

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT

### 8.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

#### 8.1.1 Promoters and Substantial Shareholders' Shareholdings

The following table sets forth the shareholdings of our Promoters and substantial shareholders before and after our IPO:

Name	Country of Incorporation/ Nationality	<sup>(a)</sup> No. of Shares Held Before the IPO				<sup>(b)</sup> No. of Shares Held After the IPO			
		Direct	%	Indirect	%	Direct	%	Indirect	%
<b><u>Promoters and Substantial Shareholders</u></b>									
TSE Sejahtera	Malaysia	319,638,347	63.80	-	-	319,638,347	47.85	-	-
Lim Boon Hua	Malaysian	-	-	335,103,674	<sup>(c)</sup> 66.89	-	-	335,103,674	<sup>(c)</sup> 50.17
Law Book Ching	Malaysian	-	-	319,638,347	<sup>(d)</sup> 63.80	-	-	319,638,347	<sup>(d)</sup> 47.85
Lim Siew Fang	Malaysian	-	-	319,638,347	<sup>(d)</sup> 63.80	-	-	319,638,347	<sup>(d)</sup> 47.85

Notes:

- (a) Based on the issued share capital of 501,000,000 Shares before the Public Issue.  
(b) Based on the enlarged issued share capital of 668,000,000 Shares after the Public Issue.  
(c) Deemed interested by virtue of the interests of his spouse in our Company and his interest in TSE Sejahtera pursuant to Section 8 of the Act.  
(d) Deemed interested by virtue of his/her interest in TSE Sejahtera pursuant to Section 8 of the Act.

Save for our above Promoters and substantial shareholders, we are not aware of any other persons who are able to, directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, our Promoters and substantial shareholders have the same voting rights as the other shareholders of our Company and there is no arrangement between our Company and its shareholders with any third parties, the arrangement of which may, at a subsequent date, result in the change in control of our Company.

#### 8.1.2 Profiles of Promoters and/or Substantial Shareholders

The profiles of our Promoters and/or substantial shareholders are as follows:

##### (i) TSE Sejahtera

TSE Sejahtera is our Promoter and substantial shareholder.

The company was incorporated in Malaysia under the Act on 1 April 2021 as a private limited company under the name of TSE Sejahtera Sdn. Bhd. TSE Sejahtera is principally involved as an investment holding company to the Group. As at the LPD, TSE Sejahtera holds 319,638,347 ordinary shares in our Company representing 63.80% of the entire issued share capital of our Company.

As at the LPD, the issued share capital of TSE Sejahtera is RM10,000.00 comprising of 10,000 ordinary shares.

As at the LPD, the Directors of TSE Sejahtera are Lim Boon Hua, Law Book Ching and Lim Siew Fang.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

The table below sets out the shareholders of TSE Sejahtera and their respective shareholdings in TSE Sejahtera as at the LPD:

Name	Direct		Indirect	
	No. of Shares	%	No. of Shares	%
Law Book Ching	1,440	14.10	-	-
Lim Boon Hua	5,525	55.25	-	-
Lim Siew Fang	3,035	30.35	-	-

### (ii) Lim Boon Hua

Lim Boon Hua, a Malaysian aged 45, is our Promoter, substantial shareholder, Managing Director/ Chief Executive Officer. He was appointed to the Board on 22 December 2020. He left Sekolah Menengah Kebangsaan Tanjong Sepat located at Tanjong Sepat, Selangor at the age of 16.

As an entrepreneur, he has ventured into various businesses including the supply of domestic maids and manpower, food and beverage business, as well as pawnbroking business.

He started his career with Goh Ah Lek Plastering Sdn Bhd in 1994 as a Human Resource Supervisor with the role of managing the welfare of foreign workers. In 1995, Lim Boon Hua, in his personal capacity, provided outsourcing foreign labour management services to Goh Ah Lek Plastering Sdn Bhd. In 2010, he was appointed as the Non-Executive Director of Goh Ah Lek Plastering Sdn Bhd.

In 1998, he founded Agensi Pekerjaan TSE Sdn Bhd which is involved in domestic maid agency services. In 2007, he acquired Mashita Jaya Sdn Bhd, which supplied foreign manpower to multinational corporations including recruitment, management of foreign workers' welfare and payroll scheme, medical and health scheme, transportation and workers' permits. Between 1999 and 2020, he was involved as a partner in several partnerships in the business of management and supply of labour.

In 2012, he ventured into a café chain business in Indonesia under the brand name of "Pappajack Asian Cuisine". Due to the effects of the COVID-19 pandemic, the Indonesian café business is in the midst of being scaled down.

In June 2013, Lim Boon Hua together with his sister, Lim Siew Fang (our Promoter and substantial shareholder), jointly set-up PG Pappajack to venture into the provision of pawnbroking services. PG Pappajack obtained its pawnbroking license in 2014 and commenced its pawnbroking business in the same year. Since then and over the years, he has expanded the pawnbroking business with the continuous opening of new outlets. In June 2013 and February 2019, he was appointed as the Managing Director of PG Pappajack and Pappajack Holdings, respectively.

In his capacity as a Director of companies within the Pappajack Group, Lim Boon Hua has provided business and management guidance and strategic advice to the key management of the Pappajack Group over the years. He has also played a leading role in the formulation of the business direction and strategies of the Pappajack Group. It is anticipated that going forward, he will continue to play a similar role in formulating the business direction and strategies of the Pappajack Group.

He also sits on the board of directors of several private companies in Malaysia, Singapore and Indonesia for personal investment purposes as disclosed in Section 8.2.3(a) of this Prospectus.

**8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)**

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**(iii) Lim Siew Fang**

Lim Siew Fang, a Malaysian aged 46, is our Promoter and substantial shareholder. She obtained her Lower Secondary Assessment or “Sijil Rendah Pelajaran” from Sekolah Menengah Kebangsaan Tanjong Sepat located at Tanjong Sepat, Selangor, in 1990.

She is an entrepreneur who began her career in trading bird’s nest in her personal capacity since 1990. In 2012, she formed D&L Birdnest, a sole proprietorship for the trading of bird nest business. In April 2015, she was appointed as the Director of Kun Way Enterprise Sdn Bhd, where her primary responsibility was to oversee the bird’s nest trading business of the company. In November 2018, she was appointed as a Director of Din Yan Birdnest Marketing Sdn Bhd, a wholesaler of bird’s nest. In June 2019, she was appointed as Director of Tian Fu Jia Yan Trading Sdn Bhd, a company principally involved in trading bird’s nest. At both Din Yan Birdnest Marketing Sdn Bhd and Tian Fu Jia Yan Trading Sdn Bhd, she was primarily responsible for the overall business strategies and management of the companies.

In June 2013, Lim Siew Fang and Lim Boon Hua jointly set-up PG Pappajack to venture into the provision of pawnbroking services. PG Pappajack obtained its pawnbroking license in 2014 and commenced its pawnbroking business in the same year.

In September 2016 and October 2018, she was appointed as a Director of Pajak Gadai Bertuah Sdn Bhd and Dhoby Ghaut Holdings Sdn Bhd respectively.

She also sits on the board of Directors of several private companies in Malaysia for personal investment purposes.

**(iv) Law Book Ching**

Law Book Ching, a Malaysian aged 52, is our Promoter, substantial shareholder and Executive Director. He was appointed to the Board on 22 December 2020. He obtained his Malaysian Certificate of Education or “Sijil Pelajaran Malaysia” from Sekolah Menengah Kebangsaan Petaling located at Taman Sri Sentosa, Kuala Lumpur, in 1986.

He began his career as a Production Leader in Panasonic Appliances Air-Conditioning Malaysia Sdn Bhd in October 1987, where he was primarily responsible for supervising production team. In March 2003, he left Panasonic Appliances Air-Conditioning Malaysia Sdn Bhd as the Head of Production. Thereafter, he joined Consistent Reach Sdn Bhd, a company principally involved in the supply of manpower business in February 2003 as the Managing Director and shareholder, and was primarily in charge of the management of the operations of the company. He is also an investor in companies involved in the business of cleaning services and property investment and development, as detailed in Section 8.2.3(b) of this Prospectus.

In 2013, he invested in a business in Laos under a company registered as Phewvongsean Leasing Co., Ltd. As at the LPD, the business of the company has since been scaled down.

In June 2018, he was appointed as a Director and is also a shareholder of PG Consistent Reach and PG TSE. He was later appointed as a Director of Pappajack Holdings in October 2020.

He also sits on the board of Directors of several private companies in Malaysia and Laos for personal investment purposes as disclosed in Section 8.2.3(b) of this Prospectus.

**8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)**

**8.1.3 Changes in Shareholdings of Our Promoters and Substantial Shareholders for the Past 3 Years**

The changes in the shareholdings of our Promoters and substantial shareholders in our Company since our incorporation are as follows:

Name	As at 22 December 2020 (Date of Incorporation)				<sup>(a)</sup> After the Pre-IPO Reorganisation				<sup>(b)</sup> After the IPO			
	Direct	%	Indirect	%	Direct	%	Indirect	%	Direct	%	Indirect	%
<b><u>Promoters and Substantial Shareholders</u></b>												
TSE Sejahtera	-	-	-	-	<sup>(c)</sup> 319,638,347	63.80	-	-	319,638,347	47.85	-	-
Lim Boon Hua	1	100.00	-	-			<sup>(c)</sup> 335,103,674	<sup>(d)</sup> 66.89	-	-	335,103,674	<sup>(d)</sup> 50.17
Law Book Ching	-	-	-	-			<sup>(c)</sup> 319,638,347	<sup>(e)</sup> 63.80	-	-	319,638,347	<sup>(e)</sup> 47.85
Lim Siew Fang	-	-	-	-			<sup>(c)</sup> 319,638,347	<sup>(e)</sup> 63.80	-	-	319,638,347	<sup>(e)</sup> 47.85

Notes:

- (a) Based on the issued share capital of 501,000,000 Shares before the Public Issue.
- (b) Based on the enlarged issued share capital of 668,000,000 Shares after the Public Issue.
- (c) Pursuant to the terms of the Acquisition SSA, TSE Sejahtera, being the nominated private limited company of Lim Boon Hua, Lim Siew Fang and Law Book Ching, was (at the request of such shareholders) allotted and issued all of the Shares to be issued to Lim Boon Hua, Lim Siew Fang and Law Book Ching for payment of the purchase consideration payable to such persons in accordance with the terms of the Acquisition SSA.
- (d) Deemed interested by virtue of the interests of his spouse in our Company and his interest in TSE Sejahtera pursuant to Section 8 of the Act.
- (e) Deemed interested by virtue of his/her interest in TSE Sejahtera pursuant to Section 8 of the Act.

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## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

### 8.1.4 Remuneration and Benefits of Our Promoters and Substantial Shareholders

Save for the aggregate remuneration and benefits paid and proposed to be paid for services rendered to our Group in all capacities to our Group (as disclosed in Section 8.2.4 of this Prospectus), there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and substantial shareholders within the 2 years preceding the date of this Prospectus.

## 8.2 DIRECTORS

### 8.2.1 Directors' Shareholdings

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

Name	Designation	<sup>(a)</sup> No. of Shares Held Before the IPO				<sup>(b)</sup> No. of Shares Held After the IPO			
		Direct	%	Indirect	%	Direct	%	Indirect	%
Chong Chee Fire	Independent Non-Executive Chairman	-	-	-	-	-	-	-	-
Lim Boon Hua	Managing Director/Chief Executive Officer	-	-	335,103,674	<sup>(c)</sup> 66.89	-	-	335,103,674	<sup>(c)</sup> 50.17
Law Book Ching	Executive Director	-	-	319,638,347	<sup>(d)</sup> 63.80	-	-	319,638,347	<sup>(d)</sup> 47.85
Dato' Magaret Ting Thien Hung	Independent Non-Executive Director	-	-	-	-	-	-	-	-
Koo Woon Kan	Independent Non-Executive Director	-	-	-	-	-	-	-	-

Notes:

- (a) Based on the issued share capital of 501,000,000 Shares before the Public Issue.
- (b) Based on the enlarged issued share capital of 668,000,000 Shares after the Public Issue.
- (c) Deemed interested by virtue of the interests of his spouse in our Company and his interest in TSE Sejahtera pursuant to Section 8 of the Act.
- (d) Deemed interested by virtue of his/her interest in TSE Sejahtera pursuant to Section 8 of the Act.

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## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

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### 8.2.2 Profiles of Our Directors

Save for the profiles of Lim Boon Hua and Law Book Ching as disclosed in Section 8.1.2 of this Prospectus, the profiles of our other Directors are as follows:

#### (i) Chong Chee Fire

Chong Chee Fire, a Malaysian aged 66, is our Independent Non-Executive Chairman. He was appointed to the Board on 3 May 2021. He obtained a Masters in Business Administration degree from the University of Bradford, United Kingdom in 1982. He obtained Fellowship of the Association of Chartered Certified Accountants in 1989 and a member of the Malaysian Institute of Accountants since 2002.

He began his career in May 1983 as an Inspector in the internal audit and inspection department of Overseas Union Bank, a foreign bank in Malaysia and his last held position was Assistant Vice President before leaving Overseas Union Bank in December 1990. From 1991 to 1996, he was appointed as the director of PT OCBC Sikap Securities (“**PT OCBC**”) in Jakarta, a subsidiary of Overseas-Chinese Corporation Bank Limited and was redesignated as Chief Executive Officer of PT OCBC from December 1996 to October 1999. During his tenure in PT OCBC, he was mainly responsible for overseeing and managing the overall operations as well as formulating business strategies for the brokerage business.

After leaving PT OCBC in October 1999, he was appointed as an Executive Director (Operations) of Hwang DBS Securities (Johor Bahru) Sdn Bhd from November 1999 to March 2001.

From April 2001, he served as the Chief Operating Officer of Pheim Unit Trusts Berhad (“**PUTB**”) before being redesignated as the Chief Executive Officer of PUTB from January 2002 before resigning in October 2003. During his tenure in PUTB, he was mainly responsible for the launching and promotion of its unit trusts funds and overall operations of the company.

He is presently a Partner of CF Associates PLT, a Chartered Accountants and Business Advisory practice which he founded in 2004.

He has been as the Independent Non-Executive Director of Harrison Holdings (Malaysia) Berhad, a company listed on the Main Board of Bursa Securities, since 5 March 2002. He holds directorships in several private companies as disclosed in Section 8.2.3(c) of this Prospectus.

#### (ii) Dato’ Magaret Ting Thien Hung

Dato’ Magaret Ting Thien Hung, a Malaysian aged 40, is our Independent Non-Executive Director. She was appointed to the Board on 3 May 2021. She obtained her Bachelor of Law degree from the University of West England, Bristol, United Kingdom in 2001 and in 2002, she obtained her Certificate in Legal Practice.

In October 2002, she joined SC Lim & Partners as a pupil. Upon completion of her pupillage in October 2003, she was admitted as an Advocate and Solicitor of the High Court of Malaya. After leaving SC Lim & Partners in November 2004, she joined Bong & Co Advocates as a pupil in November 2004 as a prerequisite of being admitted as an Advocate and Solicitor of the High Court of Sabah and Sarawak. Upon completion of her pupillage in December of 2005, she was admitted as an Advocate and Solicitor of the High Court of Sabah and Sarawak and commenced legal practice in the State of Sarawak.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

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In October 2006, she left Bong & Co Advocates and established a legal firm known as Messrs Ting & Ting in October 2006 and she has since been its Managing Partner. She is primarily involved in conveyancing, litigation and corporate legal work, where she leads her team of associates in conveyancing works as well as managing the firm's business including branding marketing, client relationship management, securing mandates and matters relating to general administration of the firm.

In September 2018, she was appointed as the Independent and Non-Executive Director of Sycal Ventures Berhad, a public company listed on the Main Market of Bursa Securities. She is a member of the audit committee of Sycal Ventures Berhad, where her responsibility includes providing oversight of the financial reporting and audit process. In addition, she was appointed as the Independent and Non-Executive Director of Orgabio Holdings Berhad. She sits on the board of several private companies in Malaysia as disclosed in Section 8.2.3(d) of this Prospectus.

### (iii) Koo Woon Kan

Koo Woon Kan, a Malaysian aged 45, is our Independent Non-Executive Director. She was appointed to the Board on 3 May 2021. She obtained an Association of Chartered Certified Accountants (“**ACCA**”) qualification in 1999. She is a member of the Malaysian Institute of Accountants since 2019. She has more than 20 years of experience in the accounting and finance, and financial services.

She started her career in November 1999, as an assistant accountant with Guardian Security Consultants Sdn Bhd (part of HLI-Hume Management Co. Sdn Bhd’s (“**HLI-Hume**”) group of companies) up to February 2001. From February 2001 to June 2006, she continued her career as an Internal Auditor with HLI-Hume. In July 2006, she left HLI-Hume as a Senior Internal Auditor where she was primarily responsible for ensuring the company’s compliance to its group operational and financial policies, reviewing the business processes and operational performance and identifying risks applicable to the company.

Between July 2006 and January of 2008, she was an accountant with First Mobile Group Sdn Bhd. After taking a career break from February 2008 to July 2008, she joined Puma Sports Goods Sdn Bhd from August 2008 to June 2009 as Accounts Department Head primarily responsible in overseeing the overall reporting of the financial statements and audit functions of the company.

From July 2009 to June 2011, she was the senior accountant at Scope International (M) Sdn Bhd, responsible for the receivables, resolving long outstanding invoices and ensuring all recharges were billed on a timely basis.

She founded Eco Circle Sdn Bhd and Rightway Management Sdn Bhd in May 2011 and October 2016, respectively, and has since been overseeing the management and operations of Eco Circle Sdn Bhd and Rightway Management Sdn Bhd which are principally involved in property investment and trading activities and in the provision of accounting services, respectively.

She has also been appointed as the Financial Controller with Chi Yuan Industrial (M) Sdn Bhd, a company involved in the manufacturing of polyethylene terephthalate (PET) and poly-vinyl-chloride (PVC) since December 2014.

She sits on the board of another private company in Malaysia as disclosed in Section 8.2.3(e) of this Prospectus.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

### 8.2.3 Principal Directorships and Principal Business Activities of Our Directors Outside Our Group for the Past 5 Years

The following table sets out the principal directorships of our Directors as at the LPD and those which were held within the past 5 years up to the LPD, as well as their involvement in principal business activities outside our Group:

(a) **Lim Boon Hua**

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Agensi Pekerjaan TSE Sdn Bhd	Malaysia	Director/ Shareholder	Agent in recruitment and processing of foreign maid application	18.03.2002	-	60.00	-
2.	TSE Modul Inisiatif Sdn Bhd	Malaysia	Director/ Shareholder	Agent in recruitment and processing of foreign worker application and manpower outsourcing management services	15.12.2006	-	60.00	-
3.	Mashita Jaya Sdn Bhd	Malaysia	Director/ Shareholder	Sub-contractor of cleaning services, construction works, packaging industries and other related products	23.09.2008	-	70.00	-
4.	Mashita Jaya Resources Sdn Bhd	Malaysia	Director/ Shareholder	Labor contractor As at the LPD, the company is dormant	17.02.2011	-	25.00	-
5.	Cahaya Manpower Sdn Bhd	Malaysia	Director/ Shareholder	Activities of holding companies	08.08.2011	-	20.00	-
6.	C & L Services Sdn Bhd	Malaysia	Director/ Shareholder	Supply of human resources for client business	22.03.2012	-	33.00	-
7.	PT Papparich Kopitiam	Indonesia	Director/ Shareholder	Restaurant business	04.09.2012	-	20.00	-
8.	TNI Development Sdn Bhd	Malaysia	Director/ Shareholder	Investment palm, development, general trading As at the LPD, the company has been dissolved	11.04.2013	-	48.58	-
9.	Konsortium Rimbunan Asia Sdn Bhd	Malaysia	Director/ Shareholder	Labor contractor As at the LPD, the company is dormant	05.10.2015	-	60.00	-
10.	Zoonhan Resources Sdn Bhd	Malaysia	Director/ Shareholder	Management of land and buildings, provision of services to maintain property and equity	03.11.2015	-	30.00	-
11.	Dhoby Ghaut Holdings Pte. Ltd.	Singapore	Director/ Shareholder	Wholesale trade of variety of goods without a dominant product/ General trading and investment/ Management consultancy services/ Advisor and management services	21.03.2016	-	100.00%	-



## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
12.	TNI Services Sdn Bhd	Malaysia	Director/ Shareholder	Real estate activities with own or leased property (not elsewhere classified) ("N.E.C.")	02.10.2018	-	60.00	-
13.	Agensi Perkerjaan Mashita Jaya Sdn Bhd	Malaysia	Director/ Shareholder	To carry on the business as private employment agency, to recruit and place a worker to another employer	24.10.2018	-	87.50	-
14.	TNI Property Management Sdn Bhd	Malaysia	Director/ Shareholder	Providing manpower, rental and transport services for foreign workers	21.05.2020	-	99.00	<sup>(1)</sup> 5.00
15.	KS Services Sdn Bhd	Malaysia	Director/ Shareholder	Other building and industrial cleaning activities N.E.C.	02.07.2020	-	29.00	<sup>(2)</sup> 70.00
16.	TSE Modul Development Sdn Bhd	Malaysia	Director/ Shareholder	Provision of accommodation and transportation services	03.10.2013	05.11.2018	30.00	-
17.	Goh Ah Lek Plastering Sdn Bhd	Malaysia	Director	Contractor for plastering works and other construction activities	28.12.2010	-	-	-
18.	Goh Ah Lek & Sons Plastering Sdn Bhd	Malaysia	Director	Contractor for plastering works and other construction	09.01.2012	-	-	-
19.	Consistent Property Co. Ltd.	Thailand	Shareholder	Property investment	-	-	12.00	-
20.	Kemas Suci Sdn Bhd	Malaysia	Shareholder	Business of all kinds of cleaning services	-	-	70.00	-
21.	Pajak Gadai Bertuah Sejahtera Sdn bhd	Malaysia	Shareholder	Pawnshops and pawnbrokers include Ar-Rahnu  As at the LPD, the Company has been dissolved	-	-	75.00	<sup>(3)</sup> 10.00
22.	PPG Utama Kinrara Sdn Bhd	Malaysia	Shareholder	Investment holding in properties	-	-	31.00	<sup>(4)</sup> 16.00
23.	Pro Cleaning Sdn Bhd	Malaysia	Shareholder	Cleaning service contractor	-	-	25.00	-
24.	PT Pappajack Asian Cuisine <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	42.00	-
25.	PT Saroha <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	20.00	-
26.	PT Sehati <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	20.00	-
27.	PT Sejahtera <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	34.00	-
28.	PT Sejaya Sejahtera Consultancy	Indonesia	Shareholder	Business management consultancy	-	-	42.00	-
29.	Mashita Jaya Management	Malaysia	Partnership	Management services, general commission agent	-	-	-	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

Notes:

- # In the process of scaling down its business
- (1) Deemed interested by virtue of family members' shareholdings in TNI Property Management Sdn. Bhd.
- (2) Deemed interested by virtue of the shareholdings held by Lim Siew Fang in KS Services Sdn. Bhd.
- (3) Deemed interested by virtue of the shareholdings held by Lim Siew Fang in Pajak Gadai Bertuah Sdn. Bhd.
- (4) Deemed interested by virtue of of the shareholdings held by Lim Siew Fang in PPG Utama Kinrara Sdn. Bhd.

### (b) Law Book Ching

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Consistent Reach Sdn Bhd	Malaysia	Director/ Shareholder	(a) Provision of contract labour and payroll services (b) Hostel management and transportation (c) Provision of human resources and related services	27.02.2003	-	35.00	-
2.	Agensi Pekerjaan ConsistentReach (M) Sdn Bhd	Malaysia	Director/ Shareholder	Activities of employment placement agencies	11.09.2007	-	10.00	-
3.	The Amazco Resources Sdn Bhd	Malaysia	Director/ Shareholder	Labour contractor	14.01.2008	-	17.50	-
4.	Consistent Cleaning Sdn Bhd	Malaysia	Director/ Shareholder	Provision of contract labour	12.05.2011	-	35.00	-
5.	Cahaya Manpower Sdn Bhd	Malaysia	Director/ Shareholder	Activities of holding companies	08.08.2011	-	17.50	-
6.	Etsu Sangyu Sdn Bhd	Malaysia	Director/ Shareholder	Real estate activities with own or leased property N.E.C.	05.10.2011	-	14.00	-
7.	TNI Development Sdn Bhd	Malaysia	Director/ Shareholder	Investment palm, development, general trading  As at the LPD, the company has been dissolved	11.04.2013	-	28.57	-
8.	Phewvongsean Leasing Co. Ltd	Laos	Director/ Shareholder	N.A. <sup>(1)</sup>	09.05.2013	-	46.00	-
9.	TSE Modul Development Sdn Bhd	Malaysia	Director/ Shareholder	Provision of accommodation and transportation services	03.10.2013	-	14.00	-
10.	C&L Services Sdn Bhd	Malaysia	Director/ Shareholder	Supply of human resources for client business	09.06.2014	-	33.00	-
11.	Zoonhan Resources Sdn Bhd	Malaysia	Director/ Shareholder	Management of land and buildings, provision of services to maintain property and equity	03.11.2015	-	14.00	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
12.	The Amazco Management & Consultant Sdn Bhd	Malaysia	Director/ Shareholder	Employment agency	02.02.2018	-	25.00	-
13.	TSE Modul Inisiatif Sdn Bhd	Malaysia	Director	Agent in recruitment and processing of foreign worker application and manpower outsourcing management services	02.11.2009	-	-	-
14.	Glonex Industry Sdn Bhd	Malaysia	Director	Supply of workers, investment holding company.	04.04.2019	-	-	-
15.	PPG Utama Kinrara Sdn Bhd	Malaysia	Shareholder	Investment holding in properties	-	-	11.00	-
16.	Pro Cleaning Sdn Bhd	Malaysia	Shareholder	Cleaning service contractor	-	-	40.00	-
17.	PT Pappajack Sejahtera <sup>(2)</sup>	Indonesia	Shareholder	Restaurant	-	-	10.00	-
18.	TNI Services Sdn Bhd	Malaysia	Shareholder	Real estate activities with own or leased property N.E.C.	-	-	5.00	-

Notes:

- (1) The statutory documents of Phewvongsean Leasing Co. Ltd does not state the principal activities of the company.  
(2) In the process of scaling down its business

### (c) Chong Chee Fire

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Chong Soh Holdings Sdn Bhd	Malaysia	Director/ Shareholder	Investment holding company in properties	15.11.1983	-	15.56	-
2.	Corporate Focus Advisory Sdn Bhd	Malaysia	Director/ Shareholder	(i) Financial planning, advisers, consultants and provide an integrated financial advisory services, (ii) Investments planning and unit trusts, risk management, insurance planning, tax planning, research and on such terms as may be expedient  As at the LPD, the company has been dissolved	20.1.2004	-	50.00	*50.00
3.	HDM Johor Bahru Nominees (Asing) Sdn Bhd	Malaysia	Director	Act as agent for the investment of money and for sale.  As at the LPD, the company has been dissolved	15.01.2000	-	-	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
4.	HDM Johor Bahru Nominees (Tempatan) Sdn Bhd	Malaysia	Director	To act as agents for the investment of money and for the sale  As at the LPD, the company has been dissolved	15.01.2000	-	-	-
5.	Harrisons Holdings (Malaysia) Bhd	Malaysia	Director	Investment holding. The company, through its subsidiaries, markets, sells, warehouses, and distributes building materials, industrial and agricultural chemical products, and liquor products.	05.03.2002	-	-	-
6.	Harrisons Corporate Services Sdn Bhd	Malaysia	Director	Providing management, financial, marketing and related services	26.12.2013	-	-	-
7.	Chiong Brothers Credit & Leasing Sdn Bhd	Malaysia	Shareholder	Financial leasing activities, Sale of other motor vehicles N.E.C., Activities auxiliary to finance N.E.C.	-	-	14.00	-
8.	Chiong Brothers Insurance Agencies Sdn Bhd	Malaysia	Shareholder	Insurance agents, insurance brokers and sale by commission agents	-	-	12.50	-
9.	Chiong Brothers Motor Works Sdn Bhd	Malaysia	Shareholder	Carry on business of automobile workshop	-	-	15.74	-
10.	Kumpulan Pasti Management (M) Sdn Bhd	Malaysia	Shareholder	To provide accountancy, taxation, secretarial and management services to companies and individuals	-	-	28.00	-

Note:

\* Deemed interested by virtue of family members' shareholdings in Corporate Focus Advisory Sdn Bhd

### (d) Dato' Magaret Ting Thien Hung

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Messrs Ting & Ting	Malaysia	Managing Partner	Legal firm	06.10.2006	-	80.00	-
2.	Binotech Pave Sdn Bhd	Malaysia	Director/ Shareholder	Property investment holding	01.07.2014	-	40.00	<sup>(1)</sup> 40.00
3.	Income Path Sdn Bhd	Malaysia	Director/ Shareholder	Investment holding company in shares	28.02.2018	-	20.00	-

**8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)**

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
4.	Pancaran Sebelas Sdn Bhd	Malaysia	Director/ Shareholder	Agricultural activities for crops production on a fee or contract basis Processing and preserving of poultry and poultry products Real estate activities with own or leased property N.E.C.	15.08.2018	-	100.00	-
5.	Phytosnest Sdn Bhd	Malaysia	Director/ Shareholder	Agricultural activities for crops production on a fee or contract basis Manufacture of other basic chemicals N.E.C. Growing of plants used primarily in perfumery, in pharmacy or for insecticidal, fungicidal or similar purposes	01.04.2019	26.4.2021	-	-
6.	Sycal Ventures Berhad	Malaysia	Director	Investment holding of companies involved in property development, contractor and operator of plant and machinery as well as manufacturing and trading of ready mix concrete	26.09.2018	-	-	-
7.	Orgabio Holdings Berhad	Malaysia	Director	Activities of holding companies involved in the manufacturing business of OEM/ODM of premix coffee	15.03.2021	-	-	-
8.	Global Waves Timber Sdn Bhd	Malaysia	Director	Export and Import of Lumber and Timber Export and Import of cutlery, hand tools and General Hardware Buying, selling, renting and operating of self-owned or leased real estate – Residential Buildings  As at the LPD, the company has been dissolved	15.06.2016	-	-	-
9.	Hijauan Muda Sdn Bhd	Malaysia	Director	Real Estate activities with own or leased property N.E.C. Agricultural activities for crops production on a fee or contract basis Processing and preserving of poultry and poultry products	05.10.2018	25.10.2018	-	-
10.	Amber Dynasty Sdn Bhd	Malaysia	Director	Investment holdings in properties	24.07.2019	22.06.2021	-	-
11.	Nation Fleet Sdn Bhd	Malaysia	Shareholder	Wholesale of a variety of goods without any particular specialisation N.E.C.	-	-	22.00	<sup>(2)</sup> 78.00
12.	Ria Education Group Sdn Bhd	Malaysia	Shareholder	Pre-primary Education (Private)/ Kindergarten	-	-	20.00	<sup>(3)</sup> 80.00

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

Notes:

- (1) Deemed interested by virtue of family members' shareholding in Binattech Pave Sdn Bhd.  
 (2) Deemed interested by virtue of family members' shareholdings in Nationfleet Sdn Bhd.  
 (3) Deemed interested by virtue of family members' shareholdings in Ria Education Group Sdn Bhd.

### (e) Koo Woon Kan

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Rightway Management Sdn Bhd	Malaysia	Director/ Shareholder	Accounting, bookkeeping, accounting services	04.10.2016	-	90.00	#10.00
2.	Eco Circle Sdn Bhd	Malaysia	Director/ Shareholder	Trading of clothing, custom tailoring and handicraft items Property investment Management, bookkeeping and accounting services	16.05.2011	-	100.00	-
3.	Dua Signature Berhad Sentral Facility	Malaysia	Shareholder	Buying, selling, renting and operating of self-owned or leased real estate – Residential buildings and other service activities N.E.C.	-	-	0.48	-

Note:

- # Deemed interested by virtue of family members' shareholdings in in Rightway Management Sdn Bhd.

### 8.2.4 Directors' Remuneration and Material Benefits-in-kind

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our Directors for services rendered to our Group for the FYE 31 December 2020 and FYE 31 December 2021 are as follows:

#### (a) FYE 31 December 2020

	Salaries	Fees	Bonus	#Other Emoluments	Allowance	Benefits -in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
<b>Executive Directors</b>							
Lim Boon Hua	30	-	-	5	3	-	38
Law Book Ching	-	-	-	-	-	-	-
<b>Non-Executive Directors</b>							
Chong Chee Fire	-	-	-	-	-	-	-
Dato' Magaret Ting Thien Hung	-	-	-	-	-	-	-
Koo Woon Kan	-	-	-	-	-	-	-

Note:

- # These comprise contribution to Employees Provident Fund and Social Security Organisation.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

### (b) Proposed for FYE 31 December 2021

	Salaries RM'000	Fees RM'000	Bonus RM'000	#Other Emoluments RM'000	Allowance RM'000	Benefits -in-kind RM'000	Total RM'000
<b>Executive Directors</b>							
Lim Boon Hua	118	120	-	15	-	-	253
Law Book Ching	60	40	-	8	-	-	108
<b>Non-Executive Directors</b>							
Chong Chee Fire	-	32	-	-	-	-	32
Dato' Magaret Ting Thien Hung	-	24	-	-	-	-	24
Koo Woon Kan	-	24	-	-	-	-	24

Note:

# These comprise of contributions to the Employees Provident Fund and Social Security Organisation.

### 8.2.5 Board Practice

Our Board has acknowledged the latest recommendations of the Malaysian Code on Corporate Governance ("MCCG") which came into effect on 28 April 2021, which include amongst others, the chairman of the board should not be a member of the Audit, Nomination and Remuneration Committees.

As such, we have initiated the process of identifying suitable candidates to be appointed as our directors and committee members to ensure that the above recommendations under the MCCG will be complied within 1 year of our Listing.

#### 8.2.5.1 Directors' Term of Office

The date of expiry of the current term of office for each of our Directors and the period that each of them has served in that office is as follows:

Directors	Designation	Date of Appointment	Date of Expiration of the Current Term of Office	No. of Years in Office Up to the LPD
Chong Chee Fire	Independent Non-Executive Chairman	03.05.2021	-	-
Lim Boon Hua	Managing Director/Chief Executive Officer	22.12.2020	-	7
Law Book Ching	Executive Director	22.12.2020	-	5
Dato' Magaret Ting Thien Hung	Independent Non-Executive Director	03.05.2021	-	-
Koo Woon Kan	Independent Non-Executive Director	03.05.2021	-	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

Pursuant to Clause 97.1 of our Constitution, at the first annual general meeting of the Company, all the Directors shall retire from office and at the annual general meeting in every subsequent year, one-third (1/ 3) of the other Directors for the time being who are subject to retirement by rotation or if their number is not 3 or a multiple of 3, then the number nearest to one-third (1/ 3), shall retire from office provided always that all Directors shall retire from office once at least in each 3 years but shall be eligible for re-election. The retiring Director shall retain office until the close of meeting at which he retires. An election of Director shall take place each year.

Pursuant to Clause 106 of our Constitution, the Board, shall have power at any time, and from time to time, to appoint any person to be Director, the Board may appoint any person who is willing to act to be a Director, either to fill a casual vacancy or as an addition to the existing Board, but the total number of Directors shall not at any time exceed the maximum number fixed in accordance with our Constitution. Any Director so appointed shall hold office only until the next following annual general meeting and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at the meeting.

### 8.2.5.2 Audit Committee

The Audit Committee was constituted on 24 June 2021 by our Board with the function of assisting our Board in fulfilling its oversight responsibilities. The current members are:

Name	Designation	Directorship
Chong Chee Fire	Chairman	Independent Non-Executive Chairman
Dato' Magaret Ting Thien Hung	Member	Independent Non-Executive Director
Koo Woon Kan	Member	Independent Non-Executive Director

Our Audit Committee assists our Board in its oversight responsibilities with regard to our financial reporting process, internal controls, risk management and governance.

The key duties and responsibilities of our Audit Committee are as follows:

- (i) recommend the external auditors for appointment, to consider the adequacy of experience, resources, audit fee and any issue regarding appointment or re-appointment of external auditors;
- (ii) review and discuss with the external auditors, audit plan, its scope and nature before the audit commences and report the same to our Board;
- (iii) review internal audit findings and the management's responses or action plans, including the status of the previous audit recommendations;
- (iv) review with the external auditors, their audit report and evaluation of accounting policies and systems of internal controls and risk management and report the same to our Board;
- (v) assess the suitability and independence of external auditors, including to obtain confirmation from external auditors that they are and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements;
- (vi) review quarterly reports on consolidated financial results and annual financial statements prior to reporting to our Board;



## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

- (vii) review and report to our Board on the adequacy of the scope, functions, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;
- (viii) review and report to our Board on the internal audit plan and the results of the internal audit process and, where necessary, ensure that appropriate action is taken on the recommendations of the internal audit function;
- (ix) ensure the internal audit function is independent of the work it audits and to require the head of internal audits to report directly to the Audit Committee;
- (x) review the adequacy and effectiveness of risk management and internal control systems deployed by our key management to address those risks and recommend corrective measures undertaken to remedy failures and/or weaknesses;
- (xi) review any related party transactions, including recurrent related party transactions and conflict of interest situations that may arise within our Group, including any transaction, procedure or course of conduct that raises questions of management integrity and report the same to our Board; and
- (xii) consider and examine such other matters as defined by our Board or as may be prescribed by Bursa Securities or any other relevant authority from time to time.

The Audit Committee may seek advice from independent parties and other professionals in discharging their duties.

### 8.2.5.3 Remuneration and Nomination Committee

Our Remuneration Committee was constituted by our Board on 24 June 2021. The current members are:

Name	Designation	Directorship
Koo Woon Kan	Chairman	Independent Non-Executive Director
Dato' Magaret Ting Thien Hung	Member	Independent Non-Executive Director
Chong Chee Fire	Member	Independent Non-Executive Chairman

Our Nomination Committee was constituted by our Board on 24 June 2021. The current members are:

Name	Designation	Directorship
Dato' Magaret Ting Thien Hung	Chairman	Independent Non-Executive Director
Chong Chee Fire	Member	Independent Non-Executive Chairman
Koo Woon Kan	Member	Independent Non-Executive Director

The role of our Remuneration and Nomination Committee is to assist our Board in undertaking reviews of the remuneration for our Directors and our Group's senior management personnel in the interest of attracting, retaining and motivating them.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

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The key functions of our Remuneration and Nomination are as follows:

- (i) to function independently of management and strives for good corporate governance by ensuring that the process is carried out in an objective, transparent, thorough and fair manner.
- (ii) to assist the Board to establish a formal and transparent procedure on the appointment and assessment of Directors and the Board Committees.
- (iii) to review the character, experience, integrity, commitment, competency, qualifications and track record of any proposed new nominees for the appointment to the Board.
- (iv) to review the mix and balance of skills, knowledge and experience in composition of the Board between Executive, Non-Executive and Independent Directors by identifying skills needed and those individuals whom might best to provide them.
- (v) to facilitate appropriateness, transparency and accountability to shareholders on the issue of Directors' remuneration, thus preventing payout of substantial remuneration packages without regard to the performance of the individual and the Company/ Group.
- (vi) to set the policy framework and for making recommendations for approval by the Board with respect to matters relating to the remuneration of Directors and senior management. The level of remuneration of which should reflect the Directors' and senior management's merit, qualification and competencies and comparable with market statistics.

The key duties and responsibilities of our Remuneration and Nomination Committee are amongst others, the following:

- (a) to identify and nominate for the approval of the Board, candidates to fill board vacancies as and when they arise.
- (b) to review the required mix of skills, experience and other qualities, including core competencies, which Non-Executive Directors should bring to the Board.
- (c) to establish a mechanism for formal assessment of:
  - the Board's effectiveness as a whole;
  - the contribution by each Director to the effectiveness of the Board; and
  - the contribution of the Board's various committees.

Hence, recommend to the Board specific adjustments in the remuneration and/or reward payments, if any, reflecting their contributions for the year.

- (d) to oversee the appointment, management succession planning and performance evaluation of the Directors and recommending to the Board their removal if they are ineffective, errant and negligent in discharging their responsibilities.
- (e) to ensure that all Directors undergo appropriate induction programs and receive continuous training.
- (f) to make recommendations to the Board on the necessary changes based on the reviews and assessments to the adequacy and relevance of the key duties and responsibilities of the Board and senior management personnel annually as well as policies governing remuneration and promotion of key management of our Group from time to time.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT *(Cont'd)*

### 8.2.5.4 Risk Management Committee

Our Risk Management Committee was constituted by our Board on 24 June 2021. The current members are:

Name	Designation	Directorship
Chong Chee Fire	Chairman	Independent Non-Executive Chairman
Dato' Magaret Ting Thien Hung	Member	Independent Non-Executive Director
Koo Woon Kan	Member	Independent Non-Executive Director

Our Risk Management Committee assists our Board in fulfilling its oversight responsibilities with regard to the risk appetite of our Group as well as the risk management and compliance framework and the governance structure that supports it.

The key duties and responsibilities of our Risk Management Committee are as follows:

- (i) review and recommend risk management framework, strategies, policies and risk tolerance/ appetite for the Audit Committee for recommendation to the Board for approval;
- (ii) review the adequacy of our Group's risk management framework and assess the resources and knowledge of our key management and employees involved in the risk management process;
- (iii) ensure adequate infrastructure, resources and systems are in place for an effective risk management framework;
- (iv) review and further monitor principal risks that may affect our Group directly or indirectly that, if deemed necessary, recommend additional course of action to mitigate such risks;
- (v) communicate and monitor our risk assessment results to our Board;
- (vi) review the risk management reports on risk exposure, risk portfolio composition and activities;
- (vii) discuss the problems and reservations arising from their reviews and any matter the external auditors and internal auditors may wish to discuss; and
- (viii) monitor key business risks to safeguard shareholders' investments and our Group's assets.

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## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT *(Cont'd)*

### 8.3 KEY MANAGEMENT

#### 8.3.1 Key Management's Shareholdings in Our Company

The following table sets out the direct and indirect shareholdings of each of our key management before and after our IPO, assuming full subscription of Pink Form Shares reserved for our eligible employees:

Name	Designation	<sup>(a)</sup> No. of Shares Held Before the IPO				<sup>(b)</sup> No. of Shares Held After the IPO			
		Direct	%	Indirect	%	Direct	%	Indirect	%
Lim Chee Hsiung	Chief Operating Officer	1,365,884	0.27	-	-	1,365,884	0.20	-	-
Wong Koon Wai	Chief Financial Officer	-	-	-	-	<sup>(c)</sup> 1,600,000	0.24	-	-

Notes:

(a) Based on the issued share capital of 501,000,000 Shares before the Public Issue.

(b) Based on the enlarged issued share capital of 668,000,000 Shares after the Public Issue.

(c) Includes his entitlement for the Pink Form Shares and based on the enlarged issued share capital of 668,000,000 Shares after the Public Issue.

#### 8.3.2 Profiles of Key Management

Save for the profile of Lim Boon Hua, our Chief Executive Officer, as disclosed in Section 8.1.2 of this Prospectus, the profiles of our other key management are as follows:

##### (i) Lim Chee Hsiung

Lim Chee Hsiung, a Malaysian aged 43, is our Chief Operating Officer and has been with our Group since September 2020. He obtained his Bachelor of Economics from Universiti Kebangsaan Malaysia in April 2002.

He began his career as a Sales and Audit Executive with Pan-West (Malaysia) Sdn Bhd in June 2002 primarily responsible for managing sales and conducting audits on golf equipment and related merchandise. After leaving Pan-West (Malaysia) Sdn Bhd in August 2003, he joined Orix Auto Leasing Malaysia Sdn Bhd from September 2003 to March 2007, as a Senior Marketing Executive in charge of marketing the leasing scheme and building new clientele portfolio.

From April 2007 to August 2020, he was the General Manager of Mashita Jaya Sdn Bhd (a company owned by Lim Boon Hua, our Promoter, substantial shareholder and Managing Director/ Chief Executive Officer) ("**Mashita Jaya**"), primarily responsible for managing the Sales, Operations and Finance Department of Mashita Jaya. In 2016, while still being attached to Mashita Jaya, he was seconded to assist Lim Boon Hua in overseeing the business and operations of PG PPJ as its Chief of Operating Officer. He assisted Lim Boon Hua in the expansion of the outlets of our Group and was appointed as the Director of PG PPJ, PPJ Sejaya and PPJ Landas Emas in August 2016, July 2019 and February 2020 respectively.

In September 2020, he was formally appointed as the Chief Operating Officer of Pappajack Holdings and responsible to oversee the day to day business and operations of our Group including the implementation of our Group's policies, both at the management and outlet levels.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

### (ii) Wong Koon Wai

Wong Koon Wai, a Malaysian aged 46, is our Chief Financial Officer. He obtained his Bachelor Degree in Business (Accountancy) from the Royal Melbourne Institute of Technology (RMIT) in December 1999. He is a member of CPA Australia and the Malaysian Institute of Accountants since 2008.

He began his career as an Audit Assistant in Poh & Co in July 2000. In June 2001, he joined RSM Robert Teo, Kuan & Co as an Audit Senior and subsequently left to join Crowe Malaysia PLT in May 2003 as an Audit Assistant and his last held position was as a Senior Manager. During his tenure in the said audit firms, he gained knowledge and experience in audit and assurance, and corporate transactions, including supervision of audit teams, audit planning, ensuring compliance with auditing and accounting standards, consolidation, basic tax computation and liaising with clients for audits for both privately owned and public listed companies.

After leaving Crowe Malaysia PLT in June 2011, he joined Oriental Castle Sdn Bhd in July 2011 as its Financial Controller, where he was responsible for overseeing the finance and accounting functions of its group of companies in Malaysia, Singapore, China, Vietnam and Indonesia. After leaving Oriental Castle Sdn Bhd in September 2012, he joined the Malaysian Institute of Accountants in Kuala Lumpur in October 2012 as the Technical Director of the Professional Standards & Practices Division, where he was responsible for the overall direction and coordination of the activities of the division.

After leaving the Malaysian Institute of Accountants in October 2014, he joined Global Line Network Sdn Bhd from November 2014 to September 2018 as the Chief Operating Officer and was primarily responsible for planning, directing and coordinating the company's operational policies, rules, initiatives and goals. During December 2018 to July 2020, he was involved in entrepreneurial ventures as an investor. He joined our Group as our Chief Financial Officer in August 2020.

He is an Independent Non-Executive Director of HLT Global Berhad since 8 January 2016. HLT Global Berhad is listed on the Ace Market of Bursa Securities. He is an Independent Non-Executive Director of Golden Plus Holdings Berhad, a public limited liability company and its group of companies are involved in property development, construction, leisure and food operations. He sits on the board of several private companies in Malaysia as disclosed in Section 8.3.3(b) of this Prospectus.

### 8.3.3 Principal Directorships and Principal Business Activities of Our Key Management Outside Our Group for the Past 5 Years

The following table sets out the principal directorships of our Key Management as at the LPD and those which were held within the past 5 years up to the LPD, as well as their involvement in principal business activities outside our Group:

#### (a) Lim Chee Hsiung

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	KS Services Sdn Bhd	Malaysia	Director	Other building and industrial cleaning activities	02.03.2012	10.08.2016	-	-
2.	PT Pappajack Sehati <sup>#</sup>	Indonesia	Director	Restaurant business	03.11.2015	01.03.2020	-	-

**8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)**

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
3.	PT Pappajack Asian Cuisine <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	3.00	-
4.	PT Sejaya Sejahtera Consultancy	Indonesia	Shareholder	Business management consultancy	-	-	3.00	-

Note:

<sup>#</sup> In the process of scaling down its business

**(b) Wong Koon Wai**

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	HLT Global Berhad	Malaysia	Independent Non-Executive Director	Investment holding. The company, through its subsidiaries, manufactures, designs, fabrication, installation, testing, and commissioning of synthetic rubber gloves	08.01.2016	-	-	-
2.	Golden Plus Holdings Berhad	Malaysia	Independent Non-Executive Director	Investment and property holding company which provides management services. The company, through its subsidiaries quarries granite, manufactures and supplies premix, and constructs roads	06.03.2020	-	-	-
3.	Xian Leng Holdings Berhad	Malaysia	Independent Non-Executive Director	Investment holding company which provides management services. The company, through its subsidiaries, provides commercial captive-breeding as well as trades ornamental fishes and aquarium accessories	27.03.2015	02.02.2017	-	-
4.	Menang Corporation (M) Berhad	Malaysia	Independent Non-Executive Director	Investment holding company which leases properties and provides management services. The company, through its subsidiaries, develops property, provides leasing and hire purchase services, and undertakes landscaping projects	31.12.2020	29.01.2021	-	-
5.	Weijuke Information and Technology (Malaysia) Sdn Bhd	Malaysia	Director/ Shareholder	Other information technology service activities  As at the LPD, the Company is dormant	14.04.2017	-	30.00	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
6.	Letv (Malaysia) Sdn Bhd	Malaysia	Director/ Shareholder	Money remittance As at the LPD, the Company is dormant	14.02.2018	-	10.00	-
7.	Tepat Aggun Sdn Bhd	Malaysia	Director	Investment holding As at the LPD, the Company has been dissolved	24.05.2017	-	-	-
8.	Nestor Professional Services (M) Sdn Bhd	Malaysia	Director	Other information technology service activities N.E.C.	10.01.2018	-	-	-
9.	Sri Serdang Sdn Bhd <sup>#</sup>	Malaysia	Director	Land development, housing development, investment	09.09.2020	-	-	-
10.	Hanpopular Sdn Bhd <sup>#</sup>	Malaysia	Director	Investment holding	05.10.2020	-	-	-
11.	Venice Heights Sdn Bhd <sup>#</sup>	Malaysia	Director	Investment holding	05.10.2020	-	-	-
12.	Golden Plus Construction Sdn Bhd <sup>#</sup>	Malaysia	Director	Investment holding	12.10.2020	-	-	-
13.	Paradize Bazaar Sdn Bhd <sup>#</sup>	Malaysia	Director	Investment holding	12.10.2020	-	-	-
14.	Digital Chat Sdn Bhd	Malaysia	Director	Dealer of telco's products and services	01.09.2016	06.11.2017	-	-
15.	Richtech Communication Sdn Bhd	Malaysia	Shareholder	Trading in communication system and equipment	16.01.2001	-	0.73	-

Note:

# Subsidiaries of Golden Plus Holdings Berhad.

### 8.3.4 Key Managements' Remuneration and Material Benefits-in-kind

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our key management for services rendered to our Group for the FYE 31 December 2020 and FYE 31 December 2021 are as follows:

#### (a) FYE 31 December 2020

	Salaries	Fees	Bonus	<sup>(1)</sup> Other Emoluments	Allowance	Benefits -in-kind	Total
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
Lim Chee Hsiung <sup>(2)</sup>	60	-	-	8	-	-	68
Wong Koon Wai	17	-	-	2	-	-	19

**8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)**

Notes:

- (1) These comprises of contribution to the Employees Provident Fund and Social Security Organisation.
- (2) Lim Chee Hsiung's salary is effective from September 2020. Please refer to Section 8.3.2 (i) of this Prospectus for further details.

(b) **Proposed for FYE 31 December 2021**

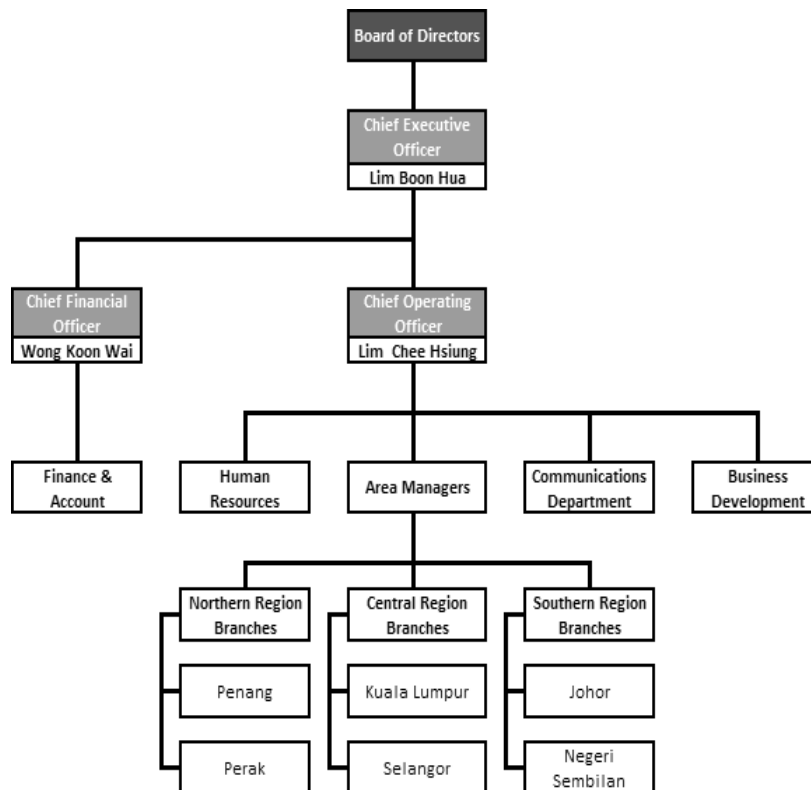
	Salaries RM'000	Fees RM'000	Bonus RM'000	#Other Emoluments RM'000	Allowance RM'000	Benefits -in-kind RM'000	Total RM'000
Lim Chee Hsiung	180	-	-	23	-	-	203
Wong Koon Wai	90	-	-	12	-	-	102

Note:

- # These comprises of contributions to the Employees Provident Fund and Social Security Organisation.

**8.3.5 Management Reporting Structure**

The management reporting structure of our Group is as follows:





## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

### 8.4 INVOLVEMENT OF EXECUTIVE DIRECTORS AND KEY MANAGEMENT IN OTHER BUSINESSES OR CORPORATIONS

As at the LPD, save as disclosed below and in Section 8.2.3 of this Prospectus, none of our Executive Directors and key management are involved in the operations of other businesses or corporations.

#### (a) Lim Boon Hua

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Agensi Pekerjaan TSE Sdn Bhd	Malaysia	Director/ Shareholder	Agent in recruitment and processing of foreign maid application	18.03.2002	-	60.00	-
2.	TSE Modul Inisiatif Sdn Bhd	Malaysia	Director/ Shareholder	Agent in recruitment and processing of foreign worker application and manpower outsourcing management services	15.12.2006	-	60.00	-
3.	Mashita Jaya Sdn Bhd	Malaysia	Director/ Shareholder	Sub-contractor of cleaning services, construction works, packaging industries and other related products	23.09.2008	-	70.00	-
4.	Cahaya Manpower Sdn Bhd	Malaysia	Director/ Shareholder	Activities of holding companies	08.08.2011	-	20.00	-
5.	C & L Services Sdn Bhd	Malaysia	Director/ Shareholder	Supply of human resources for client business	22.03.2012	-	33.00	-
6.	PT Papparich Kopitiam	Indonesia	Director/ Shareholder	Restaurant business	04.09.2012	-	20.00	-
7.	Zoonhan Resources Sdn Bhd	Malaysia	Director/ Shareholder	Management of land and buildings, provision of services to maintain property and equity	03.11.2015	-	30.00	-
8.	Dhoby Ghaut Holdings Pte. Ltd.	Singapore	Director/ Shareholder	Wholesale trade of variety of goods without a dominant product/ General trading and investment/ Management consultancy services/ Advisor and management services	21.03.2016	-	100.00%	-
9.	TNI Services Sdn Bhd	Malaysia	Director/ Shareholder	Real estate activities with own or leased property N.E.C.	02.10.2018	-	60.00	-
10.	Agensi Perkerjaan Mashita Jaya Sdn Bhd	Malaysia	Director/ Shareholder	To carry on the business as private employment agency, to recruit and place a worker to another employer	24.10.2018	-	87.50	-
11.	TNI Property Management Sdn Bhd	Malaysia	Director/ Shareholder	Providing manpower, rental and transport services for foreign workers	21.05.2020	-	99.00	<sup>(1)</sup> 5.00
12.	KS Services Sdn Bhd	Malaysia	Director/ Shareholder	Other building and industrial cleaning activities N.E.C.	02.07.2020	-	29.00	<sup>(2)</sup> 70.00

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
13.	TSE Modul Development Sdn Bhd	Malaysia	Director/ Shareholder	Provision of accommodation and transportation services	03.10.2013	05.11.2018	30.00	-
14.	Goh Ah Lek Plastering Sdn Bhd	Malaysia	Director	Contractor for plastering works and other construction activities	28.12.2010	-	-	-
15.	Goh Ah Lek & Sons Plastering Sdn Bhd	Malaysia	Director	Contractor for plastering works and other construction	09.01.2012	-	-	-
16.	Consistent Property Co. Ltd.	Thailand	Shareholder	Property investment	-	-	12.00	-
17.	Kemas Suci Sdn Bhd	Malaysia	Shareholder	Business of all kinds of cleaning services	-	-	70.00	-
18.	PPG Utama Kinrara Sdn Bhd	Malaysia	Shareholder	Investment holding company in properties	-	-	31.00	<sup>(3)</sup> 16.00
19.	Pro Cleaning Sdn Bhd	Malaysia	Shareholder	Cleaning service contractor	-	-	25.00	-
20.	PT Pappajack Asian Cuisine <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	42.00	-
21.	PT Saroha <sup>#</sup> Pappajack	Indonesia	Shareholder	Restaurant business	-	-	20.00	-
22.	PT Sehati <sup>#</sup> Pappajack	Indonesia	Shareholder	Restaurant business	-	-	20.00	-
23.	PT Sejahtera <sup>#</sup> Pappajack	Indonesia	Shareholder	Restaurant business	-	-	34.00	-
24.	PT Sejaya Sejahtera Consultancy	Indonesia	Shareholder	Business management consultancy	-	-	42.00	-
25.	Mashita Jaya Management	Malaysia	Partnership	Management services, general commission agent	-	-	-	-

## Notes:

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*In the process of scaling down its business*

- (1) *Deemed interested by virtue of family members' shareholdings in TNI Property Management Sdn Bhd.*
- (2) *Deemed interested by virtue of the shareholdings held by Lim Siew Fang in KS Services Sdn Bhd.*
- (3) *Deemed interested by virtue of the shareholdings held by Lim Siew Fang in PPG Utama Kinrara Sdn Bhd.*

Lim Boon Hua's involvement in the above business and corporations does not have any impact on his duties in our Group as there are management teams employed for the daily operations of these businesses and companies. As such, he spends a majority of his time in the operations and affairs of our Group.

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

### (b) Law Book Ching

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	Consistent Reach Sdn Bhd	Malaysia	Director/ Shareholder	(a) Provision of contract labour and payroll services (b) Hostel management and transportation (c) Provision of human resources and related services	27.02.2003	-	35.00	-
2.	Agensi Pekerjaan ConsistentReach (M) Sdn Bhd	Malaysia	Director/ Shareholder	Activities of employment placement agencies	11.09.2007	-	10.00	-
3.	The Amazco Resources Sdn Bhd	Malaysia	Director/ Shareholder	Labour contractor	14.01.2008	-	17.50	-
4.	Consistent Cleaning Sdn Bhd	Malaysia	Director/ Shareholder	Provision of contract labour	12.05.2011	-	35.00	-
5.	Cahaya Manpower Sdn Bhd	Malaysia	Director/ Shareholder	Activities of holding companies	08.08.2011	-	17.50	-
6.	Etsu Sangyu Sdn Bhd	Malaysia	Director/ Shareholder	Real estate activities with own or leased property N.E.C.	05.10.2011	-	14.00	-
7.	Phewvongsean Leasing Co. Ltd	Laos	Director/ Shareholder	N.A. <sup>(1)</sup>	09.05.2013	-	46.00	-
8.	TSE Modul Development Sdn Bhd	Malaysia	Director/ Shareholder	Provision of accommodation and transportation services	03.10.2013	-	14.00	-
9.	C&L Services Sdn Bhd	Malaysia	Director/ Shareholder	Supply of human resources for client business	09.06.2014	-	33.00	-
10.	Zoonhan Resources Sdn Bhd	Malaysia	Director/ Shareholder	Management of land and buildings, provision of services to maintain property and equity	03.11.2015	-	14.00	-
11.	The Amazco Management & Consultant Sdn Bhd	Malaysia	Director/ Shareholder	Employment agency	02.02.2018	-	25.00	-
12.	TSE Modul Inisiatif Sdn Bhd	Malaysia	Director	Agent in recruitment and processing of foreign worker application and manpower outsourcing management services	02.11.2009	-	-	-
13.	Glonex Industry Sdn Bhd	Malaysia	Director	Supply of workers, investment holding company.	04.04.2019	-	-	-
14.	PPG Utama Kinrara Sdn Bhd	Malaysia	Shareholder	Investment holding company in properties	-	-	11.00	-
15.	Pro Cleaning Sdn Bhd	Malaysia	Shareholder	Cleaning service contractor	-	-	40.00	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
16.	PT Pappajack Sejahtera <sup>(2)</sup>	Indonesia	Shareholder	Restaurant	-	-	10.00	-
17.	TNI Services Sdn Bhd	Malaysia	Shareholder	Real estate activities with own or leased property N.E.C.	-	-	5.00	-

Notes:

- (1) The statutory documents of Phewvongsean Leasing Co. Ltd does not state the principal activities of the company.  
 (2) In the process of scaling down its business

Law Book Ching's involvement in the above business and corporations does not have any impact on his duties in our Group as there are management teams employed for the daily operations of these businesses and companies. As such, he spends a majority of his time in the operations and affairs of our Group.

### (c) Lim Chee Hsiung

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1	PT Pappajack Asian Cuisine <sup>#</sup>	Indonesia	Shareholder	Restaurant business	-	-	3.00	-
2.	PT Sejaya Sejahtera Consultancy	Indonesia	Shareholder	Business management consultancy	-	-	3.00	-

Note:

- # In the process of scaling down its business

Lim Chee Hsiung's involvement in the above business and corporations does not have any impact on his duties in our Group as there are management teams employed for the daily operations of these businesses and companies. As such, he spends a majority of his time in the operations and affairs of our Group.

### (d) Wong Koon Wai

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
1.	HLT Global Berhad	Malaysia	Independent Non-Executive Director	An Investment holding. The company, through its subsidiaries, manufactures, designs, fabrication, installation, testing, and commissioning of synthetic rubber gloves	08.01.2016	-	-	-
2.	Golden Plus Holdings Berhad	Malaysia	Independent Non-Executive Director	Investment and property holding company which provides management services. The company, through its subsidiaries quarries granite, manufactures and supplies premix, and constructs roads	06.03.2020	-	-	-

## 8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)

No.	Company	Place of Incorporation	Position Held	Principal Business Activities	Date Appointed	Date Resigned	Equity Interest Held (%)	
							Direct	Indirect
3.	Nestor Professional Services (M) Sdn Bhd	Malaysia	Director	Other information technology service activities N.E.C.	10.01.2018	-	-	-
4.	Sri Serdang Sdn Bhd #	Malaysia	Director	Land development, housing development, investment	09.09.2020	-	-	-
5.	Hanpopular Sdn Bhd #	Malaysia	Director	Investment holding	05.10.2020	-	-	-
6.	Venice Heights Sdn Bhd #	Malaysia	Director	Investment holding	05.10.2020	-	-	-
7.	Golden Plus Construction Sdn Bhd #	Malaysia	Director	Investment holding	12.10.2020	-	-	-
8.	Paradize Bazaar Sdn Bhd #	Malaysia	Director	Investment holding	12.10.2020	-	-	-
9.	Richtech Communication Sdn Bhd	Malaysia	Shareholder	Trading in communication system and equipments	16.01.2001	-	0.73	-

Note:

# Subsidiaries of Golden Plus Holdings Berhad.

Wong Koon Wai's involvement in the above business and corporations does not have any impact on his duties in our Group as there are competent management teams employed for the daily operations of these businesses and companies and his directorships in the public listed companies are independent in nature and he is not involved in the day-to-day operations of the companies. As such, he spends a majority of his time in the operations and affairs of our Group.

The involvement of our Executive Directors and Key Management in the above business activities outside our Group does not give rise to any conflict of interest situation with our business and the involvement of our Executive Directors and Key Management in such business activities outside our Group does not affect their ability to perform their roles and responsibilities to our Group. Save as disclosed in Section 8.4 of this Prospectus, as at the LPD, none of our Executive Directors and Key Management is involved in any other principal business activities outside of our Group.

### 8.5 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY MANAGEMENT

None of our Promoters, Directors and key management is or has been involved in any of the following events (whether in or outside Malaysia):

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against him or any partnership in which he was a partner or any corporation of which he was a director or member key management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;

## **8. INFORMATION ON THE PROMOTERS, SUBSTANTIAL SHAREHOLDERS, DIRECTORS AND KEY MANAGEMENT (Cont'd)**

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- (iii) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against him, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (v) in the last 10 years, he was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;
- (vi) being the subject of any order, judgment or ruling of any court, government or regulatory authority or body temporarily enjoining him 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) has an unsatisfied judgment against him.

### **8.6 FAMILY RELATIONSHIPS AND ASSOCIATIONS**

Save as disclosed below, there is no other family relationship and/or association between any of our Directors, Promoters, substantial shareholders and/or key management as at the LPD:

- (i) Lim Boon Hua, our Promoter, substantial shareholder and Managing Director/ Chief Executive Officer is the brother of Lim Siew Fang, our Promoter and substantial shareholder.
- (ii) Lee Kun Way, a Director of Pajak Gadai Tetap Sejiwa Sdn Bhd (a wholly owned subsidiary of our Group) is the spouse of Lim Siew Fang, our Promoter and substantial shareholder.

### **8.7 SERVICE AGREEMENTS**

As at the LPD, there are no existing or proposed service agreements entered into or to be entered into by our Directors or any member of our key management with our Group.

### **8.8 SUCCESSION PLAN**

Our future success also depends on our ability to attract and retain skilled personnel. Our strategies to retain our Key Management and attract new personnel include, amongst others, succession planning and promotion opportunities, attractive remuneration packages and training activities.

Our succession plan consists of:

- (i) selection and recruitment: identifying key competencies and requirements for managerial and key senior positions for succession planning; and identifying potential successor's readiness to facilitate skills transfer so as to ensure smooth running and continuity of the operations of our Group;
- (ii) attractive remuneration packages and employee benefits; and
- (iii) career planning and development: our senior management trains the lower and middle management staff to gradually assume more responsibilities.