

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

9.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

9.1.1 Profiles of our Promoters and Substantial Shareholders

(i) Loo Chuu Lin, our Promoter and Substantial Shareholder

Loo Chuu Lin, a Malaysian aged 69, is our Promoter, Non-Independent Non-Executive Director and Substantial Shareholder. He was appointed to our Board on 13 March 2020. He has over 14 years of experience in the F&B industry.

He started his business ventures in the refrigeration and air conditioning industry in August 1980 through the setting up of various businesses and companies including Zon Utara, a sole proprietorship which has ceased operations in December 2015 and Z.U. Engineering Sdn Bhd in May 1994 to carry out the supply of air conditioning and ventilators until it ceased operations in 2019.

He is a director and shareholder of Loob Holding since June 2010. As our Non-Independent Non-Executive Director, Loo Chuu Lin provides strategic guidance and advice on our Group's business.

Further details of his directorships in other private limited companies are set out in Section 9.2.3 of this Prospectus.

(ii) Bryan Loo, our Promoter and Substantial Shareholder

Bryan Loo, a Malaysian aged 39, is our Promoter, Non-Independent Executive Director, CEO and Substantial Shareholder. He was appointed to our Board on 23 December 2019.

He graduated with a Bachelor of Science from Monash University, Melbourne, Australia in March 2007. He has over 14 years of experience in the F&B industry and was presented as the Top Nominee for Ernst & Young Entrepreneur of the Year Malaysia in 2013.

In July 2007, he began his career with StemLife Berhad as Marketing and Sales Executive where his responsibilities included promoting the company's products to medical specialists. He left StemLife Berhad in September 2007 and took a six (6)-month career break. In March 2008, he joined Ipsos Sdn Bhd as Field Executive where he was responsible for overseeing the data collection process for medical research, focusing on gathering insights from healthcare professionals. He left Ipsos Sdn Bhd in July 2009 and began exploring potential business ventures of his own.

In June 2010, he started his business venture in the F&B industry by setting up Loob Holding. He subsequently assumed the role of Managing Director beginning September 2010 upon commencement of the company's operations. As Managing Director, he is responsible for the overall day-to-day business operations and the strategic direction of Loob Holding and its subsidiaries ("**Loob Holding Group**"), including the overall business plans, future growth and long-term strategies of Loob Holding Group. In March 2015, he was redesignated to CEO where he continued to carry out the same responsibilities that he undertook as a Managing Director. He is instrumental in the growth and development of Loob Holding Group. He led Loob Holding Group's business operations and expansion, establishing various franchise stores and F&B establishments. Under his stewardship, Loob Holding Group ventured beyond the Malaysian borders into international markets such as Brunei, Cambodia, Canada, Mauritius, Myanmar, Vietnam and the Philippines.

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

Further details of his directorships in other private limited companies are set out in Section 9.2.3 of this Prospectus.

(iii) **Loo Chee Leng, our Promoter and Substantial Shareholder**

Loo Chee Leng, a Malaysian aged 43, is our Promoter, Non-Independent Executive Director, COO and Substantial Shareholder. She was appointed to our Board on 23 December 2019.

She graduated with a Bachelor of Engineering in Chemical Process Engineering from the University of Sheffield, the United Kingdom in July 2003. She has over 21 years of experience across various fields, including technical engineering, sales, marketing, strategy and portfolio management.

In 2003, she began her career with a company within the Petronas group of companies as International Marketing Specialist for Malaysia Liquid Nitrogen Gas ("MLNG") where she was responsible for the sales and marketing of MLNG in the region. She left Petronas and joined Shell Malaysia Trading Sdn Bhd in 2004 as Technical Sales Engineer in the Liquefied Petroleum Gas (LPG) business unit where her responsibilities included promoting LPG to commercial users such as restaurants and factories. In 2006, she was promoted to Key Account Manager in the lubricants business unit where she was responsible for the sales and marketing of lubricants to key accounts. She was seconded to Shell Deutschland Schmierstoff GmbH, Germany from 2008 to 2010 as E-Business Specialist where she was involved in designing and implementing digital route-to-market and digital channel strategies for the lubricant business in Germany. In 2010, she was promoted to Business Development Advisor where she was involved in the setting up of lubricant plants across the Asia Pacific region.

She left Shell Malaysia Trading Sdn Bhd in June 2012 and joined Loob Holding Group as General Manager in July 2012 where she was actively involved in the day-to-day operations of Loob Holding Group. She was promoted to her current role of COO in March 2015 where she is primarily responsible for overseeing the administrative and operational functions of Loob Holding Group.

Further details of her directorships in other private limited companies are set out in Section 9.2.3 of this Prospectus.

(iv) **Singli Aerovest, our Substantial Shareholder**

Singli Aerovest is our Substantial Shareholder having 5.4% equity interest in our Company.

Singli Aerovest was incorporated in Malaysia under the Act on 25 February 2019 as a private limited company under its present name. Singli Aerovest is principally engaged in cleaning of trains, buses and planes and activities of holding companies.

As at the LPD, the issued share capital of Singli Aerovest is RM2,500,000 comprising 2,500,000 ordinary shares.

The directors of Singli Aerovest are Dato' Mah Yew Lay and Mah Kok Weng.

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

The shareholders of Singli Aerovest and their respective shareholding in Singli Aerovest as at the LPD are as follows:

Shareholder	Nationality	Direct		Indirect	
		No. of ordinary shares	%	No. of ordinary shares	%
Dato' Mah Yew Lay	Malaysian	1,750,000	70.0	-	-
Mah Kok Weng	Malaysian	750,000	30.0	-	-

(v) Uttama, our Substantial Shareholder

Uttama is our Substantial Shareholder having 30.0% equity interest in our Company.

Uttama was incorporated in British Virgin Islands ("BVI") under the BVI Business Companies Act 2004 on 20 July 2018 as a private limited company. Uttama is an investment holding company and was incorporated as a special purpose vehicle to hold the investment of Creador IV, being a closed-end fund, in our Company.

As at the LPD, the issued share capital of Uttama is USD1.00 comprising 1 ordinary share. The director of Uttama is Yoong Tai Mai. The shareholder of Uttama and its shareholding in Uttama as at the LPD are as follows:

Shareholder	Country of incorporation	Direct		Indirect	
		No. of ordinary shares	%	No. of ordinary shares	%
Creador IV	Republic of Mauritius	1	100.0	-	-

Creador IV is a limited partnership formed under the laws of the Republic of Mauritius and licenced by the Financial Services Commission of the Republic of Mauritius to operate as a closed-end fund. Creador IV is managed by a fund manager, namely Creador Management IV Ltd which is responsible for the conduct and affairs of Creador IV.

Creador Management IV Ltd is formed under the laws of the Republic of Mauritius as a private company limited by shares with limited life and holds a collective investment scheme manager licence granted by the Financial Services Commission of the Republic of Mauritius. Accordingly, Creador Management IV Ltd manages the portfolio investments of Creador IV which include its investment in our Company through Uttama.

Creador IV's interest in our Company, being one of its investee companies, is for investment purposes only where it does not participate in the day-to-day management and operations of such investee companies.

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

As at the LPD, Creador IV is diversely owned by 72 partners (out of which six (6) are affiliated partners which are associated or connected to the Creador Persons and the remaining 66 are limited partners which are not affiliated to the Creador Persons) which include institutions such as university endowment funds, pension funds, fund of funds, foundations, not-for-profit organisations and family offices from North America, Europe and Asia, with interests ranging from 0.02% to 13.8%.

No single partner of Creador IV has any control or ability to participate in the management of Creador IV or ultimately Creador IV's investee companies, including Uttama.

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

9.1.2 Shareholding of our Promoters and Substantial Shareholders

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

Name/Nationality/Country of incorporation	Before our IPO ⁽¹⁾			After our IPO ⁽²⁾							
	Direct		Indirect	Assuming the Over-allotment Option is not exercised			Assuming the Over-allotment Option is fully exercised ⁽³⁾				
	No. of Shares	%		No. of Shares	%	No. of Shares	No. of Shares	%	No. of Shares		
	('000)		('000)								
Promoters and Substantial Shareholders											
Loo Chuu Lin/Malaysian	224,299	20.2	-	-	208,317	17.8	-	-	208,317	17.8	-
Bryan Loo/Malaysian	242,551	21.8	-	-	225,268	19.3	-	-	225,268	19.3	-
Loo Chee Leng/Malaysian	189,492	17.1	-	-	175,989	15.1	-	-	175,989	15.1	-
Substantial Shareholders											
Singli Aerovest/Malaysia	59,644	5.4	-	-	47,952	4.1	-	-	47,952	4.1	-
Dato' Mah Yew Lay/Malaysian	-	-	59,644	⁽⁴⁾ 5.4	-	-	47,952	⁽⁴⁾ 4.1	-	-	47,952 ⁽⁴⁾ 4.1
Mah Kok Weng/Malaysian	-	-	59,644	⁽⁴⁾ 5.4	-	-	47,952	⁽⁴⁾ 4.1	-	-	47,952 ⁽⁴⁾ 4.1
Uttama/British Virgin Islands	333,219	30.0	-	-	99,381	8.5	-	-	46,768	4.0	-
Creador IV/Republic of Mauritius	-	-	333,219	⁽⁵⁾ 30.0	-	-	99,381	⁽⁵⁾ 8.5	-	-	46,768 ⁽⁵⁾ 4.0

Notes:

(1) Based on the issued Shares of 1,110,728,703 after the Pre-IPO Restructuring.

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

- (3) Assuming an Over-allotment Option of up to an aggregate of 52,613,500 IPO Shares, representing up to 15.0% of the total number of IPO Shares offered.
- (4) Deemed interested by virtue of his shareholding in Singli Aerovest pursuant to Section 8(4) of the Act.
- (5) Deemed interested by virtue of its shareholding in Uttama pursuant to Section 8(4) of the Act.

9.1.3 Changes in our Promoters' and Substantial Shareholders' shareholdings in our Company

The following table sets out the changes in our Promoters' and Substantial Shareholders' shareholdings in our Company for the past three (3) years up to the LPD:

Name/Nationality/Country of incorporation	As at 30 June 2022			As at 30 June 2023		
	Direct		Indirect	Direct		Indirect
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%
Promoters and Substantial Shareholders						
Loo Chuu Lin/Malaysian	-	-	-	-	-	-
Bryan Loo/Malaysian	1	50.0	-	-	1	50.0
Loo Chee Leng/Malaysian	1	50.0	-	-	1	50.0
Substantial Shareholders						
Singli Aerovest/Malaysia	-	-	-	-	-	-
Dato' Mah Yew Lay/Malaysian	-	-	-	-	-	-
Mah Kok Weng/Malaysian	-	-	-	-	-	-
Uttama/British Virgin Islands	-	-	-	-	-	-
Creador IV/Republic of Mauritius	-	-	-	-	-	-

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

Name/Nationality/Country of incorporation	As at 30 June 2024		After the Pre-IPO Restructuring/[As at the LPD]	
	Direct		Indirect	
	No. of Shares	(1)%	No. of Shares	(1)%
Promoters and Substantial Shareholders				
Loo Chuu Lin/Malaysian	-	-	-	-
Bryan Loo/Malaysian	1	50.0	-	-
Loo Chee Leng/Malaysian	1	50.0	-	-
Substantial Shareholders				
Singli Aerovest/Malaysia	-	-	-	-
Dato' Mah Yew Lay/Malaysian	-	-	-	-
Mah Kok Weng/Malaysian	-	-	-	-
Uttama/British Virgin Islands	-	-	-	-
Creador IV/Republic of Mauritius	-	-	-	-

Notes:

- (1) Based on the two (2) issued Shares before the Pre-IPO Restructuring.
- (2) Based on the issued Shares of 1,110,728,703 after the Pre-IPO Restructuring.
- (3) Deemed interested by virtue of his shareholding in Singli Aerovest pursuant to Section 8(4) of the Act.
- (4) Deemed interested by virtue of its shareholding in Uttama pursuant to Section 8(4) of the Act.

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

9.2 BOARD OF DIRECTORS

Our Board acknowledges and takes cognisance of the MCCG which contains recommendations to improve upon or to enhance corporate governance as an integral part of the business activities and culture of such companies.

Our Board comprises at least 30% women Directors and half of our Board comprises Independent Directors as per the recommendations under the MCCG.

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

Within the limits set by our Constitution, our Board is responsible for the governance and management of our Group. To ensure the effective discharge of its functions, our Board has set out, among others, the following key responsibilities in the board charter:

- (i) setting the corporate values and promoting a good corporate governance culture within our Group, which reinforces ethical, prudent and professional behaviour and ensure that its obligations to shareholders and other stakeholders are met;
- (ii) reviewing, challenging, and deciding on our management's proposals and monitoring their implementation by our management;
- (iii) ensuring that our strategic plan supports long-term value creation and includes strategies on economic, environmental, and social considerations underpinning sustainability (including setting sustainability strategies, priorities and targets and communication of the same, including performance against these targets, to internal and external stakeholders), as well as evaluating its operations and set science-based emissions reductions target to support cleaner and sustainable growth;
- (iv) ensuring there is a sound framework for internal controls and risk management;
- (v) understanding and identifying the principal risks of the business of our Group and recognising that the business decisions involve the taking of appropriate risks as well as ensuring the implementation of appropriate internal control systems and mitigation measures to manage these risks;
- (vi) setting the risk appetite within which our Board expects management to operate and ensuring that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;
- (vii) ensuring that our key senior management has the necessary skills and experience and there are measures in place to provide for the orderly succession of our Board and key senior management;
- (viii) ensuring that our Company has in place procedures to enable effective, transparent and regular communication with stakeholders, including channels for stakeholders to provide their views and feedback including complaints, and such channel shall be available at all times and our Company shall acknowledge and address the stakeholders' views, feedback and complaints appropriately; and
- (ix) ensuring the integrity of our Company's financial and non-financial reporting.

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

In addition, the roles and responsibilities of our Independent Non-Executive Chairperson and CEO are clearly segregated to further enhance and preserve a balance of authority and accountability. Our Independent Non-Executive Chairperson is primarily responsible for, among others, the following:

- (i) providing leadership to our Board;
- (ii) leading our Board function, meetings and discussions as well as the adoption and implementation of good corporate governance practices in our Group;
- (iii) ensuring adequate time is allocated during Board meetings for discussion of issues tabled to our Board for deliberation as well as encouraging active participation and allow dissenting views to be freely expressed;
- (iv) ensuring quality information to facilitate decision-making is delivered to our Board in a timely manner;
- (v) chairing our Board and shareholder meetings, and ensuring the proceedings thereof comply with good conduct and best practices;
- (vi) promoting and managing constructive and respectful relations and communication among Board members, stakeholders and between our Board and our management;
- (vii) promoting our Company's commitment to ESG initiatives, sustainability, and ethical business practices; and
- (viii) ensuring that appropriate steps are taken to provide effective communication with stakeholders and that their views are communicated to our Board as a whole.

On the other hand, our CEO is primarily responsible for the day-to-day operations of our Group's business, focusing on continuous improvement and development, implementation, and achievement of corporate policies and strategies sanctioned by our Board as well as monitoring the performance of our Group against financial budgets and strategic objectives.

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

Director	Designation	Age	Nationality	Date of appointment as Director	Date of expiration of the current term of office at AGM	No. of years and months in office
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	Independent Non-Executive Chairperson	67	Malaysian	3 February 2025	Subject to retirement at our AGM to be held in 2025	Less than 1 year
Loo Chuu Lin	Non-Independent Non-Executive Director	69	Malaysian	13 March 2020	Subject to retirement at our AGM to be held in 2025	4 years 11 months

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

Director	Designation	Age	Nationality	Date of appointment as Director	Date of expiration of the current term of office at AGM	No. of years and months in office
Bryan Loo	Non-Independent Executive Director and CEO	39	Malaysian	23 December 2019	Subject to retirement at our AGM to be held in 2026	5 years 2 months
Loo Chee Leng	Non-Independent Executive Director and COO	43	Malaysian	23 December 2019	Subject to retirement at our AGM to be held in 2026	5 years 2 months
Lum Ying Ling	Non-Independent Non-Executive Director	34	Malaysian	3 February 2025	Subject to retirement at our AGM to be held in 2025	Less than 1 year
Dato' Razman Hafidz bin Abu Zarim	Independent Non-Executive Director	69	Malaysian	13 March 2020	Subject to retirement at our AGM to be held in 2025	4 years 11 months
Chen Thai Foong	Independent Non-Executive Director	62	Malaysian	3 February 2025	Subject to retirement at our AGM to be held in 2025	Less than 1 year
Low Chooi Hoon	Independent Non-Executive Director	53	Malaysian	3 February 2025	Subject to retirement at our AGM to be held in 2025	Less than 1 year
Yeow Boon Siang	Alternate Director to Loo Chuu Lin and International Business Director	44	Malaysian	13 March 2020	N/A*	4 years 11 months

Note:

* Pursuant to Clause 126(a) of our Constitution, an Alternate Director shall cease to be an Alternate Director if his appointor for any reason ceases to be a Director.

None of our other Directors represent any corporate shareholder on our Board save for Lum Ying Ling who is a representative of Uttama on our Board. Further, there are no family relationships between our Directors save for Loo Chuu Lin, Bryan Loo, Loo Chee Leng and Yeow Boon Siang. See Section 9.4 of this Prospectus for further details of the family relationships between our Promoter, Substantial Shareholders, Directors and Key Senior Management.

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

9.2.1 Profiles of our Directors

The profiles of our Directors who are also our Promoters and Substantial Shareholders are set out in Section 9.1.1 of this Prospectus.

(i) **Tan Sri Datuk Dr. Rebecca Fatima Sta Maria**

Tan Sri Datuk Dr. Rebecca Fatima Sta Maria, a Malaysian aged 67, is our Independent Non-Executive Chairperson. She was appointed to our Board on 3 February 2025.

She graduated with a Bachelor of Arts (Honours) in English Literature from the University of Malaya, Malaysia in June 1980. She also obtained a Diploma in Public Administration from the National Institute of Public Administration ("INTAN") in November 1981. She obtained a Master of Science in Counselling from Universiti Pertanian Malaysia (now known as Universiti Putra Malaysia) ("UPM") in August 1993 and subsequently obtained a Ph.D in Human Resource Development from the University of Georgia, Athens, the United States of America in August 2000. She is a Fellow of the ICDM since October 2018.

She began her career in the New Straits Times as a cub reporter in June 1980 where she was involved in news reporting before she left to pursue a diploma in public administration at INTAN in November 1980. After graduating from INTAN in November 1981, she joined the Ministry of International Trade and Industry (now known as MITI) as Assistant Director in the International Trade Division in December 1981 where she was responsible for handling international trade promotion. She then left to join ASEAN Plant Quarantine Centre and Training Institute as a Chief Administration and Procurement Officer in January 1988 where she was responsible for managing human resource, admin and finance matters. She left ASEAN Plant Quarantine Centre and Training Institute in July 1990 to pursue a master's degree in counselling at UPM.

From February 1993 to June 1997, she joined INTAN as a Project Coordinator where she was responsible for the design and delivery of training for civil servants. She received a government scholarship to pursue her Ph.D. in Human Resource Development at the University of Georgia in June 1997. Upon completion of her doctoral studies, she was promoted to Senior Project Coordinator in August 2000 where she held similar responsibilities before she left in August 2002.

In September 2002, she re-joined MITI as Deputy Director for Strategic Planning. She has served in various capacities within MITI, from Director of Investment Policy since July 2005 to Deputy Secretary General since September 2006, before she retired as the Secretary General of MITI in July 2016. As Secretary General of MITI, a post she was appointed to in December 2010, she provided oversight for the formulation and implementation of Malaysia's international trade policies and positions. This involved Malaysia's participation in bilateral, regional (Association of Southeast Asian Nations ("ASEAN"), Asia-Pacific Economic Cooperation ("APEC"), Organisation of Islamic Cooperation) and multilateral fora (World Trade Organisation), as well as bilateral and regional trade negotiations. On the regional front, she played a key role in ASEAN economic integration and chaired the ASEAN Senior Economic Officials Meeting as well as the ASEAN High Level Task Force for Economic Integration.

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She was the Chair of the Institute for Democracy and Economic Affairs from August 2016 to December 2018 and the EU-Malaysia Chamber of Commerce and Industry from April 2017 to December 2018. She was the Executive Director of APEC Secretariat from January 2019 to December 2024. She was also the Independent Non-Executive Director of RHB Berhad from August 2016 to June 2023. In September 2016, she was appointed as Senior Policy Fellow of the Economic Research Institute for ASEAN and East Asia ("**ERIA**"), in charge of ERIA's Policy Design Unit.

She currently serves on the Board of Trustees of MyKasih Foundation and Yayasan Hartalega. She is also an Independent Non-Executive Director of Dialog Group Berhad and Sunway Berhad, and a Senior Independent Non-Executive Director of Hartalega Holdings Berhad and Eco World International Berhad, all of which are companies listed on the Main Market. In March 2025, she was appointed as the Pro Chancellor of Sunway University, Malaysia. Further details of her directorships in other private and public limited companies are set out in Section 9.2.3 of this Prospectus.

(ii) **Lum Ying Ling**

Lum Ying Ling, a Malaysian aged 34, is our Non-Independent Non-Executive Director. She was appointed to our Board on 3 February 2025.

She graduated with First Class Honours in a Bachelor of Science (Applied Accounting) from Oxford Brookes University, the United Kingdom in March 2011. She was admitted as a member of the Association of Chartered Certified Accountants ("**ACCA**") in February 2017 and is a Fellow of ACCA since February 2022. She is also a Member of ICDM since July 2024.

In October 2012, she began her career with The Boston Consulting Group Sdn Bhd ("**BCG**") as Associate and was subsequently promoted to Senior Associate in January 2015 where she was responsible for performing analysis and driving initiatives for clients' engagements. In December 2015, she was posted to The Boston Consulting Group Pty Ltd in Sydney, Australia to facilitate her secondment to Cape York Partnership, a non-profit organisation that works to empower the Indigenous communities in Australia as Junior Consultant where she assisted on key strategic projects. After the end of her secondment with Cape York Partnership, Australia, she relocated back to Malaysia in April 2017 as Consultant of BCG and was later promoted to Project Leader in September 2018 where she was responsible for leading teams to deliver client engagements across Southeast Asia.

In March 2019, she left BCG and joined iflix Sdn Bhd as Director of Content Strategy and Analytics where she was responsible for the analysis of user data to assess the types of media content suitable for the platform's target audience. She left iflix Sdn Bhd in May 2020 and took a short career break. She joined Creador Sdn Bhd in August 2020 as Vice President and was subsequently promoted to Senior Vice President in July 2023 and Director in October 2024, where she works closely with Creador's portfolio companies to drive strategic and commercial growth.

As at the LPD, she is a Non-Independent Non-Executive Director of Eco-Shop Marketing Berhad, a company undergoing an initial public offering on the Main Market. Further details of her directorships in other private limited companies are set out in Section 9.2.3 of this Prospectus.

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(iii) **Dato' Razman Hafidz bin Abu Zarim**

Dato' Razman Hafidz bin Abu Zarim, a Malaysian aged 69, is our Independent Non-Executive Director. He was appointed to our Board on 13 March 2020.

He graduated with a joint-honours degree in Economics and Accounting, Bachelor of Science (Econs) from the University College, Cardiff, the United Kingdom in July 1977. He is a Fellow of the Institute of Chartered Accountants in England and Wales since April 1982 and a Member of the MIA since February 1990. He has over 47 years of experience in the field of corporate restructuring, mergers and acquisitions, corporate finance, management consulting and auditing.

He began his career with Touche Ross & Co. Chartered Accountants, the United Kingdom in October 1977 as an Audit Junior and was later promoted to Audit Supervisor in January 1983 where he was responsible for the audit of a portfolio of clients in various industries including financial services and retail. He left in April 1984 and later joined Hacker Young Chartered Accountants, the United Kingdom in May 1984 as Assistant Audit Manager where he led the audit team on audit engagements and managed a portfolio of audit clients. He was subsequently admitted as an Audit Partner in January 1987 where he oversaw a team of audit managers, co-founded the firm's corporate finance practice and was involved in the expansion of the firm's international affiliations in Europe and the Far East. In October 1989, he returned to Malaysia as an Audit Partner of Price Waterhouse where he was responsible for overseeing audit and special assignments including financial management and strategic advice. In January 1993, he was promoted to Partner-in-Charge of Price Waterhouse's Management Consulting Practice and became an Executive Committee member where he led the firm's regional privatisation and corporate finance assignments. He left Price Waterhouse in December 1993 and took a career break until September 1994. In September 1994, he established Norush Sdn Bhd, an investment holding and business advisory firm, where he served as the Chairman until March 2016 before the company was dissolved in February 2017. He also served as the CEO of Malaysian Assurance Alliance Berhad from January 2000 to June 2002, overseeing both the life and general insurance businesses. Additionally, he was the Group CEO of Mithril Berhad from January 2007 to August 2010, overseeing the operations of the group's subsidiary companies.

In October 2012, he was appointed as the Chairman and Independent Non-Executive Director of Tune Protect Group Berhad and was later re-designated to Group CEO in July 2016 where he oversaw the strategy implementation and management of the reinsurance, general insurance and e-insurance operations of the group. He retired in December 2018 and assumed the role of an advisor to the board of directors of Tune Protect Group Berhad until July 2019.

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

He also held various positions as Independent Director on the board of several public listed companies including, Panasonic Manufacturing Malaysia Berhad, Linde Malaysia Holdings Berhad (formerly known as Malaysian Oxygen Berhad), Sumitomo Mitsui Banking Corporation Malaysia Berhad and Yeo Hiap Seng Limited. He was also the Independent Chairman of Sumitomo Mitsui Banking Corporation Malaysia Berhad.

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

He was appointed as an Independent Non-Executive Director of Hartalega Holdings Berhad, a company listed on the Main Market in March 2015 and was redesignated as a Non-Independent Non-Executive Director in May 2024, a position he currently assumes. Further details of his directorships in other private and public limited companies are set out in Section 9.2.3 of this Prospectus.

(iv) **Chen Thai Foong**

Chen Thai Foong, a Malaysian aged 62, is our Independent Non-Executive Director. She was appointed to our Board on 3 February 2025.

She has been an Associate, Chartered Management Accountant and Chartered Global Management Accountant of the Chartered Institute of Management Accountants (“**CIMA**”) since February 1994 and is a Fellow of the CIMA since November 2008. She has been a Chartered Accountant of MIA since February 1995. She obtained a Master of Business Administration majoring in finance from the University of Dubuque, the United States of America in December 2000. She is a Member of ICDM since July 2024. She has over 36 years of experience in finance and treasury.

She began her career with NEC Corporation of Malaysia Sdn Bhd in 1988, where between 1988 and 1995, she rose through the ranks from Accountant to Finance and Administration Manager where she was responsible for the finance, company secretarial and administrative related matters of the company. She then joined Amoco Chemical Malaysia Sdn Bhd (now known as RP Chemicals (Malaysia) Sdn Bhd) from May 1995 to May 2000 as Finance Manager where she was responsible for financial and management reporting, as well as the day-to-day operations of the finance team. She later joined Leo Burnett Advertising Sdn Bhd as Finance Manager cum Company Secretary from June 2000 to September 2001 where she was responsible for all operational matters concerning finance and assisted in overseeing the IT, human resource and administrative functions of the Leo Burnett group in Malaysia. In October 2001, she became the Financial Controller cum Company Secretary of Malaysian Oxygen Berhad (now known as Linde Malaysia Sdn Bhd) until September 2005 where she was responsible for the financial planning and compliance of the organisation.

From October 2005 to April 2008, she was the Chief Financial Officer of DHL Express (Malaysia) Sdn Bhd where she was responsible for overseeing the financial actions and strategy of the organization, leading the implementation of cost saving policies and systems. She was later appointed as the Head of Procure to Pay, Record to Report and Quality Assurance/Deputy Head for Asia Pacific, Eastern Europe, Middle East and Africa at DHL Asia Pacific Shared Services Sdn Bhd from May 2008 to June 2012 where she was responsible for the shared services in these regions. From June 2012 to July 2014, she became Director of Shared Services in Lafarge Malaysia Berhad (now known as Malayan Cement Berhad) where she led and managed its shared services operations and activities. From August 2014 to April 2016, she was the Group Chief Financial Officer of Taylor’s Education Group in charge of all finance and treasury related matters. She left Taylor’s Education Group and joined CTOS Data Systems Sdn Bhd as its Chief Financial Officer in April 2016 and was redesignated to Group Chief Financial Officer of CTOS Holdings Sdn Bhd (now known as CTOS Digital Berhad) in May 2021 where she oversaw all finance related matters of the group until her retirement in January 2023.

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

As at the LPD, she is an Independent Non-Executive Director of Eco-Shop Marketing Berhad, a company undergoing an initial public offering on the Main Market. Further details of her directorships in other private limited companies are set out in Section 9.2.3 of this Prospectus.

(v) **Low Chooi Hoon**

Low Chooi Hoon, a Malaysian aged 53, is our Independent Non-Executive Director. She was appointed to our Board on 3 February 2025.

She graduated with First Class Honours in Bachelor Degree of Business Administration from Universiti Utara Malaysia in August 1995. She is a Certified Professional Coach and a Certified Master Coach from the Corporate Coach Academy since October 2010 and November 2024 respectively. She has been a member of the Malaysian Association of Certified Coaches since July 2010. She is also a Director Member of LeadWomen Malaysia since March 2022 and a Fellow of the Institute of Corporate Directors Malaysia since November 2022. She further obtained her accreditation as a HRD Corp Accredited Trainer in May 2024.

She started her career as Management Trainee at Unilever (Malaysia) Holdings Sdn Bhd in July 1995. Following the completion of her management training, she was offered a position as Assistant Brand Manager in September 1996 and was subsequently promoted as Brand Manager in July 1998 where she was responsible for the brand development, marketing and sales innovation of personal care products. She left Unilever (Malaysia) Holdings Sdn Bhd in July 2000 and joined Sara Lee Malaysia Sdn Bhd in August 2000 as Marketing Manager where she was responsible for the development and implementation of brand and marketing strategies for personal care and household products. In July 2003, she was promoted to Marketing Director where she was responsible for overseeing the marketing, innovation, research and development, quality assurance and corporate public relation functions of the company. She was also appointed as an Executive Director of Sara Lee South East Asia Sdn Bhd from March 2004 until she left Sara Lee Malaysia Sdn Bhd in September 2011. She took a career break from October 2011 until April 2012 for personal reasons.

In April 2012, she joined L'Oreal Malaysia Sdn Bhd as General Manager for the Consumer Products Division where she was responsible for overseeing the sales, marketing, visual merchandising, public relations, supply chain and finance departments for consumer products. In March 2014, she left L'Oreal Malaysia Sdn Bhd and joined Disposable Soft Goods (M) Sdn Bhd (now known as Uni-Charm Malaysia Trading Sdn Bhd) in July 2014 as General Manager for Malaysia and Singapore, overseeing the manufacturing and commercial aspects of the business including the sales, marketing, finance, purchasing and human resources functions of the company. She was also appointed as an Executive Director of the company from February 2015 to May 2016. She left Disposable Soft Goods (M) Sdn Bhd in July 2016 and subsequently took a career break until January 2017.

In February 2017, she joined Etika Sdn Bhd as the COO for Malaysia, Singapore and Brunei in the Commercial Division, where she was mainly responsible for the sales, marketing, finance, sales operation, supply chain and business strategies of Etika Sdn Bhd's group of companies in the region. She was also appointed as an Executive Director of Etika Sdn Bhd from March 2017 to August 2019. She subsequently left Etika Sdn Bhd in June 2019.

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

In September 2019, she was engaged by myNEWS Retail Sdn Bhd, a wholly-owned subsidiary of myNEWS Holdings Berhad (“myNEWS”), as a part-time consultant where she provided advice on business strategies and process streamlining. In November 2020, she was appointed as the CEO – Retail of myNEWS Retail Sdn Bhd where she was primarily responsible for overseeing the overall business and operations of the company and MyCU Retail Sdn Bhd, a wholly-owned subsidiary of myNEWS. During her tenure at myNEWS Retail Sdn Bhd, she also held directorships in MyCU Retail Sdn Bhd, myNEWS Kineya Sdn Bhd and myNEWS Ryoyupan Sdn Bhd. In April 2022, she ceased to hold these directorships and continued as a part-time consultant prior to her retirement in August 2022. She was a part-time consultant at Presto Technology Sdn Bhd from September 2022 to April 2024 where she provided advice on business management. She was an Independent Non-Executive Director of Eco-shop Marketing Sdn Bhd (now known as Eco-Shop Marketing Berhad) from October 2023 to October 2024.

Currently, she is a part-time retainer consultant at SCC Marketing (M) Sdn Bhd since July 2022, providing advice on matters including marketing, innovation, human resource, and environmental, social and governance. As at the LPD, she is an Independent Non-Executive Director of MSM Malaysia Holdings Berhad, a company listed on the Main Market. Further details of her directorships in other private limited companies are set out in Section 9.2.3 of this Prospectus.

(vi) **Yeow Boon Siang**

Yeow Boon Siang, aged 44, is our Alternate Director to Loo Chuu Lin and our International Business Director. He was appointed to our Board on 13 March 2020.

He graduated with a Bachelor of Science in Applied Chemistry from the University of Malaya, Malaysia in August 2004. He has over 20 years of experience in the field of procurement and business development.

He began his career with Shell Malaysia Trading Sdn Bhd in May 2004 as Contracts Executive where he was involved in the procurement of buildings for, and the commissioning of, petrol station sites. In May 2008, he was promoted to Retail Procurement Manager in Marketing for Asia where he was in charge of handling contract negotiations and managing the Shell convenience retail stores in Southeast Asia, Hong Kong and China.

He left Shell Malaysia Trading Sdn Bhd in June 2011 and joined our Group in July 2011 as Business Development Director where he was responsible for new business ventures and strategic partnership of our Group. He was promoted to his current role of International Business Director in February 2018 where he is primarily responsible for international business expansion and international and corporate partnerships of our Group.

Further details of his directorships in other private limited companies 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)

9.2.2 Shareholding of our Directors

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

Directors	Before our IPO ⁽¹⁾				After our IPO ⁽²⁾					
	Direct		Indirect		Assuming the Over-allotment Option is not exercised			Assuming the Over-allotment Option is fully exercised		
	No. of Shares ('000)	%	No. of Shares ('000)	%	No. of Shares ('000)	%	No. of Shares ('000)	No. of Shares ('000)	%	No. of Shares ('000)
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	-	-	-	-	-	-	-	-	-	-
Loo Chuu Lin	224,299	20.2	-	-	208,317	17.8	-	208,317	17.8	-
Bryan Loo	242,551	21.8	-	-	225,268	19.3	-	225,268	19.3	-
Loo Chee Leng	189,492	17.1	-	-	175,989	15.1	-	175,989	15.1	-
Lum Ying Ling	-	-	-	-	-	-	-	-	-	-
Dato' Razman Hafidz bin Abu Zarim	-	-	-	-	250	*	-	250	*	-
Chen Thai Foong	-	-	-	-	250	*	-	250	*	-
Low Chooi Hoon	-	-	-	-	-	-	-	-	-	-
Yeow Boon Siang	-	-	-	-	-	-	-	-	-	-

Notes:

* Negligible.

(1) Based on the issued Shares of 1,110,728,703 after the Pre-IPO Restructuring.

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

- (2) Based on the enlarged issued Shares of 1,169,188,203 upon our Listing and assuming full subscription of our Issue Shares allocated to the Eligible Persons in respect of the Retail Offering.

9.2.3 Principal business activities performed by our Directors outside our Group in the past five (5) years

Save as disclosed below, none of our Directors are involved in principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group at present and in the past five (5) years preceding the LPD:

Name of company/entity	Principal activities	Involvement in business activities
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria		
<u>Present involvement</u>		
<ul style="list-style-type: none"> Dialog Group Berhad (listed on the Main Market) 	<ul style="list-style-type: none"> Investment holding and its subsidiaries are principally involved in the provision of logistic assets and services in tank terminals and supply base, upstream assets and services, engineering, procurement, construction, commissioning and fabrication, specialist products and services, plant maintenance and catalyst handling services, petrochemicals, sustainable and renewable business and digital technology and solutions 	<ul style="list-style-type: none"> Independent Non-Executive Director (Appointed on 18 November 2022)
<ul style="list-style-type: none"> Eco World International Berhad (listed on the Main Market) 	<ul style="list-style-type: none"> Investment holding and its subsidiaries are principally involved in investment holding, provision of advisory and project monitoring services, promoting and marketing services for international projects and property development. 	<ul style="list-style-type: none"> Senior Independent Non-Executive Director (Appointed as Independent Non-Executive Director on 27 April 2017 and redesignated as Senior Independent Non-Executive Director on 22 March 2023) and shareholder via her spouse's interest (indirect)
<ul style="list-style-type: none"> Hartalega Holdings Berhad (listed on the Main Market) 	<ul style="list-style-type: none"> Investment holding and its subsidiaries are principally involved in the research and development, manufacturing, sales and marketing of gloves 	<ul style="list-style-type: none"> Senior Independent Non-Executive Director (Appointed on 23 August 2016)
<ul style="list-style-type: none"> Ideas Policy Research Berhad 	<ul style="list-style-type: none"> A nonprofit research institute based in Malaysia dedicated to promoting solutions to public policy challenges 	<ul style="list-style-type: none"> Director (Appointed on 16 November 2017)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> MyKasih Foundation 	<ul style="list-style-type: none"> A non-profit organisation with a mission to help families and students in need 	<ul style="list-style-type: none"> Director - Trustee (Appointed on 26 January 2010)
<ul style="list-style-type: none"> Pathology Asia Holdings Pte Ltd 	<ul style="list-style-type: none"> Activities of holding companies and medical laboratories (e.g. blood analysis laboratories) 	<ul style="list-style-type: none"> Director (Appointed on 1 January 2023)
<ul style="list-style-type: none"> Sunway Berhad (listed on the Main Market) 	<ul style="list-style-type: none"> Investment holding and its subsidiaries are principally involved in construction, property development and management, property investment, hospitality and leisure related services, pharmaceutical, trading and manufacturing, financial and credit related services, quarry and investment activities 	<ul style="list-style-type: none"> Independent Non-Executive Director (Appointed on 1 March 2018)
<ul style="list-style-type: none"> Yayasan Hartalega 	<ul style="list-style-type: none"> A charitable organization that focuses on improving the life of underprivileged communities 	<ul style="list-style-type: none"> Director - Trustee (Appointed on 10 April 2018)
<u>Past directorship</u>		
<ul style="list-style-type: none"> MEF Berhad (dissolved on 29 March 2022) 	<ul style="list-style-type: none"> To promote Malaysia in Europe and vice versa through cooperation, interaction and exchange of ideas and dialogue at all levels; to promote Malaysia's image and standing with European Union; and to endeavour, to support worth causes that benefit Malaysians and European communities 	<ul style="list-style-type: none"> Director (Appointed on 24 February 2009)
<ul style="list-style-type: none"> RHB Bank Berhad (listed on the Main Market) 	<ul style="list-style-type: none"> Financial institution 	<ul style="list-style-type: none"> Independent Non-Executive Director (Appointed on 1 August 2016 and resigned on 1 June 2023)
Loo Chuu Lin		
<u>Present involvement</u>		
<ul style="list-style-type: none"> Bubbly Tales 	<ul style="list-style-type: none"> Trading and retail of F&B 	<ul style="list-style-type: none"> Substantial shareholder via Yunan Bridge Noodle (indirect)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Define Foods 	<ul style="list-style-type: none"> Business support services 	<ul style="list-style-type: none"> Substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Good Foodie Media Pte Ltd 	<ul style="list-style-type: none"> Advertising 	<ul style="list-style-type: none"> Substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Good Foodie 	<ul style="list-style-type: none"> Advertising and e-commerce 	<ul style="list-style-type: none"> Substantial shareholder (direct)
<ul style="list-style-type: none"> H And H Northern Partners Sdn Bhd 	<ul style="list-style-type: none"> Property investment 	<ul style="list-style-type: none"> Substantial shareholder (direct)
<ul style="list-style-type: none"> Imbue Ventures Sdn Bhd 	<ul style="list-style-type: none"> Property investment 	<ul style="list-style-type: none"> Director (Appointed on 16 June 2021) and substantial shareholder (direct)
<ul style="list-style-type: none"> Kim Le Vy Trading 	<ul style="list-style-type: none"> Provision of management consultancy activities and wholesale of goods and beverages 	<ul style="list-style-type: none"> Substantial shareholder via TrueScale Ventures (indirect)
<ul style="list-style-type: none"> LH KD Property 	<ul style="list-style-type: none"> Property investment 	<ul style="list-style-type: none"> Director (Appointed on 31 March 2023) and substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> LH Venture 	<ul style="list-style-type: none"> F&B outlets 	<ul style="list-style-type: none"> Substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Loob Philippines 	<ul style="list-style-type: none"> To carry on a business of processing, manufacturing and packaging of all kinds of food products, to establish, operate and maintain restaurants, food and beverage outlets, cafés, coffeeshops, and refreshment parlours; to serve, arrange and cater food, drinks, refreshments and other food commodities; to offer such other food services to the public; and to do and perform such other acts and things necessary or incidental to the accomplishment of the foregoing corporate business and objects insofar as may be allowed by applicable laws and rules and regulations including without limitation, to invest, own, or hold interests in similar businesses 	<ul style="list-style-type: none"> Substantial shareholder via TrueScale Ventures (indirect)

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

Name of company/entity	Principal activities	Involvement in business activities
• Loob Vietnam	• Provision of management consultancy activities and wholesale of goods and beverages	• Substantial shareholder via TrueScale Ventures (indirect)
• LV Holdings	• Investment holding in shares	• Director (Appointed on 30 June 2014) and substantial shareholder (direct)
• LV Holdings (SG) Pte Ltd (formerly known as Loob Singapore Pte Ltd)	• Inactive ⁽¹⁾ (Previous principal activities: Investment holding)	• Substantial shareholder via LV Holdings (indirect)
• Notable Paramount	• To carry on the business of processing and production of beverage, fruit products, tea and related products, starch and starch products, biotechnology research and development, food sales and trading, import and export of goods and the sales of other foods or articles which may be conveniently sold therewith and to do all such other things and businesses as are incidental to or connected therewith or conducive to the attainment thereof or otherwise likely in any respect to be advantageous to the company respect	• Substantial shareholder via Loob (indirect)
• Pure Infinite (under members' voluntary liquidation)	• Trading of F&B	• Substantial shareholder via Loob (indirect)
• TrueScale Ventures	• Investment holding in shares of Loob Philippines and Loob Vietnam	• Director (Appointed on 20 November 2024) and substantial shareholder (direct)
• WonderBrew	• Marketing of beverages	• Substantial shareholder via Loob (indirect)
• Wonder Group	• Manufacturer and wholesale of coffee, tea, cocoa and other beverages	• Substantial shareholder via Loob (indirect)
• Yunan Bridge Noodle	• Operation of F&B retail outlets	• Substantial shareholder (direct)
• Z.U. Engineering Sdn Bhd	• General construction, supplying, installing and servicing air conditioners and ventilators	• Director (Appointed on 5 May 1994) and substantial shareholder (direct)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Zendech 	<ul style="list-style-type: none"> Import and distribution of variety of goods without particular specialisation 	<ul style="list-style-type: none"> Substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Zumech Sdn Bhd 	<ul style="list-style-type: none"> Inactive⁽¹⁾ (Previous principal activities: Act as contractors, specialising in mechanical engineering work and its related services) 	<ul style="list-style-type: none"> Director (Appointed on 16 February 2011) and substantial shareholder (direct)
<u>Past directorship</u>		
<ul style="list-style-type: none"> Container Hotel Group Sdn Bhd 	<ul style="list-style-type: none"> Acquisition, management and operation of hotels 	<ul style="list-style-type: none"> Director (Appointed on 12 July 2012 and resigned on 14 April 2023)
Bryan Loo		
<u>Present involvement</u>		
<ul style="list-style-type: none"> Collektr Sdn Bhd 	<ul style="list-style-type: none"> Activities of providing infrastructure for hosting, data processing services and related activities, other information technology service activities and web portals 	<ul style="list-style-type: none"> Preference shareholder
<ul style="list-style-type: none"> Define Foods 	<ul style="list-style-type: none"> Business support services 	<ul style="list-style-type: none"> Director (Appointed on 30 March 2012) and substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Ding Dang Holdings 	<ul style="list-style-type: none"> Convenience stores 	<ul style="list-style-type: none"> Director (Appointed on 27 September 2021) and substantial shareholder (direct)
<ul style="list-style-type: none"> Good Foodie Media Pte Ltd 	<ul style="list-style-type: none"> Advertising 	<ul style="list-style-type: none"> Director (Appointed on 27 May 2022) and substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Good Foodie 	<ul style="list-style-type: none"> Advertising and e-commerce 	<ul style="list-style-type: none"> Director (Appointed on 1 July 2022) and substantial shareholder (direct)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Happy Potato Ventures 	<ul style="list-style-type: none"> Retail sale of other food products, soft drinks and mineral water 	<ul style="list-style-type: none"> Director (Appointed on 27 December 2023) and substantial shareholder (direct)
<ul style="list-style-type: none"> Happy Potato Ventures Northern 	<ul style="list-style-type: none"> Retail sale of other food products, soft drinks and mineral water 	<ul style="list-style-type: none"> Director (Appointed on 19 February 2024) and substantial shareholder via Happy Potato Ventures (indirect)
<ul style="list-style-type: none"> Imbue Ventures Sdn Bhd 	<ul style="list-style-type: none"> Property investment 	<ul style="list-style-type: none"> Director (Appointed on 10 November 2014, resigned on 28 February 2020 and reappointed on 16 June 2021) and substantial shareholder (direct)
<ul style="list-style-type: none"> Kim Le Vy Trading 	<ul style="list-style-type: none"> Provision of management consultancy activities and wholesale of goods and beverages 	<ul style="list-style-type: none"> Director (Appointed on 18 December 2019) and substantial shareholder via TrueScale Ventures (indirect)
<ul style="list-style-type: none"> LH Venture 	<ul style="list-style-type: none"> F&B outlets 	<ul style="list-style-type: none"> Director (Appointed on 18 January 2016) and substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> LH KD Property 	<ul style="list-style-type: none"> Property investment 	<ul style="list-style-type: none"> Director (Appointed on 31 March 2023) and substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Loob Philippines 	<ul style="list-style-type: none"> To carry on a business of processing, manufacturing and packaging of all kinds of food products, to establish, operate and maintain restaurants, food and beverage outlets, cafés, coffeeshops, and refreshment parlors; to serve, arrange and cater food, drinks, refreshments and other food commodities; to offer such other food services to the public; and to do and perform such other acts and things necessary or incidental to the accomplishment of the foregoing corporate business and objects insofar as may be allowed by applicable laws and rules and regulations including without limitation, to invest, own, or hold interests in similar businesses 	<ul style="list-style-type: none"> Director (Appointed on 10 November 2022) and substantial shareholder via TrueScale Ventures (indirect)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Loob Vietnam 	<ul style="list-style-type: none"> Provision of management consultancy activities and wholesale of goods and beverages 	<ul style="list-style-type: none"> Director (Appointed on 21 September 2017) and substantial shareholder via TrueScale Ventures (indirect)
<ul style="list-style-type: none"> LV Holdings (SG) Pte Ltd (formerly known as Loob Singapore Pte Ltd) 	<ul style="list-style-type: none"> Inactive⁽¹⁾ (Previous principal activities: Investment holding) 	<ul style="list-style-type: none"> Director (Appointed on 29 December 2017 and substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> LV Holdings 	<ul style="list-style-type: none"> Investment holding in shares 	<ul style="list-style-type: none"> Director (Appointed on 30 June 2014) and substantial shareholder (direct)
<ul style="list-style-type: none"> Movon Angel PLT 	<ul style="list-style-type: none"> Investment holding in shares of a non-listed company principally involved in the business of direct selling, selling and marketing of product and services (home/office appliance, security appliance, baby and children's products, mother care products, cosmetics and skincare products and a wide range of goods, services products and solutions) and other information technology service activities 	<ul style="list-style-type: none"> Partner (Joined on 4 January 2024)
<ul style="list-style-type: none"> Notable Paramount 	<ul style="list-style-type: none"> To carry on the business of processing and production of beverage, fruit products, tea and related products, starch and starch products, biotechnology research and development, food sales and trading, import and export of goods and the sales of other foods or articles which may be conveniently sold therewith and to do all such other things and businesses as are incidental to or connected therewith or conducive to the attainment thereof or otherwise likely in any respect to be advantageous to the company respect 	<ul style="list-style-type: none"> Director (Appointed on 27 December 2019 and resigned on 28 June 2021) and substantial shareholder via Loob (indirect)
<ul style="list-style-type: none"> Pure Infinite (under members' voluntary liquidation) 	<ul style="list-style-type: none"> Trading of F&B 	<ul style="list-style-type: none"> Director (Appointed on 2 March 2012) and substantial shareholder via Loob (indirect)
<ul style="list-style-type: none"> Signature Tasty Claypot House Holding Sdn Bhd 	<ul style="list-style-type: none"> Restaurants operator, royalty owner, licensor and administrators of food patent and engaged as general trader 	<ul style="list-style-type: none"> Preference shareholder

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

Name of company/entity	Principal activities	Involvement in business activities
• TrueScale Ventures	• Investment holding in shares of Loob Philippines and Loob Vietnam	• Director (Appointed on 20 November 2024) and substantial shareholder (direct)
• WonderBrew	• Retail sale of tea, coffee, soft drinks, mineral water and other beverages, and marketing of beverages	• Substantial shareholder via Loob (indirect)
• Wonder Group	• Manufacturer and wholesale of coffee, tea, cocoa and other beverages	• Substantial shareholder via Loob (indirect)
• Zendeck	• Import and distribution of variety of goods without particular specialisation	• Director (Appointed on 24 August 2017 and resigned on 6 March 2025) and substantial shareholder via LV Holdings (indirect)
<u>Past directorship</u>		
• BNC Beverage Sdn Bhd (Dissolved on 30 June 2023)	• Trading and retail of F&B	• Director (Appointed on 11 October 2012)
• Detime F&B Sdn Bhd (dissolved on 29 March 2024)	• Trading and retail of F&B	• Director (Appointed on 15 December 2011)
• Focal Ace Sdn Bhd (dissolved on 24 May 2021)	• Ceased business operation (Previous principal activities: Operator of franchised retail outlet)	• Director (Appointed on 25 October 2011)
• Kenyang VC Sdn Bhd (dissolved on 13 June 2024)	• Activities of holding companies, other retail sale in non-specialised stores, real estate activities with own or leased property	• Director (Appointed on 4 January 2021)
• Hakata Vietnam Company Limited (dissolved on 25 April 2023)	• Operation of F&B retail outlet	• Director (Appointed on 20 June 2019)
• Milieu Sdn Bhd (dissolved on 10 August 2024)	• Retail of F&B	• Director (Appointed on 17 May 2010)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Shanghai Bolu Food Technology Co., Ltd (deregistered on 3 July 2023) 	<ul style="list-style-type: none"> Dormant (Previous principal activities: Beverage research and development, enterprise management, corporate image planning, brand planning, food sales and catering services) 	<ul style="list-style-type: none"> Director (Appointed on 3 December 2018)
<ul style="list-style-type: none"> Shanghai Lusheng Food Co., Ltd (deregistered on 29 April 2024) 	<ul style="list-style-type: none"> Dormant (Previous principal activities: Enterprise management, corporate image planning, brand design, food sales, import and export of goods and technology, and catering services) 	<ul style="list-style-type: none"> Director (Appointed on 17 March 2019)
<ul style="list-style-type: none"> The Jerk Australia Pty Ltd 	<ul style="list-style-type: none"> Dormant since incorporation 	<ul style="list-style-type: none"> Director (Appointed on 2 January 2020 and resigned on 11 August 2023)
<ul style="list-style-type: none"> The Jerk South Yarra Pty Ltd 	<ul style="list-style-type: none"> Dormant (Previous principal activities: Operation of F&B retail outlets) 	<ul style="list-style-type: none"> Director (Appointed on 4 February 2020 and resigned on 28 October 2021)
<ul style="list-style-type: none"> The Jerk Worldwide Pty Ltd 	<ul style="list-style-type: none"> Dormant since incorporation 	<ul style="list-style-type: none"> Director (Appointed on 2 January 2020 and resigned on 11 August 2023)
<ul style="list-style-type: none"> TLV Sandokan Sdn Bhd (dissolved on 23 July 2024) 	<ul style="list-style-type: none"> Retail sale of other food products, retail sale of tea, coffee, soft drinks, mineral water and other beverages 	<ul style="list-style-type: none"> Director (Appointed on 2 August 2019)
<ul style="list-style-type: none"> WG Melton Pty Ltd (deregistered on 4 January 2025) 	<ul style="list-style-type: none"> Dormant (Previous principal activities: Operation of F&B retail outlets) 	<ul style="list-style-type: none"> Director (Appointed on 26 February 2020)
Loo Chee Leng		
<u>Present involvement</u>		
<ul style="list-style-type: none"> Bubbly Tales 	<ul style="list-style-type: none"> Trading and retail of F&B 	<ul style="list-style-type: none"> Substantial shareholder via Yunan Bridge Noodle (indirect)
<ul style="list-style-type: none"> Define Foods 	<ul style="list-style-type: none"> Business support services 	<ul style="list-style-type: none"> Substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> Good Foodie Media Pte Ltd 	<ul style="list-style-type: none"> Advertising 	<ul style="list-style-type: none"> Substantial shareholder via LV Holdings (indirect)

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

Name of company/entity	Principal activities	Involvement in business activities
• Good Foodie	• Advertising and e-commerce	• Director (Appointed on 1 July 2022) and substantial shareholder (direct)
• Imbue Ventures Sdn Bhd	• Property investment	• Director (Appointed on 16 June 2021) and substantial shareholder (direct)
• Kim Le Vy Trading	• Provision of management consultancy activities and wholesale of goods and beverages	• Substantial shareholder via TrueScale Ventures (indirect)
• LH Venture	• F&B outlets	• Substantial shareholder via LV Holdings (indirect)
• LH KD Property	• Property investment	• Director (Appointed on 31 March 2023) and substantial shareholder via LV Holdings (indirect)
• Loob Philippines	• To carry on a business of processing, manufacturing and packaging of all kinds of food products, to establish, operate and maintain restaurants, food and beverage outlets, cafés, coffeeshops, and refreshment parlors; to serve, arrange and cater food, drinks, refreshments and other food commodities; to offer such other food services to the public; and to do and perform such other acts and things necessary or incidental to the accomplishment of the foregoing corporate business and objects insofar as may be allowed by applicable laws and rules and regulations including without limitation, to invest, own, or hold interests in similar businesses	• Director (Appointed on 10 November 2022) and substantial shareholder via TrueScale Ventures (indirect)
• Loob Vietnam	• Provision of management consultancy activities and wholesale of goods and beverages	• Director (Appointed on 21 September 2017) and substantial shareholder via TrueScale Ventures (indirect)
• LV Holdings	• Investment holding in shares	• Substantial shareholder (direct)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> • LV Holdings (SG) Pte Ltd (formerly known as Loob Singapore Pte Ltd) 	<ul style="list-style-type: none"> • Inactive⁽¹⁾ (Previous principal activities: Investment holding) 	<ul style="list-style-type: none"> • Substantial shareholder via LV Holdings (indirect)
<ul style="list-style-type: none"> • TrueScale Ventures 	<ul style="list-style-type: none"> • Investment holding in shares of Loob Philippines and Loob Vietnam 	<ul style="list-style-type: none"> • Director (Appointed on 20 November 2024) and substantial shareholder (direct)
<ul style="list-style-type: none"> • Yunan Bridge Noodle 	<ul style="list-style-type: none"> • Operation of F&B retail outlets 	<ul style="list-style-type: none"> • Substantial shareholder (direct)
<ul style="list-style-type: none"> • Zendeck 	<ul style="list-style-type: none"> • Import and distribution of variety of goods without particular specialisation 	<ul style="list-style-type: none"> • Substantial shareholder via LV Holdings (indirect)
<u>Past directorship</u>		
<ul style="list-style-type: none"> • Shanghai Lusheng Food Co., Ltd (deregistered on 29 April 2024) 	<ul style="list-style-type: none"> • Dormant (Previous principal activities: Enterprise management, corporate image planning, brand design, food sales, import and export of goods and technology, and catering services) 	<ul style="list-style-type: none"> • Director (Appointed on 28 August 2018)
<ul style="list-style-type: none"> • TLV Sandokan Sdn Bhd (dissolved on 23 July 2024) 	<ul style="list-style-type: none"> • Retail sale of other food products, retail sale of tea, coffee, soft drinks, mineral water and other beverages 	<ul style="list-style-type: none"> • Director (Appointed 25 July 2022)
Lum Ying Ling		
<u>Present involvement</u>		
<ul style="list-style-type: none"> • CA Flavor Sdn Bhd (subsidiary of Savoures Group Sdn Bhd) 	<ul style="list-style-type: none"> • Manufacturing of food products 	<ul style="list-style-type: none"> • Director (Appointed on 7 July 2023)
<ul style="list-style-type: none"> • Custom Food 	<ul style="list-style-type: none"> • Trading company and manufacturing of a wide range of non-dairy creamer, high fat powder and nutrition powder for F&B application, manufacturer of wide range of drum and vacuum dried food ingredients, particularly instant malt extract cereal, cereal flakes, cereal powder, malt extract powder, malted beverages powder and etc 	<ul style="list-style-type: none"> • Director (Appointed on 1 April 2024)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Eco-Shop Marketing Berhad 	<ul style="list-style-type: none"> Business of retailing of groceries, general consumer goods, wholesaler of rice, oil, flour and sugar and provision of transportation services, e-commerce and online business of variety of products, and investment holding and its subsidiaries are principally involved in the manufacturing, distribution, export, import, sale or dealing in plastic products for daily consumer use, and trading of computer hardware, software and peripherals 	<ul style="list-style-type: none"> Non-Independent Non-Executive Director (Appointed on 1 April 2024)
<ul style="list-style-type: none"> Mark's Food Solutions Sdn Bhd (subsidiary of SC Food) 	<ul style="list-style-type: none"> Business of manufacturing of all types of gravy, pastry and soup in food industry 	<ul style="list-style-type: none"> Director (Appointed on 10 October 2024)
<ul style="list-style-type: none"> Mark's RTE Solutions Sdn Bhd (subsidiary of Mark's Food Solutions Sdn Bhd) 	<ul style="list-style-type: none"> Retail sale of other food products 	<ul style="list-style-type: none"> Director (Appointed on 10 October 2024)
<ul style="list-style-type: none"> NVT Associates Pte Ltd 	<ul style="list-style-type: none"> Manufacturing of tool and die 	<ul style="list-style-type: none"> Substantial shareholder (direct)
<ul style="list-style-type: none"> Orion Food Industries (M) Sdn Bhd (subsidiary of Savoures Group Sdn Bhd) 	<ul style="list-style-type: none"> Manufacturer and general trader of food and food related merchandise 	<ul style="list-style-type: none"> Director (Appointed on 11 October 2023)
<ul style="list-style-type: none"> Savoures Group Sdn Bhd 	<ul style="list-style-type: none"> Investment holding with subsidiaries involved in F&B business 	<ul style="list-style-type: none"> Director (Appointed on 3 April 2024)
<ul style="list-style-type: none"> SC Food (subsidiary of Orion Food Industries (M) Sdn Bhd) 	<ul style="list-style-type: none"> Manufacture processed foods, precooked foods, preserved foods and all other food products, property investment holdings and activities of holding companies 	<ul style="list-style-type: none"> Director (Appointed on 22 September 2023)
<u>Past directorship</u>		
<ul style="list-style-type: none"> Truescale Ventures 	<ul style="list-style-type: none"> Investment holding in shares of Loob Philippines and Loob Vietnam 	<ul style="list-style-type: none"> Director (Appointed on 20 November 2024 and resigned on 15 January 2025)

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

Name of company/entity	Principal activities	Involvement in business activities
Dato' Razman Hafidz bin Abu Zarim		
• <u>Present involvement</u>		
• Hartalega Holdings Berhad (listed on the Main Market)	• Investment holding and its subsidiaries are principally involved in the research and development, manufacturing, sales and marketing of gloves	• Non-Independent Director (Appointed as Independent Non-Executive Director on 2 March 2015 and redesignated as Non-Independent Non-Executive Director on 21 May 2024)
• MTT Shipping and Logistics Berhad	• Investment holding and its subsidiaries are principally involved in the provision of container shipping services, ship management services, asset management, auto logistics, depot services and flexitank	• Independent Non-Executive Director (Appointed on 6 November 2019)
• NRT Ventures Holdings Sdn Bhd	• Management consulting	• Director (Appointed on 1 May 2022) and substantial shareholder (direct)
• Rhaz Sdn Bhd	• Inactive ⁽¹⁾ (Previous principal activities: Export or import of a variety of goods without any particular specialisation. This company has not commenced business operations since incorporation)	• Director (Appointed on 5 January 1985) and substantial shareholder (direct)
<u>Past directorship</u>		
• Style Ventures Sdn Bhd (dissolved on 16 September 2022)	• Manufacturers and dealers in jewelleryes	• Director (Appointed on 17 July 2007)

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

Name of company/entity	Principal activities	Involvement in business activities
Chen Thai Foong		
<u>Present involvement</u>		
<ul style="list-style-type: none"> Eco-Shop Marketing Berhad 	<ul style="list-style-type: none"> Business of retailing of groceries, general consumer goods, wholesaler of rice, oil, flour and sugar and provision of transportation services, e-commerce and online business of variety of products, and investment holding and its subsidiaries are principally involved in the manufacturing, distribution, export, import, sale or dealing in plastic products for daily consumer use, and trading of computer hardware, software and peripherals 	<ul style="list-style-type: none"> Independent Non-Executive Director (Appointed on 12 October 2023)
<u>Past directorship</u>		
<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> Nil
Low Chool Hoon		
<u>Present involvement</u>		
<ul style="list-style-type: none"> MSM Holdings Berhad (listed on the Main Market) 	<ul style="list-style-type: none"> Investment holding and its subsidiaries are principally involved in sugar refining, sales and marketing of refined sugar products, and provision of transportation services 	<ul style="list-style-type: none"> Independent Non-Executive Director (Appointed on 1 July 2024)
<u>Past directorship</u>		
<ul style="list-style-type: none"> Eco-Shop Marketing Berhad 	<ul style="list-style-type: none"> Business of retailing of groceries, general consumer goods, wholesaler of rice, oil, flour and sugar and provision of transportation services, e-commerce and online business of variety of products, and investment holding and its subsidiaries are principally involved in the manufacturing, distribution, export, import, sale or dealing in plastic products for daily consumer use, and trading of computer hardware, software and peripherals 	<ul style="list-style-type: none"> Independent Non-Executive Director (Appointed on 12 October 2023 and resigned on 1 October 2024)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> MYCU Retail Sdn Bhd MYNews Kineya Sdn Bhd MYNews Ryoyupan Sdn Bhd 	<ul style="list-style-type: none"> Retail and convenience-store businesses Manufacture of prepared meals and dishes, retail sale of other food products and convenience stores Convenience stores, manufacture of frozen bakery products, manufacture of bread, cakes and other bakery products 	<ul style="list-style-type: none"> Director (Appointed on 8 October 2020 and resigned on 1 April 2022) Director (Appointed on 1 November 2020 and resigned on 1 April 2022) Director (Appointed on 18 December 2020 and resigned on 1 April 2022)
Yeow Boon Siang		
<u>Present involvement</u>		
<ul style="list-style-type: none"> Crowd Venture Sdn Bhd Food Cloud Kitchen Sdn Bhd LH Venture SYLRD 	<ul style="list-style-type: none"> Investment holding in shares Inactive⁽¹⁾ (Previous principal activities: Renting and leasing of furniture, pottery and glass, kitchen and tableware, electrical appliances and housewares, development of building projects for own operation, i.e. for renting of space in these buildings and investment holding) F&B outlets To set up restaurants, chain of cafes and eating houses that provides and serves F&B 	<ul style="list-style-type: none"> Director (Appointed on 5 May 2016) and shareholder (direct) Director (Appointed on 7 July 2020 and resigned on 22 October 2024) and substantial shareholder (direct) Director (Appointed on 16 February 2016) Director (Appointed on 14 April 2017 and resigned on 15 November 2019) and substantial shareholder (direct)
<u>Past directorship</u>		
<ul style="list-style-type: none"> Oishinbo Tea Sdn Bhd (dissolved on 23 November 2023) 	<ul style="list-style-type: none"> F&B 	<ul style="list-style-type: none"> Director (Appointed on 22 July 2011)

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

Name of company/entity	Principal activities	Involvement in business activities
<ul style="list-style-type: none"> Shanghai Bolu Food Technology Co., Ltd (deregistered on 3 July 2023) 	<ul style="list-style-type: none"> Dormant (Previous principal activities: Beverage R&D, enterprise management, corporate image planning, brand planning, food sales and catering services) 	<ul style="list-style-type: none"> Director (Appointed on 3 December 2018)
<ul style="list-style-type: none"> Shanghai Lusheng Food Co., Ltd (deregistered on 29 April 2024) 	<ul style="list-style-type: none"> Dormant (Previous principal activities: Enterprise management, corporate image planning, brand design, food sales, import and export of goods and technology, and catering services) 	<ul style="list-style-type: none"> Director (Appointed on 28 August 2018)

Note:

- (1) *There is no immediate plan for this company currently.*

The involvement of our Directors as disclosed above excludes shares in public listed companies held by our Directors as minority shareholders (less than 5.00% of the total number of issued shares of a public listed company) in which they do not hold any directorship, and is only for trading and personal investment purposes.

The involvement of our Directors in other business activities outside our Group will not affect their commitment and responsibilities to our Group in their respective roles as our Directors as:

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

9.2.4 Service contracts with our Directors

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

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

9.2.5 Directors' remuneration and material benefits in-kind

The remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Directors for services rendered to us in all capacities to our Group for the FYE 30 June 2024 and FYE 30 June 2025 are as follows:

FYE 30 June 2024 (Actual)	Directors'		Contributions to		Allowances	Benefits- in-kind	Total
	Salary	fees	EPF and SOCSO	Bonus			
	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)	(RM'000)
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	-	-	-	-	-	-	-
Loo Chuu Lin	375	-	79	31	6	-	492
Bryan Loo	561	-	118	47	6	120	851
Loo Chee Leng	498	-	105	41	6	-	650
Lum Ying Ling	-	-	-	-	-	-	-
Dato' Razman Hafidz bin Abu Zarim	-	-	-	-	-	-	-
Chen Thai Foong	-	-	-	-	-	-	-
Low Chooi Hoon	-	-	-	-	-	-	-
Yeow Boon Siang	271	-	58	23	6	-	357

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

FYE 30 June 2025 (Proposed to be paid)	Salary (RM'000)	Directors' fees (RM'000)	Bonus (RM'000)	Contributions to EPF and SOCSO (RM'000)	Allowances (RM'000)	Benefits- in-kind (RM'000)	Total (RM'000)
Tan Sri Datuk Dr. Rebecca Fatima Sta Maria	-	*41	-	-	5	-	46
Loo Chuu Lin	258	129	32	56	8	-	483
Bryan Loo	578	-	48	121	6	120	873
Loo Chee Leng	513	-	43	108	6	-	669
Lum Ying Ling	-	-	-	-	-	-	-
Dato' Razman Hafidz bin Abu Zarim	-	*29	-	-	5	-	34
Chen Thai Foong	-	*29	-	-	5	-	34
Low Chooi Hoon	-	*29	-	-	5	-	34
Yeow Boon Siang	279	-	23	60	6	-	368

Note:

* Calculated on a pro rata basis from the date of appointment, 3 February 2025.

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

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

9.2.6 Audit and Risk Management Committee

Our Audit and Risk Management Committee was formed by our Board on 20 February 2025. Our Audit and Risk Management Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Dato' Razman Hafidz bin Abu Zarim	Chairperson	Independent Non-Executive Director
Chen Thai Foong	Member	Independent Non-Executive Director
Low Chooi Hoon	Member	Independent Non-Executive Director

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

(a) External Audit

- (i) to consider any matters concerning the appointment and re-appointment, the audit and non-audit fees and any questions of resignation or dismissal of external auditors;
- (ii) to ensure and annually assess the suitability, objectivity and independence of external auditors, taking into consideration:
 - (a) the adequacy of the experience, competence, audit quality and resource capacity of the external auditor in relation to the audit;
 - (b) the persons assigned to the audit;
 - (c) the accounting firm's audit engagements;
 - (d) the size and complexity of our Company being audited;
 - (e) the number and experience of supervisory and professional staff assigned to the particular audit;
 - (f) the annual evaluation on the performance of the external auditors and any required follow-up measures, where required;
 - (g) the nature and extent of the non-audit services rendered and the appropriateness of the level of fees; and
 - (h) assurance from the external auditors confirming that they are, and have been, independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements;
- (iii) to appropriately communicate the Audit and Risk Management Committee's insights, views and concerns about relevant transactions and events as well as concerns on matters that may have an effect on the financials or audit of our Company to the external auditors;
- (iv) to review with the external auditors:
 - (a) their audit plan, scope and nature of the audit of our Group;
 - (b) their evaluation and findings of the system of risk management and internal controls;

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

- (c) their audit reports on financial statements;
 - (d) the assistance given by the employees to the external auditors;
 - (e) the management letter and management's response with regard to problems and reservations arising from their audits;
 - (f) the coordination of audits where more than one audit firm is involved; and
 - (g) any other matters that the external auditors may wish to discuss (in the absence of management where necessary);
- (v) to review the Annual Transparency Report ("**ATR**") of the external auditors, if applicable, or to engage with audit firms (for firms that are not required to issue ATR) on matters typically covered in the ATR including their governance and leadership structure as well as measures undertaken by the audit firm to uphold the audit quality and manage risks;
- (b) to ensure that the external auditors review a statement made by our Board with regards to the state of risk management and internal control of our Company and report the results thereof to our Board;
- (c) Internal Audit
 - (i) to review and assess the adequacy of the scope, functions, competency, experience and resources of the internal audit functions, ensuring that the internal audit department or internal audit service providers report directly to the Audit and Risk Management Committee and has the necessary authority to carry out its work and report the same to our Board;
 - (ii) to ensure that the internal auditors are independent and objective, and have the relevant qualifications and be responsible for assuring the Audit and Risk Management Committee that the internal controls are operating effectively;
 - (iii) to appropriately communicate the Audit and Risk Management Committee's insights, views and concerns about relevant transactions and events as well as concerns on matters that may affect the financials or audit of our Company to the internal auditors;
 - (iv) to review the internal audit plan, processes, the results of internal audit assessments or investigations undertaken and whether or not appropriate action is taken on the recommendations made and report the same to our Board; and
 - (v) to review the adequacy and effectiveness of our Group's internal control systems, anti-corruption and whistle-blowing as evaluated, identified and reported by the management, internal or external auditors as well as to review whether actions taken to ratify the same are appropriate or timely;
- (d) to ensure that the Audit and Risk Management Committee is fully informed about significant matters related to our Company's audit and its financial statements and addresses these matters;

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

- (e) to review the quarterly results and year-end financial statements of our Group before the approval by our Board, focusing particularly on:
 - (i) any changes in or implementation of major accounting policy changes;
 - (ii) significant matters highlighted including financial reporting issues, significant judgements made by management, significant and unusual events or transactions and, how these matters are addressed;
 - (iii) significant adjustments resulting from audit;
 - (iv) integrity of financial statements;
 - (v) the going concern assumption; and
 - (vi) compliance with accounting standards and other legal and regulatory requirements;
- (f) Risk Management
 - (i) to assist our Board to effectively discharge its risk oversight responsibilities by monitoring and overseeing our Group's risk management and processes in identifying, evaluating, monitoring and managing significant risks within our Group;
 - (ii) to review the risk profiles in respective business units and our Group;
 - (iii) to identify and communicate to our Board the key risks faced by our Group and respective business units and major changes and the management action plans to manage the risks;
 - (iv) to monitor our Group's level of risk appetite, risk tolerance and risk exposure and periodically review the same to ensure that these are aligned with risk strategy and objectives;
 - (v) to review and assess the adequacy and effectiveness of the systems of internal control, anti-corruption, whistle blowing, governance process and accounting control procedures and appropriate systems in place to manage and mitigate risks;
 - (vi) to review our Group's risk managing policy and implementation of the risk management framework; and
 - (vii) to review the annual Statement on Risk Management and Internal Control to be published in the Annual Report and report the results thereof to our Board;
- (g) Sustainability
 - (i) to oversee and review the development and implementation of our Company's sustainability vision, strategy, framework, initiatives, policies and practices, and explore ways to incorporate them into our Company's overall operations and business goals;
 - (ii) to regularly review the sustainability framework of our Company which is grounded in the ESG pillars, to ensure its alignment with evolving local and global sustainability trends and developments, while also confirming its feasibility within our Company's existing resources and capabilities; and

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

- (iii) to assist our Board with regard to the disclosures in the Sustainability Statement to be included in our Company's Annual Report;
- (h) Related Party Transactions
 - (i) to ensure that our Board establishes a comprehensive framework/policy to identify, evaluate, approve and report related party transactions;
 - (ii) to review with the internal auditors their quarterly report from work performed to establish whether recurring related party transactions have been carried out in accordance with the mandate approved by shareholders and on commercial terms no more favourable than those available to non-related third parties; and
 - (iii) to review non-recurring corporate proposals involving related parties to ensure that they are carried out at arm's length, in the best interest of our Group and not detrimental to the interest of minority shareholders and report the same to our Board;
- (i) Conflict of Interest Situations
 - (i) to assess all the disclosed conflicts by our Directors and key senior management, to evaluate their nature, significance and potential impact on our Group;
 - (ii) to review any conflict of interest situation that arose, persist or may arise within our Company or 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; and
 - (iii) to review and recommend appropriate measures, such as reassignment, termination or other actions if the disclosed conflict poses a significant risk to our Group;
- (j) 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; and
- (k) to review and conduct an annual performance evaluation of the internal and external auditors, in respect of each financial year under review, to monitor the performance, suitability, objectivity and independence of the internal and external auditors as well as undertake follow-up measures, where required.

9.2.7 Nomination and Remuneration Committee

Our Nomination and Remuneration Committee was established by our Board on 20 February 2025. Our Nomination and Remuneration Committee currently comprises the following members, all of whom are Independent Non-Executive Directors:

Name	Designation	Directorship
Low Chooi Hoon	Chairperson	Independent Non-Executive Director
Dato' Razman Hafidz bin Abu Zarim	Member	Independent Non-Executive Director
Chen Thai Foong	Member	Independent Non-Executive Director

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

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

(a) Nomination Role

- (i) to identify, review, assess, recommend and nominate suitable candidates for appointment as Directors of our Company, as well as retiring Directors seeking re-election at the AGM;
- (ii) to evaluate the necessary mix of skills, experience, core competencies and diversity (including age, cultural background, and gender) of our Board and our Board Committees;
- (iii) to review the size, structure, balance and composition of our Board and our Board Committees to ensure optimal performance and ensuring that the composition of our Board is refreshed periodically;
- (iv) to review and evaluate the contributions made by each member of our Board, including the Independent Non-Executive Directors and the Chairperson of our Board, as well as the CEO, COO and Executive Directors, based on the process and procedures laid out by our Board and to provide feedback to Directors in respect of their performance;
- (v) to assess each Director's ability to contribute to our Board's decision-making process and ensure that our Board operates actively, efficiently and effectively in all its decision-making, taking into consideration the director's directorship in other listed and non-listed companies;
- (vi) to conduct an annual review of the term of office and performance of the Audit and Risk Management Committee and each of its members;
- (vii) to evaluate annually the effectiveness of the Board and the Board Committees as a whole for assessing the contribution to the effectiveness of the decision making process of the Board;
- (viii) to review and assess annually the independence of the Independent Non-Executive Directors of our Company, ensuring that they meet the identified independence criteria and are not disqualified under the relevant regulations, giving consideration to not only whether a director's background and current activities qualify him or her as independent but also whether the director can act independently of management;
- (ix) to review, consider and make recommendations regarding the continuation in office of Independent Non-Executive Directors who have served for more than nine (9) years;
- (x) to oversee the development of succession planning of our Board and key senior management of our Company; and
- (xi) to assess and recommend the re-election of Directors who are due to retire in accordance with the Company's Constitution.

(b) Remuneration Role

- (i) to review and recommend appropriate remuneration packages for all Directors, with or without professional advice;
- (ii) to review and recommend fees and benefits payable to our Directors;

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

- (iii) to assist our Board in formulating policies, guidelines and set criteria for the composition of various components of remuneration such as basic salary, bonus, and other benefits for Directors and key senior management;
- (iv) to ensure that remuneration packages and benefits for Directors align with our Company's business strategies, long-term objectives, and remuneration policy, as well as comply with all laws, rules, regulations, and guidelines set by relevant authorities and our Board;
- (v) to develop and administer a fair and transparent procedure for setting policy on the remuneration of Directors and key senior management, which considers the demands, complexities and performance of our Company, as well as the skills and experience required;
- (vi) to implement our Board's remuneration policy and procedures through a transparent process, including reviewing and recommending matters related to the remuneration of our Board and key senior management; and
- (vii) to ensure that the level of remuneration packages is fair and appropriate in accordance with the industry, general market sentiments or conditions, our Company's operating results, comparable market statistics, performance in managing material sustainability risks and opportunities, as well as our Directors' merit, qualification, competence and individual performance.

9.3 KEY SENIOR MANAGEMENT

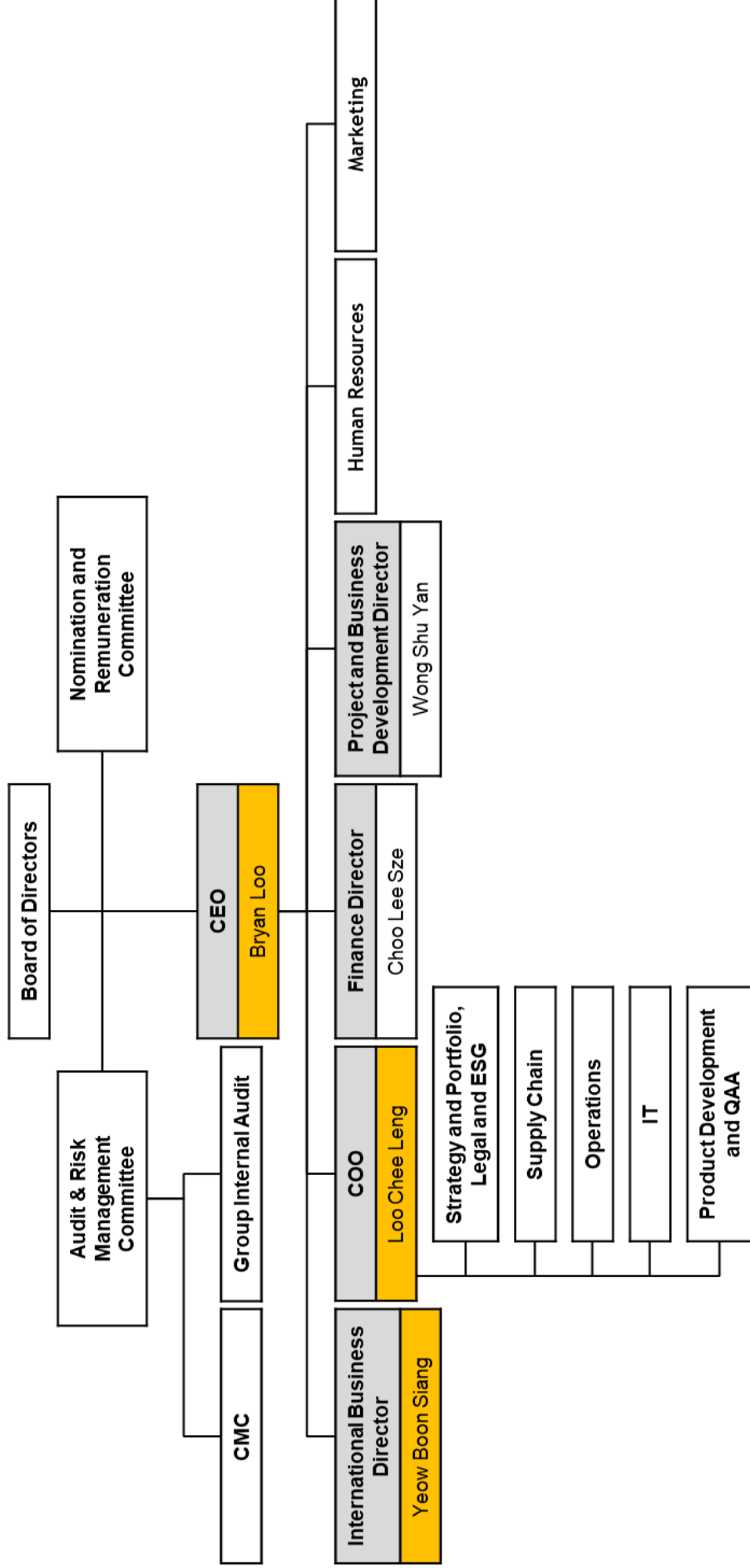
Our Key Senior Management is responsible for the day-to-day management and operations of our Group. The members of our Key Senior Management as at the date of this Prospectus are as follows:

Name	Age	Designation
Bryan Loo	39	CEO
Loo Chee Leng	43	COO
Yeow Boon Siang	44	International Business Director
Choo Lee Sze	46	Finance Director
Wong Shu Yan	39	Projects and Business Development Director

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

9.3.1 Management reporting structure

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



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

9.3.2 Profiles of our Key Senior Management

The profiles of our Key Senior Management who are also our Promoters, Substantial Shareholders and Directors are set out in Section 9.1.1 of this Prospectus.

(i) Choo Lee Sze

Choo Lee Sze, a Malaysian aged 46, is our Finance Director.

She graduated with a Bachelor of Business (Accountancy) from the Royal Melbourne Institute of Technology, Australia in September 2001. She has been a member of Certified Practising Accountant Australia since February 2003. She brings with her over 23 years of experience in the field of internal audit, finance and accounting.

She began her career with Sitt Tatt Berhad as Internal Audit Executive in November 2001 where she was responsible for conducting periodic reviews of internal control processes as well as internal auditing. She left Sitt Tatt Berhad in December 2002 and joined Deloitte Enterprise Risk Services Sdn Bhd as Business Analyst in January 2003 where she was responsible for assessing and enhancing the clients' internal controls, compliance, risk management and operational efficiency. She was promoted to Senior Consultant in July 2006 where she was responsible for the internal audit reviewing for various companies.

She left Deloitte Enterprise Risk Services Sdn Bhd in September 2006 to join Ernst & Young Risk Advisory Services Pte Ltd, Singapore as Audit Senior 1 in the same month and was promoted to Audit Senior 2 in December 2007 where she was involved in internal audit engagement for various industries and organisations. She left Ernst & Young Risk Advisory Services Pte Ltd, Singapore in July 2008 and joined Reckitt Benckiser (Malaysia) Sdn Bhd in August 2008 as Commercial Accountant where she was responsible for financial analysis and business partnering for the commercial operations. She was promoted to Assistant Commercial Controller in August 2013 where she was overseeing financial planning, analysis and control activities that support commercial operations. She was subsequently promoted to Financial Controller in November 2014 where she was in-charge of the overall accounting functions of the group as well as ensuring compliance of the group with the statutory and finance policies.

She left Reckitt Benckiser (Malaysia) Sdn Bhd in October 2016 and joined RSH (Malaysia) Sdn Bhd as Head of Finance in the same month where she oversaw the day-to-day finance function of the company before she left in October 2018. Subsequently, she joined GCH Retail (Malaysia) Sdn Bhd in the same month as the Head of Financial Planning and Analysis where she spearheaded the financial planning and analysis as well as financial accounting and reporting functions of the group.

She left GCH Retail (Malaysia) Sdn Bhd in April 2024 to join our Group as Finance Director, a role she presently assumes where she oversees our Group's overall financial and accounting functions, and is responsible for financial strategy, planning and management of our Group.

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

(ii) Wong Shu Yan

Wong Shu Yan, a Malaysian aged 39, is our Projects and Business Development Director.

He graduated with a Bachelor of Engineering in Mechanical Engineering with Design from the University of Sunderland, the United Kingdom in June 2008. He has more than 16 years of experience in the field of business development.

He began his career with Nissan Motor Manufacturing Ltd, the United Kingdom as a manufacturing staff in June 2008 where he was responsible for assembling parts and managing inventory to ensure continuous workflow. He left Nissan Motor Manufacturing Ltd in December 2009. After taking a 6-month career break, he joined Sermex Sdn Bhd in July 2010 as Sales and Application Engineer where he was responsible for selling process-control products, managing major accounts and supporting sales growth before he left in November 2011.

Subsequently in December 2011, he established a JV, Archiva F&B, together with Bryan Loo and subsequently with Loob Holding, to run F&B operations until he ceased to be a director in November 2019. Archiva F&B subsequently sold its F&B business to Evergreen Locate in July 2022.

He joined our Group as Business Development Manager in March 2013 and was subsequently promoted to Head of Business Development in February 2018 where he was responsible for our Group's corporate store expansion, asset optimisation, store compliance and managing partnerships with franchisees. In April 2024, he was promoted to Projects and Business Development Director where his role extended to overseeing store expansion within the overseas market.

Further details of his business involvement outside of our Group are set out in Section 9.3.4 of this Prospectus.

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

9.3.3 Shareholding of our Key Senior Management

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

Name	Before our IPO ⁽¹⁾			After our IPO ⁽²⁾					
				Assuming the Over-allotment Option is not exercised			Assuming the Over-allotment Option is fully exercised		
	Direct	Indirect		Direct	Indirect		Direct	Indirect	
	No. of Shares ('000)	%	No. of Shares ('000)	No. of Shares ('000)	%	No. of Shares ('000)	No. of Shares ('000)	%	No. of Shares ('000)
Choo Lee Sze	97	*	-	298	*	-	298	*	-
Wong Shu Yan	1,138	0.1	-	1,363	0.1	-	1,363	0.1	-

Notes:

* Negligible

(1) Based on the enlarged issued Shares of 1,110,728,703 after the Pre-IPO Restructuring.

(2) Based on the enlarged issued Shares of 1,169,188,203 upon our Listing and assuming full subscription of our Issue Shares allocated to the Eligible Persons in respect of the Retail Offering.

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

9.3.4 Principal business activities performed by our Key Senior Management outside our Group in the past five (5) years

Save as disclosed below, none of our Key Senior Management (other than our Directors who are also part of our Key Senior Management which are disclosed in Section 9.2.3 of this Prospectus) are involved in principal business activities outside our Group as at the LPD or hold directorships in other companies outside our Group, at present and in the past five (5) years preceding the LPD:

Name of company/entity	Principal activities	Involvement in business activities
Choo Lee Sze		
<u>Present involvement</u>		
• Nil	• Nil	• Nil
<u>Past involvement</u>		
• Nil	• Nil	• Nil
Wong Shu Yan		
<u>Present involvement</u>		
• Great Upline Sdn Bhd	• Operation and management of F&B outlets	• Substantial shareholder (direct)
• TBR Sdn Bhd	• Food or beverage, F&B preparation in market stalls/hawkers and other retail sale of new goods in specialised stores	• Substantial shareholder (direct)
<u>Past involvement</u>		
• Nil	• Nil	• Nil

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

The involvement of Wong Shu Yan in other principal business activities outside our Group will not affect his continued contributions to the day-to-day management of our Group and are not expected to affect the operations of our Group as he is not involved in the management and day-to-day operations of these businesses, other than attending shareholders' meetings as a shareholder, if any. Any potential conflict of interest situation which may arise through the interests of Wong Shu Yan in other entities which are carrying on a similar trade as our Group or are customers or suppliers of our Group is mitigated due to the following:

- (i) Great Upline Sdn Bhd is a franchisee of Loob Holding operating one (1) Tealive Franchised Store in Malaysia. As a franchisee, it pays franchise fee and royalty to Loob Holding as well as purchases of ingredients, equipment and supplies from LRTS Retail. All sales to and fees received from Great Upline Sdn Bhd are transacted on an arm's length basis and on normal commercial terms which are not more favourable to them than those generally available to third parties;
- (ii) the business and operations of TBR Sdn Bhd are not in direct competition with the business and operations of our Group given that –
 - TBR Sdn Bhd is a franchisee of Happy Potato brand operating five (5) Happy Potato stores as at the LPD, all concentrated in shopping malls in Kuala Lumpur and Selangor with no dine-in option, and are designed for grab-and-go customers. The Happy Potato stores are in a different segment of the F&B services industry compared with our Tealive stores, that fall under the tea shops segment that predominantly focuses on serving MTO beverages with tea as a base ingredient, and our Bask Bear stores fall under the café segment that focuses on offering a variety of caffeinated drinks together with a limited food variety;
 - the Happy Potato stores operated by TBR Sdn Bhd serve mainly specialty fries as their main food offerings which are distinct from the fries or loaded fries offered as sides or snacks in our Tealive and Bask Bear stores to complement the MTO beverages which are our main offering at our Tealive stores and the caffeinated beverages which are the main offering at our Bask Bear stores. Although the Happy Potato stores also offer popcorn chicken as part of their menu, the POS sales from popcorn chicken offered as snacks by our Group's Tealive stores account for less than 3.2% of our Tealive stores' total POS sales for the FYE 30 June 2024. Further, the POS sales from the fries or loaded fries offered as sides or snacks by our Group's Tealive and Bask Bear stores account for less than 0.6% and 0.4% of our Group's Tealive and Bask Bear stores' total POS sales respectively;
 - the Happy Potato stores operated by TBR Sdn Bhd do not offer milk tea, bubble tea, smoothies, chocolate, milkshakes which are the main offerings in our Tealive stores nor do they offer premium/specialty coffee, toasties and burgers which are the main offerings in our Bask Bear stores. The limited soft drinks and mineral water sold at the Happy Potato stores are offered as a beverage accompaniment to satisfy the basic hydration needs of a consumer whereas the MTO Tealive beverages and Bask Bear caffeinated beverages offer an experience and flavour that the consumers seek for enjoyment rather than as a thirst quencher; and
 - both businesses operate independently with no sharing of premises, staff or equipment.

Premised on the above, there is no market overlap between TBR Sdn Bhd's and our Group's businesses.

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

9.3.5 Service contracts with our Key Senior Management

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

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

The remuneration and material benefits in-kind of our Directors who are also part of our Key Senior Management are set out in Section 9.2.5 of this Prospectus.

The aggregate remuneration and material benefits in-kind paid (including any contingent or deferred remuneration) or proposed to be paid to our Key Senior Management, other than our Directors who are also part of our Key Senior Management, for services rendered in all capacities to our Group for the FYE 30 June 2024 and FYE 30 June 2025 are as follows:

	Remuneration band (FYE 30 June)	
	2024 (Actual)	2025 (Proposed)
Key Senior Management	RM'000	RM'000
Choo Lee Sze ⁽¹⁾	50 to 100	450 to 500
Wong Shu Yan	300 to 350	350 to 400

Note:

(1) She joined our Group in April 2024.

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

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

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

- (i) Loo Chuu Lin, our Promoter, Non-Independent Non-Executive Director and Substantial Shareholder, is:
 - the father of Bryan Loo and Loo Chee Leng, and
 - father-in-law of Yeow Boon Siang.
- (ii) Bryan Loo, our Promoter, Non-Independent Executive Director, CEO and Substantial Shareholder, is:
 - the son of Loo Chuu Lin;
 - the brother of Loo Chee Leng; and
 - brother-in-law of Yeow Boon Siang.

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

- (iii) Loo Chee Leng, our Promoter, Non-Independent Executive Director, COO and Substantial Shareholder, is:
 - the daughter of Loo Chuu Lin;
 - the sister of Bryan Loo; and
 - the spouse of Yeow Boon Siang.
- (iv) Yeow Boon Siang, our Alternate Director to Loo Chuu Lin and International Business Director, is:
 - the spouse of Loo Chee Leng;
 - the son-in-law of Loo Chuu Lin; and
 - the brother-in-law of Bryan Loo.
- (v) Tan Sri Datuk Dr. Rebecca Fatima Sta Maria, our Independent Non-Executive Chairperson, and Dato' Razman Hafidz bin Abu Zarim, our Independent Non-Executive Director, are both directors of Hartalega Holdings Berhad where Tan Sri Datuk Dr. Rebecca Fatima Sta Maria is a Senior Independent Non-Executive Director and Dato' Razman Hafidz bin Abu Zarim is a Non-Independent Non-Executive Director. Dato' Razman Hafidz bin Abu Zarim was appointed to our Board on 13 March 2020 while Tan Sri Datuk Dr. Rebecca Fatima Sta Maria was only appointed to our Board on 3 February 2025.
- (vi) Lum Ying Ling, our Non-Independent Non-Executive Director, is an employee of Creador Sdn Bhd which is associated with Creador Management IV Ltd, being the fund manager of Creador IV, which in turn is the sole shareholder of Uttama and is the representative of Uttama on the Board. Lum Ying Ling and Chen Thai Foong, our Independent Non-Executive Director, are both directors of Eco-Shop where Lum Ying Ling is a Non-Independent Non-Executive Director and Chen Thai Foong is an Independent Non-Executive Director.
- (vii) Low Chooi Hoon, our Independent Non-Executive Director, was a director of Eco-Shop together with Chen Thai Foong and Lum Ying Ling, where Low Chooi Hoon was an Independent Non-Executive Director from 12 October 2023 to 1 October 2024.

9.5 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

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

- (i) in the last ten (10) years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against such person or any partnership in which such person was a partner or any corporation of which such person was a director or member of key senior management;
- (ii) disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (iii) in the last ten (10) years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (iv) in the last ten (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;

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

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

9.6 OTHER MATTERS

- (i) No other amounts or benefits have been paid or intended to be paid or given to our Promoters and Substantial Shareholders within the two (2) years preceding the date of this Prospectus, except for remuneration and benefits-in-kind received by our Substantial Shareholders who are our employees in the course of his employment, Directors' fees and dividends paid to our shareholders.
- (ii) 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 which operation may result in the change in control of our Company at a date subsequent to our IPO and our Listing.
- (iii) Our Promoters and Substantial Shareholders do not have different voting rights from our other shareholders.

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