ensuring that the risks are managed within our Group's risk appetite.
- (g) evaluate new risk identified and the likelihood of the emerging risks happening in the future by considering the need to formalise and disseminate appropriate controls.
- (h) ensure adequate infrastructure, resources and systems are in place for risk management and that the processes for the identification, measurement and analysis reporting and mitigation of risks are in place within our Group and are operating in an efficient and effective manner.
- (i) review the status of the implementation of management action plans in mitigating significant risks identified.

In relation to sustainability, the Risk Management Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

- (a) overseeing the management of principal business risks and significant or material ESG risks and ensuring the integration of sustainability as part of our Company's purpose, governance, strategy, and risk management.
- (b) ensuring resources and processes are in place to enable our Company to achieve its sustainability commitments and targets.
- (c) review the performance evaluations of our Board and senior management in addressing our Company's material sustainability risks and opportunities.
- (d) ensuring appropriate action is taken to ensure that Company understands the sustainability issues relevant to our Company and its business and industry, including climate related risks and opportunities.
- (e) reviewing disclosures statements relating to management of sustainability matters, i.e. Sustainability Statements of our Company in Annual Report and if applicable, any other sustainability-related reports of our Group, and ensuring compliance with the relevant disclosure requirements and standards as set out by Bursa Securities, or any other relevant regulatory authority.

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

### 5.2.9 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was formed by our Board on 22 March 2021. Our Nomination and Remuneration Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Shareen Shariza Binti Abdul Ghani	Chairperson	Independent Non-Executive Director
Dato' Razman Hafidz Bin Abu Zarim	Member	Senior Independent Non-Executive Director
Dato' Abd Gani Bin Othman	Member	Independent Non-Executive Director

In fulfilling its primary objectives, the Nomination and Remuneration Committee undertakes, amongst others, the following responsibilities for recommending to our Board as stated in the terms of reference:

#### Remuneration

- (a) establish and recommend to our Board remuneration policies, procedures and framework for our directors and Key Senior Managements designed to recognise in-year performance and to support the long-term business strategy and values of our Group.
- (b) determine the criteria to review the performance and contribution of our Board members, Board committee members and Key Senior Managements of our Group on an annual basis to ensure the remuneration framework aligns with our Group's long term strategy and risk appetite.
- (c) recommend to our Board the establishment of a short and long-term incentive plans for eligible employees and eligible executives of our Group.
- (d) formulate and implement a remuneration plan where remuneration is substantially structured to link to corporate and individual performances and is designed to promote the long-term success of our Company.
- (e) where necessary, to engage external professional advisors to assist and/or advise the Nomination and Remuneration Committee on the remuneration matters.
- (f) to oversee the qualitative and quantitative disclosures of remuneration made in the Annual Report and notice to general meetings.
- (g) to provide clarification to the shareholders during general meetings of our Company on matters pertaining to remuneration of the directors and senior management as well as the overall remuneration framework of our Company.
- (h) to oversee and monitor the administration of the ESOS to ensure that it is in compliance with the By-Laws as approved by the shareholders of our Company or such other similar scheme and/or incentive plans to be established by our Company from time to time including:
  - (i) to recommend to our Board, where it deems necessary, any amendment, modification, addition or deletion to the terms of reference of the NRC in relation to the implementation and administration of the ESOS, if applicable as well as to the provisions in the By-Laws;

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

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- (ii) to review and determine the allocation and allocation criterias of the ESOS Options under the ESOS scheme to the eligible Directors (if applicable) and employees, and where required recommend to our Board such allocations and criterias to Directors, Chief Executive and major shareholders, if any;
- (iii) to review and approve the performance criteria (where applicable) or vesting conditions of the ESOS; and
- (iv) to do all acts and things and in such manner as it, in its discretion, deems fit and enter into any transaction, agreement, deed, document or arrangement and make such rules and regulations, imposed such terms and conditions, pursuant to the By-Laws, including where necessary, entering into trust arrangement to facilitate the administration of the employee share scheme, and appointing any other relevant advisors.

**Nomination**

- (a) identify, evaluate and recommend to our Board individuals who are suitable to fill vacancies or newly created positions on our Board and Board committees. In making its recommendations, the Committee should consider the following attributes of the candidates or factors:
  - (i) technical competency, skills, knowledge, expertise and experience;
  - (ii) strong sense of professionalism;
  - (iii) background, character, integrity and competence;
  - (iv) contribution and performance;
  - (v) other commitments and time available to contribute inputs to our Board;
  - (vi) in the case of candidates for the position of Independent Non-Executive Directors, the Committee should evaluate the candidates ability to discharge such responsibilities or functions as expected from Independent Non-Executive Directors; and
  - (vii) boardroom diversity including gender (at least 30% women directors), age and ethnicity diversity.

If the selection of candidates was based on only recommendations by existing Board members, Management or substantial shareholders, the Nominating and Remuneration Committee should explain why these sources suffice and other sources were not used.

- (b) formulate and implement a formal and transparent procedure and criteria for proposing new members to our Board and Board committees.
- (c) nominate to our Board individuals for election or re-election as directors at the annual general meeting of our Company.
- (d) assess the effectiveness of our Board, Board committees and its individual directors as a whole including evaluating the balance of expertise, knowledge, experience, professionalism, integrity and criteria of the directors taking into consideration their performance and ability to continue to contribute to our Board in the light of knowledge, skills and experience require.
- (e) formulate and implement a formal and transparent procedure for proposing new members to our Board and Board Committees.

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

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- (f) review proposals for the appointment of directors and our Managing Director.
- (g) review and recommend to our Board in respect of directors' independence and conflicts of interests, if any, and the steps to be taken to manage potential conflicts of interest.
- (h) review the term of office and performance of our Audit Committee and Risk Management Committee each of its members annually to determine whether the Audit Committee and Risk Management Committee and its members have carried out their duties in accordance with its respective terms of reference.
- (i) to formulate Fit and Proper Policy and to ensure that all Directors fulfil the fit and proper criteria and to serve as a guide for conducting assessments of the fitness and properness of candidates before appointment to our Board as well as Directors who are seeking for re-election.

In relation to other matters, the Nomination and Remuneration Committee undertakes, amongst others, the following responsibilities and duties as stated in the terms of reference:

**(i) Succession Planning**

To review annually and if needed, recommend to our Board the succession plan and policy for the appointment of the Chairman of our Board, the executive and non-executive Directors, Managing Director, CFO and the Key Senior Management, taking into consideration the succession planning in the course of its work, the challenges and opportunities facing our Company as well as the skills and expertise needed on our Board and by our Company in future, to ensure leadership continuity.

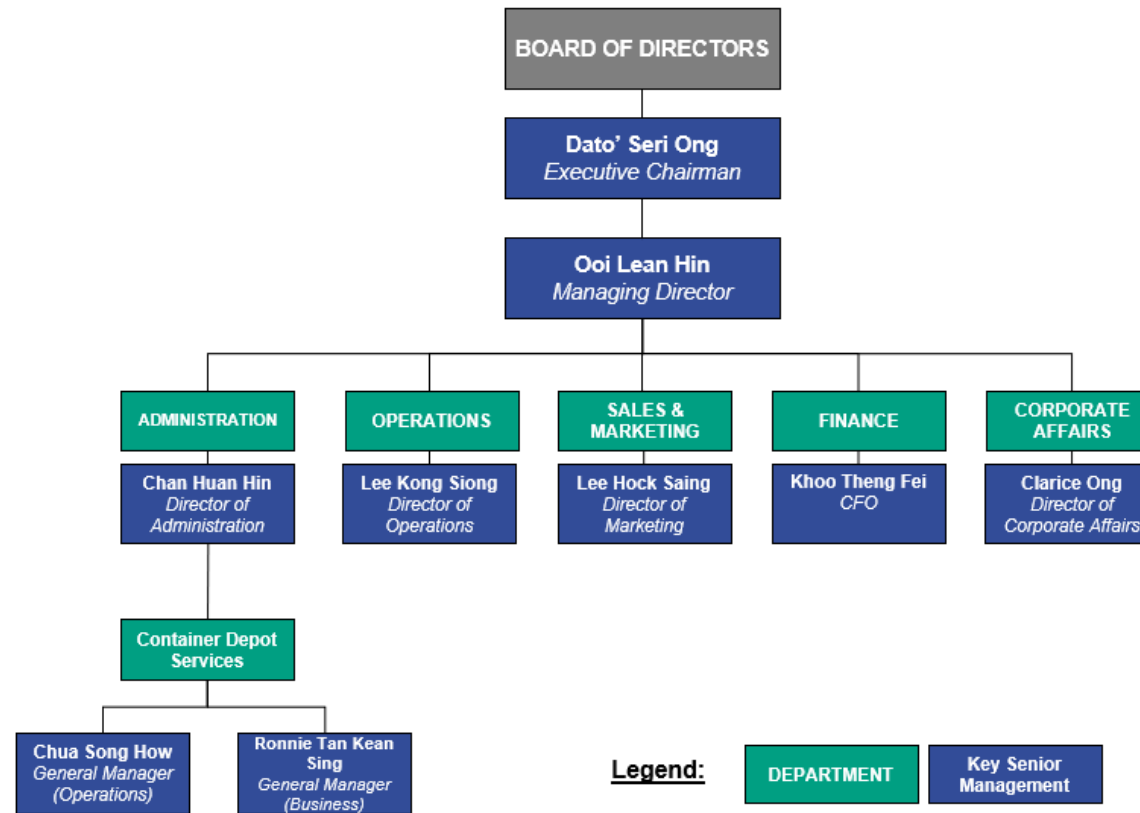
**(ii) Training and Development**

To recommend and ensure that all Directors receive appropriate and continuous training in order to maintain an adequate level of competency to effectively discharge their roles as directors, including but not limited to keeping abreast with the developments in the industry and with changes in the relevant statutory and regulatory requirements.

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

### 5.3 KEY SENIOR MANAGEMENT

#### 5.3.1 Management reporting structure





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

### 5.3.2 Particulars and shareholdings of our Key Senior Management

Our Key Senior Management is set out below:

Name	Age	Designation
Dato' Seri Ong	68	Executive Chairman
Ooi Lean Hin	66	Managing Director
Chan Huan Hin	65	Director of Administration
Clarice Ong	37	Director of Corporate Affairs
Lee Hock Saing	65	Director of Marketing
Lee Kong Siong	58	Director of Operations
Khoo Theng Fei	41	CFO
Ronnie Tan Kean Sing	59	General Manager (Commercial)
Chua Song How	70	General Manager (Operations)

The shareholdings of our Key Senior Management who are also our Directors before and after our IPO are set out in Section 5.2.2 of this Prospectus.

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

The shareholding of the other Key Senior Management before and after our IPO assuming that our Key Senior Management will fully subscribe for their respective entitlements under the Pink Form Allocations are set out below:

Pre-IPO Exercise																
Name	As at the LPD <sup>(1)</sup>				After the Acquisitions <sup>(2)</sup>				After the Subdivision <sup>(3)</sup>							
	Direct		Indirect		Direct		Indirect		Direct		Indirect					
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%				
	('000)		('000)		('000)		('000)									
Key Senior Management																
Lee Hock Saing	1	20.0	-	-	226,417	14.8	-	-	276,361	14.8	-	-				
Lee Kong Siong	1	20.0	-	-	39,985	2.6	-	-	47,584	2.6	-	-				
Khoo Theng Fei	-	-	-	-	-	-	-	-	-	-	-	-				
Ronnie Tan Kean Sing	-	-	-	-	-	-	-	-	-	-	-	-				
Chua Song How	-	-	-	-	-	-	-	-	-	-	-	-				
After our Listing																
Name	After the Subdivision / Before our IPO <sup>(3)</sup>				Assuming no Over-allotment <sup>(4)</sup>				Assuming full Over-allotment <sup>(5)</sup>				Assuming full Over-allotment and exercise of the First ESOS Tranche <sup>(6)</sup>			
	Direct		Indirect		Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
	('000)		('000)		('000)		('000)		('000)		('000)		('000)		('000)	
Key Senior Management																
Lee Hock Saing	276,361	14.8	-	-	276,891	11.1	110 <sup>(7)</sup>	neg.	259,249	10.4	110 <sup>(7)</sup>	neg.	261,249	10.3	410 <sup>(7)</sup>	neg.
Lee Kong Siong	47,584	2.6	-	-	48,114	1.9	-	-	45,049	1.8	-	-	47,049	1.9	-	-
Khoo Theng Fei	-	-	-	-	150	neg.	-	-	150	neg.	-	-	500	neg.	-	-
Ronnie Tan Kean Sing	-	-	-	-	90	neg.	-	-	90	neg.	-	-	340	neg.	-	-
Chua Song How	-	-	-	-	90	neg.	-	-	90	neg.	-	-	340	neg.	-	-

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

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**Notes:**

- (1) *Based on the total number of 5 Shares in issue as at the LPD. On 7 September 2025, our Company allotted and issued one Share to Linda Tan to facilitate the Acquisitions, for which the one Share held by Linda Tan will be transferred to Dato' Seri Ong prior to the completion of the Acquisitions.*
- (2) *Based on the total number of 1,529,185,408 Shares after the Acquisitions.*
- (3) *Based on the total number of 1,866,500,000 Shares after the Subdivision.*
- (4) *Based on the enlarged number of 2,500,000,000 Shares after our Listing.*
- (5) *Assuming the Over-allotment Option of 95,025,000 Shares, representing the maximum 15.0% of the total number of the IPO Shares offered, is exercised in full.*
- (6) *Assuming both the 95,025,000 Over-allotment Option Shares and the First ESOS Tranche intended to be offered in conjunction with our IPO are fully exercised as described in Section 4.2.5 of this Prospectus.*
- (7) *Deemed interested by virtue of the shareholdings of his spouse, Hoon Phaik Ling, in our Company pursuant to Section 8 of the Act. Hoon Phaik Ling is an employee of our Group and has been allocated 110,000 IPO Shares under the allocation to Eligible Persons and granted 300,000 ESOS Options exercisable into 300,000 new Shares pursuant to the ESOS and it is assumed that she shall subscribe for her allocation in full.*

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

### 5.3.3 Profiles of our Key Senior Management

The profiles of our Key Senior Management who are also our Directors are set out in Section 5.2.3 of this Prospectus. The profiles of our other Key Senior Management are as follows:

#### (i) **Lee Hock Saing**

##### *Director of Marketing*

Lee Hock Saing, a Malaysian aged 65, is our Director of Marketing and has been with MTT Shipping group of companies since October 2010. He completed the Sijil Tinggi Persekolahan Malaysia (STPM) in 1979 with Han Chiang High School in Penang.

He began his career as a cleaning supervisor with Hygienic Cleaning Services, Penang in 1980. In 1981, he worked as a general clerk at Holiday Inn Hotel, Penang. Within the span of 2 years, he was promoted as store clerk and store keeper and he left Holiday Inn Hotel as a night auditor. In 1983, he became involved in the shipping industry by joining Nedlloyd EAC Agencies (Malaysia) Sdn Bhd, a shipping agency in Penang as an accounting clerk and subsequently as a marketing coordinator, where he liaised and coordinated with exporters for cargo logistics arrangements.

In 1985, he joined Pesaka Jardine, a shipping agency, as a marketing executive, where he was in charge of non-liner marketing of tramps to the shipping agencies and external marketing to the importers. In 1986, he was instrumental in setting up new branches in Kota Kinabalu, Sandakan and Labuan and he was involved in agency management, ship broking and freight forwarding.

In 1989, he joined Jardine Shipping Agencies Singapore Pte Ltd where he was promoted as a country manager to set up the company's first representative office in Vietnam. In Vietnam, he was in charge of the day-to-day freight forwarding operations, providing liner and port agency services to various liner principals in Vietnam.

In 1992, he left Jardine Shipping Agencies Singapore Pte Ltd and joined Hapag Lloyd (Asia) Pte Ltd, a vessels owner company, as a regional Far East marketing executive, covering the Far East to Europe services and focusing on countries, such as Malaysia, Singapore, Indonesia, Thailand, Vietnam and the Indian subcontinent. He was then promoted to the position of regional Far East marketing manager in 1993, where he started and headed all marketing activities covering the Far East to the United States of America, including involvement in contract negotiations. During his service, he had the opportunity to represent the company for the negotiation on the Asia-North America Eastbound Rate Agreement (ANERA).

In 1994, he left Hapag Lloyd (Asia) Pte Ltd and joined Regional Container Lines Singapore Pte Ltd, a Thailand-based vessels owner company. He was appointed as the country manager in Philippines where he was responsible for the company's interest and profitability in Philippines. He then returned to Malaysia as a country manager in 1996, where he oversaw the company's interest and profitability in Malaysia.

In 1997, he left Regional Container Lines Singapore Pte Ltd and joined United Arab Shipping Company Limited where he was based at the Far East regional office in Singapore as an assistant Far East marketing manager where he was in charge of the marketing activities of the company in the Far East.

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

In 1999, he left United Arab Shipping Company Limited and joined GPA as a representative in the branch office in Bintulu, Sarawak where he was responsible in developing the company's business in East Malaysia. After a year, he was transferred to the head office at Shah Alam, Selangor as a general manager and subsequently was redesignated as an executive vice president in 2000. In January 2001, he was transferred to Evergreen Malaysia following the completion of the restructuring exercise involving GPA and Evergreen Malaysia. In Evergreen Malaysia, he was responsible for the overall management and profitability of the company and the relocation of Evergreen Taiwan's transshipment hub from Port of Singapore to the Port of Tanjung Pelepas. He subsequently left Evergreen Malaysia on November 2019.

In late 2010, he together with Dato' Seri Ong, Ooi Lean Hin, Chan Huan Hin and Lee Kong Siong set up MTT Shipping and have worked together to develop and expand the business of MTT Shipping group of companies. Subsequently in December 2015, he acquired an equity interest in ICSD together with Dato' Seri Ong, Ooi Lean Hin and Chan Huan Hin to carry out businesses relating to storage, maintenance and repairs of sea freight containers.

In December 2019, he was redesignated as the Director of Marketing of MTT Shipping group of companies. Since establishing MTT Shipping group of companies, he has been primarily responsible for developing and implementing sales and marketing strategies of MTT Shipping group of companies with an aim to increase market share of MTT Shipping group of companies in the shipping industry. It is anticipated that going forward, he will continue to play a similar role following the completion of our Listing.

### (ii) **Lee Kong Siong**

#### *Director of Operations*

Lee Kong Siong, a Malaysian aged 58, is our Director of Operations and has been with our Group since October 2010. He obtained a Diploma in Business and Management from Swansea Institute of Higher Education, United Kingdom in 1993 under the part-time external programme organised by Swansea Institute of Higher Education in Malaysia.

He joined GPA, a shipping agent of Evergreen Taiwan, in November 1989 as an operations executive and was subsequently promoted to be the operations manager in 1998. During his 11 years of tenure in GPA, he was primarily responsible for managing the affairs of vessels at port, including addressing any necessities of shipment, liaising with suppliers and customers and keeping control of operational costs of the company.

In July 2000, he was transferred to Greenpen Freight Services Sdn Bhd, a subsidiary of GPA at that point in time, as an operations manager and continued to oversee vessels operations. In December 2000, he was promoted to the senior manager position, where his responsibilities were expanded to focus more on the freight forwarding businesses and other logistics related services carried out by the company in Port Klang. Thereafter, he was made a deputy general manager in 2008 and general manager in 2009. During his tenure as the deputy general manager and general manager, he was primarily responsible for the day-to-day vessels operations and freight forwarding business of the company for the whole of Peninsular Malaysia. He left Greenpen Freight Services Sdn Bhd on 31 March 2018.

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

In late 2010, he together with Dato' Seri Ong, Ooi Lean Hin, Chan Huan Hin and Lee Hock Saing set up MTT Shipping and have worked together to develop and expand the business of MTT Shipping group of companies. Since establishing MTT Shipping group of companies, he has been primarily responsible for technical management of vessels, operational management of service routes, communication with relevant port authorities or container suppliers and management of container inventory for MTT Shipping group of companies. In April 2018, he was made a Director of Operations of MTT Shipping. Going forward, he will continue to play a similar role following the completion of our Listing.

### (iii) **Khoo Theng Fei**

#### *CFO*

Khoo Theng Fei, a Malaysian aged 41, is our CFO. She has obtained an Advanced Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College in May 2006. She then graduated from Sheffield Hallam University, United Kingdom with a Bachelor of Art (Hons) in Accounting and Finance in October 2006. She has been admitted as a Fellow member of the Association of Chartered Certified Accountants (ACCA) since 8 March 2024 and a member the Malaysia Institute of Accountants since 27 June 2019.

She began her career as a tax associate under the Corporate Tax Compliance Department of Ernst & Young Tax Consultant Sdn Bhd ("**EY Tax**") in February 2007, where she managed corporate tax returns and tax-related matters for a portfolio of clients. She left EY Tax in February 2008.

She then joined Shanker Lyer & Co as a Tax Assistant in April 2008, where she continued to manage corporate tax compliance matters for a portfolio of clients. She left Shanker Lyer & Co in December 2008.

In January 2009, she returned to EY Tax as a Tax Supervisor, where she was responsible for supervising the corporate tax compliance functions. She left EY Tax in December 2010.

In January 2011, she joined Reckitt Benckiser M Sdn Bhd as a Financial Analyst, where she managed key financial functions, including statutory audits, financial forecasting and tax compliance. She left Reckitt Benckiser M Sdn Bhd in July 2011.

In July 2011, she joined the cocoa division of Barry Callebaut Malaysia Sdn Bhd as a Senior Finance Executive. She was subsequently promoted to the position of Accountant – Business Planning and Treasury in February 2013, and later to Costing Manager in December 2013. Throughout her tenure, she was responsible for managing the company's foreign exchange hedging activities, cash flow management and financial risk management. She also oversaw the monitoring and management of net open positions for derivatives and ensured profit and loss alignment at the gross margin level. She left Barry Callebaut Malaysia Sdn Bhd in October 2014.

In November 2014, she joined the commercial department of KL-Kepong Oleomas Sdn Bhd as the Purchasing Manager, where she oversaw forex hedging activities for the Oleomas group of companies. She left KL-Kepong Oleomas Sdn Bhd in March 2015.

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

In April 2015, she assumed the position of Finance Manager at WMSB, the wholly-owned subsidiary of Westports Holdings Berhad, a company listed on the Main Market of Bursa Securities. In this role, she managed and was responsible for all financial-related matters of Westports Holdings Berhad and its subsidiary ("**WHB Group**"). She was promoted to Finance Senior Manager in January 2017 and subsequently to Assistant General Manager of Finance in January 2018, where she led a finance team (comprising 4 divisions: container, conventional, maintenance and repair, and financial management division, with each respective division head reporting to her), and oversaw the overall finance functions of the WHB Group. She left WMSB in February 2021.

In March 2021, she was appointed as the General Manager of Finance at Dommal Food Services Sdn Bhd, which primarily operates the Domino's Pizza stores in Malaysia. In this role, she was responsible for overseeing all financial matters and led a team comprising Accounts Receivable, Accounts Payable, Treasury and Compliance teams. During her tenure, she also played a key role in managing the financial aspects of the sell-side process for the sale of the company's businesses in Malaysia, Singapore and Cambodia to Domino's Pizza Enterprises Limited (an Australian company), which was later completed in November 2022. She left Dommal Food Services Sdn Bhd in October 2022.

In November 2022, she served as the Head of Finance of Talke Logistics Malaysia Sdn Bhd, a wholly-owned subsidiary of Alfred Talke GmbH & Co. KG (a company based in Germany). During her time with Talke Logistics Malaysia Sdn Bhd, she was primarily responsible for establishing the company's accounting system and controls, procurement process, as well as legal and insurance matters. She was also part of the senior leadership team which were responsible in addressing overall issues of the company including business operations. She left Talke Logistics Malaysia Sdn Bhd in February 2025.

She joined MTT Shipping in March 2025 as the CFO, where she is responsible for amongst other, our Group's financial, treasury, accounting and tax related matters.

### (iv) **Ronnie Tan Kean Sing**

*General Manager (Commercial)*

Ronnie Tan Kean Sing, a Malaysian aged 59, is our General Manager (Commercial) of ICSD and he has been with ICSD since 2002. He completed his secondary education in 1984 at Chung Ling High School in Penang.

In 1985, he joined a haulage company, as a general worker cum despatch, where he monitored incoming and outgoing of container documents for stacking purposes. At the end of 1985, he joined Syarikat Penghantaran A'm Sdn Bhd, a customs agent company, as a forwarding clerk, where he was involved in preparing and reviewing customs clearing documentation for the import and export of goods. He was seconded to Laksamana Shipping as an operational clerk, where he coordinated shipment documents for cargo movements and freight shipments.

He then left Laksamana Shipping and joined Perkapalan Maritime Sdn Bhd as an operational clerk in 1986, where his responsibilities were similar as at Laksamana Shipping.

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

In 1987, he joined Sealord Shipping Agencies Sdn Bhd, a shipping agency, as a logistics clerk and subsequently promoted to be the supervisor in 1988, where he supervised the shipping container operations. In 1990, he was then transferred to Dynamic Freight as a marketing executive, where he was involved in promoting shipping services to shipping companies and exploring new market opportunities for the company. In 1991, he left Dynamic Freight and joined Pesaka Jardine as a terminal executive, where his role was similar to his role at Sealord Shipping Agencies Sdn Bhd. In 1993, he joined New Eng Kong Container Services Sdn Bhd, a container leasing agent, as a marketing manager, where he was responsible for implementing marketing plans to maintain existing customers and to attract potential customers.

His first involvement in the container depot business was in 1994 when he joined Malconrep Depot (M) Sdn Bhd as a depot manager. In this capacity, he oversaw the day-to-day depot operations of the company in Port Klang. In 1995, he joined Sky Container Depot Services Sdn Bhd as a marketing director, where he was in charge of marketing for depot services to existing and potential customers.

In 2000, he left the container depot industry and established Golf Leisure Sdn Bhd, a golf travel agent services for local and tourists in Penang. In 2002, he ceased the business and re-joined the container depot industry by joining ICSD as a branch manager in Penang. As a branch manager, he was responsible for the day-to-day operations of the depot to ensure a smooth service delivery performance. On 1 January 2018, he was made the General Manager of Commercial of ICSD, where his responsibilities are to oversee the commercial and marketing activities of ICSD and develop new business opportunities for all depots of ICSD, including those in the Bandar Sultan Sulaiman Depot, Pasir Gudang Depot and Perai Depot.

### (v) **Chua Song How**

#### *General Manager (Operations)*

Chua Song How, a Malaysian aged 70, is our General Manager (Operations) of ICSD and he has been with ICSD since 2002. He obtained a Diploma in Law from Rima College in Selangor in August 1993 and a Bachelor of Laws from University of Wolverhampton in September 1995. He was the founder and first President of the Johor Container Depot Association (“JCDA”), from 2008 to 2012.

He began his career as an entrepreneur by establishing a joint venture company with a partner in 1975 that manufactured and supplied garments to retailers in Malacca. He ceased his business in Malacca and worked as a news reporter with Sin Chew Media Corporation Berhad from 1982 until 1990. He subsequently joined Pembinaan Kesentosaan Sdn Bhd, a property development company as a business development manager, where he was involved in identifying potential land for acquisition and development by the company. Subsequently in 1991, he was seconded to Bukit Kemuning Golf and Country Resort as a golf manager, where he was placed in charge of the day-to-day operations and maintenance of the club house and golf course facilities. While working as a golf manager, he took the opportunity to further his studies at Rima College and University of Wolverhampton, where he obtained his Diploma in Law and Bachelor of Laws by distance learning in August 1993 and September 1995 respectively.

His first involvement in the container depot industry was in 1996 when he joined Malconrep Depot (M) Sdn Bhd, an off-dock container depot in North Port, Port Klang as an operation manager, where he was responsible for overseeing the day-to-day container depot operations. In 1999, he went on to join Tiong Nam Allied Container Depot Services Sdn Bhd as a depot manager in Pasir Gudang, where his responsibilities were similar to the responsibilities as at Malconrep Depot (M) Sdn Bhd.



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

In 2002, he joined ICSD as its branch manager in Pasir Gudang. In this capacity, he was responsible for the entire depot operation of ICSD located in Pasir Gudang. In January 2018, he was promoted to General Manager of Operations of ICSD, where his responsibilities were extended to cover the day-to-day operations of all ICSD's yards including those located in Port Klang and Penang. Following the completion of our Listing, he will continue to oversee the daily operations of the depots of ICSD in Pasir Gudang, Port Klang and Penang.

### 5.3.4 Involvement of our Key Senior Management in other principal business activities

Save as disclosed below, none of our Key Senior Management is involved in any other principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group as at the LPD and in the past 5 years preceding the LPD:

#### (i) Lee Hock Saing

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<b><u>Present Involvement</u></b>		
Unique Mile Stone Sdn Bhd	Buying, selling, renting and operating of self-owned or leased real estate (residential buildings)	Director (appointed on 2 September 2014) and substantial shareholder (direct)
PLOG <sup>(1)</sup>	Haulage and distribution and transportation services	Shareholder (direct)
Pac De Pac	Warehousing and related services (in the process of members' voluntary winding up)	Shareholder (direct)
Commodity Energy Trans Sdn Bhd	Commodity brokers and dealers; wholesale of a variety of goods without any particular specialisation; wholesale of other solid, liquid and gaseous fuels and related products	Substantial shareholder (direct)

#### **Past Involvement**

Nil

#### **Note:**

(1) An associated company of our Group.

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

### (ii) Lee Kong Siong

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<b><u>Present Involvement</u></b>		
Lestari Maritime <sup>(1)</sup>	Provision of dry bulk shipping and related services	Director (appointed on 30 August 2022)
Commodity Energy Trans Sdn Bhd	Commodity brokers and dealers; wholesale of a variety of goods without any particular specialisation; wholesale of other solid, liquid and gaseous fuels and related products	Shareholder (direct)
<b><u>Past Involvement</u></b>		
Nil		

**Note:**

(1) An associated company of our Group.

### (iii) Chua Song How

<u>Company/Entity</u>	<u>Principal activities</u>	<u>Involvement in business activities</u>
<b><u>Present Involvement</u></b>		
Nil		
<b><u>Past Involvement</u></b>		
Zheng Ji Trading Sdn Bhd	Repair and maintenance of containers	Director (appointed on 13 September 2012 and resigned on 2 August 2021)
Chia Kee Enterprise	Sale of used containers, trucking of empty containers and crane services	Sole proprietor (registered on 4 August 2025 and ceased on 2 October 2025)

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 Lee Hock Saing and Lee Kong Siong in other principal business activities outside our Group will not affect their continued contribution to the day-to-day management of our Group and are not expected to require a significant amount of their time or attention or adversely affect the operations of our Group as the companies or entities mentioned above have their own independent management and they 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 or attending shareholders' meetings as a shareholder, if any.

#### 5.3.5 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.

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

### 5.3.6 Key Senior Management's remuneration and benefits

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

	Remuneration band	
	FYE 2024 (Paid)	FYE 2025 (Proposed) <sup>(1)</sup>
	(RM'000)	(RM'000)
Lee Hock Saing	1,600 - 1,650	1,500 - 1,550
Lee Kong Siong	1,300 - 1,350	1,450 - 1,500
Khoo Theng Fei <sup>(2)</sup>	-	350 - 400
Ronnie Tan Kean Sing	400 - 450	400 - 450
Chua Song How	350 - 400	250 - 300

**Notes:**

- (1) *Excluding bonuses for FYE 2025. Such bonuses, if any, will be determined at a later date based on the individual performance and our Group's performance, and will be subject to recommendation of our Nomination and Remuneration Committee as well as the approval by our Board.*
- (2) *Khoo Theng Fei was appointed as our CFO in March 2025. The total proposed remuneration band of Khoo Theng Fei for the FYE 2025 will be prorated based on her date of joining our Group.*

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

The remuneration and material benefits in-kind of our Executive Directors who are also part of our Key Senior Management are set out in Section 5.2.6 of this Prospectus.

## 5.4 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, none of our Promoters, Directors and Key Senior Management has been involved in any of the following (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 him / her or any partnership in which such person was a partner or any corporation of which he / she 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 our Management of any corporation;
- (iii) in the last 10 years, was charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgement was entered against him / her, 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;

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

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- (v) in the last 10 years, he / she was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his / her part that relates to the capital market;
- (vi) being the subject of any order, judgement or ruling of any court, government or regulatory authority or body temporarily enjoining him / her from engaging in any type of business practice or activity;
- (vii) in the last 10 years, has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; or
- (viii) there is any unsatisfied judgement against him / her.

**5.5 ASSOCIATION OR FAMILY RELATIONSHIP BETWEEN OUR PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY SENIOR MANAGEMENT**

Save as disclosed below, there are no associations or family relationships among the Promoters, Substantial Shareholders, Directors and Key Senior Management as at the LPD:

- (i) Dato' Seri Ong, who is our Promoter, Substantial Shareholder, Executive Chairman and Key Senior Management, is also:
  - (a) a director and major shareholder of MTTC, which is our Substantial Shareholder;
  - (b) a director and major shareholder of OCTSB, which is our Substantial Shareholder;
  - (c) the father of Clarice Ong, who is our Promoter, Executive Director and Key Senior Management; and
  - (d) the brother of Ong Guat Ee, who is our Substantial Shareholder.
- (ii) Ong Guat Ee, who is our Substantial Shareholder, is also:
  - (a) a major shareholder of MTTC, which is our Substantial Shareholder;
  - (b) a director and major shareholder of OCTSB, which is our Substantial Shareholder;
  - (c) the sister of Dato' Seri Ong, who is our Promoter, Substantial Shareholder, Executive Chairman and Key Senior Management; and
  - (d) the aunt of Clarice Ong, who is our Promoter, Executive Director and Key Senior Management.

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

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- (iii) Clarice Ong, who is our Promoter, Executive Director and Key Senior Management, is also:
  - (a) a director of MTTC, which is our Substantial Shareholder;
  - (b) the daughter of Dato' Seri Ong, who is our Promoter, Substantial Shareholder, Executive Chairman and Key Senior Management; and
  - (c) the niece of Ong Guat Ee, who is a Substantial Shareholder.
- (iv) Ooi Lean Hin, who is our Promoter, Substantial Shareholder, Executive Director and Key Senior Management, is also a director of MTTC, which is our Substantial Shareholder.

**5.6 OTHER MATTERS**

No amounts have been paid or benefit given within the two years preceding the date of this Prospectus, nor are intended to be paid or given, to our Promoters and Substantial Shareholders except for the following:

- (i) remunerations and benefits-in-kind arising from employment paid to Dato' Seri Ong, Ooi Lean Hin, Chan Huan Hin, Clarice Ong, Lee Hock Saing and Lee Kong Siong as set out in Sections 5.2.6 and 5.3.6 of this Prospectus; and
- (ii) dividends (including Pre-IPO Dividends) paid to our Promoters and Substantial Shareholders.

Save for Dato' Seri Ong, who together with OCTSB and MTTC are our controlling shareholders, there is no other controlling shareholder. There is no arrangement which operation may result in the change in control of our Company at a date subsequent to our IPO and our Listing.

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

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