

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

9.1 Promoters and substantial shareholders

9.1.1 Shareholdings in our Company

The table below sets out the direct and indirect shareholdings of our Promoters and substantial shareholders in our Company before and after our IPO:-

Name	Nationality/ Place of incorporation	Before our IPO				After our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
<u>Promoters and substantial shareholders</u>									
Jeffrey Hwang	Malaysian	-	-	⁽³⁾⁽⁸⁾ 1,297,500,000	100.00	75,000,000	5.00	⁽³⁾ 796,875,000	53.12
Brian Low	Malaysian	-	-	⁽⁴⁾⁽⁸⁾ 1,297,500,000	100.00	28,125,000	1.88	⁽⁴⁾ 262,500,000	17.50
<u>Substantial shareholders</u>									
Twisden	British Virgin Islands	135,000,000	10.40	-	-	-	-	-	-
SQTSB	Malaysia	1,162,500,000	89.60	-	-	-	-	-	-
SQ Technology Limited	Hong Kong	-	-	⁽⁵⁾ 1,162,500,000	89.60	-	-	-	-
SQ Technology Group Limited	Cayman Islands	-	-	⁽⁶⁾ 1,162,500,000	89.60	-	-	-	-
SQT Holdings	British Virgin Islands	-	-	⁽⁷⁾ 1,162,500,000	89.60	796,875,000	53.12	-	-
SQ Venture	British Virgin Islands	-	-	⁽⁷⁾ 1,162,500,000	89.60	262,500,000	17.50	-	-

Notes:-

- (1) Based on our issued share capital comprising 1,297,500,000 Shares after the Pre-IPO Restructuring but before our IPO.
- (2) Based on our enlarged issued share capital comprising 1,500,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his shareholding in SQT Holdings, applying Section 8(4) of the Act.
- (4) Deemed interested by virtue of his shareholding in SQ Venture, applying Section 8(4) of the Act.
- (5) Deemed interested by virtue of its shareholding in SQTSB, applying Section 8(4) of the Act.
- (6) Deemed interested by virtue of its shareholding in SQ Technology Limited, applying Section 8(4) of the Act.
- (7) Deemed interested by virtue of his shareholding in SQ Technology Group Limited, applying Section 8(4) of the Act.
- (8) Deemed interested by virtue of his shareholding in Twisden, applying Section 8(4) of the Act.

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

Our Promoters and substantial shareholders do not have different voting rights from any other shareholders of our Group.

Save for our Promoters and substantial shareholders, we are not aware of any other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company. As at the LPD, there is no arrangement between our Company, our Promoters and our substantial shareholders, with any third party of which may result in a change in control of our Company at a date subsequent to our IPO and our Listing.

9.1.2 Changes in our Promoters' and substantial shareholders' shareholdings in our Company for the past 3 years

Save as disclosed below, there has been no changes in our Promoters' and substantial shareholders' shareholdings in our Company for the Financial years Under Review:-

Name	As at 31 May 2023				As at 31 May 2024			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
<u>Promoters and substantial shareholders</u>								
Jeffrey Hwang	-	-	⁽¹⁾ 25,000,002	100.00	-	-	⁽¹⁾ 25,000,002	100.00
Brian Low	-	-	⁽²⁾ 25,000,002	100.00	-	-	⁽²⁾ 25,000,002	100.00
<u>Substantial shareholders</u>								
SQTSB	25,000,002	100.00	-	-	25,000,002	100.00	-	-
Twisden	-	-	-	-	-	-	-	-
SQ Technology Limited	-	-	⁽³⁾ 25,000,002	100.00	-	-	⁽³⁾ 25,000,002	100.00
SQ Technology Group Limited	-	-	⁽⁴⁾ 25,000,002	100.00	-	-	⁽⁴⁾ 25,000,002	100.00
SQT Holdings	-	-	⁽⁵⁾ 25,000,002	100.00	-	-	⁽⁵⁾ 25,000,002	100.00
SQ Venture	-	-	⁽⁵⁾ 25,000,002	100.00	-	-	⁽⁵⁾ 25,000,002	100.00

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

Name	As at 31 May 2025				After the Pre-IPO Restructuring/[As at the LPD]			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
<u>Promoters and substantial shareholders</u>								
Jeffrey Hwang	-	-	⁽¹⁾ 25,000,002	100.00	-	-	⁽¹⁾⁽⁶⁾ 1,297,500,000	100.00
Brian Low	-	-	⁽²⁾ 25,000,002	100.00	-	-	⁽²⁾⁽⁶⁾ 1,297,500,000	100.00
<u>Substantial shareholders</u>								
SQTSB	25,000,002	100.00	-	-	1,162,500,000	89.60	-	-
Twisden	-	-	-	-	135,000,000	10.40	-	-
SQ Technology Limited	-	-	⁽³⁾ 25,000,002	100.00	-	-	⁽³⁾ 1,162,500,000	89.60
SQ Technology Group Limited	-	-	⁽⁴⁾ 25,000,002	100.00	-	-	⁽⁴⁾ 1,162,500,000	89.60
SQT Holdings	-	-	⁽⁵⁾ 25,000,002	100.00	-	-	⁽⁵⁾ 1,162,500,000	89.60
SQ Venture	-	-	⁽⁵⁾ 25,000,002	100.00	-	-	⁽⁵⁾ 1,162,500,000	89.60

Notes:-

- (1) Deemed interested by virtue of his shareholding in SQT Holdings, applying Section 8(4) of the Act.
- (2) Deemed interested by virtue of his shareholding in SQ Venture, applying Section 8(4) of the Act.
- (3) Deemed interested by virtue of its shareholding in SQTSB, applying Section 8(4) of the Act.
- (4) Deemed interested by virtue of its shareholding in SQ Technology Limited, applying Section 8(4) of the Act.
- (5) Deemed interested by virtue of its shareholding in SQ Technology Group Limited, applying Section 8(4) of the Act.
- (6) Deemed interested by virtue of his shareholding in Twisden, applying Section 8(4) of the Act.

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

9.1.3 Profiles of our Promoters and substantial shareholders

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

(i) **Jeffrey Hwang**

Promoter, substantial shareholder, Managing Director and CEO

Jeffrey Hwang, a Malaysian aged 39, is our Promoter, substantial shareholder, Managing Director and CEO. Details of his profile are set out in **Section 9.2.2(iii)** of this Prospectus. Please refer to **Section 9.8** of this Prospectus for further details on Jeffrey Hwang's family relationship with our other Promoters, substantial shareholders, Directors and Key Senior Management.

(ii) **Brian Low**

Promoter, substantial shareholder, Executive Director and President of PRC Operations

Brian Low, a Malaysian aged 53, our Promoter, substantial shareholder, Executive Director and President of PRC Operations. Details of his profile are set out in **Section 9.2.2(iv)** of this Prospectus. Please refer to **Section 9.8** of this Prospectus for further details on Brian Low's family relationship with our other Promoters, substantial shareholders, Directors and Key Senior Management.

(iii) **Twisden**

Substantial shareholder

Twisden was incorporated in British Virgin Islands ("BVI") under the International Business Companies Act on 22 July 2004 and reregistered under the BVI Business Companies Act 2004 on 1 January 2007 as a BVI business company and its principal activity is investment holding.

As at the LPD, the issued share capital of Twisden is USD1,000.00 comprising 1,000 ordinary shares of USD1.00 each. Twisden is 75.00% owned by Jeffrey Hwang and 25.00% owned by Brian Low.

(iv) **SQT Holdings**

Substantial shareholder

SQT Holdings was incorporated in BVI under the BVI Business Companies Act 2004 on 21 July 2021 as a BVI business company under its present name and its principal activity is investment holding.

As at the LPD, the issued share capital of SQT Holdings is USD800.00 comprising 800 ordinary shares of USD1.00 each. SQT Holdings is wholly owned by Jeffrey Hwang.

(v) **SQ Venture**

Substantial shareholder

SQ Venture was incorporated in BVI under the BVI Business Companies Act 2004 on 19 January 2022 as a BVI business company under its present name and its principal activity is investment holding.

As at the LPD, the issued share capital of SQ Venture is USD1.00 comprising 1 ordinary share of USD1.00 each. SQ Venture is wholly owned by Brian Low.

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

9.1.4 Payments made to our Promoters and substantial shareholders

Save for the dividends to be paid or proposed to be paid as set out in **Section 12.6** of this Prospectus, to our Promoters and substantial shareholders and the aggregate remuneration and benefits paid or proposed to be paid to our Promoters and/or substantial shareholders for services rendered to our Group in all capacities for the FYE 2025 and FYE 2026 as set out in **Section 9.5** of this Prospectus, there are no other amounts or benefits paid or intended to be paid or given to our Promoters and/or substantial shareholders within the 2 years preceding the date of this Prospectus.

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

9.2 Directors

9.2.1 Shareholdings in our Company

The table below sets out the direct and indirect shareholdings of each of our Directors in our Company before and after our IPO, assuming our Directors will subscribe for their respective entitlements in full under the Pink Form Allocations as set out in **Section 4.3.1(ii)** of this Prospectus:-

Director	Before our IPO				After our IPO			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Dato' Hwang Thean Long	-	-	-	-	1,000,000	0.07	-	-
Datuk Radzali Bin Hassan	-	-	-	-	600,000	0.04	-	-
Jeffrey Hwang	-	-	⁽³⁾⁽⁵⁾ 1,297,500,000	100.00	75,000,000	5.00	⁽³⁾ 796,875,000	53.12
Brian Low	-	-	⁽⁴⁾⁽⁵⁾ 1,297,500,000	100.00	28,125,000	1.88	⁽⁴⁾ 262,500,000	17.50
Dato' Lim Bee Vian	-	-	-	-	300,000	0.02	-	-
Lam Voon Kean	-	-	-	-	300,000	0.02	-	-
Noor Alina Binti Mohamad Faiz	-	-	-	-	300,000	0.02	-	-
Dr. Lee Teck Kheng	-	-	-	-	300,000	0.02	-	-

Notes:-

- (1) Based on our issued share capital comprising 1,297,500,000 Shares after the Pre-IPO Restructuring but before our IPO.
- (2) Based on our enlarged issued share capital comprising 1,500,000,000 Shares after our IPO.
- (3) Deemed interested by virtue of his shareholding in SQT Holdings, applying Section 8(4) of the Act.
- (4) Deemed interested by virtue of his shareholding in SQ Venture, applying Section 8(4) of the Act.
- (5) Deemed interested by virtue of his shareholding in Twisden, applying Section 8(4) of the Act.

Notwithstanding the Pink Form Allocations reserved for our Directors, and to the extent known to our Company, none of our Directors have the intention to apply and subscribe for the Issue Shares under the Malaysian Public balloting portion as set out in **Section 4.3.1(i)** of this Prospectus

None of our Directors represents any corporate shareholder on our Board.

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

9.2.2 Profile of our Directors

The profile of our Directors are as follows:-

(i) **Dato' Hwang Thean Long**
Non-Independent Non-Executive Chairman

Dato' Hwang Thean Long, a Malaysian aged 76, is our Non-Independent Non-Executive Chairman. He was appointed to our Board on 20 December 1999. He has vast experience in supermarket retailing, property development, hotel construction as well as corporate management with more than 50 years' experience in the retail and property industries.

He began his career in 1970 when he joined his late father, Mr. Hwang Siong Wah, founder of Swee Wah General Merchant, a mini-market business at Ayer Itam, Penang. He subsequently expanded the family business into supermarket retailing and established multiple outlets, including amongst others, Sunshine Square, Sunshine Air Itam, Sunshine Jelutong, Sunshine Bertam Shopping Mall and Sunshine Central in Penang.

He is currently the Managing Director and a major shareholder of SCB. Under his leadership, SCB grew from a neighbourhood retail business into a retail chain through departmental stores and supermarkets and subsequently diversified into semiconductor manufacturing, property development and international trading. SCB was listed on the Second Board of Bursa Securities on 18 September 1995, and was subsequently transferred to the Main Board of Bursa Securities (presently known as the Main Market) on 29 April 2005, SCB later delisted on 23 July 2019.

Following the de-listing of SCB from the Official List of Bursa Securities in 2019, Dato' Hwang Thean Long remains as the Managing Director of SCB, where he remains actively involved in its business operations, particularly in property development projects with the development of Sunshine Central, a mixed-use complex in Paya Terubong, Penang.

Further details of his directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

Please refer to **Section 9.8** of this Prospectus for further details on his family relationship with our Promoter, substantial shareholder and Director.

(ii) **Datuk Radzali Bin Hassan**
Non-Independent Non-Executive Director

Datuk Radzali Bin Hassan, a Malaysian aged 68, is our Non-Independent Non-Executive Director. He was appointed to our Board on 20 December 1999.

He obtained an Advanced Diploma in International Business Studies from Institute of Commercial Management, United Kingdom in 1985 and an Executive Master of Business Administration from Swiss School of Management, Italy in 2017. He has also been conferred with several honours, including the Kesatria Setia Diraja (K.S.D.) by the Yang di-Pertuan Agong in 1997, the Darjah Mulia Seri Melaka (D.M.S.M.) by the Yang di-Pertua Negeri Melaka in 2008 and the Darjah Setia Pangkuan Negeri (D.S.P.N) by the Yang di-Pertua Negeri Pulau Pinang in 2013.

He is currently the Chairman and Group Managing Director of Harta Maintenance Sdn Bhd. He has over 45 years of experience in the facilities maintenance and services industry through Harta Maintenance Sdn Bhd and its subsidiaries ("**Harta Group**"), an integrated facility management services group offering services ranging from cleaning, housekeeping, landscaping, security, pest control, building maintenance and infrastructure management to a diverse range of individuals and organisations.

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

Throughout his tenure with the Harta Group, he has been closely involved in the development of its business capabilities, including the strengthening of its core facility management services and expansion of its service offerings. He remains actively involved in the Harta Group's operations, with his responsibilities encompassing corporate management, business planning and operational oversight in driving its continued growth.

He was previously a director of SCB, which was then a company listed on Bursa Securities, from 2004 to 2019, and a director of Halal Development Corporation Berhad, an agency under MITI, from 2022 to 2024.

He is currently the Chairman of the Malaysian Franchise Association. Further details of his directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

(iii) Jeffrey Hwang

Promoter, substantial shareholder, Managing Director and CEO

Jeffrey Hwang, a Malaysian aged 39, is our Promoter, substantial shareholder, Managing Director and CEO. He was appointed to our Board on 15 March 2012 and is responsible in driving sustainable growth by adopting progressive technology and business development, aligning operation sites and departments, strengthening quality and engineering depth and building organisational capability, setting overall vision and strategy of our Group as well as represents our Group in key engagements with shareholders, strategic customers and partners.

He graduated with a Bachelor of Engineering in Electrical and Electronic Engineering from Imperial College London, United Kingdom, with First Class Honours in 2009 and obtained his Master of Philosophy in Industrial Systems, Manufacturing and Management from the University of Cambridge in 2010.

He began his career in 2010 as a Project Manager at QFSB, our wholly-owned subsidiary, where he implemented cross-department initiatives, including a plant-wide enterprise resource planning system project and cost savings through engineering materials innovation. In 2013, he assumed the role of Business Development Manager, where he explored new technologies and customer segments and developed new projects from design concept and prototype build through to mass production.

He served as the Executive Director of SCB, which was then the holding company of SQAI from 2015 to 2019. He was responsible for technology development and the expansion of our Group, and led the set-up of our Batu Kawan Plant, which enabled the commercialisation of semi-additive process utilised in our IC substrate manufacturing. In 2018, he was appointed as our Group CEO and later redesignated as the Managing Director and CEO of SQAI in 2026.

Further details of his directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

Please refer to **Section 9.8** of this Prospectus for further details on his family relationship with our other Promoter, substantial shareholder and Director.

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

(iv) Brian Low

Promoter, substantial shareholder, Executive Director and President of PRC Operations

Brian Low, a Malaysian aged 53, is our Promoter, substantial shareholder, Executive Director and President of PRC Operations. He was appointed to our Board on 1 September 2024 and is responsible for setting long-term strategic plans as well as overseeing technological development, cross-functional management, manufacturing, engineering, supply chain management, sales and marketing, human resources and financial management of our PRC Operations.

He graduated with a Bachelor of Management from Universiti Sains Malaysia in 1997.

He began his career in 1997 as an Executive in the Promotion and Event Department of Resorts World Bhd (now known as Genting Malaysia Berhad), where he managed event operations, ticketing systems and venue coordination for casino marketing activities. He subsequently left Resorts World Bhd in 1999 to join UMW Corporation Sdn Bhd in the same year. In this role, he led and managed a sales team and oversaw customer service activities. He left UMW Corporation Sdn Bhd in 2000.

He then joined our Group in 2000 as an Assistant Sales Manager under QFSB and subsequently served as Operations Manager until 2005. During this period, he played a key role in laying the foundation for the establishment of our Group's business expansion in the PRC through SHTEI.

He assumed a founding role in the establishment and development of SHTEI, a subsidiary of SECL, comprising our PRC Operations in 2005. In this founding role, he led the establishment of our PRC Operations including the initial setting up of our Xiamen Plant, deploying and implementing operational systems, setting and implementing sales and marketing strategies, driving core technological directions, recruiting and mentoring the core leadership team as well as establishing rigorous production and quality assurance standards that underpins our Group's reputation in the industry.

He also served as the General Manager of SECL since 2020. As a co-founding member and the General Manager of SHTEI and SECL, he has, over the past 20 years, led the development of the strategic, technical and operational functions of our PRC Operations. Under his leadership, our Xiamen Plant has evolved into a key manufacturing hub for the PRC market. He was subsequently redesignated as the President of our PRC Operations in 2026.

Further details of his directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

Please refer to **Section 9.8** of this Prospectus for further details on his family relationship with our other Promoter, substantial shareholder and Director.

(v) Dato' Lim Bee Vian

Senior Independent Non-Executive Director

Dato' Lim Bee Vian, a Malaysian aged 61, is our Senior Independent Non-Executive Director. She was appointed to our Board on 11 February 2026.

She graduated with a Bachelor of Economics with Honours from Universiti Utara Malaysia in 1989. She has been a member of the Institute of Corporate Directors Malaysia since 2025. In 2025, she was conferred the award of Darjah Setia Pangkuan Negeri (D.S.P.N) by the Yang di-Pertua Negeri Pulau Pinang.

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

She began her career in 1989 as an Assistant Training Executive at High-Desert (Malaysia) Sdn Bhd (now known as HDI Network (M) Sdn Bhd) (“**HDI**”), a direct selling company. She was responsible for conducting training for dealers and distributors. After leaving HDI in 1990, she had a short stint at S.K. Brothers Realty (M) Sdn Bhd, a real estate firm, as an Administrative Assistant from July 1990 to September 1990, and subsequently joined M-Panel System (Malaysia) Sdn Bhd in October 1990, a manufacturer of building materials, as an Office Administrator managing a branch office in Kuala Lumpur before she left the company in December 1990.

She subsequently joined the Malaysian Investment Development Authority (“**MIDA**”), Malaysia’s main investment promotion agency, as an Economic Affairs Officer in 1991, where she was involved in tax incentive approvals for companies investing in Malaysia. Throughout her employment with MIDA, she has served in various roles including as the Senior Economic Affairs Officer, Deputy Director, Senior Deputy Director, Director and Executive Director for various units such as Planning and Research, Manufacturing Services, Industry Talent Management, Services Development and Strategic Planning (Services).

Throughout her 33-year career with MIDA, she has made notable contributions and achievements. She was tasked with setting up several new divisions in MIDA namely, the Industry Talent Management Division in 2013 to support MIDA’s investment eco-system approach to service investors’ human capital needs, the Incentive Coordination and Collaboration Office (ICCO) in 2015, an initiative under the Malaysia Services Sector Blueprint for better management of the country’s incentive framework, and the Digital Investment Office (DIO) in 2021 under the MyDigital Blueprint to promote and coordinate digital investment together with the Malaysia Digital Economy Corporation (MDEC). She led the development of the i-incentive portal and the i-services portal to facilitate information sharing and business matching.

She was promoted to Deputy CEO of Investment Development in 2022, overseeing 11 Industries and Services Divisions in MIDA that evaluate applications from both manufacturing and services sectors, a position she held until her retirement in 2024.

She is currently the Independent Non-Executive Director of PMB Technology Berhad and SAM Engineering & Equipment (M) Berhad (both of which are listed on the Main Market) and Independent Non-Executive Chairperson of iCents Group Holdings Berhad (listed on the ACE Market of Bursa Securities). She also serves as a director of Malaysia-China Business Council and Technology Depository Agency Berhad as well as a member of the Business Development, Collaboration and Internationalisation Advisory Committee of Tunku Abdul Rahman University of Management and Technology. Further details of her directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

(vi) Lam Voon Kean
Independent Non-Executive Director

Lam Voon Kean, a Malaysian aged 73, is our Independent Non-Executive Director. She was appointed to our Board on 11 February 2026.

She was admitted as a member of the Malaysian Institute of Certified Public Accountants in 1982 and has been a member of Malaysian Institute of Accountants since 2001.

She began her career in 1974 as an articled clerk at KPMG Peat Marwick (now known as KPMG PLT) (“**KPMG**”), Penang, Malaysia, and later served as a senior audit manager. During her 20 years with the firm, she acted as engagement manager for various audit engagements and was also involved in assignments relating to listings on the Malaysian Stock Exchange (presently known as Bursa Securities), including the review and preparation of profit and cash flow forecasts and projections.

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

She left KPMG in 1994 and joined M&C Services Sdn Bhd (presently known as Boardroom Corporate Services Sdn Bhd), a company principally involved in the provision of corporate secretarial, accounting and related services, in the same year as a Senior Manager. She was subsequently appointed as Executive Director, a position she held until 2005.

In 2005, she joined Agriteum Sdn Bhd (presently known as Boardroom Corporate Services (Penang) Sdn Bhd) ("**Boardroom Penang**") as Managing Director where her responsibilities included overseeing all management and operational functions and providing management and technical support to the team. She retired in 2011 and was subsequently engaged as Consultant with Boardroom Penang in 2012 under a 1 year contract to provide corporate secretarial support. Her consultancy services concluded upon completion of the contract term upon expiry of the contractual term in end of 2012.

She is currently the Independent Non-Executive Director of Alcom Group Bhd and Tambun Indah Land Bhd (both of which are listed on the Main Market). Further details of her directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

(vii) Noor Alina Binti Mohamad Faiz
Independent Non-Executive Director

Noor Alina Binti Mohamad Faiz, a Malaysian aged 51, is our Independent Non-Executive Director. She was appointed to our Board on 11 February 2026.

She graduated with a Bachelor of Laws (Hons) from the University of Leicester, United Kingdom in 1996 and obtained a Professional Masters in Business Administration from Universiti Teknologi Malaysia School of Professional & Continuing Education (UTMSPACE) in 2025. She is a member of the Middle Temple and was called to the Bar of England and Wales in 1998. Subsequently, she was admitted to the Malaysian Bar as an Advocate and Solicitor of the High Court of Malaya in 1999.

She began her career in 1999 as a legal assistant at Messrs. Lee, Perara & Tan ("**LPT**"), specialising mainly in corporate and securities law. She left LPT in 2002 and briefly joined Messrs. Zaid Ibrahim & Co. as a legal associate before re-joining LPT in 2003. She was promoted to senior legal assistant in 2006, a position she held until her departure from LPT in 2009.

Between 2010 and 2011, she served as Group General Manager, Legal & Secretarial of Media Prima Berhad, a company listed on the Main Market. In 2012, she joined Peremba (Malaysia) Sdn Bhd as the Head of the Legal and Secretarial Department. She was subsequently appointed as a consultant with Peremba (Malaysia) Sdn Bhd in 2015 to provide legal and secretarial consultancy services, a role she held until 2017. In her in-house roles, her responsibilities included managing corporate transactions, providing legal and regulatory advice, as well as overseeing the company secretarial function.

She resumed legal practice in 2017 as the sole proprietor of the Chambers of Noor Alina Faiz. In 2021, she returned to LPT where she is currently a partner. She specialises in corporate and commercial matters, where she is principally involved in asset acquisitions and disposals, general conveyancing matters, corporate and commercial contract drafting, regulatory advisory for licensing and compliance and general corporate advisory.

She is currently the Independent Non-Executive Director of Kawan Food Berhad and Unisem (M) Berhad (both of which are listed on the Main Market). Further details of her directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.2.3** of this Prospectus.

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

(viii) Dr. Lee Teck Kheng
Independent Non-Executive Director

Dr. Lee Teck Kheng, a Singaporean aged 55, is our Independent Non-Executive Director. He was appointed to our Board on 11 February 2026.

He graduated with a Degree of Engineering from the National University of Singapore (“**NUS**”) in 1995, obtained his Master of Science (Material Science and Engineering) from NUS in 1999 and later completed his Doctor of Philosophy at Nanyang Technological University, Singapore in 2006.

He has received numerous professional recognitions in the fields of engineering, microelectronics, innovation and technical education, including, amongst others, International Electrotechnical Commission 1906 Award in 2023, the Singapore International Chamber of Commerce Innovation Award for Most Scalable Collaboration in 2022, multiple Institute of Technical Education Innovation and Establishment Awards from 2011 to 2024, several awards issued by the Ministry of Education, Singapore (“**MOE**”), namely the PS21 Innergy Award in 2015 and Innergy and Outstanding Innovator Awards from 2021 to 2023.

He began his career in 1995 as an Equipment Engineer at Texas Instruments Singapore Pte Ltd, Singapore, where he was involved in semiconductor package assembly, prior to leaving the company in 1997. In 1997, he joined the Institute of Microelectronics/ Institute of Microelectronics, Singapore as a Research Engineer, where he managed R&D in micro-electro-mechanical systems and advanced packaging in the R&D lab.

In 1999, he joined Micron Technology Asia Pte Ltd (presently known as Micron Semiconductor Asia Operations Pte Ltd), Singapore, a global designer and manufacturer of memory and storage solutions, initially as Principal Packaging Development Engineer and later promoted to Senior Technical Member. During his tenure from 1999 to 2008, he was responsible for R&D development relating to advanced packaging and substrate technologies and for managing all global substrate suppliers for the company.

In 2008, he joined the Institute of Technical Education, College Central (“**ITE**”), Singapore, a provider of technical and career education and served as Deputy Director and was subsequently promoted to Director of Technology Development, in 2011 where he founded the Technology Development Centre and developed strategic plans to restructure innovation initiatives within ITE. He led a team of 20 engineers and researchers supporting ITE’s national research and innovation projects. He remained with ITE until 2025.

He has been serving as a Consultant at Nanyang Technological University, Singapore since 2024, supporting teaching, research and innovation activities. In 2025, he founded Launchxtec Pte Ltd, Singapore, a company involved in providing training courses for manufacturing and engineering design, as well as consultancy activities.

He is presently a committee member of the Advanced Packaging Technical Committee of Semi Southeast Asia and the Singapore Chinese Chamber of Commerce and Industry Committee and serves as the co-convenor of the working group on semiconductor devices, represents Singapore in the review of International electrotechnical commission (IEC) TC47 Semiconductor devices standards.

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

9.2.3 Involvements of our Directors in other businesses and corporations outside our Group

Save as disclosed below, none of our Directors are involved in any principal business activities outside our Group as at the LPD or has any directorships outside our Group at present and in the past 5 years prior to the LPD:-

(i) Dato' Hwang Thean Long

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present Directorships and other involvement in principal business activities outside our Group:-</u>				
Barisan Mahir (M) Sdn Bhd	Dormant	<ul style="list-style-type: none"> Substantial shareholder (direct) 	-	-
Crimson Omega Sdn Bhd	Property development and property holding	<ul style="list-style-type: none"> Director Substantial shareholder (indirect) 	16 April 1998	-
Emerald Capital (Ipoh) Sdn Bhd	Property developer	<ul style="list-style-type: none"> Shareholder (direct) 	-	-
Harta Maintenance (Penang) Sdn Bhd	Contractors in housekeeping, pest control services, maintenance and integrated facility management for multitype of buildings and properties; provide engineering support services, energy management, indoor air quality, sanitising services and green technology; provide other related general trading and services	<ul style="list-style-type: none"> Substantial shareholder (direct) 	-	-
Hesechan Realty Sdn Bhd	Investment holdings with investment in shares	<ul style="list-style-type: none"> Director 	30 December 1994	-
Magirex Sdn Bhd	Property investment	<ul style="list-style-type: none"> Director Substantial shareholder (indirect) 	17 January 2025	-
Nanometric Sarawak Sdn Bhd	Property investment	<ul style="list-style-type: none"> Director Substantial shareholder (direct) 	22 October 1990	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
Penang Commercial & Industrial Development Bhd	Investment and holding shares in companies	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	12 April 1988	-
QBPO	Dormant	<ul style="list-style-type: none"> • Director 	4 July 2007	-
Qdynamics	Dormant	<ul style="list-style-type: none"> • Director 	30 December 2016	-
Qforce	Investment holding with investment in Quantum Fri Sdn Bhd (formerly known as QDOS FRI Sdn Bhd)	<ul style="list-style-type: none"> • Director 	30 December 2016	-
Quantum Fri Sdn Bhd (formerly known as QDOS FRI Sdn Bhd)	Dormant	<ul style="list-style-type: none"> • Director 	29 July 2016	-
Rotitiam Sdn Bhd	Growing and selling durian	<ul style="list-style-type: none"> • Substantial shareholder (direct) 	-	-
S.W. Hwang Holdings Sdn Bhd	Investment holdings with investment in shares	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	19 November 1982	-
Sealite Optical (Bayan Baru) Sdn Bhd	Opticians and dealers in optical wear and accessories.	<ul style="list-style-type: none"> • Substantial shareholder (direct) 	-	-
Silver Resort Sdn Bhd	Property development	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	30 April 2025	-
SCB	Investment holding, provision of management services and letting of property	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	10 December 1992	-
Suiwah Holdings (Bayan Baru) Sdn Bhd	To carry on the business of property investment and car park operator	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	24 June 1996	-
Suiwah Holdings Sdn Bhd	Property and investment holding and to act as a car park operator	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	16 October 1990	-
Suiwah Supermarket Sendirian Berhad	Investment holdings with investment in shares	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	1 October 1996	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
Sunshine Paramount Sdn Bhd	Letting of properties	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	1 November 1985	-
Sunshine Wholesale Mart Sdn Bhd	To operate a supermarket and departmental store and to carry on the business of moneylending under the Moneylenders Act 1951	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	20 December 1985	-
Toko Eely Development Sdn Bhd	Investment holdings with investment in shares	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	12 January 1985	-
Zoom Success Sdn Bhd	Property investment	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	20 June 2023	-
<i>Past Directorship:-</i> Silver Ridge Agricultural Infomatics Sdn Bhd	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	12 April 2021	7 August 2025

(ii) Datuk Radzali Bin Hassan

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<i>Present Directorships and other involvement in principal business activities outside our Group:-</i> Allied Occupational Health & Medical Services Sdn Bhd	To provide medical services	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	2 July 1998	-(1)

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
Danal Technologies Asia Sdn Bhd	Business as an investment property, provision of services on repairing, cleaning and types of property maintenance	<ul style="list-style-type: none"> • Director 	30 August 2016	-
Feuilleorganix Sdn Bhd	Manufacturing, trading and marketing of ointments and healthcare products	<ul style="list-style-type: none"> • Substantial shareholder (direct) 	-	-
Harta Maintenance Sdn Bhd	Contractors in housekeeping, pest control services, maintenance and integrated facility management for multitype of buildings and properties; provide engineering support services, energy management, indoor air quality, sanitising services and green technology; provide other related general trading and services	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	15 August 1984	-
Harta Maintenance (Penang) Sdn Bhd	To carry on business of cleaning, upkeep and maintenance of offices and buildings	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	7 November 1992	-
Hexosphere Sdn Bhd	Investment holding with investment in shares	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	20 March 1999	-
Koperasi Global Halal Berhad	Production, processing, distribution and marketing of halal products, including in the food and beverage, cosmetics, personal care, pharmaceutical, tourism and health-related services sectors	<ul style="list-style-type: none"> • Director 	25 April 2024	-
Nexus Byte Asia Sdn Bhd (formerly known as Gogold Jewellery Sdn Bhd)	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	29 January 2024	-
The Outward Bound Trust of Malaysia	Providing education and character training, both physical and mental for young people	<ul style="list-style-type: none"> • Director 	8 December 2023	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
Yayasan Modal Insan Harta	To foster improve and aid in development of education in any manner whatsoever as the board of the yayasan may decide but without prejudice to the generality of the provisions the founding and maintaining of scholarship at schools, colleges and universities	<ul style="list-style-type: none"> • Director 	18 February 2010	-
Zoom Success Sdn Bhd	Property investment	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	20 June 2023	-
<u>Past Directorships:-</u>				
BiON plc	Dormant	<ul style="list-style-type: none"> • Director 	6 May 2016	16 March 2021
Halal Development Corporation Berhad	To plan, develop, implement, monitor, promote, coordinate and to be a central organisation for the implementation of national policies, strategies, activities on the halal industry and halal standards	<ul style="list-style-type: none"> • Director 	30 March 2022	26 April 2024
Harta Tech Labs Sdn Bhd (formerly known as Harta Environment Maintenance Services Sdn Bhd)	Information technology and digital solution provider (both soft and hardware services)	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	8 December 1997	10 June 2025
OCS Global Services Sdn Bhd	Facilities management	<ul style="list-style-type: none"> • Director 	15 October 2015	27 July 2021

Note:-

(1) *Datuk Radzali Bin Hassan has submitted his resignation from this company, which is pending filing with the Companies Commission of Malaysia.*

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

(iii) Jeffrey Hwang

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present Directorships and other involvement in principal business activities outside our Group:-</u>				
Millennium Solutions Sdn Bhd	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	5 June 2018	-
Prochamp Overseas Limited (winding-up)	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	1 August 2019	-
QSC	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	19 July 2018	-
QBPO	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	15 March 2012	-
Qdynamics	Investment holding with investment in Quantum Fri Sdn Bhd (formerly known as QDOS FRI Sdn Bhd)	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	30 December 2016	-
QIndia	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	24 March 2023	-
Qforce	Investment holding with investment in Quantum Fri Sdn Bhd (formerly known as QDOS FRI Sdn Bhd)	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	30 December 2016	-
Quantum Fri Sdn Bhd (formerly known as QDOS FRI Sdn Bhd)	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	29 July 2016	-
Qdos Semiconductor Limited (winding-up)	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	7 January 2016	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
Qventures	Dormant	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	29 July 2016	-
SQ Technology Group Limited	Investment holding with investment in SQ Technology Limited	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	21 December 2021	-
SQ Technology Limited	Investment holding with investment in SQTSB	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	26 August 2019	-
SQT Holdings	Investment holding with investment in SQ Technology Group Limited	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	21 July 2021	-
SQTSB	Investment holding with investment in our Company	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	4 October 2019	-
SCB	Investment holding, provision of management services and letting of property	<ul style="list-style-type: none"> • Shareholder (direct) 	-	-
Sunshine Power (HK) Limited	Investment holding with investment in Sunshine Power (Xiamen) Electronic Co., Ltd which has since been deregistered	<ul style="list-style-type: none"> • Director 	12 February 2009	-
Twisden	Investment holding with investment in SECL group of companies	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	1 August 2019	-
Wawasan Education Foundation	To promote equal access to quality education for all individuals, support research and innovation, engage with communities, foster global citizenship, and encourage lifelong learning	<ul style="list-style-type: none"> • Director 	9 December 2025	-
Zoom Success Sdn Bhd	Property investment	<ul style="list-style-type: none"> • Director 	23 October 2024	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Past Directorship:-</u> Nanometric Electronics Sdn Bhd	Dormant	<ul style="list-style-type: none"> • Director 	31 March 2011	18 December 2025

(iv) Brian Low

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present Directorships and other involvement in principal business activities outside our Group:-</u> SQTSB	Investment holding with investment in our Company	<ul style="list-style-type: none"> • Substantial shareholder (indirect) 	-	-
SQ Technology Group Limited	Investment holding with investment in SQ Technology Limited	<ul style="list-style-type: none"> • Director • Substantial shareholder (indirect) 	21 December 2021	-
SQ Technology Limited	Investment holding with investment in SQTSB	<ul style="list-style-type: none"> • Substantial shareholder (indirect) 	-	-
SQ Venture Ltd	Investment holding with investment in SQ Technology Group Limited	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	19 January 2022	-
Twisden	Investment holding with investment in SECL group	<ul style="list-style-type: none"> • Substantial shareholder (direct) 	-	-

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

(v) Dato' Lim Bee Vian

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present Directorships and other involvement in principal business activities outside our Group:-</u>				
iCents Group Holdings Berhad (listed on the Ace Market of Bursa Securities)	Investment holding with subsidiaries principally involved in engineering, construction and related services for cleanrooms and other facilities; and manufacture of cleanroom fixtures and related products	<ul style="list-style-type: none"> • Director • Shareholder (direct) 	22 November 2024	-
Malaysia-China Business Council	To promote trade and investment between Malaysia and China by providing business information, advisory services and to facilitate business connections to foster a deeper understanding and cooperation between the 2 nations	<ul style="list-style-type: none"> • Director 	8 May 2025	-
PMB Technology Berhad (listed on the Main Market)	Investment holding with subsidiaries principally involved in production and distribution of metallic silicon and related products; design, fabrication and installation of aluminium curtain wall and formwork system; marketing and leasing of boom lift machinery and manufacturing of aluminium mobile; and manufacturing and marketing of aluminium ladder and product	<ul style="list-style-type: none"> • Director 	20 November 2024	-

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

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
SAM Engineering & Equipment (M) Berhad (listed on the Main Market)	Investment holding and provision of corporate management services with subsidiaries principally involved in design and assembly of modular or complete machine and equipment; design, development and manufacture of trim and form dies and suspension tooling for hard disk drive parts; manufacture and assembly of aircraft equipment, spares components and precision engineering parts; fabrication of precision tools and machinery parts and manufacture of aircraft and other equipment parts, spares components and precision engineering parts, precision and engineering components; and manufacture of dies, jigs and parts and cutting tools for disk drives, electronics, semi-conductor and other industries	<ul style="list-style-type: none"> • Director 	1 April 2025	-
Technology Depository Agency Berhad	To become an operating arm for the Government of Malaysia in procurement offset program	<ul style="list-style-type: none"> • Director 	29 August 2024	-
<u>Past Directorship:-</u> Malaysia Steel Institute	To promote and develop competitiveness, resilience and sustainability of the Malaysian iron and steel industry; provide advisory services and carry out, commission or promote study scientific, technological and economic aspects of iron and steel industry development in Malaysia; promote iron and steel product standardisation and utilisation within Malaysia	<ul style="list-style-type: none"> • Director 	31 March 2023	8 July 2024

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

(vi) Lam Voon Kean

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present Directorships and other involvement in principal business activities outside our Group:-</u>				
Alcom Group Berhad (listed on the Main Market)	Manufacturing and trading of aluminium sheet and foil product, investment holding and property development	• Director	9 August 2018	-
Excel Machine Tools (M) Sdn Bhd	Dormant	• Director	17 December 1999	-
Instanture Holdings Sdn Bhd	Investment holdings in software design	• Shareholder (direct)	-	-
Tambun Indah Land Bhd (listed on the Main Market)	Investment holding with subsidiaries principally involved in property development, project and construction management, operation of car park and investment holding	• Director • Shareholder (direct)	1 June 2018	-
<u>Past Directorships:-</u>				
Asia File Corporation Bhd (listed on the Main Market)	Investment holding, commission agent and provider of management services, with subsidiaries principally involved in manufacturing and trading of stationery products, paper and plastic based related products and consumer and food wares products	• Director	11 June 2012	30 June 2025
RGB International Bhd (listed on the Main Market)	Investment holding with subsidiaries principally involved in sales and marketing, technical support and management, and engineering service of gaming and amusement machines and equipment	• Director • Shareholder (direct)	31 March 2014	30 May 2025
Globetronics Technology Bhd (listed on the Main Market)	Investment holding with subsidiaries principally involved in semiconductor assembly and testing, manufacturing of semiconductor components, property investment and letting, development of sensors and optical products, provision of hardware and software system solutions, and investment holding	• Director	15 May 2013	15 May 2023

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

(vii) Noor Alina Binti Mohamad Faiz

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present Directorships and other involvement in principal business activities outside our Group:-</u>				
Eco Redcrews Sdn Bhd	Real estate activities with own or leased property N.E.C. ⁽¹⁾ ; activities auxiliary to finance N.E.C. ⁽¹⁾ ; wholesale of other household goods N.E.C. ⁽¹⁾	<ul style="list-style-type: none"> • Director • Substantial shareholder (direct) 	29 May 2017	-
Fauzi Sdn Bhd	Real property investment	<ul style="list-style-type: none"> • Director 	19 June 2024	-
Kawan Food Berhad (listed on the Main Market)	Investment holding with subsidiaries principally involved in the manufacturing, sale, exporting, trading and distribution of frozen food products, investment property, investment holding activities, rental of trucks, engaged in the beverage industry, specialises in manufacturing, trading, distributing, importing and exporting concentrated syrups of various flavours as well as frozen fruit juices and information technology	<ul style="list-style-type: none"> • Director 	1 October 2024	-
Unisem (M) Berhad (listed on the Main Market)	Manufacturing services of semiconductor devices	<ul style="list-style-type: none"> • Director 	30 July 2024	-
<u>Past Directorship:-</u> PMB Technology Berhad (listed on the Main Market)	Investment holding with subsidiaries principally involved in design, fabrication and installation of aluminium curtain walls, cladding systems, and manufacturing and trading of aluminium related products	<ul style="list-style-type: none"> • Director 	18 October 2016	26 June 2025
Press Metal Aluminium Holdings Berhad (listed on the Main Market)	Investment holding with subsidiaries principally involved in the manufacturing, trading and marketing of aluminium and other related products	<ul style="list-style-type: none"> • Director 	4 July 2017	29 August 2025

Note:-

(1) The expression "N.E.C" utilised herein shall have the meaning "not elsewhere classified".

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

The involvements of our Directors as disclosed above in other principal business activities outside of our Group will not affect their commitment and responsibilities to our Group in their respective roles as our Directors as:-

- (i) our Managing Director and Executive Director are of the view that their involvement in other businesses or corporations does not preclude them from allocating or committing their time and effort to our Group as they are not involved in the management and day-to-day operations of these businesses, other than attending meetings of the board of directors on which they serve;
- (ii) Dato' Hwang Thean Long and Datuk Radzali Bin Hassan are of the view that although they are involved in other businesses as set out above, they are able to devote sufficient time and attention to the affairs of our Group to carry out their respective duties and they are not involved in the day-to-day operations of our Group; and
- (iii) Dato' Lim Bee Vian, Lam Voon Kean and Noor Alina Binti Mohamad Faiz are of the view that their involvement in other businesses or corporations does not preclude them from allocating or committing their time and effort to our Group as they are able to devote sufficient time and attention to the affairs of our Group to carry out their respective duties as they are not involved in the day-to-day operations of our Group and these businesses.

9.3 Board practice

9.3.1 Directorship

Our Board acknowledges and takes cognisance of the MCGG which contains best practices and guidance for listed companies to improve upon or to enhance their corporate governance as it forms an integral part of their business operations and culture.

Our Board believes that our current Board composition provides an appropriate balance in terms of skills, knowledge and experience to promote the interest of all shareholders and to govern our Group effectively. Our Company has adopted the recommendations under the MCGG that at least half of the Board comprises Independent Non-Executive Directors, that our chairperson of the Board should not be a member of our Audit and Risk Management Committee and Nomination and Remuneration Committee, and to have at least 30.00% women directors on our Board.

In accordance with our Constitution, our Directors shall have the power at any time and from time to time to appoint any person to be a Director either to fill a casual vacancy or as an addition to the existing Director, but so that the total number of Directors shall not at any time exceed the maximum number fixed by or in accordance with our Constitution which is 9 directors.

Any Director so appointed shall hold office only until the next following AGM and shall then be eligible for re-election but shall not be taken into account in determining the retirement of Directors by rotation at such meeting.

Our Board has adopted the following responsibilities for effective discharge of its functions:-

- (i) To effectively represent and promote the interests of shareholders with a view to add long-term value to our Shares;

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

- (ii) To direct and supervise the management, the business and affairs of our Company including, in particular:-
 - (a) reviewing and adopting a strategic plan for our Company, including establishing company goals and ensuring that the strategic plan of our Company supports long-term value creation and includes strategies on economic, environment and social considerations underpinning sustainability;
 - (b) establishing policies for strengthening the performance of our Company including ensuring that management is proactively seeking to build the business through innovation, initiative, technology, new products and the development of its business capital;
 - (c) identifying principal risks, set the risk appetite within which our Board expects the management to operate and ensuring the implementation of appropriate systems to identify, analyse, evaluate, manage and monitor the significant financial and non-financial risks and ensuring there is a sound framework for internal controls and risk management;
 - (d) ensuring that senior management has the necessary skills and experience, and there are measures in place to provide for the orderly succession of Board and senior management;
 - (e) reviewing the adequacy and the integrity of our Company's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines;
 - (f) deciding on whatever steps are necessary to protect our Company's financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken;
 - (g) ensuring that our Company's financial statements are true and fair and conform with any applicable laws and/or regulations;
 - (h) ensuring that our Company adheres to high standards of ethics and corporate behaviour;
 - (i) together with senior management, promote good corporate governance culture within our Company which reinforces ethical, prudent and professional behaviour;
 - (j) review, challenge and decide on the management's proposals for our Company, and monitor its implementation by the management;
 - (k) supervise and assess management performance to determine whether the business is being properly managed; and
 - (l) ensure our Company has in place procedures to enable effective communication with the stakeholders;
- (iii) In the normal course of events, day-to-day management of our Company will be in the hands of management and under the stewardship of our CEO; and
- (iv) Our Board will satisfy itself that our Company is achieving the company goals.

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

As at the LPD, 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 office are as follows:-

Name	Date of appointment as Director	Date of expiration of the current term of office ⁽¹⁾	Approximate no. of years in office
Dato' Hwang Thean Long	20 December 1999	Subject to retirement at AGM in year 2027	26 years
Datuk Radzali Bin Hassan	20 December 1999	Subject to retirement at AGM in year 2027	26 years
Jeffrey Hwang	15 March 2012	Subject to retirement at AGM in year 2028	13 years
Brian Low	1 September 2024	Subject to retirement at AGM in year 2028	1 year
Dato' Lim Bee Vian	11 February 2026	Subject to retirement at AGM in year 2029	-(2)
Lam Voon Kean	11 February 2026	Subject to retirement at AGM in year 2029	-(2)
Noor Alina Binti Mohamad Faiz	11 February 2026	Subject to retirement at AGM in year 2030	-(2)
Dr. Lee Teck Kheng	11 February 2026	Subject to retirement at AGM in year 2030	-(2)

Notes:-

(1) Pursuant to our Constitution, an election of the Directors shall take place each year. At the first AGM of our Company, all the Directors shall retire from office and at the AGM in every subsequent year, 1/3 of the Directors for the time being or, if their number is not 3 or a multiple of 3, then the number nearest to 1/3 shall retire from office and be eligible for re-election provided always that all Directors shall retire from office once at least in each 3 years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

In addition, the Directors to retire in each year shall be those who have been the longest in office since their appointment or last election, but as between persons who became Directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.

(2) Appointed after the LPD.

9.3.2 Audit and Risk Management Committee

Our Audit and Risk Management Committee was established by our Board on 11 February 2026. The composition of our Audit and Risk Management Committee is set out below:-

Name	Designation	Directorship
Lam Voon Kean	Chairperson	Independent Non-Executive Director
Noor Alina Binti Mohamad Faiz	Member	Independent Non-Executive Director
Dr. Lee Teck Kheng	Member	Independent Non-Executive Director

The terms of reference of our Audit and Risk Management Committee, amongst others, include the following:-

- (i) To review the quarterly and annual financial statements of our Group, focusing particularly on:-
 - (a) any changes in or implementation of major accounting policies changes and practices;
 - (b) significant matters highlighted including financial reporting issues, significant judgement made by management, significant and unusual events or transactions, and how these matters are addressed;

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

- (c) significant adjustments arising from the audits;
- (d) compliance with applicable Financial Reporting Standards and other legal and regulatory requirements; and
- (e) the going concern assumption;
- (ii) To review any related party transactions and conflict of interest situations that arose, persist or may arise within our Group including any transaction, procedure or course of conduct that raises questions of management integrity, and the measures taken to resolve, eliminate, or mitigate such conflicts;
- (iii) To ensure that internal control system is soundly conceived and in place, effectively administered and regularly monitored;
- (iv) To cause reviews to be made of the extent of compliance with established internal policies, standards, plans and procedures;
- (v) To recommend to our Board, steps to improve the internal control system derived from the findings of the internal auditor and external auditor and from the consultations of our Audit and Risk Management Committee itself;
- (vi) To be satisfied that the strategies, plans, manning and organisation for internal auditing are communicated down through our Group specifically:-
 - (a) To review the adequacy of the scope, competency and resources of the internal audit function, and that it has the necessary authority to carry out its work;
 - (b) To review the internal audit plans and to be satisfied as to their consistency with the Risk Management Framework used, adequacy of coverage and audit methodologies employed;
 - (c) To be satisfied that internal audit has the competency and qualifications to enable them to complete their mandates and approved audit plans;
 - (d) To review internal audit plan, processes, the results of the internal audit assessments, investigation undertaken, and ensure that proper action is taken on the recommendations of the internal audit function;
 - (e) To recommend any broader reviews deemed appropriate as a consequence of the issues or concerns identified;
 - (f) To review any appraisal or assessment of the performance of the members of the internal audit, approve any appointment or termination of senior staff members of the internal audit function and inform itself of any resignations of internal audit staff members and reasons thereof;
 - (g) To ensure internal auditor has full, free and unrestricted access to all activities, records, property and personnel necessary to perform its duties; and
 - (h) To request and review any special audit which it deems necessary;
- (vii) To review with the external auditor the nature and scope of the audit plan, audit report, evaluation of internal controls and ensure co-ordination where more than one external auditor is involved. Our Audit and Risk Management Committee will consider a consolidated opinion on the quality of external auditing at its meetings;
- (viii) To review any matters concerning the appointment and re-appointment, audit fee and any questions of resignation or dismissal including any written explanations, and the letter of resignation from the external auditor;
- (ix) To review and evaluate factors related to the suitability, objectivity and independence of the external auditor and assist the external auditor in preserving its independence;

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

- (x) To review and approve the engagement of the external auditor in performing non-audit services within our Group, considering both the types of services rendered and the fees, such that the external auditor's position as auditors is not deemed to be compromised;
- (xi) To review the external auditors' findings arising from audits, particularly any comments and responses in management letters as well as the assistance given by the employees of our Group to the external auditor in order to be satisfied that appropriate action is being taken;
- (xii) To review with the external auditor the statement of internal control of our Group for inclusion in the annual report;
- (xiii) To prepare the annual Audit and Risk Management Committee report to our Board for inclusion in the annual report;
- (xiv) To report to our Board any suspected frauds or irregularities, serious internal control deficiencies or suspected infringement of laws, rules and regulations which come to its attention, and are of sufficient importance to warrant the attention of our Board;
- (xv) To review the risk management framework adopted within our Group and to be satisfied that the methodology employed allows the identification, analysis, assessment, monitoring and communication of risks in a regular and timely manner that will allow our Group to minimise losses and maximise opportunities;
- (xvi) To review, monitor and assess the effectiveness of our Group's implementation of risk treatment/mitigation action plan(s) for the management, and control of the key risks;
- (xvii) To review and keep updated of any new or emerging trends of threats, so as to ensure that the management continues to promote risk awareness at all levels within our Group;
- (xviii) To review any significant risks that could affect our Group and assess the steps that the management has taken to manage such risks;
- (xix) Business continuity management:-
 - (a) To review and deliberate reports on business continuity testing results and recommendations;
 - (b) To review the plan and the scope as well as the effectiveness of business continuity plans;
- (xx) To review and/or act on any other matters as may be directed by our Board; and
- (xxi) To carry out any other responsibilities, functions or assignments as may be defined/agreed to by our Audit and Risk Management Committee and our Board as may be required under the Listing Requirements or other regulatory requirements.

9.3.3 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was established by our Board on 11 February 2026. The composition of our Nomination and Remuneration Committee is set out below:-

Name	Designation	Directorship
Dr. Lee Teck Kheng	Chairperson	Independent Non-Executive Director
Dato' Lim Bee Vian	Member	Senior Independent Non-Executive Director
Datuk Radzali Bin Hassan	Member	Non-Independent Non-Executive Director

The terms of reference of our Nomination and Remuneration Committee, amongst others, include the following:-

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

(i) Nomination matters

- (a) To make proposals to our Board on suitable candidates for appointment or reappointment as Directors in accordance with the Directors' Fit and Proper Policy;
- (b) To assess and recommend nominees for appointment to C-Suite Management, ensuring they possess the requisite skills, knowledge, expertise, experience, qualifications, and other core competencies;
- (c) To ensure that our Board and C-Suite Management have an appropriate balance of diversity in terms of skills, knowledge, expertise, experience, age, gender, culture, professionalism, integrity, attributes and core competencies;
- (d) To assess annually the effectiveness of our Board as a whole, our Board Committees and the contribution of each individual Director. The annual assessment to be conducted would be based on objective performance criteria as approved by our Board. All assessments and evaluations carried out by our Nomination and Remuneration Committee in the discharge of all its functions should be properly documented;
- (e) To assist our Board to assess the independence of all the Independent Directors annually;
- (f) To assist the Board in the assessment of the performance of our Board and C-Suite Management performance, with annual evaluations conducted based on objective performance criteria approved by our Board;
- (g) To facilitate our Director's induction and training programmes for continuous development of Directors to ensure our Directors keep abreast with development in the industry, regulatory changes and board business trends;
- (h) To give consideration to succession planning for Directors and other C-Suite Management, taking into account the challenges and opportunities facing our Group and the skills, expertise and gender diversity needed on our Board and senior management in the future;
- (i) To 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 our Director has submitted the Fit and Proper Declaration Form; and
- (j) To review the term of office and performance of our Nomination and Remuneration Committee and each of its members annually to determine whether our Nomination and Remuneration Committee and its members have carried out their duties in accordance with their Terms of Reference.

(ii) Remuneration matters

- (a) To recommend to our Board the general remuneration policy for Executive Directors, Non-Executive Directors and C-Suite Management with the objective of attracting, retaining and motivating Directors and C-Suite Management of the quality required;

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

- (b) To review and recommend to our Board in relation to the remuneration structures of the Executive Directors, Non-Executive Directors and C-Suite Management in all forms, taking into account the following criteria (where applicable):-
- the roles and level of responsibilities;
 - required qualification, skills, knowledge, technical competency, expertise, experience and time commitment;
 - integrity;
 - complexity of the business of our Group;
 - Group's business strategy and long-term objectives;
 - Group's performance in operating results as well as managing material sustainability risks and opportunities; and
 - Market statistics of other companies of a similar size in a comparable industry sector;
- (c) In respect of Executive Directors, to ensure that the recommended remuneration package is commensurate with skills and responsibility expected of the Director concerned and is sufficient to attract and retain Directors needed to run our Company successfully;
- (d) In respect of Non-Executive Directors, to ensure via our Board as a whole that the recommended remuneration payable reflects the experience, time demanded of the Directors to discharge their duties and responsibilities undertaken;
- (e) In respect of C-Suite Management, to ensure that the recommended remuneration package commensurate with individual's performance, skills and experience, level of responsibility as well as the market benchmarks;
- (f) To recommend performance bonus, annual increment, market adjustment and promotion increment to our Board for consideration and approval;
- (g) To engage external professional advisors to assist and/or advise our Nomination and Remuneration Committee, on remuneration matters, where necessary;
- (h) To review the fees of the Non-Executive Directors and any benefits payable to them including any compensation for loss of employment of Director or former Director before recommending to the Board for presentation to the shareholders for approval;
- (i) To provide clarification to shareholders during general meetings on matters pertaining to remuneration of Directors and C-Suite management as well as the overall remuneration framework of our Company; and
- (j) To review the policies and procedures of the remuneration framework as and when necessary.

(iii) Other responsibilities

To carry out any other responsibilities, functions or assignments as may be defined by our Board as may be required under the Listing Requirements or other regulatory requirements.

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

9.4 Key Senior Management

9.4.1 Shareholdings in our Company

The table below sets out the direct and indirect shareholdings of each of our Key Senior Management (other than our Executive Directors which are disclosed in **Section 9.2.1** of this Prospectus) in our Company before and after our IPO, assuming our Key Senior Management subscribe for their respective entitlements under the Pink Form Allocations in full as set out in **Section 4.3.1(ii)** of this Prospectus:-

Name	Before our IPO				After our IPO			
	Direct		Indirect		Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%
Sim Gaik Lan	-	-	-	-	500,000	0.03	-	-
Whong Poh Choon	-	-	-	-	500,000	0.03	-	-
Ang Toon Yoon	-	-	-	-	500,000	0.03	-	-
Balaguru A/L Shanmugam	-	-	-	-	500,000	0.03	-	-
Mohammed Iqbal Siddiqui	-	-	-	-	500,000	0.03	-	-
Chen Bo	-	-	-	-	-	-	-	-
Yuan Lin Hui	-	-	-	-	-	-	-	-
Chan Kok Yeow	-	-	-	-	500,000	0.03	-	-

Notes:-

(1) Based on our issued share capital comprising 1,297,500,000 Shares after the Pre-IPO Restructuring but before our IPO.

(2) Based on our enlarged issued share capital comprising 1,500,000,000 Shares after our IPO.

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

9.4.2 Profiles of our Key Senior Management

The profiles of our Executive Directors who are also part of our Key Senior Management are set out in **Section 9.2.2** of this Prospectus and the profiles of our remaining Key Senior Management are as follows:-

(i) Sim Gaik Lan
CFO

Sim Gaik Lan, a Malaysian aged 46, is our CFO. She is responsible for the financial management of our Group as well as overseeing the statutory reporting and internal management reporting functions of our Group, ensuring appropriate financial planning and financial corporate compliance, treasury, tax and other finance operations.

She graduated with a Bachelor of Accounting (Honours) in 2002 and obtained her Master of Business Administration from Universiti Sains Malaysia in 2014. She was admitted as a member of the Malaysian Institute of Accountants in 2006. She has over 20 years of experience in finance, including audit, financial planning and analysis and overseeing corporate finance functions.

She began her career in 2002 as an audit assistant at Ahmad Abdullah & Goh, an audit firm, where she was involved in statutory audit engagements until 2003. Between 2003 and 2007, she served as a finance officer and later as a senior finance officer at Sitt Tatt Company Sdn Bhd, a company engaged in logistics and warehousing services, where her responsibilities included financial reporting as well as financial planning and analysis.

In 2007, she joined Globetronics Sdn Bhd (a subsidiary of Globetronics Technology Berhad, a company listed on the Main Market) as a finance officer. She later served in several roles including senior finance officer, finance section manager, finance department manager and senior finance department manager before being promoted to finance director in 2022, a position she held until 2024. In this role, she oversaw the overall finance function of the company, covering financial planning and analysis, reporting, taxation, treasury, payroll and other corporate matters.

She subsequently joined our Group as CFO in 2025, where she assumed her current responsibilities.

Further details of her directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.4.3** of this Prospectus.

(ii) Whong Poh Choon
Vice President, Strategic Customers Management

Whong Poh Choon, a Malaysian aged 58, is our Vice President, Strategic Customers Management. He is responsible for retaining, growing and building relationships with long-term strategic customers, focusing on long-term value, retention and expansion by influencing development roadmaps through customer insights as well as supporting progressive business growth and commercial targets by protecting revenue continuity, resolving escalations and ensuring long-term strategic customers' satisfaction.

He graduated with a Diploma in Technology (Electronic Engineering) from Tunku Abdul Rahman College, Malaysia in 1991 and obtained his Master of Science in Management of Manufacture from Coventry University, United Kingdom in 1994. He has over 30 years of experience in electronics manufacturing, product development, business management and operations.

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

He began his career in 1992 as an Electronics Engineer at Sony Electronics (Malaysia) Sdn Bhd, where he was responsible for overseeing test equipment for compact disc player and hi-fi products, before leaving the company in the same year.

He subsequently joined Unico Technology Sdn Bhd in 1995 as the New Product Engineer, where he was responsible for managing the new product introduction programme for Intel's new motherboard projects, including coordination and oversight of prototype sample development and evaluation until 1996.

In 1997, he joined our Group as a New Product Engineer and was subsequently promoted through several positions, including New Product Manager, Planning Manager, Operation Director and Business Development Director. He was subsequently appointed as the CEO of QFSB in 2011. In his capacity as CEO of QFSB, he is responsible for overseeing the overall business and operations of QFSB, with a focus on driving top-line revenue growth and optimising bottom-line profitability, including maintaining and expanding sales from existing customers, exploring new markets and acquiring new customers, strengthening operational efficiency and maintaining high quality standards, as well as enhancing programme management capabilities to support the conversion of new projects into mass production sales.

He was subsequently redesignated as Vice President of Strategic Customers Management, Malaysia Operations in 2026 and assumed his current responsibilities.

Further details of his directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.4.3** of this Prospectus.

(iii) Ang Toon Yoon
Vice President, IC Substrate Operations

Ang Toon Yoon, a Malaysian aged 57, is our Vice President, IC Substrate Operations. He is responsible for overseeing the IC substrate business and operations at the Batu Kawan Plant, with a focus on ramping up production to meet increasing customer demand and drives end-to-end IC substrate operational execution, including prototype build to manufacturing and quality assurance to ensure product delivery, cost efficiency and quality performance for our customers.

He graduated with a Diploma in Technology (Materials Engineering) from Tunku Abdul Rahman College in 1992 and obtained his Master of Science in Manufacturing Systems Engineering from the Queen's University of Belfast, United Kingdom in 1993. He has over 30 years of experience in operations management, manufacturing and business leadership across the medical device, semiconductors and electronic manufacturing services.

He began his career in 1993 as a Quality Engineer at Advanced Micro Devices Global Services (M) Sdn Bhd, where he was responsible for process and product quality in assembly and test manufacturing until 1995. He later joined Intel Technology Sdn Bhd in 1995 as the Technology Development Process and Equipment Engineer and was subsequently promoted through several positions, including Technology Development Integration Manager, before assuming the role of Senior Engineering Manager in 2007, where he was responsible for overseeing safety, quality, yield, cost and equipment performance for assembly and test operations at the Kulim assembly and test facility.

He subsequently left Intel Technology Sdn Bhd in 2011 and joined First Solar Malaysia Sdn Bhd in the same year as Manufacturing Director, where he was responsible for the overall operations of 2 solar panel manufacturing plants in Kulim before leaving the company in 2013.

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

Between 2013 and 2015, he joined Bard Sdn Bhd as the Operations Manager, where he was managing manufacturing operations of the catheter plant and leading the operations team. From 2015 to 2017, he joined Siangpack Sdn Bhd (presently known as Hartmann Packaging (M) Sdn Bhd) as General Manager, where he managed plant operations across functions including operations, sales, purchasing, quality assurance, finance and administration.

From 2017 to 2020, he served as General Manager at Plexus Manufacturing Sdn Bhd ("**Plexus**"), where he was responsible for the overall operational and financial performance of the manufacturing plant under the medical devices division. He then left Plexus and joined Teleflex Medical Sdn Bhd, as Head of Operations for the Asia-Pacific Region from 2020 to 2021, where he oversaw the overall operational and financial performance across the group's manufacturing plants in Malaysia and India.

From 2021 to 2022, he rejoined Plexus and served as Vice President of Operations, responsible for overall operational and financial performance of four manufacturing sites.

He joined our Group in 2022 as the CEO under QISB and was subsequently redesignated as Vice President of IC Substrate Operations, Malaysia Operations in 2026, where he assumed his current responsibilities.

Further details of his directorships or principal business activities performed outside our Group as at the LPD are set out in **Section 9.4.3** of this Prospectus.

(iv) Balaguru A/L Shanmugam
Vice President, FPC Operations

Balaguru A/L Shanmugam, a Malaysian aged 62, is our Vice President, FPC Operations. He is responsible for overseeing FPC business and operations at the Bayan Lepas Plant, with a focus on ramping up production to meet increasing customer demand through electronics engineering talent development and best-known-practices implementation and drives end-to-end FPC operational execution, including prototype build to manufacturing and supply chain to ensure product delivery, cost efficiency and quality performance for our customers.

He graduated with a Bachelor of Science with Honours from University of Malaya in 1987. He has over 35 years of experience in the electrical and electronics industry.

He began his career in 1989 when he joined Sony Electronics (M) Sdn Bhd, a manufacturer of audio products, as a materials officer. In 1990, he left Sony Electronics (M) Sdn Bhd and joined Philips Audio Sdn Bhd, also a manufacturer of audio products, as a planning officer, responsible for production scheduling and material requirements, and was promoted to Manufacturing Manager in 1992 until 1997, where he was responsible for overseeing production.

In 1997, he joined Lemtronics Sdn Bhd, a company engaged in the manufacture of power tools, automotive and medical products. He held various managerial roles, including Production Manager, Division Head of Quality Assurance and Division Head of Quality Engineering before being promoted to Division Head of Quality Engineering and Operations in 2005, where he was responsible for quality management, engineering functions and production. He remained with Lemtronics Sdn Bhd until 2007.

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

Between 2007 and 2014, he served at SimpleTech Electronics Sdn Bhd (which later became STEC Technology Sdn Bhd and was subsequently known as HGST Technologies Malaysia Sdn Bhd), a data storage products manufacturer, where he held senior quality management roles including Quality Director and Global Senior Director of Quality. He subsequently joined Plexus Manufacturing Sdn Bhd in 2014 as Regional Director of Quality and later Hotayi Electronic (M) Sdn Bhd in 2018 as Quality Director, a position he held until 2019. In these roles, he was responsible for overseeing quality management functions, including product and supplier quality.

He joined our Group as Manufacturing Director in 2019 and was re-designated as Operations Director in 2020. He was then promoted to Deputy General Manager and General Manager of the Bayan Lepas Plant in 2021 and 2024, respectively. He was redesignated as Vice President of FPC Operations, Malaysia Operations in 2026, where he assumed his current responsibilities.

(v) Mohammed Iqbal Siddiqui
Vice President, Development

Mohammed Iqbal Siddiqui, an Indian citizen aged 52, is our Vice President, Development. He is responsible for overseeing technology and business development with a focus on identifying and commercialising new business opportunities by integrating customer requirements, market trends and SQAI Group's technological capabilities as well as drives business growth through customer development, technology roadmap, product engineering and effective transfer of new programs into operations for scalable execution.

He graduated with a Bachelor of Science in Mechanical Engineering from Aligarh Muslim University, India in 1998. He has over 25 years of experience in the electrical and electronics industry, spanning engineering, operations and corporate management.

He began his career in 1998 as a trainee engineer at Fusion Electronics Pvt Ltd ("**Fusion Electronics**") in India, a company principally engaged in the manufacture of FPC. He was subsequently promoted to Manager of Quality Assurance and Product Development in 1999, where he was responsible for product quality and development as well as leading the company's technology transformation. He was also responsible for managing the company's quality management systems, led the quality engineering function and facilitated internal and external audits.

In 2006, he was appointed as Plant Manager, a position he held until 2015, where he oversaw overall plant operations. In this role, he developed key operational functions by establishing systems, recruiting and training staff and led initiatives to enhance operational performance. During his career with Fusion Electronics, he gained exposure in quality assurance, product development, engineering, purchasing, human resources and technical sales.

Between 2016 and 2017, he pursued an independent venture focused on developing a business plan for the establishment of a FPC manufacturing facility in India and exploring potential investment opportunities for the project.

He joined our Group as Operations Director in 2017, where he assisted in setting up the Batu Kawan Plant and subsequently oversaw its operations. In 2022, he assumed the position of General Manager of Group Strategy and Development, responsible for overseeing our Group's strategic planning and business development initiatives. He was subsequently redesignated as Vice President of Development, Malaysia Operations in 2026, where he assumed his current responsibilities.

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

(vi) Chen Bo
Vice President, Manufacturing

Chen Bo, a Chinese citizen aged 50, is our Vice President, Manufacturing. He is responsible for implementing various indicators issued by the manufacturing centre, coordinating functions between departments, establishing and maintaining internal management systems within departments, continuously promoting and improving efficiency and quality indicators, and enhancing quality skills in the Xiamen Plant.

He graduated with a Bachelor of Mechatronics from Kunming University of Science and Technology, PRC in 1998. He has over 25 years of experience in engineering, research and development, and production management in the FPC and SMT industry.

He began his career in 1998 as a Technician in the Research and Development Department at Longtexin Electronics (Dongguan) Co., Ltd, where he was involved in project research and development as well as sample coordination. He subsequently served as an Engineering Department Engineer at Yashin Electronics (Dongguan) Co., Ltd from 2000 to 2004, focusing on development of pre-production and manufacturing process technologies.

In 2004, he joined ZTE Xinyu (Shenzhen) Electronics Co., Ltd as an Engineer and Deputy Manager of the Engineering Department, where he was responsible for research and development, process design and process technology.

In 2005, he joined our Group as a Process Technology Manager under SHTEI, where he was primarily responsible for research and development, sample production and process design before leaving our Group in 2008.

Between late 2008 and 2011, he served as Vice President of Zhongruan Xinda Electronics (Shenzhen) Co., Ltd, overseeing the company's research and development, engineering and quality management functions.

He later re-joined our Group in 2011, where he served as Deputy General Manager of the Manufacturing Centre and was subsequently redesignated as Vice President of Manufacturing, PRC Operations in 2026, where he assumed his current responsibilities.

(vii) Yuan Lin Hui
Vice President, Quality and Engineering

Yuan Lin Hui, a Chinese citizen aged 45, is our Vice President, Quality and Engineering. He is responsible for work planning and management of the quality and technology centre, overseeing the design engineering, research and development, as well as the quality assurance department in the Xiamen Plant.

He graduated with an Industrial and Management Engineering from Hunan University, PRC in 2002. He has over 20 years of experience in engineering management, product design, quality assurance, and research and development in the electronic components manufacturing industry.

He began his career in 2000 as an Equipment Maintenance Worker at Xiamen Faratronics Co., Ltd., where he was responsible for the maintenance and repair of machinery and equipment involved in the development and manufacturing of thin-film capacitors.

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

He joined our Group in 2004 as an Equipment Maintenance Engineer, where he was responsible for maintenance, repair and management of production equipment. He was subsequently promoted to Design Engineer, Supervisor of the Design Centre and Manager of the Quality Assurance and Design Engineering Centre. He was responsible for the planning and management of the design department, overseeing work planning and management of the Design Engineering Centre and managed the design engineering and quality assurance and design engineering centres.

He was promoted to Deputy General Manager of Quality Assurance and Design Engineering Centre in 2016 and was subsequently redesignated as Vice President of Quality and Engineering, PRC Operations in 2026, where he assumed his current responsibilities.

(viii) Chan Kok Yeow
Vice President, Administration

Chan Kok Yeow, a Malaysian aged 50, is our Vice President, Administration. He is responsible for managing and overseeing administrative functions such as purchasing department, human resource (HR) department, information technology (IT) department and warehouse in the Xiamen Plant.

He graduated a Bachelor of Engineering with Honours in Mechanical Engineering from Universiti Sains Malaysia in 1999. He has over 25 years of experience in the electrical and electronics industry, spanning operations, supply chain and administrative management.

He began his career in 1999 as a Process Engineer at Renesas Semiconductor (Malaysia) Sdn Bhd, a company principally involved in the manufacture and sale of silicon transistors and integrated circuits, where he was involved in the cutting and marking processes in manufacturing operations.

He left Renesas Semiconductor (Malaysia) Sdn Bhd in 2003 and in the same year, he joined Agilent Technologies (Malaysia) Sdn Bhd, a company principally involved in the manufacture of semiconductor components, as a New Product Introduction Engineer. Following the divestiture of Agilent Technologies' semiconductor products business in 2005, which subsequently became Avago Technologies, he transitioned to Avago Technologies (M) Sdn Bhd as an Outsourcing Manager. He was responsible for managing outsourcing activities, including vendor evaluation and coordination with external parties.

In 2011, he left Avago Technologies (M) Sdn Bhd and joined our Group as a Procurement Manager under SHTEI, where he was involved in purchasing activities, including sourcing of materials and equipment, before leaving in 2012.

Between 2012 and 2015, he joined Inari Technology Sdn Bhd, a company involved in outsourced semiconductor assembly and test as well as electronics manufacturing services, as Senior Supply Chain Manager. In this role, his responsibilities including materials planning, supplier management and overseeing warehouse operations.

He re-joined our Group as our Deputy General Manager of Administration of SHTEI in 2015 and was subsequently redesignated as Vice President of Administration Centre, PRC Operations in 2026, where he assumed his current responsibilities.

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

9.4.3 Involvement of our Key Senior Management in other businesses and corporations outside our Group

Save as disclosed below, none of our Key Senior Management are involved in any principal business activities outside our Group as at the LPD or has any directorships outside our Group at present and in the past 5 years prior to the LPD:-

(i) Sim Gaik Lan

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present directorships and other involvement in principal business activities outside our Group:-</u>				
JMACC Services PLT	Providing accounting and payroll services	• Partner	17 March 2025	-

(ii) Whong Poh Choon

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u>Present directorships and other involvement in principal business activities outside our Group:-</u>				
QBPO	Dormant	• Director	28 August 2008	-

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

(iii) Ang Toon Yoon

Company	Principal business activities	Nature of relationship	Date of appointment as director	Date of cessation as director
<u><i>Past directorships:-</i></u> Teleflex Medical Sdn Bhd	Manufacture of latex medical products and plastic medical devices, provision of manufacturing services for latex and plastic medical products	• Director	3 August 2020	24 June 2021
Inmed Manufacturing Sdn Bhd	Activities of holding companies	• Director	3 August 2020	8 July 2021

The involvements of our Key Senior Management mentioned above in other principal business activities outside of our Group will not affect their commitment and responsibilities to our Group in their roles as one of our Key Senior Management given that the day-to-day management and operations of the business is managed by the other shareholders and supported by an independent management team.

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

9.5 Remuneration of Directors and Key Senior Management

9.5.1 Directors

(i) FYE 2025 (paid)

Director	Fixed and non-deferred remuneration			Variable and non-deferred remuneration		Total (RM'000)
	Director's fee (RM'000)	Salary (RM'000)	*Statutory Contributions (RM'000)	Bonus (RM'000)	Benefit-in-kind (RM'000)	
<u>Executive Directors</u>						
Jeffrey Hwang	-	371	75	230	23	699
Brian Low	-	511	58	205	-	774
<u>Non-Executive Directors</u>						
Dato' Hwang Thean Long	20	150	5	30	-	205
Datuk Radzali Bin Hassan	20	-	-	-	-	20
Dato' Lim Bee Vian ⁽¹⁾	-	-	-	-	-	-
Lam Voon Kean ⁽¹⁾	-	-	-	-	-	-
Noor Alina Binti Mohamad Faiz ⁽¹⁾	-	-	-	-	-	-
Dr. Lee Teck Kheng ⁽¹⁾	-	-	-	-	-	-

Note:-

(1) Our Independent Non-Executive Directors were appointed on 11 February 2026.

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

(ii) FYE 2026 (proposed to be paid)

Name	Fixed and non-deferred remuneration			Variable and non-deferred remuneration		Total		
	Director's Fee (RM'000)	Salary (RM'000)	Statutory Contributions (RM'000)	Bonus (RM'000)	Benefit-in-kind (RM'000)	Paid as at the LPD (RM'000)	Expected to be paid (RM'000)	Total (RM'000)
<u>Executive Directors</u>								
Jeffrey Hwang	-	401	56	122	74	395	258	653
Brian Low	-	570	58	213	-	348	493	841
<u>Non-Executive Directors</u>								
Dato' Hwang Thean Long	23	(1)80	1	20	11	112	23	135
Datuk Radzali Bin Hassan	20	-	-	-	-	-	20	20
Dato' Lim Bee Vian	23	-	-	-	-	-	23	23
Lam Voon Kean	23	-	-	-	-	-	23	23
Noor Alina Binti Mohamad Faiz	20	-	-	-	-	-	20	20
Dr. Lee Teck Kheng	23	-	-	-	-	-	23	23

Note:-

(1) *The salary received by Dato' Hwang Thean Long represents salary up to the LPD, subsequent to the redesignation to Non-Independent Non-Executive Chairman he will entitled to receive Director's fee only.*

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

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

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

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

Key Senior Management	Remuneration band	
	FYE 2025 (paid) (RM'000)	FYE 2026 (proposed) (RM'000)
Sim Gaik Lan	(1)100 - 150	400 - 450
<u>Malaysia Operations</u>		
Whong Poh Choon	600 - 650	600 - 650
Ang Toon Yoon	600 - 650	600 - 650
Balaguru A/L Shanmugam	550 - 600	550 - 600
Mohammed Iqbal Siddiqui	450 - 500	500 - 550
<u>PRC Operations</u>		
Chen Bo	350 - 400	400 - 450
Yuan Lin Hui	350 - 400	400 - 450
Chan Kok Yeow	300 - 350	350 - 400

Note:-

(1) Sim Gaik Lan, our CFO, joined our Group in January 2025.

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

9.6 Declaration from our Promoters, Directors and Key Senior Management

As at the LPD, save as disclosed below, none of our Promoters, Directors and Key Senior Management is or has been involved in any of the following events (whether in or outside Malaysia):-

- (i) in the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against 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) such person was disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) in the last 10 years, such person was charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last 10 years, any judgment was entered against such person, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (v) in the last 10 years, such person was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;

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

- (vi) such person was the subject of any order, judgment or ruling of any court, government, or regulatory authority or body temporarily enjoining him from engaging in any type of business practice or activity;
- (vii) in the last 10 years, such person has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (viii) any unsatisfied judgment against such person.

In respect of item (vii) above, Sim Gaik Lan, our CFO, had received a warning letter from the SC dated 16 February 2021 regarding an alleged insider trading matter in April 2016, when she was a finance manager at a subsidiary of Globetronics Technology Berhad. The matter occurred approximately 10 years ago in 2016 and to the best of our Company's and Sim Gaik Lan's knowledge, no charge or any criminal proceeding has been instituted against her in any court of law in relation to the matter and no other claims were made by the SC against her subsequent to the issuance of the warning letter. This matter did not involve our Company nor any of our subsidiaries.

9.7 Key technical personnel

Save for our CFO, Sim Gaik Lan, and our Vice President, Administration, Chan Kok Yeow, the remaining members of our Key Senior Management are also our key technical personnel.

9.8 Associations or family relationships between our Promoters, substantial shareholders, Directors and Key Senior Management

Save as disclosed below, there is no other family relationship and/or association between any of our Promoters, substantial shareholders, Directors and Key Senior Management:-

- (i) Dato' Hwang Thean Long, our Non-Independent Non-Executive Chairman, is father of Jeffrey Hwang, who is our Promoter, substantial shareholder, Managing Director and CEO.
- (ii) Jeffrey Hwang, our Managing Director and CEO, Promoter and substantial shareholder, is:-
 - (a) the son of Dato' Hwang Thean Long, who is our Non-Independent Non-Executive Chairman; and
 - (b) the nephew of Brian Low, our Promoter, substantial shareholder, Executive Director and President of PRC Operations.
- (iii) Brian Low, our Promoter, substantial shareholder, Executive Director and President of PRC Operations, is the uncle of Jeffrey Hwang, our Promoter, substantial shareholder, Managing Director and CEO.

9.9 Service agreements

As at the date of this Prospectus, none of our Directors and/or Key Senior Management has any existing or proposed service agreement with our Group which provide for benefits upon termination of employment.

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

9.10 Management reporting structure

The management reporting structure of our Group is as follows:-

