

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

9.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Profiles of our Promoters and substantial shareholders

(i) K8 Resources as Promoter and substantial shareholder

K8 Resources is our Promoter and substantial shareholder having 95.05% equity interest in our Company.

K8 Resources was incorporated in Malaysia under the Act on 27 September 2023 as a private limited company under the name of KK Mart Resources Sdn Bhd prior to it adopting the name of K8 Resources Sdn Bhd on 18 March 2026. K8 Resources is principally engaged in investment holding.

As at the LPD, the issued share capital of K8 Resources is RM246,618,982 comprising 246,618,982 ordinary shares.

The table below sets out the shareholders of K8 Resources and their respective shareholding in K8 Resources as at the LPD:

| Shareholder | Nationality | Direct | | Indirect | |
|-------------|-------------|------------------------|-------|------------------------|---|
| | | No. of ordinary shares | % | No. of ordinary shares | % |
| DSKK | Malaysian | 234,288,033 | 95.00 | - | - |
| DSL | Malaysian | 12,330,949 | 5.00 | - | - |

(ii) DSKK as Promoter, substantial shareholder and Non-Independent Executive Director / Group Managing Director

DSKK, a Malaysian aged 58, is our Promoter, substantial shareholder and Non-Independent Executive Director / Group Managing Director. He is a seasoned entrepreneur and a community leader with 25 years of experience in the retail industry. He is our founder and was appointed to our Board on 27 September 2023.

He is a Chartered Accountant of the MIA, an Associate Chartered Management Accountant of the Chartered Institute of Management Accountants (“CIMA”) and a Chartered Global Management Accountant of the Association of International Certified Professional Accountants (“AICPA”) since 2013 and was admitted as a Fellow Member of the CIMA in May 2023.

DSKK started his career as an Internal Auditor with Ong Boon Bah & Co in 1991 where he conducted audits of client financials, verified regulatory compliance and evaluated internal control systems. From 1992 to 1994, he worked as an accounts executive in multiple companies which are involved in the oil and gas service sector as well as the retail and distribution sector, where he was involved in various finance and accounting responsibilities.

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

From 1994 to 1995, he was an Investment cum Marketing Manager where he conducted portfolio and performance analysis in foreign exchange. He also served as a licensed Futures Broker Representative with Pengkalen Options & Futures Sdn Bhd in 1996, where he was involved in brokerage operations in relation to futures/derivatives trading and client relationship management. From 1997 to 2000, he worked as the Operation and Investment Manager in a civil construction holding company where he was responsible for the company's financial and treasury management, as well as leading capital-raising negotiations and delivering project profitability analyses.

DSKK founded our Group with the incorporation of a legal entity named KK Super Mart (a partnership) in 2001. The business was formally incorporated as KKSMST in 2003, and under DSKK's leadership, has grown into the leading convenience mart player in Malaysia by number of stores as at 28 February 2026 and by revenue in 2025, according to the IMR Report, with 996 stores nationwide as at the LPD.

As our Non-Independent Executive Director / Group Managing Director, DSKK is responsible for defining and driving the overall vision, mission, and strategic direction and growth of our Group; overseeing our Group's financial performance against financial budgets and strategic objectives; driving operational excellence by managing resource allocation, fostering leadership growth through talent acquisition and strategic succession planning; and identifying new market opportunities and leading innovation and expansion initiatives.

In addition to his business accomplishments, DSKK is committed to community service and leadership. He has served as the Chairman of the Federal Territory Honorary RELA Club since 2017, the President of the Malaysia Chinese Assembly Hall since 2015, the President of the Ti-Ratana Welfare Society Malaysia since 2016, the Vice President of the Malaysia-Nepal Business Council since 2014.

DSKK has also been awarded the Asean Master Class Award in Retailing Excellence by the Asean Retail-Chains & Franchise Federation in 2016, the SEBA Entrepreneur of the Year by Yayasan Usahawan Malaysia in 2024 and the Asean Distinguished Entrepreneur Lifetime Achievement Award in the Asean Sarawak Business and Economic Forum 2025.

DSKK currently sits on the board of various subsidiaries of our Group and several private limited companies as disclosed in Section 9.2.3(ii) of this Prospectus.

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

9.1.2 Shareholding of our Promoters and substantial shareholders

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

| Name/ Nationality/ Country of incorporation | After our IPO | | | | | | | | | | | |
|---|---|-------|---|-------|--|-------|---|-------|--|-------|---|-------|
| | Before our IPO ⁽¹⁾ | | | | Assuming the Over-allotment Option is not exercised ⁽²⁾ | | | | Assuming the Over-allotment Option is fully exercised ⁽³⁾ | | | |
| | Direct | | Indirect | | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares (^{'000}) | % | No. of Shares (^{'000}) | % | No. of Shares (^{'000}) | % | No. of Shares (^{'000}) | % | No. of Shares (^{'000}) | % | No. of Shares (^{'000}) | % |
| K8 Resources / Malaysia | 3,127,129 | 95.05 | - | - | 2,584,629 | 73.85 | - | - | 2,514,629 | 71.85 | - | - |
| DSKK / Malaysian | - | - | 3,127,129 ⁽⁴⁾ | 95.05 | - | - | 2,584,629 ⁽⁴⁾ | 73.85 | - | - | 2,514,629 ⁽⁴⁾ | 71.85 |

Notes:

- (1) Based on our enlarged issued Shares of 3,290,000,000 after the Bonus Issue.
- (2) Based on our enlarged issued Shares of 3,500,000,000 upon our Listing.
- (3) Assuming an Over-allotment Option of up to an aggregate of 70,000,000 Shares, representing 8.3% of the total number of our IPO Shares offered.
- (4) Deemed interest by virtue of his and his spouse's shareholding in K8 Resources pursuant to Sections 8(4) and 59(11)(c) of the Act.

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

9.1.4 Changes in our Promoters' and substantial shareholders' shareholdings in our Company for the past three years

Save as disclosed below, there has been no change in our Promoters' and substantial shareholders' shareholdings in our Company for the past three years up to the date of this Prospectus:

| Name | As at 31 December 2023 | | | | As at 31 December 2024 | | | |
|--------------|------------------------|-------|------------------|------|------------------------|-------|------------------------|-------|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| | ('000) | | ('000) | | ('000) | | ('000) | |
| K8 Resources | - | - | - | - | 234,288 | 95.00 | - | - |
| DSKK | 95 | 95.00 | 5 ⁽¹⁾ | 5.00 | - | - | 234,288 ⁽²⁾ | 95.00 |

| Name | As at 31 December 2025 | | | | As at the date of this Prospectus | | | |
|--------------|------------------------|--------|---------------|-----------------------|-----------------------------------|-------|------------------------|-------|
| | Direct | | Indirect | | Direct | | Indirect | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| | ('000) | | ('000) | | ('000) | | ('000) | |
| K8 Resources | 246,619 | 100.00 | - | - | 246,619 | 95.05 | - | - |
| DSKK | - | - | 246,619 | 100.00 ⁽²⁾ | - | - | 246,619 ⁽²⁾ | 95.05 |

Notes:

- (1) Deemed interest by virtue of his spouse's shareholding pursuant to Section 59(11)(c) of the Act.
- (2) Deemed interest by virtue of his and his spouse's shareholding in K8 Resources pursuant to Sections 8(4) and 59(11)(c) of the Act.

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

9.2 BOARD OF DIRECTORS

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 comprises at least 30% women Directors and has a majority of Independent Directors as per the recommendations under the MCCG.

With that, 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.

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 its functions, our Board has set out the following key responsibilities in the board charter:

- (i) together with management, promotes good and effective corporate governance culture within our Group which reinforces ethical, prudent and professional behaviour;
- (ii) ensures the strategic plan of our Group supports long-term value creation and includes strategies on economic, environmental and social considerations underpinning sustainability;
- (iii) reviews, challenges and decides on management's proposals for our Group, monitoring their implementation by management and their contribution to our Group;
- (iv) oversees the execution of our Group's business to ensure it is properly and ethically conducted including supervising and assessing corporate behaviour and performance of our Group as a whole;
- (v) understands and identifies principal risks of our Group's business and ensures implementation of appropriate internal controls and mitigation measures to achieve a suitable risk-reward balance to the shareholders;
- (vi) adopts an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks that appropriately reflects the risk appetite within which our Board expects management to operate;
- (vii) reviews the framework for risk management and internal control system and ensure the effectiveness of such framework;
- (viii) ensures that senior management has the necessary skills and experience, and that measures or policies are in place for an orderly succession of our Board and senior management;
- (ix) ensures there are appropriate policies for training, appointment and performance monitoring of senior management;
- (x) developing and implementing an investor relations programme or shareholders' communications policy for our Group to enable effective communication with stakeholders;

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- (xi) reviews financial statements and our annual report and forms a view on the information presented before approving the same;
- (xii) ensures the integrity of our Group's financial and non-financial reporting; and
- (xiii) undertakes a formal and objective annual evaluation of our Board, Board Committees and each individual Board member to gauge their respective effectiveness.

Our Board reserves a formal schedule of matters for our Board's deliberation and approval. This includes, among others, the following matters:

- (i) strategic issues and planning, including sustainability matters;
- (ii) business plans, budget and performance reviews;
- (iii) quarterly financial results and audited financial statements;
- (iv) dividend policy or declaration of dividends;
- (v) capital expenditures;
- (vi) adequacy and integrity of internal control and risk management policies;
- (vii) material financing and borrowing activities;
- (viii) treasury policies;
- (ix) key human resources issues;
- (x) material acquisitions and disposals of assets;
- (xi) matters relating to regulatory compliance;
- (xii) appointment of Directors, Group Managing Director and/or other key responsible persons;
- (xiii) proposed appointment of external auditors and their audit fees;
- (xiv) related party transactions, recurrent related party transactions and conflict of interest (including potential conflict of interest), and any other transactions, procedures or course of conduct that raises questions on management integrity and any recommendations relating thereto as set out in the terms of reference of our Audit Committee;
- (xv) undertaking of new investments, divestments, mergers and acquisitions, establishment of subsidiaries, joint ventures and/or new business ventures and any other corporate exercise which requires the shareholders' approval; and
- (xvi) limits of authority, whistleblowing policy and anti-bribery and anti-corruption policy.

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

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

| <u>Director</u> | <u>Designation</u> | <u>Age</u> | <u>Nationality</u> | <u>Date of appointment as Director</u> | <u>Date of expiration of the current term of office at AGM</u> | <u>No. of years and months in office</u> |
|-------------------------------------|---|------------|--------------------|--|--|--|
| Tan Sri Datuk Seri Mazlan Bin Lazim | Independent Non-Executive Chairperson | 64 | Malaysian | 22 September 2025 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 5 months and 6 days |
| DSKK | Non-Independent Executive Director / Group Managing Director | 58 | Malaysian | 27 September 2023 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 2 years, 5 months, and 1 day |
| Candy Chai | Non-Independent Executive Director / Chief Commercial Officer | 55 | Malaysian | 22 September 2025 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 5 months and 6 days |
| Sherman Lam | Non-Independent Non-Executive Director | 52 | Malaysian | 22 September 2025 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 5 months and 6 days |
| Agnes Chan | Independent Non-Executive Director | 62 | Malaysian | 22 September 2025 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 5 months and 6 days |
| Chin Min | Wei Independent Non-Executive Director | 57 | Malaysian | 22 September 2025 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 5 months and 6 days |
| Chin Hui | Shih Independent Non-Executive Director | 49 | Malaysian | 22 September 2025 | Subject to retirement at the conclusion of our AGM to be held in December 2026 | 5 months and 6 days |

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

None of our Directors represents any corporate shareholder on our Board. Further, there are no family relationships between our Directors save for DSKK and Candy Chai, who are siblings. See Section 9.4 of this Prospectus for further details of the family relationships between our Promoters, substantial shareholders, Directors and Key Senior Management.

9.2.1 Profiles of our Directors

(i) Tan Sri Datuk Seri Mazlan Bin Lazim

Tan Sri Datuk Seri Mazlan Bin Lazim, a Malaysian aged 64, is our Independent Non-Executive Chairperson. He was appointed to our Board on 22 September 2025.

Tan Sri Datuk Seri Mazlan graduated with a Bachelor's Degree in Science (Resource Economics) in 1985 and a Masters in Science (Human Resources Development) in 1995, both from Universiti Putra Malaysia. He was conferred an honorary Doctorate of Strategic Management from the Open University Malaysia in 2022. Tan Sri Datuk Seri Mazlan has been an Adjunct Professor at Universiti Pertahanan Nasional Malaysia since 2024 and an Adjunct Professor at Kuala Lumpur Metropolitan University College since 2023.

Tan Sri Datuk Seri Mazlan joined the Royal Malaysia Police ("**PDRM**") in 1986 as Cadet Assistant Superintendent of Police, where he rose through the ranks until his last held position as the Deputy Inspector-General of Police in 2021. During his 35-year tenure with the PDRM, Tan Sri Datuk Seri Mazlan also held the position of Director of the Bukit Aman Logistics and Technology Department and had stints as the Kelantan and Kuala Lumpur police chiefs, respectively. In addition, Tan Sri Datuk Seri Mazlan is also the Independent Non-Executive Chairman of PBLT Sdn Bhd, which is a Ministry of Finance (Incorporated) company.

Tan Sri Datuk Seri Mazlan is the Independent Non-Executive Chairman of Computer Forms (Malaysia) Berhad (since 2022), PRG Holdings Berhad (since 2022) and Rapid Synergy Berhad (since 2023), which are all listed on the Main Market of Bursa Securities.

Tan Sri Datuk Seri Mazlan was also an Independent Non-Executive Director of Microlink Solutions Berhad from 2022 to 2023, Independent Non-Executive Director of NexG Bina Berhad (*formerly known as Classita Holdings Berhad*) ("**NexG Bina**") in 2022, Independent Non-Executive Chairman of AHB Holdings Berhad in 2022 and Independent Non-Executive Chairman of Ho Hup Construction Company Berhad from 2022 to 2025, which are all listed on the Main Market of Bursa Securities.

(ii) DSKK

See Section 9.1.1(ii) of this Prospectus for his profile.

(iii) Candy Chai

Candy Chai, a Malaysian aged 55, is our Non-Independent Executive Director / Chief Commercial Officer. She was appointed to our Board on 22 September 2025.

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

Candy Chai obtained a Diploma in Accounting from The London Chamber of Commerce and Industry in 1992. In 2023, she further enhanced her professional qualification by obtaining a Malaysian Skills Diploma in Retail Operation (Division) from the Department of Skills Development under the Ministry of Human Resources.

In 1993, she worked as Administrative Secretary at Technisystems (M) Sdn Bhd (a subsidiary of BEC Group, France), supporting the Serian-Tebedu-Indonesian Border Road Project in Sarawak. In 1997, she joined Technisystems (M) Sdn Bhd's Kuching branch as Personal Assistant to the Managing Director. From 2000 to 2009, she worked as Office Administrator at Sama Jaya Construction and Hitech Construction Co., where she was responsible for administrative functions and office accounts.

At the same time, from 2000 to 2012, Candy Chai managed her family-owned retail business in Sarawak, Sin Kiaw Chong, where she was responsible for overseeing the daily store operations and supervising a small team of staff.

Candy Chai joined our Group in 2013 as Senior Manager in Data Management, prior to her redesignation as Chief Commercial Officer in September 2025, where she manages master product data integrity, ensuring accuracy across itemisation, pricing and inventory information. In addition, she is also responsible for onboarding new suppliers and products to expand our Group's product offerings, coordinate the roll out of our promotional and marketing plans, conducting pricing and sales analysis to identify trends and opportunities, and executing strategic plans to achieve our Group's sales targets.

(iv) **Sherman Lam**

Sherman Lam, a Malaysian aged 52, is our Non-Independent Non-Executive Director. He was appointed to our Board on 22 September 2025.

Sherman Lam graduated with a Masters of Business Administration (Finance) from Charles Sturt University, Australia in 2001 and completed the ESG & Sustainable Financial Strategy program at the Said Business School, Oxford University in 2024. He is a Chartered Accountant of the MIA since 2020. He is also a Certified Financial Planner ("CFP") of the Financial Planning Association of Malaysia ("FPAM") since 2003, a Chartered Member of the Institute of Internal Auditors Malaysia, a Chartered Global Management Accountant of the AICPA and Fellow Member of the CIMA since 2020, a Fellow Member of the CPA Australia since 2020, a Fellow Member of the Institute of Corporate Directors Malaysia, as well as an ASEAN Chartered Professional Accountant of the ASEAN Chartered Professional Accountant Coordinating Committee.

He has more than 25 years of broad-based senior management experience in corporate advisory, treasury management, capital markets, corporate finance and investments with financial institutions as well as corporate board experience in public listed and privately held entities in Malaysia, Singapore, Indonesia and China.

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

From June 1995 to August 1997, Sherman worked as a money, foreign exchange and derivatives dealer in Fulton Prebon (M) Sdn Bhd, a financial services indirect subsidiary of Permodalan Nasional Berhad held under Amanah Capital Partners Berhad (now known as Malaysian Industrial Development Finance Berhad) dealing in money market, fixed income securities, derivatives and foreign exchange. He then joined the Treasury Division of Utama Merchant Bank Berhad (an investment bank jointly owned by Utama Banking Group Berhad and HSBC Investment Bank Asia Ltd) in August 1997, where he eventually took on the position of Chief Dealer and Treasury Manager, trading in fixed income securities, derivatives as well as managing treasury assets and liabilities. Thereafter in June 2000, he joined Nikkei Pacific Corporate Advisors Sdn Bhd, a regional corporate finance advisory firm, as Associate Director where he advised on several large corporate restructuring and capital raising exercises in Indonesia and Malaysia.

In June 2002, he co-founded Cirrus Ventures (M) Sdn Bhd ("**Cirrus Ventures**") as Managing Director, where he was primarily responsible for the management of the principal investment and corporate advisory services business of the Cirrus Ventures group in the Asia Pacific region. Since 2021, he has been the managing partner at Sherman Lam & Co., which is an advisory firm registered with the MIA, where he is leading a team of qualified and experienced accountants specialising in transaction advisory and accounting services. Through Cirrus Ventures and Sherman Lam & Co., Sherman Lam has provided management consulting and transactional management advisory services to our Group, including advising our Group on our transformation programme since June 2022.

Sherman Lam is the Independent Non-Executive Director of Gadang Holdings Berhad and Senior Independent Non-Executive Director of Hiap Teck Venture Berhad, which are both listed on the Main Market of Bursa Securities. He previously served as Independent Non-Executive Director of Bintai Kinden Corporation Berhad from 2010 to 2013 and Asian Pac Holdings Berhad from 2019 to 2023, which are both listed on the Main Market of Bursa Securities.

(v) **Agnes Chan**

Agnes Chan, a Malaysian aged 62, is our Independent Non-Executive Director. She was appointed to our Board on 22 September 2025.

She graduated with a Bachelor of Laws (LL.B.) from the University of London in 1992 and obtained a Certificate in Legal Practice in 1993. She was admitted as an advocate and solicitor of the High Court of Malaya in December 1994 and has been a Chartered Secretary and Chartered Governance Professional of The Chartered Governance Institute since 1990.

Agnes began her career in 1987 at Messrs Shearn Delamore & Co, where she headed the corporate secretarial department. In 1994, she joined Messrs Shook Lin & Bok as a pupil and subsequently served as a legal assistant. In 1995, she co-founded the legal firm Messrs Azlinda & Agnes Chan as a Partner.

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She served two terms as the Chairperson of the Corporate & Conveyancing Practice Committee of the Kuala Lumpur Bar Committee in 2011 and 2012. She has also been appointed to various public roles, including as a member of the Board of the Labuan Port Authority where she was appointed by the Ministry of Transport in 2017 and the Board of the Malaysian Rubber Council where she was appointed by the Ministry of Plantation Industries and Commodities in 2016.

From 2023 to 2025, Agnes served as Independent Non-Executive Director of EcoFirst Consolidated Berhad, a company listed on the Main Market of Bursa Securities. She currently serves as Non-Independent Non-Executive Director of Dynafront Holdings Berhad, a company listed on the LEAP Market of Bursa Securities.

(vi) **Chin Wei Min**

Chin Wei Min, a Malaysian aged 57, is our Independent Non-Executive Director. He was appointed to our Board on 22 September 2025.

He graduated with a Bachelor of Engineering (Hons) Aeronautical Engineering from University of Salford, United Kingdom in 1992.

He has more than 30 years of experience in the financial services industry, particularly in business strategy formulation, large scale transformation as well as complex technology implementation programs.

Chin Wei Min started his career in 1992 as an analyst in Accenture, where he stayed until 2016 with his last held position being the Asia Pacific Managing Director for the Capital Market Industry. As a member of the regional management team at Accenture, Chin Wei Min provided management oversight to various country capital market practices in Asia Pacific, where the overall industry agenda, key business services offerings and key sales initiatives were proposed to meet corporate objectives. In addition to his leadership and management roles, Chin Wei Min also led numerous strategic transformation initiatives including core investment management capability transformation, customer centricity transformation, core exchange trading implementation, and advanced analytics capability design for various financial institutions and stock exchange.

From April 2016 to June 2022, Chin Wei Min was the Executive Director of the Digital Strategy & Innovation Division at the SC, where he played a pivotal role in shaping and implementing the industry's digital agenda at the SC.

Since January 2023, Chin Wei Min is the Managing Director and co-founder of Odigos Consultancy Sdn Bhd, a consulting firm which provides advisory services on complex regulatory issues involving financial technology industry development as well as capital market policies and regulation.

He is an Independent Non-Executive Director of Kelington Group Berhad which is listed on the Main Market of Bursa Securities.

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(viii) Chin Shih Hui

Chin Shih Hui, a Malaysian aged 49, is our Independent Non-Executive Director. She was appointed to our Board on 22 September 2025.

Chin Shih Hui graduated with a Bachelor of Commerce from the University of Southern Queensland in 1997. She is a Chartered Accountant of the MIA and CPA Australia since 2000 and advanced to a Fellow Member of CPA Australia in 2020. She was also a CFP of the FPAM from 2003 to 2022.

In August 1997, Chin Shih Hui started her career as Staff Assistant and later on Audit Senior in Kassim Chan & Co. (now known as Deloitte Malaysia). She then ventured into investment banking when she joined the Corporate Finance department of CIMB Investment Bank Berhad as Executive in December 2000 and rose through the ranks until her last position as Senior Manager in February 2011. She then joined the Debt Capital Markets department of CIMB Investment Bank Berhad in February 2011 as Vice President. In October 2012, she joined the Client Coverage department of Maybank IB as Associate Director, where she was in charge of the portfolios of conglomerates and institutions and was involved in various local and foreign funding transactions, corporate exercises as well as capital market fund raising transactions.

From October 2017 to September 2020, Chin Shih Hui was the Chief Financial Officer of Vee Seng Plantations Sdn Bhd ("**Vee Seng Plantations**") and was accountable for the full spectrum of accounting, financial reporting and administration, budget planning and control, special projects, implementation of policies and strategies and other general administrative functions of Vee Seng Plantations and its group of companies ("**Vee Seng Group**"). In October 2020, she joined Covenant Equity Consulting Sdn Bhd as Advisor, where she was seconded to the Vee Seng Group as the Chief Financial Officer. She then rejoined the Vee Seng Group in October 2022 as Advisor where she oversees the Malaysia and China day-to-day operations and engages in potential merger and acquisition deals, a position she still holds at present.

She does not have any involvement in other businesses or corporations outside our Group.

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9.2.2 Shareholding of our Directors

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

| Name | Before our IPO ⁽¹⁾ | | | | After our IPO | | | | | | | |
|-------------------------------------|-------------------------------|---|--------------------------|-------|--|------|--------------------------|-------|--|------|--------------------------|-------|
| | Direct | | Indirect | | Assuming the Over-allotment Option is not exercised ⁽²⁾ | | | | Assuming the Over-allotment Option is fully exercised ⁽³⁾ | | | |
| | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % | No. of Shares | % |
| | ('000) | | ('000) | | ('000) | | ('000) | | ('000) | | ('000) | |
| Tan Sri Datuk Seri Mazlan Bin Lazim | - | - | - | - | 1,200 | 0.03 | - | - | 1,200 | 1.71 | - | - |
| DSKK | - | - | 3,127,129 ⁽⁴⁾ | 95.05 | - | - | 2,584,629 ⁽⁴⁾ | 73.85 | - | - | 2,514,629 ⁽⁴⁾ | 71.85 |
| Candy Chai | - | - | - | - | 500 | 0.01 | - | - | 500 | 0.71 | - | - |
| Sherman Lam | - | - | - | - | 1,000 | 0.03 | - | - | 1,000 | 1.43 | - | - |
| Agnes Chan | - | - | - | - | 200 | 0.01 | - | - | 200 | 0.29 | - | - |
| Chin Wei Min | - | - | - | - | 200 | 0.01 | - | - | 200 | 0.29 | - | - |
| Chin Shih Hui | - | - | - | - | 200 | 0.01 | - | - | 200 | 0.29 | - | - |

Notes:

- (1) Based on our enlarged issued Shares of 3,290,000,000 after the Bonus Issue.
- (2) Based on our enlarged issued Shares of 3,500,000,000 upon our Listing and assuming full subscription of our Issue Shares allocated to the Eligible Persons in respect of the Retail Offering.
- (3) Assuming an Over-allotment Option of up to an aggregate of 70,000,000 Shares, representing 8.3% of the total number of our IPO Shares offered.
- (4) Deemed interest by virtue of his and his spouse's shareholding in K8 Resources pursuant to Sections 8(4) and 59(11)(c) of the Act.

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9.2.3 Principal business activities performed by our Directors outside our Group in the past five years

Save as disclosed below, none of our Directors are involved in principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group, at present and in the past five years preceding the LPD:

(i) Tan Sri Datuk Seri Mazlan Bin Lazim

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|---|--|
| <u>Present involvement</u> | | |
| Computer Forms (Malaysia) Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Printing and distribution of computer forms, stock forms and specialised forms | Director (appointed on 24 May 2022) |
| PBLT Sdn Bhd | Construction of government buildings and leasing of these buildings | Director (appointed on 18 February 2022) |
| PRG Holdings Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment holding and provision of management services with its subsidiaries involved in manufacturing and selling elastic textiles, webbing, property development and construction of residential and commercial properties, energy efficiency by providing smart energy solutions, agriculture involved in the harvesting and selling teak logs and pineapple or durian plantation activities, providing management services, trading machinery and operating a luxury fashion retail business | Director (appointed on 24 August 2022) |
| Rapid Synergy Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment holding with its subsidiaries involved in manufacturing and sale of precision tools, dies and moulds for the semiconductor, electrical, and electronics industries and managing diversified portfolio of properties, including retail, commercial, residential and industrial real estate alongside investment in equity shares | Director (appointed on 28 June 2023) |
| S City Security (M) Sdn Bhd | Security systems service activities | Director (appointed on 22 March 2022) and substantial shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|---|---|---|
| Yayasan Seri Negara | To do all such activities for charitable purposes including to preserve and upkeep Malaysian heritage and to educate and promote the Malaysian heritage to all Malaysians; to champion the traditional art and culture of Malaysia through design and development of programmes and activities, specifically for youth and women in Malaysia; and to act as a social enterprise and help to improve the lives and wellbeing of poor Malaysian citizens to alleviate poverty in Malaysia | Director (appointed on 10 October 2024) |
| <u>Past involvement</u> | | |
| AHB Holdings Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment holding and provision of management services. Its subsidiaries are primarily engaged in the trading of office furniture and specialised computer furniture, trading of general merchants, property investment, constructions and development goods, trading of transportation, goods, ware and merchandise and other architectural and engineering activities and related technical consultancy | Director (appointed on 9 February 2022 and resigned on 26 September 2022) |
| Ho Hup Construction Company Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment holding, foundation engineering, civil engineering, building contracting works and the provision of management services for subsidiary companies. Its subsidiaries are involved in property development, construction activities, building materials operations, quarry operations, investment holding, project management, and property and retail management | Director (appointed on 29 August 2022 and resigned on 8 May 2025) |
| KOP Mantap Berhad | Investment holding. It is an investment arm of the Royal Malaysia Police Cooperative (KPDMB), operates as a diversified conglomerate focusing on seven core sectors: security, logistics & distribution, technology, services, property & construction, travel & tours, education, and aviation & marine | Director (appointed on 1 February 2021 and resigned on 24 September 2021) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|---|---|---|
| Microlink Solutions Berhad (<i>listed on the Main Market of Bursa Securities</i>) | Investment holding and provision of and research and development on information technology solutions to the financial services industry. Its subsidiaries are involved in provision of information technology solutions, research and development for information technology solutions, deployment services, consultancy services in information technology services, system integration services, distribution and maintenance of computer hardware and software | Director (appointed on 1 March 2022 and resigned on 2 June 2023) |
| Microlink Systems Sdn Bhd | Provision of information technology solutions to the financial services industry and dealing in related products | Director (appointed on 11 March 2022 and resigned on 11 April 2023) |
| NexG Bina (<i>listed on the Main Market of Bursa Securities</i>) | Investment holding with its subsidiaries involved in manufacturing and sales of undergarments to cater for direct selling and retail business as well as property development and construction | Director (appointed on 29 March 2022 and resigned on 25 April 2022) |
| S City Arms (M) Sdn Bhd (dissolved on 4 March 2024) | Export and import of a variety of goods without any particular specialisation | Director (appointed on 22 March 2022) |
| (ii) DSKK | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present involvement</u> | | |
| 88C Bakery Cafe | Business of café. It has ceased all business activities and is dormant | Director (appointed on 4 October 2013) and substantial shareholder (direct) |
| B Cafe International Sdn Bhd | Cafeterias/canteens; activities of holding companies; other business support service activities. It has ceased all business activities and is dormant | Director (appointed on 17 March 2020) and substantial shareholder (direct) |
| Baiwago Malaysia Sdn Bhd | Investment holding. It is dormant and does not hold any investments | Director (appointed on 1 April 2016) and substantial shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|---|--|---|
| Citta Worldwide Sdn Bhd | Property investment | Director (appointed on 13 April 2011) and substantial shareholder (direct) |
| Factors Property Management Sdn Bhd | Investment property holding | Director (appointed on 23 March 2015) and substantial shareholder (direct) |
| Happy Momentum Sdn Bhd | Providing integrated digital payment platforms covering kiosks, reward platforms and related digital means, other digital development services and advisory, information technology gateway and other related activities | Director (appointed on 6 March 2012) |
| HD Mart Holding Sdn Bhd | Business activities of holding companies. It is dormant and does not hold any investments | Substantial shareholder (direct) |
| Hornets Marketing Sdn Bhd | Wholesaling of hair and beauty products | Substantial shareholder (direct) |
| K Two Realty Holding Sdn Bhd | Investment in property | Director (appointed on 16 May 2016) and substantial shareholder (direct) |
| K2 Corporation Sdn Bhd | Supply of alarms, video surveillance systems, access control and other related security equipment. It has ceased all business activities and is dormant | Director (appointed on 3 September 2008) and substantial shareholder (direct) |
| K3 Systems | Software development and distributor | Director (appointed on 5 August 2013) and substantial shareholder (direct) |
| K8 Food Industries Sdn Bhd | Manufacturing and trading of bakery food and related products. It has ceased all business activities and is dormant | Director (appointed on 13 January 2015) and substantial shareholder (direct) |
| K8 Cash & Carry Sdn Bhd (<i>formerly known as KK2 Cash & Carry Sdn Bhd</i>) | Operating of fresh food market and related activities | Director (appointed on 10 November 2009) and substantial shareholder (direct) |
| K8 Coreni Sdn Bhd (<i>formerly known as KK2 Coreni Sdn Bhd</i>) | Investment holding. As at the LPD, it is dormant and does not hold any investments | Director (appointed on 7 May 2010) and substantial shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--|---|--|
| K8 DC Management | Distribution, logistics and warehousing services. Since 1 February 2025, the company has ceased operating the Balakong DC following the disposal of certain assets to KKSMSST | Director (appointed on 8 July 2013) and substantial shareholder (indirect) |
| K8 Foodmart Sdn Bhd (formerly known as KK2 Foodmart Sdn Bhd) | Food or beverage, food and beverage preparation in market stalls/hawkers. It has ceased all business activities and is dormant | Director (appointed on 4 August 2010) and substantial shareholder (direct) |
| K8 Home Deco Sdn Bhd (formerly known as KK2 Home Deco Sdn Bhd) | Engaged in the retailing of ceramic products | Director (appointed on 2 April 2007) and substantial shareholder (direct) |
| K8 HR Management Sdn Bhd (formerly known as KK2 HR Management Sdn Bhd) | Other sports activities. It has never commenced any business activities and is dormant | Director (appointed on 15 April 2008) and substantial shareholder (direct) |
| Poliklinik Cahaya (Pandan) Sdn Bhd | Owning and operating a clinic | Director (appointed on 30 July 2025) and substantial shareholder (direct) |
| RCC Kuchai Lama Sdn Bhd (formerly known as KK Hypermart Sdn Bhd) | Proprietors of cafeteria, restaurant and caterers. It has ceased all business activities and is dormant | Substantial shareholder (direct) |
| K8 Kopitiam Sdn Bhd (formerly known as KK2 Kopitiam Sdn Bhd) | Investment property holding | Director (appointed on 25 April 2007) and substantial shareholder (direct) |
| K8 Kopitiam (S) | Restaurant business | Substantial shareholder (direct) |
| K8 Marketplace Sdn Bhd (formerly known as KK2 Marketplace Sdn Bhd) | Fresh food market and related activities | Director (appointed on 12 August 2010) and substantial shareholder (direct) |
| K8 Resources | Other business support service activities; activities of holding companies; real estate activities with own or leased property. K8 Resources is the investment holding company of our Group | Director (appointed on 27 September 2023) and substantial shareholder (direct) |
| K8 Megasave Sdn Bhd (formerly known as KK2 Megasave Sdn Bhd) | Investment property holding | Director (appointed on 2 April 2007) and substantial shareholder (direct) |
| K8 Motorsports | Services and repair of motor vehicles and sales of auto parts and accessories | Director (appointed on 11 January 2008) and substantial shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|---|--|--|
| K8 R&R Sdn Bhd (<i>formerly known as KK2 R&R Sdn Bhd</i>) | Property investment; and property rental business, home stay and Airbnb | Director (appointed on 17 December 2010) and substantial shareholder (direct) |
| K8 Safeguards Sdn Bhd (<i>formerly known as KK2 Safeguards Sdn Bhd</i>) | Property investment | Director (appointed on 2 January 2006) substantial shareholder (direct) |
| KK Super (MM2H) Sdn Bhd | To carry on business relating to Malaysia my second home (MM2H) including consultancy and other related activities; activities of holding companies; other business support service activities | Director (appointed on 14 October 2019) and substantial shareholder (direct) |
| KK Super (SMM2H) Sdn Bhd | To carry on business relating to Sarawak Malaysia My Second Home (S-MM2H) | Director (appointed on 13 February 2025) and substantial shareholder (direct) |
| K8 Supermart Holdings | Property investment and joint venture | Director (appointed on 9 October 2006) and substantial shareholder (direct) |
| K8 Supersave Sdn Bhd (<i>formerly known as KK2 Supersave Sdn Bhd</i>) | Investment holding. It has ceased all business activities and is dormant | Director (appointed on 24 April 2002) and substantial shareholder (direct) |
| K8 Superstore Sdn Bhd (<i>formerly known as KK2 Superstore Sdn Bhd</i>) | Investment holding (property) | Director (appointed on 19 August 2004) and substantial shareholder (direct) |
| Milae Marketing Sdn Bhd | Selling and distributing of hair products and other related products. It has ceased all business activities and is dormant | Substantial shareholder (indirect) |
| Prasarana Juara Sdn Bhd | Property development | Director (appointed on 6 October 2011) and substantial shareholder (direct) |
| Restkin Resources Sdn Bhd | Importer and exporter of goods and investment holding (property). As at the LPD, it is dormant and does not hold any investments and never commenced any business activities | Director & Manager (appointed on 17 January 2012) and substantial shareholder (direct) |
| SKCC Beauty International Sdn Bhd | Investment holding (property) | Director (appointed on 25 April 2007) and substantial shareholder (direct) |
| SKCC Corporation Sdn Bhd | Property Investment | Director (appointed on 24 April 2002) and substantial shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|---|--|---|
| SKCC Development & Construction Sdn Bhd | Property Investment | Director (appointed on 21 January 2010) and substantial shareholder (direct) |
| SKCC E Solutions Sdn Bhd | Property investment | Director (appointed on 23 March 2011) and substantial shareholder (direct) |
| SKCC Laboratories | Manufacturing and trading of beauty and cosmetics products | Director (appointed on 16 April 2010) and substantial shareholder (direct) |
| SKCC Lifetech Sdn Bhd | Investment property holding | Director (appointed on 9 July 2010) and substantial shareholder (direct) |
| Super Homes Sdn Bhd | Investment holding (property) | Director (appointed on 25 October 2019) and substantial shareholder (direct) |
| Supergold Development | Property investment | Director (appointed on 4 April 2008) and substantial shareholder (direct) |
| Swasta Sempurna Sdn Bhd | Investment holding; housing and real estate agents; and Investment | Director (appointed on 30 November 2012) and substantial shareholder (direct) |
| Temasek Cahaya Sdn Bhd | Property investment; management services; and general trading | Director (appointed on 8 March 2018) and substantial shareholder (direct) |
| Temasek Mentari Sdn Bhd | Other business support services activities. It is dormant and has ceased all business activities | Director (appointed on 13 December 2011) and substantial shareholder (direct) |
| Top Edge Marketing Sdn Bhd | Investment in films and media projects | Director (appointed on 2 September 2010) and substantial shareholder (direct) |
| Twinflex Ventures Sdn Bhd | Investment holding (property) | Director (appointed on 3 June 2020) and substantial shareholder (direct) |
| Wellcome Store Sdn Bhd | Investment holding. It is dormant and does not hold any investments | Director (appointed on 30 August 2010) and substantial shareholder (direct) |
| Wonderland Primary Sdn Bhd | Trading of beauty healthcare, cosmetic and toiletry products and original equipment manufacturer business; investment holding; general trading. It has ceased all business activities and is dormant | Director (appointed on 9 September 2022) and substantial shareholder (direct) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|--|--|--|
| <u>Past involvement</u> | | |
| Bersama Jaya Development Sdn Bhd (dissolved on 28 January 2026) | Construction works. It is previously engaged in investment holding (property). | Director (appointed on 30 March 2011) and substantial shareholder (direct) |
| Capital Convention Bukit Bintang Sdn Bhd | Organisation, promotions and/or management of event | Director (appointed on 11 May 2022, resigned on 29 August 2022) |
| Happy Momentum Sdn Bhd | Providing integrated digital payment platforms covering kiosks, reward platforms and related digital means, other digital development services and advisory, information technology gateway and other related activities | Substantial shareholder (indirect through Tmall Commerce Sdn Bhd) (cessation of shareholding on 11 February 2026) |
| Hornets Marketing Sdn Bhd | Wholesaling of hair and beauty products | Director (appointed on 28 September 2000, resigned on 3 July 2025) |
| KK Super Mart | Retailing and wholesaling grocery | Owner (date of entry on 2 January 2001) (business registration has been terminated on 21 October 2025) |
| K3 F&B Sdn Bhd | Repair and maintenance of other equipment; activities of holding companies; and to carry on health and cosmetic business (retail, wholesale & import) | Director (appointed on 6 September 2019) (resigned on 11 August 2025)) and substantial shareholder (direct) |
| K8 Kopitiam (S) | Restaurant business | Director (appointed on 5 May 2009, resigned 26 March 2025) |
| KK Digital | Retail sales of general products and advertising including providing media space and advertising space through online media space, television screens, POS screens in convenience stores and other media; activities of holding companies; and other business support service activities | Director (appointed on 31 October 2018, resigned on 11 April 2025) and substantial shareholder (direct) (cessation of shareholding on 11 April 2025) |
| Matri Properties Sdn Bhd | Ownership and management of landed properties; running hotel business; and general trading | Director (appointed on 3 November 2021, resigned on 13 August 2025) and substantial shareholder (direct) (cessation of shareholding on 13 August 2025) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|---|---|---|
| Milae Marketing Sdn Bhd | Selling and distributing of hair products and other related products. It has ceased all business activities and is dormant | Director (appointed on 1 June 2015, resigned on 3 July 2025) |
| Morning Kitchen Sdn Bhd (dissolved on 29 June 2022) | Activities of holding companies; repair and maintenance of other equipment; installation of doors, windows, door and window frames of wood or other materials, fitted kitchens, staircases, shop fittings and furniture | Director (appointed on 11 October 2019) and shareholder (direct) |
| Mruncit Commerce Sdn Bhd | Developing and selling software and e-commerce; to provide mobile prepaid reload solutions, electronic voucher distribution and e-wallet business | Director (appointed on 5 January 2018, resigned on 7 December 2023) |
| Mruncit Ventures Sdn Bhd | Activities of holding companies | Director (appointed on 8 September 2022, resigned on 18 April 2023) |
| Tmall Commerce Sdn Bhd | Investment holding company | Director (appointed on 31 October 2018 and resigned on 11 February 2026) and substantial shareholder (direct) (cessation of shareholding on 11 February 2026) |
| (iii) Candy Chai | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present involvement</u> | | |
| Bersama Jaya Construction Sdn Bhd | Property developer and construction | Director (appointed on 17 September 2010) and substantial shareholder (direct) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|--|---|
| Bersama Jaya Mining Sdn Bhd | To carry business of prospecting, investigating, exploring and developing by sampling drilling and testing methods of all kinds and of working either underground, or open cut any sand and gravel, mineral, metal, ore, rock petroleum, mineral oil or natural gas and to acquire any permits, licences, leases, rights, authorities, holdings, tenements, claims, concessions, or any other rights upon over or attached to any property for the purpose of carrying out this or any associated business | Director (appointed on 30 November 2018) and shareholder (direct) |
| K8 DC Management | Distribution, logistic and warehousing services. Since 1 February 2025, the company has ceased operating the Balakong DC following the disposal of certain assets to KKSMT | Director (appointed on 28 March 2017) |
| <u>Past involvement</u> | | |
| AZS Jaya Resources Sdn Bhd (dissolved on 27 May 2025) | Construction | Director (appointed on 8 August 2018) and substantial shareholder (direct) |
| (iv) Sherman Lam | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present involvement</u> | | |
| Cirrus Capital Partners Sdn Bhd | Business of management & advisory services | Director (appointed on 24 February 2005) and substantial shareholder (indirect) |
| Cirrus Ventures | Business of management and advisory services | Director (appointed on 23 April 2002) and substantial shareholder (direct) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|---|--|
| Gadang Holdings Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment holding and provision of management services. It is the investment holding company of Gadang Engineering (M) Sdn Bhd and Bincon Sdn Bhd, which are principally involved in earthworks, building and civil engineering construction works and investment holding, and hire of plant and machinery, transportation agent | Director (appointed on 16 August 2021) |
| Havilah Resources Sdn Bhd | Geotechnical solution provider | Shareholder (direct) |
| Herbitec (M) Sdn Bhd | Research and sale of pharmaceutical products. (Note: It is also an indirect subsidiary of Tanco Holdings Berhad, a company listed on the Main Market of Bursa Securities) | Director (appointed on 6 March 2007) and substantial shareholder (indirect) |
| Herbitec Marketing Sdn Bhd | Healthcare products. (Note: It is also a subsidiary of Herbitec (M) Sdn Bhd) | Director (appointed on 6 December 2011) and substantial shareholder (indirect) |
| Hiap Teck Venture Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment and property holdings and the provision of management services. It is the investment holding company of Hiap Teck Hardware Sdn Bhd and Alpine Pipe Manufacturing Sdn Bhd, which are principally involved in importer, exporter, general dealer and lessor of steel products, hardware and building materials, and manufacturing and selling of pipes, hollow sections and other steel products | Director (appointed on 21 December 2020) |
| <u>Past involvement</u> | | |
| Asian PAC Holdings Berhad <i>(listed on the Main Market of Bursa Securities)</i> | Investment holding, provision of management services, trading of building materials. It is the holding company of various subsidiaries which are principally focused towards operations in investment holdings, property development and investment, mall and carpark ownership and trading in building materials | Director (appointed on 2 January 2019 and resigned on 28 February 2023) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|--|---|
| <u>Present involvement</u> | | |
| Bentara Alamanda Sdn Bhd | Construction of buildings | Substantial shareholder (direct) |
| Duitmas (M) Sdn Bhd | Letting of premises for sub-rent and the provision of management services, land and property investment, and general trading | Substantial shareholder (direct) |
| DynaFront Holdings Berhad <i>(listed on the LEAP Market of Bursa Securities)</i> | Activities of holding companies. It is the investment holding company of DynaFront Systems Sdn Bhd and PT DynaFront Systems Indonesia, which are principally involved in life insurance applications, including development and deployment of comprehensive insurance software solutions ranging from front-end sales to back-end administrative systems | Director (appointed on 16 January 2025) |
| My Dominion Sdn Bhd | Packaging and distribution of cooking oil | Director (appointed on 20 January 2015) and substantial shareholder (direct) |
| Subur Asiamas Sdn Bhd | Manufacture, packaging and distribution of food products | Director (appointed on 6 September 2016) and substantial shareholder (indirect) |
| Tsea Sdn Bhd | Packaging and distribution of cooking oil | Director (appointed on 21 November 2018) and substantial shareholder (indirect) |
| <u>Past involvement</u> | | |
| Bandar Baru Gelang Patah Sdn Bhd (wound up) | Dormant | Substantial shareholder (direct) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|--|---|
| Ecofirst Consolidated Bhd (<i>listed on the Main Market of Bursa Securities</i>) | Investment holding and provision of management services. It is the investment holding company of Pujian Development Sdn Bhd and EcoFirst Hartz Sdn Bhd which are principally involved in property development and construction, and property investment | Director (appointed on 15 February 2023, resigned on 27 May 2025) |
| Fit Touch (Malaysia) Sdn Bhd (dissolved on 27 May 2025) | A national sports organisation registered with the Commissioner of Sports Malaysia, responsible for managing national development, tournaments, and events for the sport of touch, and serving as the sole Malaysian member of the International Federation | Director (appointed 16 October 2015, resigned 27 May 2020) and substantial shareholder (direct) |
| GSN Klang Sdn Bhd (wound up on 10 November 2021) | Restaurants | Substantial shareholder (direct) |
| Latacita Sdn Bhd (dissolved on 7 September 2023) | To carry on the business of operating an internet portal | Director (appointed on 16 August 2017) and substantial shareholder |
| (vii) Chin Wei Min | | |
| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
| <u>Present involvement</u> | | |
| Jati Growth PLT | Activities of holding companies, business management consultancy services, organisation, promotion and management of events, and investment in early-stage Malaysian startups | Partner (appointed on 26 December 2023) |
| Kelington Group Berhad (<i>listed on the Main Market of Bursa Securities</i>) | Engaged in the business of investment holding, providing engineering services, construction and general trading. It is the investment holding company of Kelington Technologies Sdn Bhd and Kelington Engineering (S) Pte Ltd, which are principally involved in the provision of engineering services, and provision of engineering solutions on Ultra-High-Purity gas and chemical delivery system | Director (appointed on 31 August 2023) |

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

| Name of company/entity | Principal activities | Involvement in business activities |
|-------------------------------|---|---|
| Mystartr Angel PLT | Activities of holding companies. It is an equity crowdfunding platform that connects startups and small and medium enterprises (SME's) with investors, its core activities include enabling capital raising, providing end-to-end campaign support, educating investors, and facilitating investment opportunities for retail and angel investors | Partner (appointed on 3 March 2023) |
| Odigos Consultancy Sdn Bhd | Business management consultancy services; other business support service activities | Director (appointed on 4 January 2023) and substantial shareholder (direct) |

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

The involvement of our Directors mentioned above in other business activities outside 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 they are able to devote sufficient time and attention to the affairs of our Company; and
- (ii) the involvement of DSKK in other businesses or corporations (“**DSKK Private Companies**”) does not preclude him from allocating or committing his time and attention to our Group as the DSKK Private Companies have already ceased or never commenced operations or have their own independent management teams. Similarly, the involvement of Candy Chai in other businesses or corporations does not require her to allocate or commit any significant amount of time or attention, other than attending meetings of the board of directors on which they serve or attending shareholders’ meetings as a shareholder, if any.

9.2.4 Service contracts with our Directors

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

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

9.2.5 Directors' remuneration and material benefits in-kind

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

| <u>FYE 30 June 2025 (Actual)</u> | <u>Salary</u> | <u>Directors' fees</u> | <u>Bonus</u> | <u>Contributions to EPF, SOCSO and EIS</u> | <u>Allowances</u> | <u>Profit-sharing</u> | <u>Benefits-in-kind</u> | <u>Total</u> |
|-------------------------------------|---------------|------------------------|--------------|--|-------------------|-----------------------|-------------------------|--------------|
| | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) |
| Tan Sri Datuk Seri Mazlan Bin Lazim | - | - | - | - | - | - | - | - |
| DSKK | 262 | - | 42 | 72 | - | - | - | 376 |
| Candy Chai | 134 | - | 22 | 38 | 12 | - | - | 205 |
| Sherman Lam ⁽¹⁾ | - | - | - | - | - | - | - | - |
| Agnes Chan | - | - | - | - | - | - | - | - |
| Chin Wei Min | - | - | - | - | - | - | - | - |
| Chin Shih Hui | - | - | - | - | - | - | - | - |

Note:

(1) *Payments were made to Cirrus Ventures and Sherman Lam & Co., of RM150,000 and RM200,000, respectively for Sherman Lam's engagement as consultant of KKSMST to provide the following services:*

- *management consultancy services in relation to our Group's transformation program through Cirrus Ventures; and*
- *transaction management services including, but not limited to, due diligence and advisory services for our Internal Restructuring through Sherman Lam & Co..*

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

| FYE 30 June 2026 (Proposed to be paid) | Salary | Directors' fees | Bonus | Contributions to EPF, SOCSSO and EIS | Allowances | Profit-sharing | Benefits- in-kind | Total |
|---|-----------------|------------------------|-----------------|---|-------------------|-----------------------|------------------------------|-----------------|
| | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) | (RM'000) |
| Tan Sri Datuk Seri Mazlan Bin Lazim | - | 113 | - | - | 6 | - | - | 119 |
| DSKK | 300 | - | 38 | 80 | - | - | - | 417 |
| Candy Chai | 144 | - | 12 | 37 | 12 | - | - | 205 |
| Sherman Lam ⁽¹⁾ | - | 90 | - | - | 6 | - | - | 96 |
| Agnes Chan | - | 68 | - | - | 6 | - | - | 74 |
| Chin Wei Min | - | 68 | - | - | 6 | - | - | 74 |
| Chin Shih Hui | - | 75 | - | - | 6 | - | - | 81 |

Note:

(1) *Payments were made to Cirrus Ventures of RM60,000, where Sherman Lam is a director. The management consultancy services in relation to our Group's transformation program through Cirrus Ventures have been completed as at the LPD.*

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

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

9.2.6 Audit Committee

Our Audit Committee was formed by our Board on 22 September 2025. Our Audit Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

| <u>Name</u> | <u>Designation</u> | <u>Directorship</u> |
|---------------|--------------------|------------------------------------|
| Chin Shih Hui | Chairperson | Independent Non-Executive Director |
| Agnes Chan | Member | Independent Non-Executive Director |
| Chin Wei Min | Member | Independent Non-Executive Director |

Our Audit Committee undertakes, among others, the following functions:

(i) External audit

- (a) Consider and recommend to our Board the appointment or re-appointment of external auditors and to fix their fees (audit and non-audit), after assessing their suitability, objectivity, independence and capabilities as well as the effectiveness of the external audit process.
- (b) Review the following and report the same to our Board:
 - (1) letter of resignation from the external auditors or suggestions for their dismissal, including a copy of any written representations or statement of circumstances in relation to the resignation made by the external auditors, if applicable;
 - (2) whether there is reason (supported by grounds) to believe that the external auditors are not suitable for re-appointment; and
 - (3) nomination of external auditors.
- (c) Assess the suitability, objectivity and independence of the external auditors on an annual basis based on the policies and procedures that have been established and the annual performance evaluation of the external auditors undertaken by our Audit Committee. The policies and procedures must include, among others, consideration on:
 - (1) the criteria to guide decisions on the appointment and re-appointment of the external auditors. The criteria should include an assessment of the competence, audit quality and resource capacity of the external auditors in relation to the audit. The assessment should also consider information presented in the Annual Transparency Report of the audit firm. If the Annual Transparency Report is not available, our Audit Committee may engage the audit firm on matters typically covered in an Annual Transparency Report including the audit firm's governance and leadership structure as well as measures undertaken by the firm to uphold audit quality and manage risks;
 - (2) the adequacy of the scope, competency and resources of the external auditors and that they have the necessary authority to carry out their work;
 - (3) the appropriateness of audit fees to support a quality audit;

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

- (4) requirement for non-audit service to be approved by our Audit Committee before they are rendered by the external auditors and its affiliates while taking into account the nature and extent of the non-audit services and the appropriateness of the level of fees;
 - (5) requirement to obtain written assurance from the external auditors confirming 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; and
 - (6) the conduct of an annual evaluation on the performance of the external auditors and undertaking follow-up measures, where required.
- (d) Review the following with the external auditors and report the same to our Board:
- (1) audit plan, its scope and nature;
 - (2) audit report;
 - (3) evaluation of the system of internal controls;
 - (4) the assistance given by the employees to the external auditors, including any difficulties or disputes with management encountered during audit; and
 - (5) external auditors' management letter and management's response thereto.

(ii) Internal audit

- (a) Review the adequacy of the scope, competency, resources and budget allocation of the internal audit function, and that it has the necessary authority to carry out its work.
- (b) Review the internal audit plan, programme, processes, and the reporting structure.
- (c) Review the findings of the internal auditor's reports, internal audit assessments, investigations undertaken and whether or not appropriate actions are taken by the management, based on the recommendations of the internal auditors.
- (d) Review the appraisal or assessment of the performance of members of the internal audit function on an annual basis.
- (e) Review any special audit which our Audit Committee deems necessary.

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

- (iv) **Related party transactions, recurrent related party transactions and conflict of interest**
- (a) Establish and review the conflict of interest policy to effectively identify, address, and manage conflict of interest or potential conflict of interest, including those that are actual, potential or perceived in nature.
 - (b) Monitor, review and report to our Board any related party transactions, recurrent related party transactions and conflict of interest situation that arose, persist or may arise within our Company or Group, including any transaction, procedures or course of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate or mitigate such conflicts.
 - (c) Where appropriate, make recommendations to our Board for approval on the basis that such transactions are based on normal commercial terms and not more favourable to the related parties than those generally available to their parties, are at arm's length basis and are in the best interest of our Company which are not detrimental to our Company's non-interested shareholders.
 - (d) To review the process used to procure the shareholders' mandate for recurrent related party transactions.
- (v) **Financial reporting**
- (a) Review the quarterly results and the year-end financial statements of our Group, before submission to our Board for approval, focusing particularly on:
 - (1) changes in or implementation of major accounting policy changes;
 - (2) significant matters highlighted including financial reporting issues, significant judgement made by management, significant and unusual events or transactions and how these matters are addressed;
 - (3) significant adjustment arising from the audit;
 - (4) material litigation or actions that could affect the financial position, performance or results;
 - (5) major judgemental areas;
 - (6) integrity of financial statements;
 - (7) the going concern assumption; and
 - (8) compliance with accounting standards, regulatory and other legal requirements.
 - (b) Review and provide advice on whether the financial statements taken as a whole provide a true and fair view of our Company's financial position and performance.

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

- (c) Review and monitor our Company's and our Group's finance function in respect of adequacy and sufficiency to support financial recording and reporting process to ensure accurate, complete, consistent and timely reporting.
- (d) Ask probing questions to ascertain whether the financial statements are consistent with operational and other information known, where there are significant matters requiring decision.

(vi) Others

- (a) Review all financial related reports/statements or any other reports/statements as required by the Listing Requirements, for inclusion in our annual report.
- (b) Verify allocation of units or options issued pursuant to the various incentive or retention schemes implemented by our Group (if any).
- (c) Obtain regular updates from management regarding compliance matters.
- (d) Review findings, queries or investigation by the regulatory agencies (if any).
- (e) Perform the oversight function over the administration of whistleblowing policy that is approved and adopted by our Board and to protect the values of transparency, integrity, impartiality and accountability where our Group conducts its business and affairs.
- (f) Review the adequacy and appropriateness of anti-bribery and anti-corruption policy and whistleblowing policy, when necessary.
- (g) Carry out any other functions that may be mutually agreed upon by our Audit Committee and our Board.

9.2.7 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was established by our Board on 22 September 2025. Our Nomination and Remuneration Committee currently comprises the following members, of which the majority are Independent Non-Executive Directors:

| <u>Name</u> | <u>Designation</u> | <u>Directorship</u> |
|---------------|--------------------|--|
| Agnes Chan | Chairperson | Independent Non-Executive Director |
| Sherman Lam | Member | Non-Independent Non-Executive Director |
| Chin Wei Min | Member | Independent Non-Executive Director |
| Chin Shih Hui | Member | Independent Non-Executive Director |

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

Our Nomination and Remuneration Committee undertakes, among others, the following functions:

(i) Nomination**(a) New appointment**

- (1) Identify, consider and recommend to our Board suitable candidates for appointment as Directors to fill Board vacancies or to strengthen our Board's composition as and when required. The Nomination and Remuneration Committee shall not solely rely on recommendations from existing Board members, management or major shareholders, but will also utilise independent sources to identify suitably qualified candidates. In making the recommendations, our Nomination and Remuneration Committee shall:
 - (i) conduct the fit and proper assessment;
 - (ii) assess the candidates' skills, knowledge, expertise, experience, professionalism, commitment, integrity, character and competence;
 - (iii) consider board diversity including age and gender; and
 - (iv) in the case of candidates for the position of Independent Non-Executive Director, our Nomination and Remuneration Committee should also evaluate the candidate's ability to discharge such responsibilities/functions as are expected from Independent Non-Executive Directors.
- (2) If the selection of candidates was solely based on recommendations made by our existing Board, management or major shareholders, our Nomination and Remuneration Committee should explain why other sources were not used.
- (3) Recommend to our Board the appointment of members of each Board Committee.
- (4) Assist our Board to assess and evaluate circumstances where a Director's involvement outside our Group may give rise to a potential conflict of interest with our Group's business, upon receiving the declaration (of such conflict) from a Director and thereafter, to inform our Audit Committee of the same.
- (5) Discuss and deliberate with our Audit Committee and to recommend to our Board on any required actions to be taken in the event there is a conflict of interest.

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

- (b) Size of Board
 - (1) Consider and recommend to our Board for approval, the appropriate composition and size of our Board and Board Committees to facilitate effective decision making after taking into consideration the scope and nature of the operations of our Group.
 - (2) To determine the criteria for membership on our Board, which may include, among other criteria, issues of character, judgment, independence, diversity, age, expertise, corporate experience, length of service and other commitments.
 - (3) Facilitate achievement of Board gender diversity policies and targets.
- (c) Re-election, re-appointment and resignation/termination
 - (1) Develop and implement the fit and proper policy for the appointment and re-election of Directors of our Group that addresses the board quality and integrity.
 - (2) Review and recommend to our Board the re-election of Directors who retire by rotation pursuant to our Constitution and the re-appointment of Directors who retire pursuant to the relevant sections of the Act, subject to the conduct of the fit and proper assessment.
 - (3) Where there is an Independent Director whose term will exceed/has exceeded the nine-year tenure, our Nomination and Remuneration Committee shall justify the recommendation to retain the Independent Director after the ninth year to our Board for consideration before seeking annual shareholders' approval through a two-tier voting process.
 - (4) Deliberate on matters relating to the continuation in office of any Director at any time, including the suspension or termination of service of an Executive Director as an employee of our Company subject to the provisions of the law and the service contract.
- (d) Annual performance assessment of our Board, Board Committees and individual Directors
 - (1) Develop and review the performance criteria to evaluate the performance of our Board, Board Committees and individual Directors.

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

- (2) Assess annually the effectiveness of our Board as a whole, our Board Committees and the contribution of each individual Director as well as our Group Managing Director having regard to the time commitment, character, experience, integrity, the required mix of skills, experience and other qualities, including core competencies which Non-Executive Directors should bring to our Board and thereafter, recommend its findings to our Board. All assessments and evaluations carried out by our Nomination and Remuneration Committee in the discharge of all its functions shall be properly documented and disclosed in our annual report.
 - (3) Review annually the performance of our Board and senior management in addressing our Company's material sustainability risks and opportunities.
 - (4) Review the tenure of each Director annually and ensure that the annual re-election of a Director is based on satisfactory evaluation of the Director's performance and contribution to our Board, and the Director has submitted the fit and proper declaration form.
 - (5) Review and assess the independence of Independent Directors annually.
 - (6) Review the term of office and performance of our Audit Committee and each of its members annually to determine whether our Audit Committee and its members have carried out their duties in accordance with their terms of reference.
 - (7) Review the term of office and performance of our Sustainability and Risk Management Committee and each of its members annually to determine whether our Sustainability and Risk Management Committee and its members have carried out their duties in accordance with their terms of reference.
 - (8) To conduct periodic review of the involvements of our Group Managing Director and Executive Directors in the companies outside of our Group, in which they have executive functions to ensure that it does not affect their role and responsibilities within our Group.
 - (9) Review and recommend to our Board, the development and implementation of the relevant policies and procedures on nomination related matters concerning our Group.
- (e) Training
- (1) Facilitate Board induction programme for newly appointed Directors.
 - (2) Identify suitable educational and training programmes for continuous development of Directors to ensure the Directors keep abreast with development in the industry, regulatory changes and board business trends.

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

- (f) Succession Planning
 - (1) Review our Board and senior management succession plans and overseeing the development of a diverse pipeline for our Board and senior management succession, taking into account the challenges and opportunities faced by our Group.
- (g) Others
 - (1) Consider and examine such matters as our Nomination and Remuneration Committee considers appropriate.
 - (2) Carry out such other duties or functions as may be delegated by our Board from time to time or as required by the regulatory authority.

(ii) Remuneration

- (a) Establish formal and transparent remuneration policies and procedures which should be sufficient to attract, retain and motivate Directors and key management team of calibre needed to run our Group successfully. Executive Directors are to abstain from deliberations and voting on the decision in respect of their own remuneration package. Directors, who are shareholders and controlling shareholders with a nominee or connected director on our Board should also abstain from voting on the resolution to approve Directors' fees at the general meeting.
- (b) Review our Group's policies and procedures on remuneration including reviewing and recommending matters relating to the remuneration of Directors and senior management and recommend to our Board for approval.
- (c) In determining the remuneration packages of Directors and senior management, our Nomination and Remuneration Committee should take into consideration the following:
 - (1) technical competency, skills, expertise and experience;
 - (2) qualification and professionalism;
 - (3) integrity;
 - (4) roles and responsibilities;
 - (5) our Company's performance in managing material sustainability risks and opportunities; and
 - (6) alignment with the business and risks strategies, and long-term objectives of our Group.

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

- (d) Review remuneration packages of Directors and senior management, having regard to our Group's operating results, individual performance and comparable market statistics and recommend to our Board for approval.
- (e) Review compensation policy of Directors and senior management and ensure the remuneration offered is in line with market practice.
- (f) Ensure fees and benefits payable to Directors, and any compensation for loss of employment of Executive Directors are approved by shareholders at general meetings.
- (g) Review and recommend to our Board, the remuneration packages of Non-Executive Directors for shareholders' approval at a general meeting in accordance with the Act and ensure that remuneration and incentives for Independent Directors should not conflict with their obligation in bringing objectivity and independent judgement on matters discussed and remain appropriate to each Director's contribution, by taking into account the level of expertise, commitment and responsibilities undertaken.
- (h) Consider other remuneration or rewards to retain, motivate and attract Directors.
- (i) Oversee any major changes in employee remuneration and benefit structures throughout our Group.
- (j) Recommend to our Board any performance related pay schemes for our Company or Group.
- (k) Recommend to our Board on the appointment of experts or consultants, where necessary to fulfil its responsibilities.
- (l) Provide clarification to shareholders during general meetings on matters pertaining to remuneration of Directors and senior management as well as the overall remuneration framework of our Company.
- (m) Carry out other responsibilities, functions or assignments as may be agreed by our Board from time to time.

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

9.2.8 Sustainability and Risk Management Committee

Our Sustainability and Risk Management Committee was established by our Board on 22 September 2025. Our Sustainability and Risk Management Committee currently comprises the following members, of which the majority are Independent Non-Executive Directors:

| <u>Name</u> | <u>Designation</u> | <u>Directorship</u> |
|---------------|--------------------|---|
| Chin Wei Min | Chairperson | Independent Non-Executive Director |
| Candy Chai | Member | Non-Independent Executive Director / Chief Commercial Officer |
| Sherman Lam | Member | Non-Independent Non-Executive Director |
| Agnes Chan | Member | Independent Non-Executive Director |
| Chin Shih Hui | Member | Independent Non-Executive Director |

Our Sustainability and Risk Management Committee undertakes, among others, the following functions:

(i) Sustainability

- (a) Review and assess our Group's sustainability strategies, policies and standards in relation to ESG aspects including matters such as safety, health, employment, human rights, community affairs and other pertinent sustainability issues of our Group (collectively, "Sustainability Matters") guided by the applicable laws and regulations.
- (b) Provide oversight and approve strategic initiatives in relation to the Sustainability Matters and report to our Board regularly.
- (c) Review the implementation of our Group's Sustainability Matters in respect to compliance with the law and regulatory requirements.
- (d) Review matters relating to sustainability arising from independent audits and assurance reports as well as other relevant matters pertaining to the industry.
- (e) Receiving a half-yearly update from the Sustainability and Risk Management Working Group and/or management on the progress made towards achieving our Group's sustainability targets.

(ii) Sustainability disclosures

- (a) Review and recommend the sustainability disclosures as required by the applicable laws and regulations.
- (b) Review and recommend our Group's Sustainability Statement and Reporting and recommend to our Board for approval.

(iii) Risk management

- (a) Ensure that an appropriate risk reporting structure is established to facilitate reporting of risks to management and our Board.

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

- (b) Oversee our Group's overall risk management framework and policies and provide an objective view on its effectiveness.
 - (c) Review the risk management and internal control framework, policies and processes, which include steps on identifying, managing, monitoring, treating and mitigating significant financial and non-financial risks of our Group, and recommend for approval by our Board.
 - (d) Ensure an adequate and effective Group's risk management and internal control framework is in place for our Group, embedding the management of sustainability risks and opportunities.
 - (e) Review and assess the risk appetite and risk tolerance for our Group.
 - (f) Review the report on the effectiveness of our Group's risk management, as prepared by management to our Sustainability and Risk Management Committee.
 - (g) Review the adequacy of the management's responses to issues identified to our Group's risks register, ensuring that risks are managed within our Group's risk appetite.
 - (h) Review our Group's risk management activities and significant risks identified and assess the mitigating actions put in place to manage these risks.
 - (i) Ensure that the key risks are effectively managed in accordance with our Group's risk management policies and strategies.
 - (j) Review the adequacy of resources in managing the risk management and internal control framework.
 - (k) Review and deliberate reports on non-compliance findings of internal investigations, and by regulatory agencies, as well as to consider the management's response to such findings.
 - (l) Ensure that the Sustainability and Risk Management Working Group implements and maintains a sound risk management framework that identifies, assesses, manages and monitors our Group's business risks, as well as matters relating to compliance and sustainability.
 - (m) Review the Statement on Risk Management and Internal Control for inclusion in our annual report and to recommend to our Board for approval.
- (iv) Others**
- (a) Obtain regular updates from management regarding compliance matters.
 - (b) Review findings, queries or investigation by the regulatory agencies (if any).
 - (c) Review the adequacy and appropriateness of our Group's anti-bribery and anti-corruption policy, when necessary.

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

- (d) Carry out any other functions that may be mutually agreed upon by our Sustainability and Risk Management Committee and our Board.

9.3 KEY SENIOR MANAGEMENT

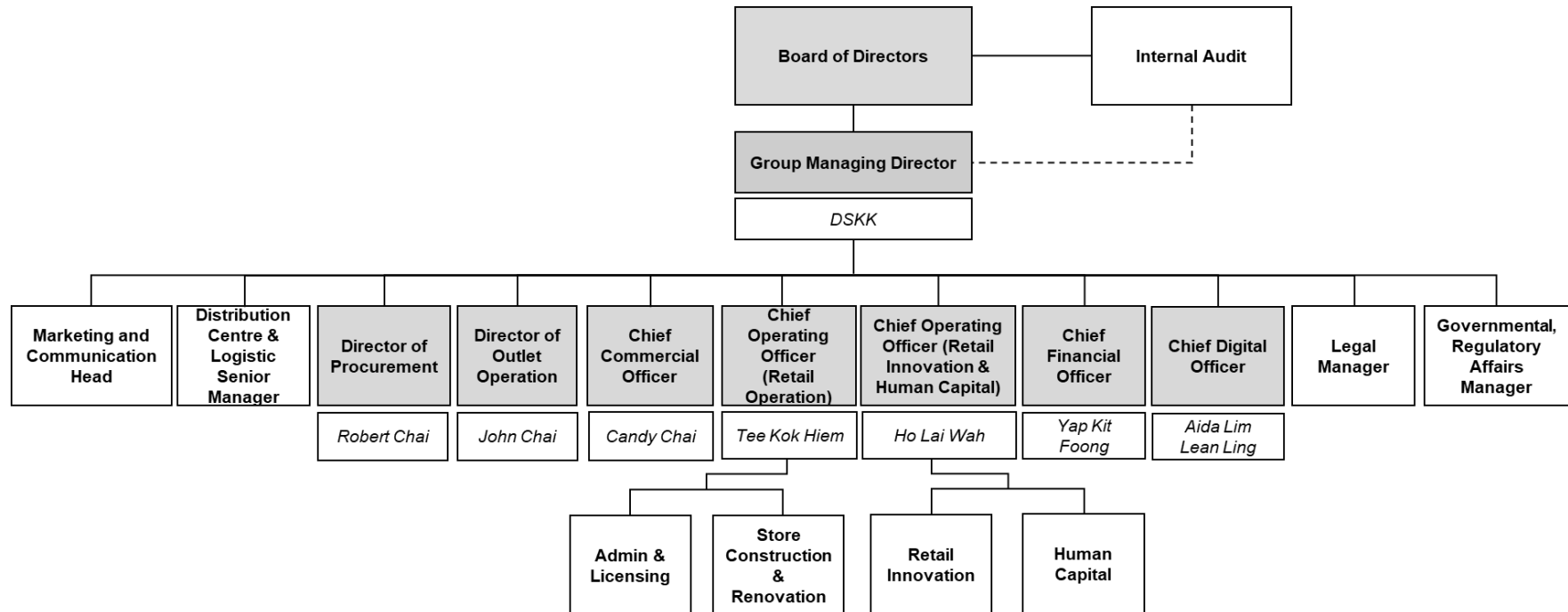
Our Key Senior Management is responsible for the day-to-day management and operations of our Group. The members of our Key Senior Management as at the date of this Prospectus are as follows:

| Name | Age | Designation |
|--------------------|------------|---|
| DSKK | 58 | Non-Independent Executive Director / Group Managing Director |
| Candy Chai | 55 | Non-Independent Executive Director / Chief Commercial Officer |
| Tee Kok Hiem | 62 | Chief Operating Officer (Retail Operation) |
| Ho Lai Wah | 46 | Chief Operating Officer (Retail Innovation & Human Capital) |
| Yap Kit Foong | 44 | Chief Financial Officer |
| Aida Lim Lean Ling | 55 | Chief Digital Officer |
| Robert Chai | 53 | Director of Procurement |
| John Chai | 50 | Director of Outlet Operation |

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

9.3.1 Management reporting structure

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



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

9.3.2 Profiles of our Key Senior Management

The profiles of our Key Senior Management are as follows:

(i) DSKK

For details on DSKK's profile, see Section 9.1.1(ii) of this Prospectus.

(ii) Candy Chai

For details on Candy Chai's profile, see Section 9.2.1(iii) of this Prospectus.

(iii) Tee Kok Hiem

Tee Kok Hiem, a Malaysian aged 62, is our Chief Operating Officer (Retail Operation). He has over 20 years of experience in the retail industry.

Tee Kok Hiem obtained a Diploma of Civil Engineering from Institut Teknologi Jaya, Kuala Lumpur, Malaysia in 1985. He began his career with Clara International Beauty Salon Sdn Bhd in 1986 where he held the position of Factory Manager. In this role, he was instrumental in establishing manufacturing plants in both Malaysia and China, setting up retail outlets, managing the distribution of beauty equipment and products as well as ensuring product quality. He then worked as General Manager in another company involved in beauty and personal care in 2004 where he set up retail outlets and managed the distribution of beauty equipment and products.

In 2005, he joined Binary Consolidation Sdn Bhd as General Manager, where he was responsible for the nationwide distribution of herbs and personal care products to hypermarkets and traditional health and wellness supplements shops. In this role, he also oversaw the planning and establishment of a new manufacturing plant which included site selection, factory layout design and equipment installation. He also managed daily operations of the manufacturing plant and was responsible for product consistency, production downtime and delivery of products to the stockists.

In 2010, Tee Kok Hiem served as General Manager of SKCC Laboratories, a company involved in the trading and manufacturing of beauty and cosmetics products. In this role, he oversaw factory operations to ensure compliance with recognised manufacturing best practices and standards. He was also responsible for contract negotiations and customer relationship, coordinating product development with the research and development team and developing expansion strategies to drive production capacity and workforce efficiency.

In 2018, Tee Kok Hiem joined KKSMST as General Manager and in 2019, he was promoted to Group General Manager, contributing significantly to KKSMST's operational growth and strategic direction. In September 2025, he assumed the role of Chief Operating Officer and was subsequently redesignated as Chief Operating Officer (Retail Operation), where he oversees daily operations of our Group's business and ensures our Group's strategies and policies are implemented across all business divisions to ensure operational alignment and compliance. In addition, he executes our Group's business expansion plan, including sourcing potential locations for new distribution centres, managing new store renovations and overseeing licensing for all stores in Peninsular Malaysia.

Tee Kok Hiem is also a director of several subsidiaries of our Group.

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

(iv) Ho Lai Wah

Ho Lai Wah, a Malaysian aged 46, is our Chief Operating Officer (Retail Innovation & Human Capital). She has over 20 years of experience in the retail industry.

Ho Lai Wah graduated with a Bachelor of Economics in 2002 and a Master of Business Administration in 2006, both from Universiti Malaya.

Ho Lai Wah started her career as Retail Assistant at Kinokuniya Bookstores (Malaysia) Sdn Bhd in 2002 and was later on promoted to Retail Executive. In 2005, she joined Berjaya Books Sdn Bhd as Supervisor and was later on promoted to Assistant Manager, where she oversaw the day-to-day operations, customer service and team performance for one of the Borders Malaysia bookstores. In 2007, she joined Tesco Stores (Malaysia) Sdn Bhd as Buyer, forming part of the pioneer team that established and launched the entertainment department (books, music, magazines and newspapers) across Tesco stores in Malaysia.

In 2008, Ho Lai Wah rejoined Berjaya Books Sdn Bhd as Buyer under the Buying & Inventory Department, managing book category procurement, assortment planning and supplier negotiations. In 2011, she joined Bison Stores Sdn Bhd as Merchandising Manager where she led the merchandising strategy and category performance across the MyNews store network and successfully launched the first MyNews store in the Kuala Lumpur International Airport. In 2013, she joined Watson Personal Care Stores Sdn Bhd as Senior Buyer, handling category management, product strategy and supplier engagement for selected retail categories.

In 2014, she joined WHSmith (Malaysia) Sdn Bhd as Books & Merchandising Buyer with her last held position being General Manager, managing product sourcing, vendor negotiations, pricing and category performance, supporting sales and profit growth across the airport retail network. In 2021, she worked at MYCU Retail Sdn Bhd as General Manager in Sales Planning where she oversaw nationwide operations for the CU convenience store chain, covering store standards, field operations, merchandising execution and organisational restructuring.

In March 2024, Ho Lai Wah led the grocery commercial division in Segi Cash & Carry Sdn Bhd as General Manager in Commercial, covering merchandising, pricing, supplier negotiations and category growth strategies. She was also responsible for driving sales growth, margin management and assortment optimisation across multiple grocery categories.

She then joined KKSMST as Senior Operations Manager in September 2024 where she managed store compliance (stock take, KPI audit and CCTV), training centre operations, and concept store enhancement initiatives across the KK Super Mart store network. In December 2025, she was promoted to Chief Operating Officer (Retail Innovation & Human Capital) of our Group with additional responsibility for the human resources department. She is currently overseeing operational innovation and process improvement through store compliance and control functions (such as KPI audits, stock take, and CCTV monitoring) as well as digital and system-enabled initiatives and leading human capital and organisational development initiatives, including workforce planning, training and leadership development, as well as strengthening internal controls and reporting frameworks to support business growth.

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

(v) Yap Kit Foong

Yap Kit Foong, a Malaysian aged 44, is our Chief Financial Officer. He has over 18 years of experience in finance and accounting.

Yap Kit Foong obtained a Diploma in Business Studies (Accounting) in 2003 and an Advanced Diploma in Commerce (Financial Accounting) in 2005 from Tunku Abdul Rahman College, Kuala Lumpur, Malaysia. He later obtained his Association of Chartered Certified Accountants (“**ACCA**”) qualification from FTMS College, Kuala Lumpur, Malaysia in 2006. He is a fellow of the ACCA since 2009 and a Chartered Accountant of the MIA since 2010.

Yap Kit Foong started his career as Audit Assistant in Mustapha, Khoo & Co. in May 2006. In March 2007, he worked as Audit Senior Associate at BDO PLT in Malaysia where he led medium to large audit engagements and was exposed to annual audit for public listed and multinational companies.

In September 2010, he joined KPMG PLT (“**KPMG**”) as Assistant Manager and subsequently rose through the ranks over the years until he was promoted to the Audit Director in 2018. He also served as the Head of the Audit Department from 2016 to 2018, where he was responsible for leading and guiding his team in achieving departmental goals. At KPMG, his expertise includes managing audits for public listed and multinational companies across various industries, such as healthcare, oil and gas, construction, utilities and power, food and beverage, manufacturing, and trading. Additionally, he has played a significant role in various corporate exercises such as IPO and mergers and acquisitions.

In 2022, he joined KKSMSST as Chief Financial Officer and was later on redesignated as Chief Financial Officer of our Group in 2025. He is responsible for overseeing all corporate, financial and accounting functions of our Group including financial planning, budget control, treasury management, tax planning and forecasting. He has played a pivotal role in guiding the finance and accounting teams in improving financial processes and strengthening financial governance, ensuring the effective management of our Group’s financial resources and fostering sustainable growth.

(vi) Aida Lim Lean Ling

Aida Lim Lean Ling, a Malaysian aged 55, is our Chief Digital Officer.

Aida Lim Lean Ling graduated with a Bachelor of Fishery Science, where she was awarded the Gold Coin Award for Best Student, from Universiti Putra Malaysia in 1995. She is a certified Project Management Professional (PMP)® by the Project Management Institute and a Certified Artificial Intelligence Strategist of the Institute of Strategic Intelligence (World Economic Forum).

In 1995, she joined Cedar Publications Sdn Bhd as a staff writer, producing feature articles, business news, and editorial content for Certified Management Digest magazine. In 1996, she served as Senior Manager of Business Development at Webworks Sdn Bhd, where she set up and presided over the Business Development department responsible for marketing, sales, and client relationship management.

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

In 1999, she held the position of Senior Manager of Business Development at Asiatravelmart Sdn Bhd (formerly Asia Travel Network Sdn Bhd), where she set up and presided over the Business Development department and was responsible for implementing innovative and high-impact marketing initiatives for asiatravelmart.com, with primary focus on driving revenue and new growth opportunities.

In 2002, she joined MSC Technology Centre Sdn Bhd, a fully-owned subsidiary of Malaysia Digital Economy Corporation, as Senior Manager of Strategy Consulting Practice, where she led a range of national-level consulting projects. These included the Strategic ICT Roadmap for the Ministry of Science, Technology and Innovation, the National Petrol and Diesel Subsidy Scheme for the Ministry of Finance and the National Strategic E-Commerce Directions Study for the Economic Planning Unit of the Prime Minister's Department. She also played key roles in the development of state-level information and communication technology blueprints for Perak and Pahang and Multimedia Super Corridor Malaysia Cybercentre applications for Mid Valley City and Bangsar South.

Between 2009 and 2021, Aida Lim Lean Ling served as Head of Digital Strategy and Innovation at UOA Development Bhd, where she was responsible for the planning and implementation of digital initiatives aligned with corporate growth objectives. She later joined Berjaya Corporation Berhad as Head of Digital Transformation in 2021, where she was responsible for the management of digital transformation initiatives to deliver key business goals.

In 2022, she was appointed as Chief Commercial and Operating Officer at Sustainability Data Management Sdn Bhd, where she led business development and revenue generation activities. In February 2023, she joined Centre for Sustainability Intelligence Sdn Bhd, a company offering ESG performance assessment services to businesses, as Chief Executive Officer.

Following that, she served as Digital Transformation Consultant to KKSMST from August 2023 to June 2024 through HJIB Solutions Sdn Bhd, where she led major digital initiatives to guide KKSMST in its transition to adopting modern and data-driven systems.

She was subsequently appointed as Chief Digital Officer of KKSMST in July 2024, which marks a continuation of her impactful contributions to our Group's evolution as a data and technology-enabled organisation. In her current role as the Chief Digital Officer of our Group since September 2025, she is responsible for the overall management of the IT functions of our Group. She leads our Group's digital transformation agenda, overseeing initiatives that align technology and data with business priorities. She has also developed a strategic digitalisation roadmap that defines our Group's vision and drive innovation, optimise operations and enhance both customer and employee experiences.

(vii) **Robert Chai**

Robert Chai, a Malaysian aged 53, is our Director of Procurement.

Robert Chai began his educational journey at SMK Sungai Tapang, where he completed his Sijil Pelajaran Malaysia ("**SPM**") in 1991. He went on to pursue further qualification by obtaining a Malaysian Skills Certificate in Retail Operation (Department) from the Department of Skills Development under the Ministry of Human Resources in 2023.

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

He began his career in retail in 1992 with Sin Kiaw Chong, his family-owned retail business in Sarawak, where he managed the daily store operations. In 1997, he gained further retail experience as Assistant Supervisor in a department store cum supermarket in Johor where he handled routine operations.

He joined KK Super Mart (a partnership) as Purchasing Manager in 2001 where he initially oversaw the store operations of our first store in Kuchai Lama with a focus on product sourcing and pricing. He continued to serve as the Purchasing Manager of KKSMST, since its incorporation in 2003, a role which laid the foundation for KKSMST's procurement operations. He had formalised and led the establishment of KKSMST's purchasing team which he continues to manage.

In 2015, Robert Chai began focusing exclusively on strengthening the purchasing department to support our Group's rapid expansion. In 2017, he served as Senior Purchasing Manager in charge of product sourcing, pricing strategies, product listing and sales performance evaluation.

From February 2025 to June 2025, he also took on the additional responsibility of overseeing our Balakong DC, ensuring streamlined logistics and supply chain support. In September 2025, he was redesignated as Director of Procurement of our Group, where he is now responsible for supplier management and product sourcing. His roles also include sourcing suppliers, identifying the optimal product portfolio and mix, negotiating contract terms and pricing, and maintaining ongoing relationship management to expand complementary income sources for our Group.

(viii) **John Chai**

John Chai, a Malaysian aged 50, is our Director of Outlet Operation.

John Chai began his educational journey at SMK Sungai Tapang, where he completed his SPM in 1993. He went on to pursue further qualification by obtaining a Malaysian Skills Diploma in Retail Operation (Division) from the Department of Skills Development under the Ministry of Human Resources in 2023.

He began his career in retail in 1993 with Sin Kiaw Chong, his family-owned retail business in Sarawak, where he managed the daily store operations.

John Chai's journey with our Group began in 2004 when he joined KKSMST as Regional Manager and was in charge of our second store in Sunway Mentari. In 2017, he was appointed as Senior Operations Manager of KKSMST, where he led a growing operations team that comprised over 4,000 employees across both headquarters and store levels. As Senior Operations Manager, he was responsible for driving the operational excellence of our store operations, layout design and maintenance.

He was redesignated as Director of Outlet Operation of our Group in September 2025, where he is now responsible for the overall operations of our Group's stores including the setting up of new stores, staff management and facility maintenance.

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

9.3.3 Shareholding of our Key Senior Management

The following table sets out the direct and indirect shareholdings of our Key Senior Management (other than our Directors who are also part of our Key Senior Management which are disclosed in Section 9.2.2 of this Prospectus) before and after our IPO:

| Name | Designation | After our IPO | | | | | | | | | | | |
|--------------------|---|-------------------------------|---|--------------------------|-------|--|--------|--------------------------|--------|--|------|--------------------------|-------|
| | | Before our IPO ⁽¹⁾ | | | | Assuming the Over-allotment Option is fully exercised ⁽²⁾ | | | | Assuming the Over-allotment Option is fully exercised ⁽³⁾ | | | |
| | | 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) | | | ('000) | |
| DSKK | Non-Independent Executive Director / Group Managing Director | - | - | 3,127,129 ⁽⁴⁾ | 95.05 | - | - | 2,584,629 ⁽⁴⁾ | 73.85 | - | - | 2,514,629 ⁽⁴⁾ | 71.85 |
| Candy Chai | Non-Independent Executive Director / Chief Commercial Officer | - | - | - | - | 500 | 0.01 | - | - | 500 | 0.71 | - | - |
| Tee Kok Hiem | Chief Operating Officer (Retail Operation) | - | - | - | - | 1,000 | 0.03 | - | - | 1,000 | 0.03 | - | - |
| Ho Lai Wah | Chief Operating Officer (Retail Innovation & Human Capital) | - | - | - | - | 150 | * | - | - | 150 | * | - | - |
| Yap Kit Foong | Chief Financial Officer | - | - | - | - | 200 | 0.01 | - | - | 200 | 0.01 | - | - |
| Aida Lim Lean Ling | Chief Digital Officer | - | - | - | - | 150 | * | - | - | 150 | * | - | - |
| Robert Chai | Director of Procurement | - | - | - | - | 1,000 | 0.03 | - | - | 1,000 | 0.03 | - | - |
| John Chai | Director of Outlet Operation | - | - | - | - | 1,000 | 0.03 | - | - | 1,000 | 0.03 | - | - |

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

Notes:

- * *Negligible.*
- (1) *Based on our enlarged issued Shares of 3,290,000,000 after the Bonus Issue.*
- (2) *Based on our enlarged issued Shares of 3,500,000,000 upon our Listing and assuming full subscription of our Issue Shares allocated to the Eligible Persons in respect of the Retail Offering.*
- (3) *Assuming an Over-allotment Option of up to an aggregate of 70,000,000 Shares, representing 8.3% of the total number of our IPO Shares offered.*
- (4) *Deemed interest by virtue of his and his spouse's shareholding in K8 Resources pursuant to Sections 8(4) and 59(11)(c) of the Act.*

9.3.4 Principal business activities performed by our Key Senior Management outside our Group in the past five years

Save as disclosed below, none of our Key Senior Management (other than our Directors who are also part of our Key Senior Management which are disclosed in Section 9.2.3 of this Prospectus) are involved in principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group, at present and in the past five years preceding the LPD:

(i) DSKK

See Section 9.2.3(ii) of this Prospectus for his business activities performed outside our Group in the past five years.

(ii) Candy Chai

See Section 9.2.3(iii) of this Prospectus for her business activities performed outside our Group in the past five years.

(iii) Tee Kok Hiem

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|-------------------------------|--|---|
| <u>Present involvement</u> | | |
| Bakery Century Sdn Bhd | Business of cafe. It has ceased all business activities and is dormant | Substantial shareholder (direct) |
| SKCC Laboratories Sdn Bhd | Manufacturing and trading of beauty and cosmetics products | Substantial shareholder (direct) |

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

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|------------------------------------|---|---|
| <u>Past involvement</u> | | |
| Bakery Century Sdn Bhd | Business of cafe. It has ceased all business activities and is dormant | Director (appointed on 3 August 2017 and resigned on 27 June 2023) |
| 88C Bakery Cafe | Business of café. It has ceased all business activities and is dormant | Director (appointed on 28 October 2016 and resigned on 30 April 2025) |
| Baiwago Malaysia Sdn Bhd | Investment holding. It is dormant and does not hold any investments | Director (appointed on 1 April 2016 and resigned on 30 April 2025) |
| Ecgo International Trading Sdn Bhd | To carry on the business as manufacturer, buyer, seller, dealer, importer and exporter of all kinds of products, including facial, cosmetic and health products, as well as lubricant products, additives and components. | Director (appointed on 11 June 2024 and resigned on 13 January 2025) |
| K3 F&B Sdn Bhd | Repair and maintenance of other equipment; activities of holding companies; and to carry on health and cosmetic business (retail, wholesale & import) | Director (appointed on 6 September 2019 and resigned on 11 August 2025) |
| K3 Systems | Software development and distributor | Director (appointed on 31 October 2018 and resigned on 16 May 2025) |
| K8 Food Industries Sdn Bhd | Manufacturing and trading of bakery food and related products. It has ceased all business activities and is dormant | Director (appointed on 29 April 2016 and resigned on 30 April 2025) |

(iv) Ho Lai Wah

As at the LPD, Ho Lai Wah does not have any directorship or shareholding in other companies.

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

(v) Yap Kit Foong

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|-------------------------------|---|---|
| <u>Present involvement</u> | | |
| SSE Enterprise Sdn Bhd | Trading of spare parts and accessories and retail of machineries | Substantial shareholder (direct) |
| <u>Past involvement</u> | | |
| Mruncit Commerce Sdn Bhd | Developing and selling software and e-commerce; to provide mobile prepaid reload solutions, electronic voucher distribution and e-wallet business | Director (appointed on 8 July 2022 and resigned on 7 December 2023) |

(vi) Aida Lim Lean Ling

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|--|----------------------------------|--|
| <u>Past involvement</u> | | |
| Centre For Sustainability Intelligence Sdn Bhd (dissolved on 10 February 2025) | Activities of holding companies. | Director (appointed on 29 September 2022) and substantial shareholder (direct) |

(vii) Robert Chai

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|---|-----------------------------|---|
| <u>Present involvement</u> | | |
| Aspire Entrepreneurs Group Holdings Sdn Bhd | Public business consultant | Shareholder (direct) |

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

(viii) John Chai

| <u>Name of company/entity</u> | <u>Principal activities</u> | <u>Involvement in business activities</u> |
|-------------------------------|-----------------------------|---|
|-------------------------------|-----------------------------|---|

Present involvement

| | | |
|---|----------------------------|----------------------|
| Aspire Entrepreneurs Group Holdings Sdn Bhd | Public business consultant | Shareholder (direct) |
|---|----------------------------|----------------------|

The involvement of our Key Senior Management mentioned above in other principal business activities outside our Group will not affect their continued contributions 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.

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

9.3.5 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.

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

The remuneration and material benefits in-kind of DSKK and Candy Chai who are also part of our Key Senior Management are set out in Section 9.2.5 of this Prospectus. The aggregate remuneration and material benefits in-kind paid (including any contingent or deferred remuneration) or proposed to be paid to our other Key Senior Management, for services rendered in all capacities to our Group for the FYE 30 June 2025 and FYE 30 June 2026 are as follows:

| | Remuneration band (in bands of RM50,000) | |
|--------------------|---|--------------------------------|
| | FYE 30 June 2025 (Actual) | FYE 30 June 2026 (Proposed) |
| | RM'000 | RM'000 |
| Tee Kok Hiem | 250-300 | 300-350 |
| Ho Lai Wah | 100-150 | 200-250 |
| Yap Kit Foong | 300-350 | 350-400 |
| Aida Lim Lean Ling | 300-350 | 350-400 |
| Robert Chai | 300-350 | 300-350 |
| John Chai | 300-350 | 300-350 |

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

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

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

- (i) DSKK, our Promoter, substantial shareholder and Non-Independent Executive Director / Group Managing Director is:
 - a director and substantial shareholder of K8 Resources; and
 - the brother of Robert Chai, Candy Chai and John Chai.
- (ii) Candy Chai, our Non-Independent Executive Director / Chief Commercial Officer is the sister of DSKK, Robert Chai and John Chai.

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

- (iii) Robert Chai, our Director of Procurement is the brother of DSKK, Candy Chai and John Chai.
- (iv) John Chai, our Director of Outlet Operation is the brother of DSKK, Candy Chai and Robert Chai.

9.5 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

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

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against such person or any partnership in which such person was a partner or any corporation of which such person was a director or member of key senior management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) save for DSKK as disclosed in Section 9.5.1 of this Prospectus, in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (v) save for Tan Sri Datuk Seri Mazlan Bin Lazim and Agnes Chan as disclosed in Sections 9.5.2 and 9.5.3 of this Prospectus, in the last 10 years, 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) the subject of any order, judgment or ruling of any court, government or regulatory authority or body temporarily enjoining such person from engaging in any type of business practice or activity;
- (vii) in the last 10 years, has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (viii) there is any unsatisfied judgment against such person.

9.5.1 DSKK, in his capacity as a director and shareholder of KKSMST at the material time and KKSMST were charged in the Sessions Court for intentionally wounding the religious feelings of others by offering socks bearing the word "Allah" for sale at our Bandar Sunway store pursuant to Section 298 of the Penal Code. However, DSKK was discharged and acquitted on 15 July 2024.

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

- 9.5.2** Tan Sri Datuk Seri Mazlan Bin Lazim, in his capacity as a director of NexG Bina at the material time, had civil proceedings initiated against him (as the sixth of seven defendants) and six other defendants, in the Commercial High Court of Shah Alam on 22 April 2022, relating to allegations of oppression pursuant to Section 346 of the Act. The plaintiff contended that the affairs of NexG Bina were being conducted by the first to sixth defendants in a manner oppressive to the plaintiff and in disregard of the plaintiff's interests as a member and shareholder of NexG Bina, and that various acts of NexG Bina had been done or were threatened which unfairly discriminated against or were otherwise prejudicial to the plaintiff. The plaintiff subsequently wholly discontinued the action against all seven defendants by way of a notice of discontinuance dated 7 October 2022, without liberty to file afresh and with no order as to costs.
- 9.5.3** Agnes Chan, in her capacity as the company secretary of The Green Man Entertainment Sdn Bhd ("**Green Man**"), had a civil claim initiated against her and two others in the Commercial High Court at Kuala Lumpur on 4 June 2020. The first plaintiff alleged, among others, that acting as the company secretary of Green Man, Agnes Chan had deceived the first plaintiff in connection with the incorporation and shareholding structure of Green Man in 2003; and that Agnes Chan had assisted Christopher Gareth Howells in illegally obtaining his shareholding in Green Man. On 1 December 2020, the High Court ruled in favour of the defendants and struck out the plaintiffs' claim.

9.6 OTHER MATTERS

- (i) No other amounts or benefits have been paid or intended to be paid or given to our Promoters and substantial shareholders within the two years preceding the date of this Prospectus, except for remuneration and benefits-in-kind received by one of our substantial shareholders who is our employee in the course of his employment, Directors' fees and dividends paid to our shareholders.
- (ii) 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.
- (iii) Our Promoters and substantial shareholders do not have different voting rights from our other shareholders.