NOTICE ACCOMPANYING THE ELECTRONIC PROSPECTUS OF RT PASTRY HOLDINGS BERHAD ("RT PASTRY" OR THE "COMPANY") DATED 5 JUNE 2026 ("ELECTRONIC PROSPECTUS")

(Unless otherwise indicated, specified or defined in this notice, the definitions in the Prospectus shall apply throughout this notice.)

Website

The Electronic Prospectus can be viewed or downloaded from Bursa Malaysia Securities Berhad's ("**Bursa Securities**") website at www.bursamalaysia.com ("**Website**").

Availability and Location of Paper / Printed Prospectus

Any applicant in doubt concerning the validity or integrity of the Electronic Prospectus should immediately request a paper/printed copy of the Prospectus directly from the Company, KAF Investment Bank Berhad ("**KAF IB**") or Malaysian Issuing House Sdn Bhd. Alternatively, the applicant may obtain a copy of the Prospectus, from participating organisations of Bursa Securities, members of the Association of Banks in Malaysia and members of the Malaysian Investment Banking Association.

Prospective investors should note that the Application Forms are not available in electronic format.

Jurisdictional Disclaimer

This IPO and the distribution of the Electronic Prospectus are subject to the laws of Malaysia. Bursa Securities, KAF IB and RT Pastry have not authorised anyone and take no responsibility for the distribution of the Electronic Prospectus outside Malaysia. No action has been taken to permit any offering of the IPO Shares based on the Electronic Prospectus in any jurisdiction other than Malaysia. The Electronic Prospectus may not be used for the purpose of and does not constitute an offer for subscription or purchase or invitation to subscribe for or purchase, any of our IPO Shares in any jurisdiction or in any circumstances in which such an offer is not authorised or is unlawful or to any person to whom it is unlawful to make such offer or invitation. Prospective applicants who may be in possession of the Electronic Prospectus are required to take note, to inform themselves and to observe such restrictions.

Close of Application

Applications for the IPO Shares will be accepted from **10.00 a.m.** on **5 June 2026** and will close at **5.00 p.m.** on **15 June 2026**. Any change to the timetable will be advertised by RT Pastry in a widely circulated English and Bahasa Malaysia daily newspapers within Malaysia, and will make the relevant announcement through Bursa Securities. The Electronic Prospectus made available on the Website after the closing of the application period is made available solely for informational and archiving purposes. No securities will be allotted or issued on the basis of the Electronic Prospectus after the closing of the application period.

Persons Responsible for the Internet Site in which the Electronic Prospectus is Posted

The Electronic Prospectus which is accessible at the Website is owned by Bursa Securities. Users' access to the website and the use of the contents of the Website and/or any information in whatsoever form arising from the Website shall be conditional upon acceptance of the terms and conditions of use as contained in the Website.

The contents of the Electronic Prospectus are for informational and archiving purposes only and are not intended to provide investment advice of any form or kind, and shall not at any time be relied upon as such.









www.rtpastry.com

RT PASTRY HOLDINGS BERHAD
(Registration No.: 201801014342 (1276358-V))

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Taste of Happiness

RT PASTRY HOLDINGS BERHAD

PROSPECTUS

PROSPECTUS

RT PASTRY HOLDINGS BERHAD

(Registration No.: 201801014342 (1276358-V))
(Incorporated in Malaysia under the Companies Act 2016)

INITIAL PUBLIC OFFERING ("IPO") IN CONJUNCTION WITH THE LISTING OF RT PASTRY HOLDINGS BERHAD ("RT PASTRY" OR "COMPANY") ON THE ACE MARKET OF BURSA MALAYSIA SECURITIES BERHAD ("BURSA SECURITIES") COMPRISING A PUBLIC ISSUE OF 91,542,000 NEW ORDINARY SHARES IN RT PASTRY ("SHARES") ("ISSUE SHARES") IN THE FOLLOWING MANNER:

(i) 16,960,000 ISSUE SHARES MADE AVAILABLE FOR APPLICATION BY THE MALAYSIAN PUBLIC, OF WHICH 8,480,000 ISSUE SHARES WILL BE SET ASIDE FOR APPLICATION BY BUMIPUTERA INVESTORS INCLUDING INDIVIDUALS, COMPANIES, COOPERATIVES, SOCIETIES AND INSTITUTIONS;

(ii) 6,780,900 ISSUE SHARES MADE AVAILABLE FOR APPLICATION BY ELIGIBLE PERSONS;

(iii) 42,381,000 ISSUE SHARES MADE AVAILABLE BY WAY OF PRIVATE PLACEMENT TO IDENTIFIED BUMIPUTERA INVESTORS APPROVED BY THE MINISTRY OF INVESTMENT, TRADE AND INDUSTRY OF MALAYSIA; AND

(iv) 25,420,100 ISSUE SHARES MADE AVAILABLE BY WAY OF PRIVATE PLACEMENT TO INSTITUTIONAL AND SELECTED INVESTORS,

AT AN IPO PRICE OF RM0.18 PER SHARE, PAYABLE IN FULL UPON APPLICATION AND SUBJECT TO THE CLAWBACK AND REALLOCATION PROVISIONS AS SET OUT IN THIS PROSPECTUS.

Principal Adviser, Sponsor, Underwriter and Placement Agent

KAF INVESTMENT BANK BERHAD
Registration No. 197401003530 (20657-W)

THE ACE MARKET IS AN ALTERNATIVE MARKET DESIGNED PRIMARILY FOR EMERGING CORPORATIONS THAT MAY CARRY HIGHER INVESTMENT RISK WHEN COMPARED WITH LARGER OR MORE ESTABLISHED CORPORATIONS LISTED ON THE MAIN MARKET. THERE IS ALSO NO ASSURANCE THAT THERE WILL BE A LIQUID MARKET IN THE SHARES OR UNITS OF SHARES TRADED ON THE ACE MARKET. YOU SHOULD BE AWARE OF THE RISKS OF INVESTING IN SUCH CORPORATIONS AND SHOULD MAKE THE DECISION TO INVEST ONLY AFTER CAREFUL CONSIDERATION.

THE ISSUE, OFFER OR INVITATION FOR THE OFFERING IS A PROPOSAL NOT REQUIRING APPROVAL, AUTHORISATION OR RECOGNITION OF THE SECURITIES COMMISSION MALAYSIA UNDER SECTION 212(8) OF THE CAPITAL MARKETS AND SERVICES ACT 2007.

NO SECURITIES WILL BE ALLOTTED OR ISSUED BASED ON THIS PROSPECTUS AFTER 6 MONTHS FROM THE DATE OF THIS PROSPECTUS.

BURSA SECURITIES HAS APPROVED THE ADMISSION OF OUR COMPANY TO THE OFFICIAL LIST OF BURSA SECURITIES AND THE LISTING OF AND QUOTATION FOR OUR ENTIRE ENLARGED ISSUED SHARE CAPITAL ON THE ACE MARKET OF BURSA SECURITIES. THIS PROSPECTUS HAS BEEN REGISTERED BY BURSA SECURITIES. THE APPROVAL AND REGISTRATION OF THIS PROSPECTUS SHOULD NOT BE TAKEN TO INDICATE THAT BURSA SECURITIES RECOMMENDS OUR IPO OR ASSUMES RESPONSIBILITY FOR THE CORRECTNESS OF ANY STATEMENT MADE, OPINION EXPRESSED OR REPORT CONTAINED IN THIS PROSPECTUS. BURSA SECURITIES HAS NOT, IN ANY WAY, CONSIDERED THE MERITS OF THE SECURITIES BEING OFFERED FOR INVESTMENT.

BURSA SECURITIES IS NOT LIABLE FOR ANY NON-DISCLOSURE ON THE PART OF OUR COMPANY AND TAKES NO RESPONSIBILITY FOR THE CONTENTS OF THIS PROSPECTUS, MAKES NO REPRESENTATION AS TO ITS ACCURACY OR COMPLETENESS, AND EXPRESSLY DISCLAIMS ANY LIABILITY FOR ANY LOSS YOU MAY SUFFER ARISING FROM OR IN RELIANCE UPON THE WHOLE OR ANY PART OF THE CONTENTS OF THIS PROSPECTUS.

INVESTORS ARE ADVISED TO READ AND UNDERSTAND THE CONTENTS OF THIS PROSPECTUS. IF IN DOUBT, PLEASE CONSULT A PROFESSIONAL ADVISER.

FOR INFORMATION CONCERNING RISK FACTORS WHICH SHOULD BE CONSIDERED BY PROSPECTIVE INVESTORS, SEE "RISK FACTORS" COMMENCING ON PAGE 197.

THIS PROSPECTUS IS DATED 5 JUNE 2026

All defined terms used in this Prospectus are defined under "Presentation of Financial and Other Information" Section, "Definitions" Section and "Glossary of Technical Terms" Section.

RESPONSIBILITY STATEMENTS

Our Directors and Promoters have seen and approved this Prospectus. They collectively and individually accept full responsibility for the accuracy of the information contained in this Prospectus. Having made all reasonable enquiries, and to the best of their knowledge and belief, they confirm that there is no false or misleading statement or other facts which if omitted, would make any statement in this Prospectus false or misleading.

KAF IB, being the Principal Adviser, Sponsor, Underwriter and Placement Agent, acknowledges that, based on all available information, and to the best of its knowledge and belief, this Prospectus constitutes a full and true disclosure of all material facts concerning the IPO.

STATEMENTS OF DISCLAIMER

Approval has been granted by Bursa Securities for our Listing. Admission to the Official List of Bursa Securities is not to be taken as an indication of the merits of the offering, corporation or its shares.

This Prospectus, together with the Application Form, has also been lodged with the Registrar of Companies, who takes no responsibility for its contents.

OTHER STATEMENTS

Investors should note that they may seek recourse under Sections 248, 249 and 357 of the CMSA for breaches of securities laws including any statement in this Prospectus that is false, misleading, or from which there is a material omission; or for any misleading or deceptive act in relation to this Prospectus or the conduct of any other person in relation to our Company.

Shares listed on Bursa Securities are offered to the public on the premise of full and accurate disclosure of all material information concerning the offering, for which any person set out in Section 236 of the CMSA, is responsible.

This Prospectus has not been and will not be made to comply with the laws of any jurisdiction other than Malaysia and has not been and will not be lodged, registered or approved pursuant to or under any applicable securities or equivalent legislation or with or by any regulatory authority or other relevant body of any jurisdiction other than Malaysia.

This Prospectus is prepared and published solely for our IPO in Malaysia under the laws of Malaysia. Our Shares being offered in our IPO are issued in Malaysia solely based on the contents of this Prospectus. Our Directors, Promoters, Principal Adviser, Sponsor, Underwriter and Placement Agent take no responsibility for the distribution of this Prospectus (in preliminary or final form) outside Malaysia. Our Directors, Promoters, Principal Adviser, Sponsor, Underwriter and Placement Agent have not authorised anyone to provide you with any information or make any representations which is not contained in this Prospectus.

We will not, prior to acting on any acceptance in respect of our IPO, make or be bound to make any enquiry as to whether you have a registered address in Malaysia and will not accept or be deemed to accept any liability in relation thereto whether or not any enquiry or investigation is made in connection therewith.

It shall be your sole responsibility, if you are or may be subject to the laws of any countries or jurisdictions other than Malaysia to consult your professional advisers as to whether your application for our IPO would result in the contravention of any laws of such countries or jurisdictions. Neither we nor our Principal Adviser nor any other advisers in relation to our IPO shall accept any responsibility or liability in the event that any application made by you shall become illegal, unenforceable, voidable or void in any such country or jurisdiction.

Further, it shall also be your sole responsibility to ensure that your application for our IPO would be in compliance with the terms of our IPO and would not be in contravention of any laws of countries or jurisdictions other than Malaysia to which you may be subjected to. We will further assume that you had accepted our IPO in Malaysia and will be subject only to the laws of Malaysia in connection therewith.

However, we reserve the right, in our absolute discretion, to treat any acceptance as invalid if we believe that such acceptance may violate any law or applicable legal or regulatory requirements.

ELECTRONIC PROSPECTUS / INTERNET SHARE APPLICATION

This Prospectus can also be viewed or downloaded from Bursa Securities' website at www.bursamalaysia.com. The contents of the Electronic Prospectus and the copy of this Prospectus registered with Bursa Securities are the same.

You are advised that the internet is not a fully secured medium and that your Internet Share Application is subject to risk of problems occurring during data transmission, computer security threats such as viruses, hackers and crackers, faults with computer software and other events beyond the control of the Internet Participating Financial Institutions or Participating Securities Firms. These risks cannot be borne by the Internet Participating Financial Institutions or Participating Securities Firms.

If you are in doubt of the validity or integrity of the Electronic Prospectus, you should immediately request from us, our Principal Adviser or the Issuing House, a paper/printed copy of this Prospectus.

In the event of any discrepancies arising between the contents of the Electronic Prospectus and the contents of the paper/printed copy of this Prospectus for any reason whatsoever, the contents of the paper/printed copy of this Prospectus, which is identical to this Prospectus registered by Bursa Securities, shall prevail.

In relation to any reference in this Prospectus to Third Party Internet Sites whether by way of hyperlinks or by way of description of the Third Party Internet Sites, you acknowledge and agree that:

(i) We and our Principal Adviser do not endorse and are not affiliated in any way with the Third Party Internet Sites and are not responsible for the availability of, or the contents or any data, information, files or other material provided on the Third Party Internet Sites. You shall bear all risks associated with the access to or use of the Third Party Internet Sites;

(ii) We and our Principal Adviser are not responsible for the quality of products or services in the Third Party Internet Sites, particularly in fulfilling any of the terms of your agreements with the Third Party Internet Sites. We and our Principal Adviser are also not responsible for any loss, damage or cost that you may suffer or incur in connection with or as a result of dealing with the Third Party Internet Sites or the use of or reliance on any data, information, files or other material provided by such parties; and

(iii) Any data, information, files or other materials downloaded from the Third Party Internet Sites is done at your own discretion and risk. We and our Principal Adviser are not responsible, liable or under obligation for any damage to your computer systems or loss of data resulting from the downloading of any such data, information, files or other materials.

Where an Electronic Prospectus is hosted on the website of the Internet Participating Financial Institutions or Participating Securities Firms, you are advised that:

(i) The Internet Participating Financial Institutions or Participating Securities Firms are only liable in respect of the integrity of the contents of the Electronic Prospectus, to the extent of the contents of the Electronic Prospectus situated on the web server of the Internet Participating Financial Institutions or Participating Securities Firms which may be viewed via your web browser or other relevant software. The Internet Participating Financial Institutions or Participating Securities Firms shall not be responsible in any way for the integrity of the contents of the Electronic Prospectus which has been downloaded or otherwise obtained from the web server of the Internet Participating Financial Institutions or Participating Securities Firms, and thereafter communicated or disseminated in any manner to you or other parties;

(ii) While all reasonable measures have been taken to ensure the accuracy and reliability of the information provided in the Electronic Prospectus, the accuracy and reliability of the Electronic Prospectus cannot be guaranteed as the internet is not a fully secured medium; and

(iii) The Internet Participating Financial Institutions or Participating Securities Firms shall not be liable (whether in tort or contract or otherwise) for any loss, damage or cost, you or any other person may suffer or incur due to, as a consequence of or in connection with any inaccuracies, changes, alterations, deletions or omissions in respect of the information provided in the Electronic Prospectus which may arise in connection with or as a result of any fault or faults with web browsers or other relevant software, any fault or faults on your or any third party's personal computer, operating system or other software, viruses or other security threats, unauthorised access to information or systems in relation to the website of the Internet Participating Financial Institutions or Participating Securities Firms, and/or problems occurring during data transmission, which may result in inaccurate or incomplete copies of information being downloaded or displayed on your personal computer.

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INDICATIVE TIMETABLE

The events which are intended to take place on their respective indicative dates are as stated in the table below:

No.	Event	Time / Date
1.	Issuance of this Prospectus and opening of the Application period for our IPO	10.00 a.m. on 5 June 2026
2.	Closing of the Application period for our IPO	5.00 p.m. on 15 June 2026
3.	Balloting of the Applications for our Issue Shares for the Malaysian Public	18 June 2026
4.	Allotment of Issue Shares to the successful applicants	25 June 2026
5.	Listing on the ACE Market	29 June 2026

Notes:

(1) If there is any change to the timetable, we will advertise the notice of the changes in a widely circulated English and Bahasa Malaysia daily newspapers in Malaysia and will make the relevant announcements on Bursa Securities' website on the said changes.

(2) All times and dates indicated in the timetable are in reference to standard Malaysian time (UTC+8) and date.

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PRESENTATION OF FINANCIAL AND OTHER INFORMATION

All references to “RT Pastry” or “our Company” in this Prospectus are to RT Pastry Holdings Berhad. All references to “RT Pastry Group” or “our Group” are to our Company and our Subsidiary Companies, taken as a whole group. References to "we", "us", "our" and "ourselves" are to our Company or our Group or any member of our Group, as the context requires. Unless the context otherwise requires, references to "Management" are to our Directors and our Key Senior Management as disclosed in this Prospectus and statements as to our beliefs, expectations, estimates and opinions are those of our Management. All references to “you” are to our prospective investors.

Certain abbreviations, acronyms and technical terms used are defined in the "Definitions" and "Glossary of Technical Terms" sections of this Prospectus. Words denoting the singular shall, where applicable, include the plural and vice versa. Words denoting the masculine gender shall, where applicable, include the feminine and neuter genders and vice versa. References to persons shall include companies and corporations.

In this Prospectus, references to "Government" are to the Government of Malaysia, and references to "RM" and "sen" are to the lawful currency of Malaysia. The word "approximately" used in this Prospectus is to indicate that a number is not an exact one, but that number is usually rounded off to the nearest hundredth or 2 decimal places.

Any discrepancies in the tables between the amounts listed and the total amount in this Prospectus are due to rounding adjustments.

If there are any discrepancies or inconsistencies between the English and Bahasa Malaysia versions of this Prospectus, the English version shall prevail. Unless otherwise stated, any reference to dates and times in this Prospectus are references to dates and times in Malaysia.

Any reference to any provisions of the statutes, rules, regulations, enactments or rules of stock exchange in this Prospectus shall (where the context admits), be construed as a reference to provisions of such statutes, rules, regulations, enactments or rules of stock exchange (as the case may be) as modified by any written law or (if applicable) amendment or re-enactment to statutes, rules, regulations, enactments, or rules of stock exchange for the time being in force.

This Prospectus includes statistical data provided by our Management and various third parties and cites third party projections regarding growth and performance of the market and industry in which our Group operates or are exposed to. This data is taken or derived from information published by industry sources and from our internal data. In each such case, the source is stated in this Prospectus. Where no source is stated, it can be assumed that the information originates from our Management.

In particular, certain information in this Prospectus is extracted or derived from the IMR Report (as defined in this Prospectus), an independent market research company. We have appointed Providence to provide the IMR Report. In compiling their data for the IMR Report, Providence had relied on its research methodology, industry sources, sources from government bodies, published materials and their own private databases.

Further, third-party projections, including the projections from the IMR Report, cited in this Prospectus are subject to significant uncertainties that could cause actual data to differ materially from the projected figures. We cannot give any assurance that the projected figures will be achieved and you should not place undue reliance on the statistical data and third-party projections cited in this Prospectus.

The information on our website, or any website directly and indirectly linked to our website does not form part of this Prospectus and should not be relied upon.

FORWARD LOOKING STATEMENTS

This Prospectus includes forward-looking statements. All statements other than statements of historical facts included in this Prospectus, including, without limitation, those regarding our financial position, business strategies, prospects, plans and objectives of our Management for future operations, are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause our actual results, performance or achievements, or industry results to be materially different from future results, performance or achievements, or industry results expressed or implied by such forward-looking statements. Such forward-looking statements reflect our current view with respect to future events and we do not guarantee future performance including, without limitation, the achievability of any of such forward-looking statements.

Forward-looking statements can be identified by the use of forward-looking terminologies including, without limitation, the words "may", "will", "would", "could", "believe", "expect", "anticipate", "intend", "estimate", "aim", "plan", "forecast", "project" or similar expressions, and include all statements that are not historical facts. Such forward-looking statements include, without limitation, statements relating to:

(i) Demand for our products and the general industry environment;

(ii) Our strategies including, without limitation, business strategies and competitive position;

(iii) Our future earnings, cash flows, working capital financing, liquidity and financial position;

(iv) Potential growth opportunities;

(v) Regulatory environment and the effects of future regulation; and

(vi) Our ability to pay dividends to our shareholders.

The actual results which we will have may differ materially from information contained in such forward-looking statements as a result of a number of factors beyond our control, including, without limitation:

(i) The relationship with our customers and the eventual orders which we will receive from them;

(ii) The shortage of unskilled and semi-skilled employees;

(iii) Problems encountered in implementing our expansion plan;

(iv) Delays or interruptions in our operations such as, without limitation, electricity outage and water cut;

(v) The relationship with our suppliers;

(vi) The competitive environment of the industry in which we operate in;

(vii) The general economic, business, social, political and investment environment in countries we operate in or we may operate in, in the future;

(viii) The finance costs, interest rates, tax rates and foreign exchange rates affecting our Group and the whole supply chain such as, without limitation, our customers and suppliers;

(ix) Future regulatory or government policy changes affecting us or the markets in which we operate in or may operate in, in the future;

(x) Our reliance on certificates, licenses, permits and approvals;

FORWARD LOOKING STATEMENTS *(Cont'd)*

(xi) The continuation of the existing financing facilities and the availability of any new financing facilities;

(xii) Significant capital expenditure requirements as a result of including, without limitation, drastic shift in technological advancements in the industry we operate in;

(xiii) Fixed or contingent obligations and commitments;

(xiv) Changes in accounting standards; and

(xv) Changes in rules, regulations and practices in matters concerning taxation and duties.

Additional factors that could cause our actual results, performance or achievements to differ materially include, but are not limited to, those discussed in Section 8 - Risk Factors and Section 11.3 - Management's Discussion and Analysis of Financial Condition and Results of Operations, of this Prospectus. These forward-looking statements are based on information available to us as at the LPD and are made available only as at the LPD.

In light of these uncertainties, the inclusion of such forward-looking statements should not be regarded as a representation or warranty by us or our advisers that such plans and objectives will be achieved.

Should we become aware of any subsequent material change or development affecting matters disclosed in this Prospectus arising from the date of registration of this Prospectus but before the date of allotment of the Issue Shares, we shall further issue a supplemental or replacement prospectus, as the case may be, in accordance with the provisions of Section 238(1) of the CMSA and Paragraph 1.02, Chapter 1 of Part II (Division 6 on Supplementary and Replacement Prospectus) of the Prospectus Guidelines.

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DEFINITIONS

Unless the context otherwise requires, the following abbreviations shall apply throughout this Prospectus:

COMPANIES WITHIN OUR GROUP

RT Pastry or Company	:	RT Pastry Holdings Berhad
Ascend Rise Hub	:	Ascend Rise Hub Sdn. Bhd.
Happiness Pastry	:	Happiness Pastry Pan Sdn. Bhd.
Hill Top	:	Hill Top Pastry Sdn. Bhd.
RT Cafe House	:	RT Cafe House Sdn. Bhd.
RT Cheras	:	RT Pastry House (Cheras) Sdn. Bhd.
RT Desa	:	RT Pastry House (Desa) Sdn. Bhd.
RT Global	:	RT Global Sdn. Bhd.
RT Kepong	:	RT Pastry (Kepong) Sdn. Bhd.
RT Pastry Resources	:	RT Pastry Resources Sdn. Bhd.
RT Petites	:	RT Petites Sdn. Bhd.
RT PH	:	RT Pastry House Sdn. Bhd.
RT Subang	:	RT Pastry House (Subang) Sdn. Bhd.
Top Pot	:	Top Pot Bakery Sdn. Bhd.
VIP Attitude	:	VIP Attitude Sdn. Bhd.
Subsidiary Companies	:	Collectively, Ascend Rise Hub, Happiness Pastry, Hill Top, RT Cafe House, RT Cheras, RT Desa, RT Global, RT Kepong, RT Pastry Resources, RT Petites, RT PH, RT Subang, Top Pot and VIP Attitude
RT Pastry Group or Group	:	RT Pastry and our Subsidiary Companies, collectively

GENERAL

ACE Market	:	ACE Market of Bursa Securities
Acquisition of VIP Attitude	:	Acquisition of 1,200,000 ordinary shares of VIP Attitude by RT Pastry from the VIP Attitude Minorities comprising of 200,000 of the then existing ordinary shares of VIP Attitude and the 1,000,000 ordinary shares of VIP Attitude issued arising from the Capitalisation of VIP Attitude Debt. The purchase consideration for the Acquisition of VIP Attitude was fully satisfied by a cash consideration of approximately RM0.47 million. The Acquisition of VIP Attitude was completed on 27 December 2023
ADA	:	Authorised Depository Agent

DEFINITIONS *(Cont'd)*

AGM	:	Annual General Meeting
Application(s)	:	Application for our IPO Shares by way of Application Form, Electronic Share Application and/or Internet Share Application
Application Form(s)	:	Printed application form(s) for the application of the Issue Shares
ASEAN	:	Association of Southeast Asian Nations
ATM	:	Automated teller machine
Authorised Financial Institution(s)	:	Authorised financial institution(s) participating in the Internet Share Application in respect of the payment for our IPO Shares
Baker Tilly or Reporting Accountants	:	Baker Tilly Monteiro Heng PLT
Balakong Plant	:	Manufacturing plant previously owned by RT Pastry located at Lot 1896, Jalan KPB 7, Kawasan Perindustrian Kampung Baru Balakong, 43300 Seri Kembangan, Selangor, held under title H.S. (M) 19937, PT 54625, Tempat Batu 12 1/2, Jalan Cheras/ Sungai Besi, Mukim Cheras, Daerah Ulu Langat, Negeri Selangor which was disposed on 30 December 2025
Balloting Share(s)	:	16,960,000 Issue Shares made available for application by the Malaysian Public, of which 8,480,000 Issue Shares will be set aside for application by Bumiputera investors including individuals, companies, cooperatives, societies and institutions
BLR	:	Base lending rate
BNM	:	Bank Negara Malaysia
Board	:	Board of Directors of our Company
Bonus Issue	:	Bonus Issue of RM0.40 million new Shares on the basis of 4 new Shares for every 1 existing Share to the entitled shareholders. In implementing the Bonus Issue, RT Pastry had capitalised RM0.40 million from its retained earnings and made payment in full for 400,000 new Shares of RM1.00 each to the entitled shareholders. The Bonus Issue was completed on 12 May 2023
Bumiputera	:	In the context of: (i) individuals - Malays and the aborigines and the natives of Sabah and Sarawak as specified in the Federal Constitution of Malaysia; (ii) companies - companies which fulfil, among others, the following criteria or such other criteria as may be imposed by MITI: (a) registered under the Act or Companies Act 1965 as a private company; (b) its shareholders are 100% Bumiputera; and

DEFINITIONS *(Cont'd)*

		(c) its board of directors (including its staff) are at least 51% Bumiputera; and (d) cooperatives - cooperatives whose shareholders or cooperative members are at least 95% Bumiputera or such other criteria as may be imposed by MITI
Bumiputera Placement Share(s)	:	42,381,000 Issue Shares made available by way of private placement to identified Bumiputera investors approved by the MITI
Bursa Depository	:	Bursa Malaysia Depository Sdn. Bhd.
Bursa Securities or Exchange	:	Bursa Malaysia Securities Berhad
Business Premise and Advertisement Licence	:	Business premise and advertisement licence ('*Lesen Premis Perniagaan dan Iklan*' in Bahasa Malaysia). The type of licence required to be obtained by the entities who conduct businesses in Malaysia from the relevant state authorities
CAGR	:	Compound annual growth rate
Capitalisation of VIP Attitude Debt	:	Capitalisation of RM1.00 million of amount owing by VIP Attitude to the VIP Attitude Minorities through issuance of 1,000,000 ordinary shares of VIP Attitude to the VIP Attitude Minorities. The Capitalisation of VIP Attitude Debt was completed on 26 December 2023
CCC	:	Certificate of Completion and Compliance issued under the Street, Drainage and Building Act 1974 and/or its equivalent
CCM or Registrar of Companies	:	Companies Commission of Malaysia
CDS	:	Central Depository System
CDS Account	:	An account established for a Depositor by Bursa Depository for the recording of deposits or withdrawals of securities and for dealings in such securities by the Depositor
CEO	:	Chief Executive Officer
Certificate of Registration for Food Premises	:	Certificate of registration for food premises ('*Perakuan Pendaftaran Premis Makanan*' in Bahasa Malaysia) is issued by MOH under the Food Hygiene Regulations 2009. It is a type of certificate required to be obtained by the entities for their premises on which, among others, are involved in the following activities: (i) Manufacturing of food; and (ii) Preparation, processing, storage, or serving of food for sale
CFO	:	Chief Financial Officer

DEFINITIONS *(Cont'd)*

CJL Advisory or Tax Advisor	:	CJL Advisory Sdn. Bhd.
Constitution or M&A	:	Constitution or the Memorandum and Articles of Association, as the case may be
COO	:	Chief Operating Officer
COVID-19	:	Coronavirus disease 2019, an infectious disease caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) which first broke out in 2019 and has been declared as pandemic affecting many countries globally by the WHO in March 2020. Subsequently, the WHO has declared an end to COVID-19 as a global health emergency on 5 May 2023
DBKL	:	Federal Territory of Kuala Lumpur ('*Dewan Bandaraya Kuala Lumpur*' in Bahasa Malaysia)
DDWG	:	Due diligence working group for our IPO and our Listing
Depositor	:	A person having a securities account with Bursa Depository
Director(s)	:	Director(s) of our Company
Disposal of Balakong Plant	:	Disposal by RT Pastry of the Balakong Plant to Hew Weng Foo and Loh Jenny for a cash consideration of RM15.80 million. The transaction was entered into via an SPA dated 12 August 2025 and was completed on 30 December 2025
Disposal of Dormant Subsidiary Companies	:	Disposal of 5 subsidiary companies that were left dormant after our operational restructuring exercise for a cash consideration of approximately RM0.21 million. The Disposal of Dormant Subsidiary Companies was completed on 8 August 2024
DOE	:	Department of Environment ('*Jabatan Alam Sekitar*' in Bahasa Malaysia)
Dormant Subsidiary Companies	:	Collectively, Dough House, Legacy Hilltop, Legacy Nouvelle, Legacy Pastry and Pastry Craft
EBIT	:	Earnings before interest and taxation
EBITDA	:	Earnings before interest, taxation, depreciation and amortisation
Electronic Prospectus	:	A copy of this Prospectus that is issued, circulated or disseminated via the internet, and/or an electronic storage medium including, but not limited, to CD-ROMs (compact disc read-only memory)
Electronic Share Application	:	An application for the Issue Shares through a Participating Financial Institution's ATM
Eligible Persons	:	Eligible employees of our Group
EPF	:	Employees Provident Fund

DEFINITIONS *(Cont'd)*

EPS	:	Earnings per share
Executive Director	:	Mr. Lu
F&B	:	Food and beverage
Financial Periods Under Review	:	Collectively, FYE 2022, FYE 2023, FYE 2024 and FYE 2025
FYE	:	Financial year ended/ending 31 December, as the case may be
GMP	:	Good Manufacturing Practices. In Malaysia, GMP certification can be obtained through certification bodies accredited by Department of Standards Malaysia and audited by MOH qualified auditor
Government	:	Government of Malaysia
GP	:	Gross profit
HACCP	:	Hazard Analysis Critical Control Point. HACCP is an internationally recognized food safety system. In Malaysia, HACCP certification can be obtained through certification bodies accredited by Department of Standards Malaysia and audited by MOH qualified auditor
HLA	:	Hong Leong Assurance Berhad
HWC Coffee	:	A coffee retail chain operated by Palaterium Sdn Bhd
IFRS	:	International Financial Reporting Standards
IMR Report	:	Independent market research report dated 7 May 2026 prepared by Providence as set out in Section 7 of this Prospectus
Internet Participating Financial Institution(s) or Participating Securities Firm(s)	:	Participating financial institution(s) or Participating Securities Firm(s) for the Internet Share Application, as listed in Section 14.6 of this Prospectus
Internet Share Application	:	Application for the Issue Shares through an online share application service provided by the Internet Participating Financial Institution(s) or Participating Securities Firm(s)
IPO	:	The initial public offering of the IPO Shares in conjunction with the listing of and quotation for the entire enlarged issued share capital of our Company on the ACE Market comprising of the Public Issue
IPO Price	:	The price of RM0.18 for each IPO Share
IRB	:	Inland Revenue Board of Malaysia
Issue Share(s) or IPO Share(s)	:	91,542,000 new Share(s) to be issued by our Company pursuant to our Public Issue

DEFINITIONS *(Cont'd)*

Issuing House	:	Malaysian Issuing House Sdn. Bhd.
JAKIM	:	Department of Islamic Development ('*Jabatan Kemajuan Islam Malaysia*' in Bahasa Malaysia), a department under the purview of Prime Minister's Department of Malaysia
KAF IB or Principal Adviser or Sponsor or Underwriter or Placement Agent	:	KAF Investment Bank Berhad
Key Senior Management	:	Collectively, the personnel as stated in the table below:

No.	Name	Designation
1.	Tia Yu Hoo	COO
2.	Ng Chai Ling	CFO
3.	Low Song Hua	Head of Plant 1
4.	Diong Lian Shun	Head of Plant 2
5.	Cha Pei Cheng	QA Manager
6.	Lee Choi Yun	Supply Chain Manager

Klang Valley	:	Comprises Kuala Lumpur and Selangor
Kloo Point or Internal Control Reviewer	:	Kloo Point Risk Management Services Sdn. Bhd.
KPDN	:	Ministry of Domestic Trade and Costs of Living of Malaysia ('*Kementerian Perdagangan Dalam Negeri dan Kos Sara Hidup*' in Bahasa Malaysia)
Licence to Manufacture Scheduled Goods (Bread)	:	Licence to manufacture scheduled goods ('*Lesen Mengilang Barang Kawalan Berjadual*' in Bahasa Malaysia) is issued by KPDN under the Control of Supplies Act 1961. It is a type of licence required to be obtained by entities who manufacture any of the scheduled articles which include, among others, all types of bread except loaf
Licence to Wholesale Scheduled Goods (Wheat Flour, Sugar and Cooking Oil)	:	Licence to wholesale scheduled goods ('*Lesen Memborong Barang Kawalan Berjadual*' in Bahasa Malaysia) is issued by KPDN under the Control of Supplies Act 1961. It is a type of licence required to be obtained by entities who deal by wholesale any of the scheduled articles which include, among others, wheat flour, sugar and cooking oil
Listing	:	The admission of RT Pastry to the Official List and the listing of and quotation for the entire enlarged issued share capital of our Company comprising 339,042,000 Shares on the ACE Market
Listing Requirements	:	ACE Market Listing Requirements of Bursa Securities

DEFINITIONS *(Cont'd)*

LPD	:	6 May 2026, being the latest practicable date prior to the issuance of this Prospectus
MAICSA	:	Malaysian Institute of Chartered Secretaries and Administrators
MAIN Market	:	MAIN Market of Bursa Securities
Malaysian Public	:	Malaysian citizens, companies, societies, co-operatives and institutions incorporated or organised under the laws of Malaysia
Market Day	:	A day on which the stock market of Bursa Securities is open for trading in securities, which may include a day that is declared as a public holiday in the Federal Territory of Kuala Lumpur that has not been gazetted as a public holiday at the beginning of the calendar year
MBDK	:	Klang Royal City Council ('*Majlis Bandaraya Diraja Klang*' in Bahasa Malaysia)
MBPJ	:	Petaling Jaya City Council ('*Majlis Bandaraya Petaling Jaya*' in Bahasa Malaysia)
MBSA	:	Shah Alam City Council ('*Majlis Bandaraya Shah Alam*' in Bahasa Malaysia)
MBSJ	:	Subang Jaya Municipal Council ('*Majlis Bandaraya Subang Jaya*' in Bahasa Malaysia)
MCCG	:	Malaysian Code on Corporate Governance 2021 issued by the SC
MeSTI	:	Industrial Responsibility Safe Food ('*Makanan Selamat Tanggungjawab Industri*' in Bahasa Malaysia). MeSTI is a type of food safety certification to be obtained from MOH
MFRS	:	Malaysian Financial Reporting Standards
MIDA	:	Malaysian Investment Development Authority, an agency under the MITI
MITI	:	Ministry of Investment, Trade and Industry of Malaysia
MITI Licence	:	The requisite licence whose approving authority is MIDA for any person(s) to engage in any manufacturing activity as vested in the ICA 1975
MITI Tranche	:	Allocation of Bumiputera Placement Shares to the identified Bumiputera investors approved by the MITI by way of private placement
MOH	:	Ministry of Health Malaysia ('*Kementerian Kesihatan Malaysia*' in Bahasa Malaysia)
MPKJ	:	Kajang Municipal Council ('*Majlis Perbandaran Kajang*' in Bahasa Malaysia)
MPS	:	Selayang Municipal Council ('*Majlis Perbandaran Selayang*' in Bahasa Malaysia)
Mr. Lian	:	Lian Ming Wah, our Promoter and substantial shareholder

DEFINITIONS *(Cont'd)*

Mr. Lu	:	Lu, Chun-Neng, our founder, Promoter, Executive Director, Group CEO, and substantial shareholder
MyIPO	:	Intellectual Property Corporation of Malaysia ('*Perbadanan Harta Intelek Malaysia*' in Bahasa Malaysia), a corporation under the purview of Ministry of Domestic Trade and Costs of Living of Malaysia ('*Kementerian Perdagangan Dalam Negeri dan Kos Sara Hidup Malaysia*' in Bahasa Malaysia)
N/A	:	Not applicable
NA	:	Net assets
NBV	:	Net book value
Offer to Purchase	:	An offer to purchase by RT Pastry to UNIP Plastic Industries Sdn. Bhd. dated 10 October 2025, in respect of the acquisition of a detached factory with property address at Lot 32, Jalan CJ 1/1, Kawasan Perusahaan Cheras Jaya, 43200 Cheras, Selangor for an acquisition consideration of RM35,050,000.00. The Offer to Purchase has lapsed and was deemed null and void on 10 February 2026
Official List	:	A list specifying all securities which have been admitted for listing on, and not removed from, the ACE Market
OP Condition Precedent	:	Condition under the Offer to Purchase requiring RT Pastry to obtain the relevant authority's approval or authorisation to proceed with the transaction and a valuation report within 1 month from the date of acceptance of the offer by UNIP
Participating Financial Institution(s)	:	Participating financial institution(s) for the Electronic Share Applications, as listed in Section 14.5 of this Prospectus
PAT	:	Profit after taxation
PBT	:	Profit before taxation
Permit to Purchase and Store Scheduled Goods (Wheat Flour, Sugar and Cooking Oil)	:	Permit to purchase and store scheduled goods ('*Permit Barang Kawalan Berjadual*' in Bahasa Malaysia) is issued by KPDN under the Control of Supplies Act 1961. It is a type of permit required to be obtained by entities who carry on any trade or business, which in the course of the trade or business have in their possession, among others, the scheduled articles exceeding the quantity as shown in the table below:

No.	Scheduled Goods	Quantity Threshold
1.	Wheat flour	Exceeding 12.00 kg
2.	Sugar	Exceeding 12.00 kg
3.	Cooking oil	Exceeding 12.00 kg

Person(s) Connected	:	In relation to any person (referred to as "said Person") means such person who falls under any one of the following categories: (i) A family member of the said Person;

DEFINITIONS *(Cont'd)*

		(ii) A trustee of a trust (other than a trustee for a share scheme for employees or pension scheme) under which the said Person, or a family member of the said Person, is the sole beneficiary; (iii) A partner of the said Person; (iv) A person, or where the person is a body corporate, the body corporate or its directors, who is/are accustomed or under an obligation, whether formal or informal, to act in accordance with the directions, instructions or wishes of the said Person; (v) A person, or where the person is a body corporate, the body corporate or its directors, in accordance with whose directions, instructions or wishes the said Person is accustomed or is under an obligation, whether formal or informal, to act; (vi) A body corporate in which the said Person, or persons connected with the said Person are entitled to exercise, or control the exercise of, not less than 20.00% of the votes attached to the voting shares in the body corporate; or (vii) A body corporate which is a related corporation of the said Person
Pink Application Form	:	Application Form for our Issue Shares under the Pink Form Allocation
Pink Form Allocation	:	Allocation of Pink Form Shares at the IPO Price, subject to clawback and reallocation provisions, to the Eligible Persons
Pink Form Share(s)	:	6,780,900 Issue Shares made available for application by Eligible Persons
Placement Share(s)	:	25,420,100 Issue Shares made available by way of private placement to institutional and selected investors
PPE	:	Property, plant and equipment
Pre-IPO Restructuring Exercise	:	Pre-IPO restructuring exercise involving the following: (i) Bonus Issue; (ii) Capitalisation of VIP Attitude Debt; (iii) Acquisition of VIP Attitude; (iv) Disposal of Dormant Subsidiary Companies; and (v) Share Split
Promoter(s)	:	Collectively, Mr. Lu, Mr. Lian, Lian Chong Wee, Lian Kok Wah and Lian Ah Beng
Prospectus	:	This Prospectus dated 5 June 2026 in relation to our IPO
Prospectus Guidelines	:	Prospectus Guidelines issued by the SC

DEFINITIONS *(Cont'd)*

Providence or Independent Market Researcher	:	Providence Strategic Partners Sdn. Bhd.
Public Issue	:	Public issue of 91,542,000 new Shares at the IPO Price comprising: (i) 16,960,000 Issue Shares made available for application by the Malaysian Public, of which 8,480,000 Issue Shares will be set aside for application by Bumiputera investors including individuals, companies, cooperatives, societies and institutions; (ii) 6,780,900 Issue Shares made available for application by Eligible Persons; (iii) 42,381,000 Issue Shares made available by way of private placement to identified Bumiputera investors approved by the MITI; and (iv) 25,420,100 Issue Shares made available by way of private placement to institutional and selected investors, subject to clawback and reallocation provisions as set out in Section 3.2.6 of this Prospectus
QA	:	Quality assurance
QA/QC Team	:	The QA/QC team comprising 1 QA manager, 2 QA executives and 4 QC executives
QC	:	Quality control
R&D	:	Research and development
R&L or Due Diligence Solicitors	:	Rohamat & Ling
SC	:	Securities Commission Malaysia
Share(s)	:	Ordinary share(s) in RT Pastry
Share Registrar	:	ShareWorks Sdn. Bhd.
Share Split	:	Share split of RT Pastry's 500,000 existing Shares into 247,500,000 Shares. The purpose of the Share Split is to rationalise the share capital of our Company in anticipation of our Listing. The Share Split was completed on 12 August 2024
ShareWorks or Company Secretary	:	ShareWorks Sdn. Bhd.
SICDA	:	Securities Industry (Central Depositories) Act 1991
SME	:	Small and Medium Enterprises

DEFINITIONS *(Cont'd)*

SOCSO	:	Social Security Organisation, ('PERKESO' or '*Pertubuhan Keselamatan Sosial*' in Bahasa Malaysia), a department under the purview of Ministry of Human Resources of Malaysia
SOP(s)	:	Standard operating procedure(s)
SPA	:	Sale and purchase agreement
Specified Shareholder(s)	:	Collectively, Mr. Lu, Mr. Lian, Lian Chong Wee, Lian Kok Wah, Lian Ah Beng, Lian Siew Moi, Lian Siew Chen and Tan Chia Chien
sq ft	:	Square feet
Taiwan	:	Republic of China (Taiwan)
Third Party Internet Site(s)	:	Internet site(s) of other third parties
Underwriting Agreement	:	Underwriting agreement dated 6 May 2026 entered into between our Company and our Underwriter for the underwriting of up to 16,960,000 Issue Shares to be offered to Malaysian Public and up to 6,780,900 Issue Shares under the Pink Form Allocation
UNIP	:	UNIP Plastic Industries Sdn. Bhd.
UTC	:	Coordinated Universal Time or Universal Time Coordinated, which was formerly known as Greenwich Mean Time. UTC is a coordinated time scale, maintained by the Bureau International des Poids et Mesures
VIP Attitude Minorities	:	The minority shareholders of VIP Attitude existing as at 25 December 2023 as shown in the table below, who collectively owned 50.00% of VIP Attitude before the completion of the Capitalisation of VIP Attitude Debt:

No.	Name	No. of VIP Attitude shares	Percentage of shareholding
			%
1.	Tan Chia Chien	46,000	11.50
2.	Mr. Lu	30,000	7.50
3.	Mr. Lian	30,000	7.50
4.	Lian Chun Haw	30,000	7.50
5.	Lian Kok Wah	24,000	6.00
6.	Lian Ah Beng	20,000	5.00
7.	Lian Chong Wee	20,000	5.00
Total		**200,000**	**50.00**

White Application Form	:	Application Form for the application by the Malaysian Public of our 16,960,000 Issue Shares

DEFINITIONS *(Cont'd)*

CURRENCIES

RM and sen	:	Ringgit Malaysia and sen, respectively

DORMANT COMPANIES WHICH WERE DISPOSED ON 8 AUGUST 2024

Dough House	:	The Dough House Sdn. Bhd.
Legacy Hilltop	:	Legacy Hilltop Sdn. Bhd.
Legacy Nouvelle	:	Legacy Nouvelle Sdn. Bhd.
Legacy Pastry	:	Legacy Pastry Sdn. Bhd.
Pastry Craft	:	Pastry Craft Sdn. Bhd.

OFFICES AND FACILITIES

Head Office	:	Office rented by RT Pastry located at 11, 2nd Floor, Jalan BS 10/6, Taman Bukit Serdang, Seksyen 10, 43300 Seri Kembangan, Selangor
Office 2	:	Office rented by RT Pastry located at 12-1, Jalan BS 10/6, Taman Bukit Serdang, Seksyen 10, 43300 Seri Kembangan, Selangor
Plant 1	:	Manufacturing plant owned by RT PH located at 19, Jln BS 7/20, Tmn Bkt Serdang, Seksyen 7, 43300 Seri Kembangan, Selangor, held under title H.S. (D) 252836, PT 1983, Pekan Serdang, Daerah Petaling, Negeri Selangor
Plant 2	:	Manufacturing plant owned by RT Pastry located at No. 6A (Ting. Bawah, Ting.1, Ting.2 & Ting.3) Jalan Pensyarah U1/28, Seksyen U1, Hicom-Glenmarie Industrial Park, 40150 Shah Alam, Selangor, held under title H.S. (D) 275760, PT 2503, Bandar Glenmarie, Daerah Petaling, Negeri Selangor
Warehouse	:	Warehouse rented by RT Global located at 19, Jln BS 7/20, Tmn Bkt Serdang, Seksyen 7, 43300 Seri Kembangan, Selangor
New Premises	:	Manufacturing plant to be acquired. As at the LPD, the Company has yet to identify any suitable property.

EXISTING REGIONS

KL Region	:	In reference to our Group's internal zoning system for Cheras C180 Outlet, Cheras Bukit Anggerik Outlet, Kepong Outlet, Setapak Central Outlet, Sri Petaling Outlet, Taman Desa Outlet and Taman Segar Outlet
Petaling Region	:	In reference to our Group's internal zoning system for Puchong Outlet, Rawang Outlet, Subang Jaya Outlet, Uptown Outlet and SS2 Outlet

DEFINITIONS *(Cont'd)*

Shah Alam Region	:	In reference to our Group's internal zoning system for Bukit Tinggi Outlet, Kota Kemuning Outlet, Setia Indah Outlet, Setia Prima Outlet and Taman Eng Ann Outlet

EXISTING OUTLETS

Bukit Tinggi Outlet	:	Outlet rented by Hill Top located at No. 12A, Tingkat Bawah & No.12A-1 (Tingkat 1), Lorong Batu Nilam 4B, Bandar Bukit Tinggi, 41200 Klang, Selangor
Cheras Bukit Anggerik Outlet	:	Outlet rented by VIP Attitude located at 89, Jalan 34/154, Taman Dahlia, 56000 Cheras Kuala Lumpur
Cheras C180 Outlet	:	Outlet rented by RT Cheras located at A-11-G, Jalan C180/1 Dataran C180, Batu 11, 43200, Cheras, Selangor
Kepong Outlet	:	Outlet rented by RT Kepong located at 28, Jalan Metro Perdana 8, Taman Usahawan Kepong, 52100 Kuala Lumpur
Kota Kemuning Outlet	:	Outlet rented by Hill Top located at No. 37-G, Tingkat Bawah, Jalan Anggerik Vanilla N 31/N, Kota Kemuning, Seksyen 31, 40460 Shah Alam, Selangor
Puchong Outlet	:	Outlet rented by RT Subang located at B-G-9, Block A, IOI Boulevard, Jalan Kenari 5, Bandar Puchong Jaya, 47100 Puchong, Selangor
Rawang Outlet	:	Outlet rented by RT Subang located at No. 48-1, (Ground Floor), Jalan Anggun City 2, Pusat Komersial Anggun City, 48000 Taman Anggun, Rawang, Selangor
Setapak Central Outlet	:	Outlet rented by RT Desa located at G-03 & AG-03, Tingkat Bawah, Setapak Central, Setapak Jalan Ibu Kota 1 Taman Danau Kota, 53300 Kuala Lumpur
Setia Indah Outlet	:	Outlet rented by Hill Top located at No. 7, Tingkat Bawah, Jalan Setia Indah XU13/X, Setia Alam, Seksyen U13, 40170 Shah Alam, Selangor
Setia Prima Outlet	:	Outlet rented by Hill Top located at No. 8-1-1, Tingkat Bawah, Jalan Setia Prima, BU 13/B, Setia Alam, Section U13, 40170 Shah Alam, Selangor
Sri Petaling Outlet	:	Outlet rented by RT Desa located at 32, Bandar Baru Sri Petaling, Jalan Radin Tengah, Seri Petaling 57000 Kuala Lumpur
SS2 Outlet	:	Outlet rented by RT Subang located at 57-G, Jalan SS 2/64, 47301 Petaling Jaya, Selangor
Subang Jaya Outlet	:	Outlet rented by RT Subang located at B5, B6, Grd Floor and B6-1, Jalan SS 15/4D, 47500 Subang Jaya, Selangor
Taman Desa Outlet	:	Outlet rented by RT Desa located at 7-0-7 & 7-1-7, Tkt Bawah & 1, Jalan 3/109F, Taman Danau Desa, 58100 Kuala Lumpur

DEFINITIONS *(Cont'd)*

Taman Eng Ann Outlet	:	Outlet rented by Hill Top located at No. 3 (Ground Floor), Lorong Kasawari 4A, Taman Eng Ann, 41150 Klang, Selangor
Taman Segar Outlet	:	Outlet rented by RT Desa located at No. 63, Jalan Manis 4, Taman Segar, 56100 Kuala Lumpur
Uptown Outlet	:	Outlet rented by RT Subang located at No. 55G, Jalan SS 21/60, Damansara Utama, 47400 Petaling Jaya, Selangor

MAJOR SUPPLIER

Major Supplier 1	:	This company is incorporated and based in Malaysia. It is principally involved in wholesale and retailing of frozen food, household provision and groceries. Major Supplier 1 is one of our top 5 major suppliers during the Financial Periods Under Review. Consent was sought for the disclosure of the identity of Major Supplier 1 but was not obtained. As such, the identity of Major Supplier 1 is not disclosed in this Prospectus.

RELEVANT LAWS AND REGULATIONS IN MALAYSIA

Act	:	Companies Act 2016
DBKL By-Laws	:	Licensing of Trades, Businesses and Industries (Federal Territory of Kuala Lumpur) By-Laws 2016
CMSA	:	Capital Markets and Services Act 2007
CSA 1961	:	Control of Supplies Act 1961
CSR 1974	:	Control of Supplies Regulations 1974
EMSHAA 1990	:	Employees' Minimum Standards of Housing, Accommodation and Amenities Act 1990
EQA 1974	:	Environmental Quality Act 1974
EQIER 2009	:	Environmental Quality (Industrial Effluents) Regulations 2009
FA 1983	:	Food Act 1983
FHR 2009	:	Food Hygiene Regulations 2009
FR 1985	:	Food Regulations 1985
ICA 1975	:	Industrial Co-ordination Act 1975
LGA 1976	:	Local Government Act 1976
MBDK By-Laws	:	Licensing of Trades, Businesses and Industries (Klang Royal City Council) By-laws 2007

DEFINITIONS *(Cont'd)*

MBPJ By-Laws	:	Licensing of Trades, Businesses and Industries (Petaling Jaya City Council) By-laws 2007
MBSA By-Laws	:	Licensing of Trades, Businesses and Industries (Shah Alam City Council) By-laws 2007
MBSJ By-Laws	:	Licensing of Trades, Businesses and Industries (Subang Jaya Municipal Council) By-laws 2007
MIDA 1965	:	Malaysian Industrial Development Authority (Incorporation) Act 1965
MPKJ By-Laws	:	Licensing of Trades, Businesses and Industries (Kajang Municipal Council) By-laws 2007
MPS By-Laws	:	Licensing of Trades, Businesses and Industries (Selayang Municipal Council) By-laws 2007
OSHA 1994	:	Occupational Safety and Health Act 1994
SDBA 1974	:	Street, Drainage and Building Act 1974
TA 2019	:	Trademarks Act 2019
WMSHAA	:	Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019

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GLOSSARY OF TECHNICAL TERMS

This glossary contains explanation of certain terms used throughout this Prospectus in connection with and in the context of our business. The terminologies and their meanings may not correspond to the standard industry usage of these terms.

° C	:	Degree Celsius, a unit of measurement to measure temperature
blast freezer	:	A type of freezer designed to rapidly freeze food at extremely cold temperatures of about -30 °C to -40 °C
chiller	:	An appliance that maintains its storage area at a low temperature ranging between 0°C and 4°C, which allows for the storage and preservation of our bakery products and semi-finished products
cold room	:	A room that is equipped with cooling systems to maintain the room at a specific pre-determined temperature, which is typically used for the storing of food products that require refrigeration
commis	:	A junior chef
deck oven(s)	:	A type of industrial oven with multiple decks or shelves where the products are baked directly on the deck or shelf, and is typically used for manufacturing lower volumes of bakery products
ERP	:	Enterprise resource planning, a type of software used to manage our business activities
freezer	:	An appliance that maintains its storage area at a very low temperature of about -18°C, which allows for the preservation of our semi-finished products
OEM	:	Original equipment manufacturer
OEM product(s)	:	Products which are not manufactured in our manufacturing facilities, but manufactured by third-party manufacturers under our brand name. Some examples include mooncakes, candies, and spreads such as kaya and peanut butter.
POS	:	Point-of-sale, a place where our customer executes the payment for our bakery products
proofing	:	The process of allowing a dough to rest and rise as yeast ferments the dough and produces gases
SKU	:	Stock-keeping unit, a unique number that is assigned to a product for retailers to identify and track the product
tunnel oven(s)	:	A type of industrial oven with a conveyor belt that continuously bakes products as they pass through a tunnel-like chamber and is typically used for manufacturing high volumes of bakery products

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CORPORATE DIRECTORY

BOARD OF DIRECTORS

Name / Designation	Address	Nationality / Gender
Leou Thiam Lai *(Independent Non-Executive Chairman)*	No. 2, Jalan SS23/4C Taman Sea 47400 Petaling Jaya Selangor	Malaysian/ Male
Lu, Chun-Neng *(Executive Director and Group Chief Executive Officer)*	25, Ritz Residence Jalan BS 9/5G, Taman Bukit Serdang Seksyen 9, 43300 Seri Kembangan Selangor	Taiwanese/ Male
Lian Chong Wee *(Non-Independent Non-Executive Director)*	11, Jalan Sunway 1/10 Taman Sunway Cheras 43200 Cheras Selangor	Malaysian/ Male
Lian Kok Wah *(Non-Independent Non-Executive Director)*	No PT 5383 Jalan Puteri 23 Taman Desa Puteri 72100 Bahau Negeri Sembilan	Malaysian/ Male
Ju Siew Lee *(Independent Non-Executive Director)*	1A-09-3A Surin Condominium Persiaran Tanjung Bungah 11200 Tanjung Bungah Pulau Pinang	Malaysian/ Female
Olivia Lim *(Independent Non-Executive Director)*	6 Jalan BU 12/8 Bandar Utama 47800 Petaling Jaya Selangor	Malaysian/ Female
Loh May Ann *(Independent Non-Executive Director)*	11-1 Mont Kiara Banyan Jalan Kiara Mont Kiara 50480 Kuala Lumpur Wilayah Persekutuan Kuala Lumpur	Malaysian/ Female

CORPORATE DIRECTORY *(Cont'd)*

AUDIT AND RISK MANAGEMENT COMMITTEE

Name	Designation	Directorship
Ju Siew Lee	Chairperson	Independent Non-Executive Director
Olivia Lim	Member	Independent Non-Executive Director
Loh May Ann	Member	Independent Non-Executive Director

NOMINATION COMMITTEE

Name	Designation	Directorship
Olivia Lim	Chairperson	Independent Non-Executive Director
Loh May Ann	Member	Independent Non-Executive Director
Ju Siew Lee	Member	Independent Non-Executive Director

REMUNERATION COMMITTEE

Name	Designation	Directorship
Ju Siew Lee	Chairperson	Independent Non-Executive Director
Olivia Lim	Member	Independent Non-Executive Director
Loh May Ann	Member	Independent Non-Executive Director

REGISTERED OFFICE : 2-1, Jalan Sri Hartamas 8
Sri Hartamas
50480 Kuala Lumpur

Tel No. : +603 6201 1120

HEAD OFFICE : 11, 2nd Floor, Jalan BS 10/6
Taman Bukit Serdang, Seksyen 10,
43300 Seri Kembangan, Selangor

Tel No. : +603 9544 1616
Email : info@rtpastry.com
Website : www.rtpastry.com

PRINCIPAL ADVISER, SPONSOR, UNDERWRITER, AND PLACEMENT AGENT : **KAF Investment Bank Berhad**
Registration No.: 197401003530 (20657-W)
Level 13A, Menara IQ
Lingkaran TRX
Tun Razak Exchange
55188 Kuala Lumpur

Tel No. : +603 2708 2800

CORPORATE DIRECTORY *(Cont'd)*

COMPANY SECRETARIES	:	**ShareWorks Sdn. Bhd.** Registration No.: 199101019611 (229948-U) 2-1, Jalan Sri Hartamas 8 Sri Hartamas 50480 Kuala Lumpur Tel No. : +603 6201 1120 Jeremy Tai Yung Wei (MAICSA No. 7065447) (Companies Commission Malaysia Practicing Certificate No. 202308000580) Thong Pui Yee (MAICSA No. 7067416) (Companies Commission Malaysia Practicing Certificate No. 202008000510)
AUDITORS AND REPORTING ACCOUNTANTS	:	**Baker Tilly Monteiro Heng PLT** Registration No.: 201906000600 (LLP0019411-LCA) & AF0117 Chartered Accountants Baker Tilly Tower Level 10, Tower 1, Avenue 5 Bangsar South City 59200 Kuala Lumpur Tel No. : +603 2297 1000 Partner-in-charge : Paul Tan Hong Approval No. : 03459/11/2027 J Professional Qualification : Member of the Malaysian Institute of Accountants (Membership number: 40209) Fellow Member of the Association of Chartered Certified Accountants (Membership number: 0919277)
SOLICITORS	:	**Rohamat & Ling** 1009, Level 10, Menara PJ Pusat Perdagangan Amcorp No. 18, Jalan Persiaran Barat 46050 Petaling Jaya, Selangor Tel No. : +603 7932 5115
INDEPENDENT MARKET RESEARCHER	:	**Providence Strategic Partners Sdn. Bhd.** Registration No.: 201701024744 (1238910-A) P-6-5, Pacific Towers Jalan 13/6 Jalan Prof Diraja Ungku Aziz 46200 Petaling Jaya, Selangor Tel No. : +603 7625 1769 Person-in-charge : Melissa Lim Qualification : Bachelor of Commerce with double major in Marketing and Management from Murdoch University, Australia

CORPORATE DIRECTORY *(Cont'd)*

TAX ADVISOR	:	**CJL Advisory Sdn. Bhd.** Registration No.: 201701047166 (1261342-U) 15074, Jalan Sukacita 4 Happy Garden Off Jalan Kuchai Lama 58200 Kuala Lumpur, WP Kuala Lumpur Tel No. : +6019 220 8466
INTERNAL CONTROL REVIEWER	:	**Kloo Point Risk Management Services Sdn. Bhd.** Registration No.: 200701020962 (778978-T) 26-10, Stella Suites Jalan Puteri 4/7, Bandar Puteri 47100 Puchong, Selangor Tel No. : +603 8605 1128
SHARE REGISTRAR	:	**ShareWorks Sdn. Bhd.** Registration No.: 199101019611 (229948-U) 2-1, Jalan Sri Hartamas 8 Sri Hartamas 50480 Kuala Lumpur Tel No. : +603 6201 1120
ISSUING HOUSE	:	**Malaysian Issuing House Sdn. Bhd.** Registration No.: 199301003608 (258345-X) 11th Floor, Menara Symphony No. 5, Jalan Prof. Khoo Kay Kim Seksyen 13 46200 Petaling Jaya, Selangor Tel No. : +60 3 7890 4700
LISTING SOUGHT	:	ACE Market

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1. APPROVALS AND CONDITIONS

1.1 APPROVALS AND CONDITIONS

1.1.1 Bursa Securities

Bursa Securities had, vide its letter dated 23 January 2026 ("**Approval Letter**"), approved our admission to the Official List, the listing of and quotation for our entire enlarged issued share capital on the ACE Market of Bursa Securities and the approval-in-principle for the registration of the Prospectus. The approval from Bursa Securities is subject to those conditions as set out in the table below:

No.	Details of Conditions Imposed	Status of Compliance
1.	Submission of the following information with respect to the moratorium on the shareholdings of the specified shareholders to Bursa Depository: (i) Name of shareholders; (ii) Number of Shares; and (iii) Date of expiry of the moratorium for each block of Shares.	To be complied
2.	Approvals from other relevant authorities have been obtained for implementation of the Listing.	Complied
3.	The Bumiputera equity requirements for public listed companies as approved/exempted by the SC including any conditions imposed thereon.	Complied
4.	Make the relevant announcements pursuant to Paragraphs 8.1 and 8.2 of Guidance Notes 15 of the Listing Requirements.	To be complied
5.	Furnish to Bursa Securities a copy of the schedule of distribution showing compliance with the public shareholding spread requirements based on the entire enlarged issued share capital of RT Pastry at least one (1) Market Day prior to the Listing date.	To be complied
6.	Furnish to Bursa Securities a confirmation of compliance with Paragraph 2.2(b)(ii)(aa) of Guidance Note 10 of the Listing Requirements by all the Directors at least 2 Market Days prior to the Listing date, together with copy of the Mandatory Accreditation Programme certificates.	To be complied
7.	In relation to the public offering to be undertaken by RT Pastry, to announce at least 2 Market Days prior to the Listing date, the result of the offering including the following: (i) Level of subscription of public balloting and placement; (ii) Basis of allotment/allocation; (iii) A table showing the distribution for placement tranches as per the format in Appendix I of the Approval Letter; and (iv) Disclosure of placees who become substantial shareholders of RT Pastry arising from the public offering, if any. KAF IB must ensure that the overall distribution of RT Pastry's securities is properly carried out to mitigate any disorderly trading in the secondary market; and	To be complied

1. APPROVALS AND CONDITIONS *(Cont'd)*

No.	Details of Conditions Imposed	Status of Compliance
8.	RT Pastry / KAF IB to furnish Bursa Securities with a written confirmation of its compliance with the terms and conditions of Bursa Securities' approval upon the admission of RT Pastry to the Official List.	To be complied

1.1.2 SC

Our IPO is an exempt transaction under Section 212(8) of the CMSA and is therefore not subject to the approval of the SC.

The SC had, vide its letter dated 27 January 2026, approved our application under the Bumiputera equity requirement for public listed companies pursuant to our Listing, subject to compliance with the conditions as stated in the table below:

No.	Details of Conditions Imposed	Status of Compliance
1.	RT Pastry is to allocate Shares equivalent to 12.50% of its enlarged number of issued Shares upon Listing to Bumiputera investors to be approved by the MITI; and	Complied
2.	RT Pastry is to make available at least 50.00% of the Shares offered to the Malaysian Public via balloting to Bumiputera public investors.	Complied

1.1.3 MITI

The MITI had, vide its letter dated 16 January 2026, taken note and has no objection to our Listing.

1.2 MORATORIUM ON OUR SHARES

Pursuant to Rule 3.19(1) of the Listing Requirements, a moratorium will be imposed on the sale, transfer or assignment of the Shares held by our Specified Shareholders based on the following:

(i) The moratorium applies to the entire shareholding of our Specified Shareholders in RT Pastry for a period of 6 months from the date of our admission to the ACE Market;

(ii) Upon the expiry of the first 6-month moratorium period, the shareholding of our Specified Shareholders in RT Pastry amounting to at least 45.00% of the enlarged issued Shares remain under moratorium for a further period of 6 months; and

(iii) Upon the expiry of the second 6-month moratorium period, our Specified Shareholders may sell, transfer or assign up to a maximum of ⅓ per annum on a straight-line basis of the Shares held under moratorium.

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1. APPROVALS AND CONDITIONS *(Cont'd)*

The details of the Shares of our Specified Shareholders which will be held under moratorium during the moratorium period is as set out in the tables below:

No.	Specified Shareholders	Shares under First 6-month of Year 1 of Moratorium Period		Shares under Second 6-month of Year 1 of Moratorium Period		Shares under Year 2 of Moratorium Period		Shares under Year 3 of Moratorium Period	
		No. of Shares to be Held under Moratorium	[(1)]Percentage of Shareholding %	No. of Shares to be Held under Moratorium	[(1)]Percentage of Shareholding %	No. of Shares to be Held under Moratorium	[(1)]Percentage of Shareholding %	No. of Shares to be Held under Moratorium	[(1)]Percentage of Shareholding %
1.	Mr. Lu	88,778,250	26.18	56,308,740	16.62	37,539,160	11.08	18,769,578	5.54
2.	Mr. Lian	49,227,750	14.52	31,223,330	9.21	20,815,553	6.14	10,407,777	3.07
3.	Lian Chong Wee	31,828,500	9.39	20,187,633	5.95	13,458,422	3.97	6,729,211	1.98
4.	Lian Kok Wah	31,828,500	9.39	20,187,633	5.95	13,458,422	3.97	6,729,211	1.98
5.	Lian Ah Beng	31,803,750	9.38	20,171,935	5.95	13,447,957	3.97	6,723,979	1.98
6.	Lian Siew Moi[(2)]	5,247,000	1.55	3,327,977	0.98	2,218,651	0.65	1,109,326	0.33
7.	Lian Siew Chen[(3)]	1,559,250	0.46	988,974	0.29	659,316	0.19	329,658	0.10
8.	Tan Chia Chien[(4)]	272,250	0.08	172,678	0.05	115,119	0.03	57,560	0.02
Total		**240,545,250**	**70.95**	**152,568,900**	**45.00**	**101,712,600**	**30.00**	**50,856,300**	**15.00**

1. APPROVALS AND CONDITIONS *(Cont'd)*

Notes:

(1) Based on enlarged total number of 339,042,000 Shares after our IPO.

(2) Lian Siew Moi is the daughter of Mr. Lian.

(3) Lian Siew Chen is the daughter of Mr. Lian.

(4) Tan Chia Chien is the son-in-law of Mr. Lian.

The moratorium has been fully accepted by our Specified Shareholders, who have provided written undertakings to Bursa Securities that our Specified Shareholders will not sell, transfer or assign their shareholding in our Company under moratorium during the moratorium period.

In compliance with Rule 3.19(1) of the Listing Requirements, our Specified Shareholders had provided their respective undertakings that they will not sell, transfer or assign any part of their shareholdings in RT Pastry during the moratorium period.

The above-mentioned moratorium restrictions of our Specified Shareholders are specifically endorsed on the share certificates representing the Shares held by our Specified Shareholders which are under moratorium to ensure that our Share Registrar does not register any transfer that contravenes such restrictions.

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2. PROSPECTUS SUMMARY

This Prospectus Summary only highlights the key information from other parts of this Prospectus. It does not contain all of the information that may be important to you. You should read and understand the contents of the whole Prospectus prior to deciding whether to invest in our Shares.

2.1 PRINCIPAL DETAILS OF OUR IPO

Our IPO consists of the Public Issue to be issued at the IPO Price, the details of which are as summarised below:

		Public Issue	
			Percentage of the Enlarged No. of Issued Shares
No.	**Category**	**No. of Shares**	**(1)%**
Balloting Shares			
1.	Malaysian Public (via balloting)		
	- Bumiputera	8,480,000	2.50
	- Non-Bumiputera	8,480,000	2.50
	Sub-total	**16,960,000**	**5.00**
Pink Form Shares			
2.	Eligible Persons	6,780,900	2.00
Bumiputera Placement Shares			
3.	Bumiputera investors approved by the MITI	42,381,000	12.50
Placement Shares			
4.	Institutional and selected investors	25,420,100	7.50
Total		**91,542,000**	**27.00**

Note:

(1) Based on the enlarged total number of 339,042,000 Shares after our IPO.

Pursuant to Rule 3.19(1) of the Listing Requirements, a moratorium will be imposed on the sale, transfer or assignment of the Shares held by our Specified Shareholders based on the following:

(i) The moratorium applies to the entire shareholding of our Specified Shareholders in RT Pastry for a period of 6 months from the date of our admission to the ACE Market;

(ii) Upon the expiry of the first 6-month moratorium period, the shareholding of our Specified Shareholders in RT Pastry amounting to at least 45.00% of the enlarged issued Shares remain under moratorium for a further period of 6 months; and

(iii) Upon the expiry of the second 6-month moratorium period, our Specified Shareholders may sell, transfer or assign up to a maximum of ⅓ per annum on a straight-line basis of the Shares held under moratorium.

The moratorium has been fully accepted by our Specified Shareholders, who have provided written undertaking to Bursa Securities that our Specified Shareholders will not sell, transfer or assign their shareholding in our Company under moratorium during the moratorium period.

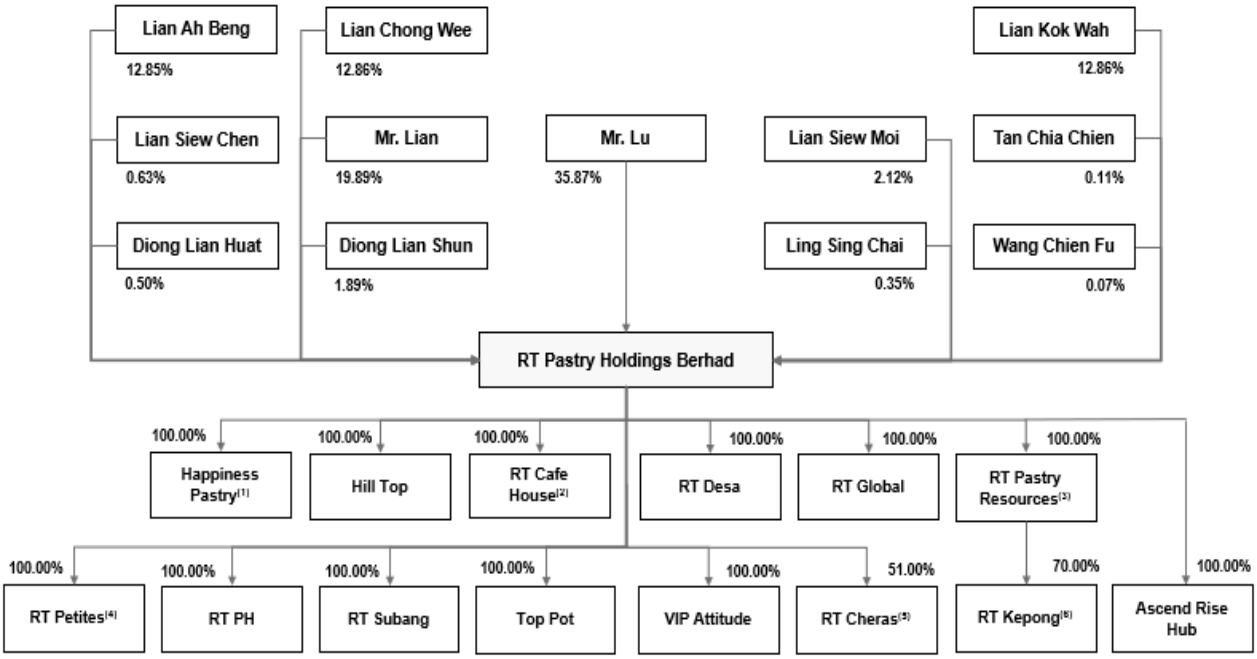
Our Public Issue will raise gross proceeds of approximately RM16.48 million.

Please refer to Sections 1.2 and 3 of this Prospectus for detailed information relating to the moratorium on our Shares and our IPO, respectively.

2. PROSPECTUS SUMMARY *(Cont'd)*

2.2 OUR HISTORY AND BUSINESS

Our Company was incorporated in Malaysia under the Act on 12 April 2018 as a private limited company under the name of RT Pastry Holdings Sdn. Bhd. On 12 July 2024, our Company was converted into a public limited company and assumed its present name. Our Company is a holding company. Our Group structure as at the LPD is as illustrated in the diagram below:



Notes:

(1) This subsidiary company is kept for the purpose of future business expansion in the East Coast region of the Peninsular Malaysia.

(2) This subsidiary company is kept for the purpose of potential commencement of cafe business in the future.

(3) This subsidiary company is kept for the purpose of joint venture for RT Kepong.

(4) This subsidiary company is kept for the purpose of future business expansion in the Southern region of the Peninsular Malaysia.

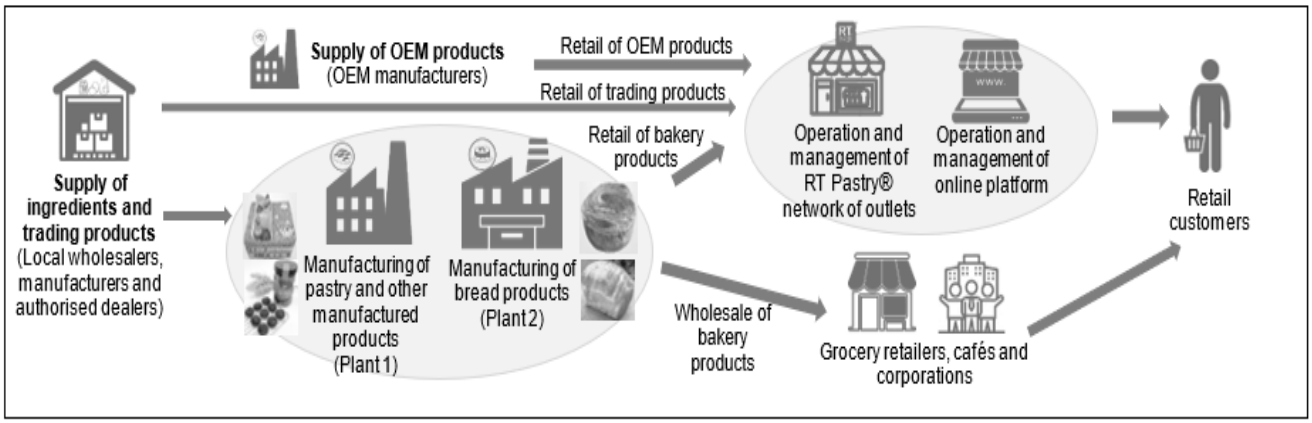
(5) 49.00% equity interest in RT Cheras is held by Red Wooden House Sdn. Bhd.

(6) 30.00% equity interest in RT Kepong is held by Chye Bik Foong.

Together with our Subsidiary Companies, we form a vertically integrated group engaged in the business of manufacturing, distribution and sales of bakery products in the bakery product market in Malaysia. Please refer to Section 5.3 of this Prospectus for the details of our Subsidiary Companies.

The diagram below illustrates our Group's business activities:

2. PROSPECTUS SUMMARY *(Cont'd)*



Note:

Denotes the processes which our Group undertakes in-house.

Please refer to Sections 5 and 6 of this Prospectus for detailed information relating to our history and business, respectively.

2.3 OUR COMPETITIVE STRENGTHS

Our competitive strengths are as summarised in the table below:

No.	Competitive Strengths
1.	**Centralised manufacturing facilities for our products** We have centralised manufacturing facilities for our bread products as well as for our pastry and other manufactured products. As at the LPD, we have 2 manufacturing facilities where the manufacturing processes for a majority of our pastry and other manufactured products namely mooncakes are mainly carried out at our Plant 1 located in Seri Kembangan, while most of the manufacturing activities for our bread products are mainly undertaken at our Plant 2 located in Shah Alam. Centralising the manufacturing facility of most of our pastry and other manufactured products in Plant 1 and bread products and dough in Plant 2 enables us to achieve better control over the uniformity of our bakery products. In addition, the centralisation of manufacturing facility also allows us to have economies of scale in terms of ingredients, staff, inventory and equipment.
2.	**Wide range of bakery products** We have a wide range of bakery products which include pastry, bread, other manufactured products and OEM products. For the FYE 2025, we retailed 549 SKUs of bakery products, including standard and seasonal pastry, bread and other manufactured products.
3.	**Established trade and brand name, RT Pastry®, and quality of our bakery products** We have been in the manufacturing of bakery product business since 2003 when we first introduced our products to the market through the opening of our first outlet in Taman Desa. With over 20 years of experience in the Malaysian bakery products, we have successfully built our RT Pastry® trade name and brand reputation. As at the LPD, all 17 of our outlets in Klang Valley operate under the RT Pastry®.

2. PROSPECTUS SUMMARY *(Cont'd)*

No.	Competitive Strengths
	As we own our RT Pastry® trade name and brand, we have full autonomy over our business and operational processes including our bakery outlet designs, and product mix. This allows us to respond to changing consumer tastes and preferences in a timely manner. Further, our brand reputation has also been built upon the quality of our bakery products. The consistency in our product quality enables us to foster customer loyalty and enhance our brand recognition and reputation of our RT Pastry® trade name.
4.	**A network of outlets in Klang Valley and various sales channels** We have various sales channels, where we not only sell our bakery products on a retail basis through our outlets and online platform but also on a wholesale basis to grocery retailers, cafés and corporations.
5.	**Experienced Promoter, Executive Director and Group CEO, as well as Key Senior Management** We are led by an experienced and committed Promoter, Executive Director and Group CEO, as well as Key Senior Management with vast experience in their respective fields, from operations to finance and production. Our founder, Promoter, Executive Director, Group CEO and substantial shareholder, Mr. Lu has approximately 28 years of hands-on experience in the manufacturing of bakery products. He oversees our business development and future growth, and has been vital in the growth and success of our Group. Our Promoter, Executive Director and Group CEO, as well as Key Senior Management's combined skills, extensive experience in their respective fields, strong management capabilities and continued focus on realising our business strategies have been vital for our Group's growth and will continue to be a key factor in our future development.

Please refer to Section 6.3 of this Prospectus for further details on our competitive strengths.

2.4 INTERRUPTIONS TO OUR BUSINESS AND OPERATIONS

Our Group has not experienced any other interruption in business or operations that had a significant effect on our operations during the 12-month period prior to the date of this Prospectus.

Our Group has not suffered any material interruptions to our business operations, and we did not experience a significant adverse impact on our financial performance for the Financial Periods Under Review.

Please refer to Section 6.16 of this Prospectus for further details on interruptions to our business and operations.

2.5 OUR FUTURE PLANS AND STRATEGIES

Our future plans and strategies are as shown in the table below:

2. PROSPECTUS SUMMARY *(Cont'd)*

No.	Future plan and strategies	Description
1.	Expand output and enhance capabilities	Presently, we have insufficient space at our storage area at Plant 1. To cater to the growth of our business moving forward, we intend to acquire and set up New Premises. We are presently seeking a light industrial lot in Seri Kembangan or surrounding towns such as Kajang, Balakong and Semenyih, with a built-up area ranging from 60,000 sq. ft. and 80,000 sq. ft. The cost of acquiring the said property will be funded via bank borrowings, internally-generated funds and proceeds from disposal of the Balakong Plant. The New Premises will also have additional space to accommodate investment in new machinery and equipment to increase the efficiency of our production line while simultaneously decrease manual labour.
2.	Open new outlets and expand market reach	We intend to continue to expand our network of outlets in the Central region as well as other states in the Peninsular Malaysia. We plan to open 7 new outlets and 1 large-scale outlet in 2026 and 2027 and 7 new outlets and 1 large-scale outlet in 2028 and 2029.
3.	Grow sales via wholesale model	We intend to expand our sales from our wholesale model by offering our services as an OEM. This would entail manufacturing bakery products at our centralised manufacturing facilities based on recipes developed with or provided by other companies such as cafes and food retailers.

Please refer to Section 6.4 of this Prospectus for further details on our future plans and strategies.

In relation to future plans and strategies to expand output and enhance capabilities, the Group had entered into the following material contracts:

(i) RT Pastry had, on 12 August 2025, entered into an SPA to dispose the Balakong Plant for a disposal consideration of RM15,800,000.00 to be satisfied via cash consideration. The Disposal of Balakong Plant has been completed on 30 December 2025; and

(ii) RT Pastry had, on 10 October 2025, entered into an offer to purchase for the acquisition of a detached factory with property address at Lot 32, Jalan CJ 1/1, Kawasan Perusahaan Cheras Jaya, 43200 Cheras, Selangor for an acquisition consideration of RM35,050,000.00. However, the Offer to Purchase has lapsed and was deemed null and void on 10 February 2026.

As at the LPD, the Company has yet to identify any suitable property.

Please refer to Section 6.19 of this Prospectus for further details on the material contracts.

2.6 RISK FACTORS

An investment in our Shares involves a number of risks, many of which are beyond our control. You should carefully consider all of the information contained in this Prospectus, including all the risk factors, before deciding to invest in our Shares. The risk factors that may affect our future profitability are not limited to financial and industry risks, and include, but not limited to, those as summarised in the table below:

(i) Risks relating to our business:

2. PROSPECTUS SUMMARY *(Cont'd)*

(a) Our Group's growth prospects may be impacted if we are not be able to successfully execute our future plans and strategies. The successful implementation of our future plans and strategies are dependent on a number of factors which include our ability to execute our business strategies well, our ability to obtain timely and sufficient funding, and our ability to retain and recruit competent management and employees;

(b) Our business operations are exposed to interruptions and delays caused by machineries and equipment failures, accidents, fires or floods. Our machineries and equipment are subject to unanticipated major breakdowns, failures, damages, accidents and sub-standard performance. Further, our centralised manufacturing facilities are also subject to fires and floods and dependent on the continuous supply of electricity and water;

(c) We are dependent on our Promoter, Executive Director and Group CEO as well as Key Senior Management, who play significant roles in our day-to-day business operations as well as developing and implementing our business and growth strategies. The loss of their service within a short period of time without any suitable and prompt replacement may adversely affect our business operations and financial performance;

(d) We are exposed to risks relating to changes in consumer behaviour and spending pattern. There can be no assurance that the market will continue to be receptive to our brand and bakery products;

(e) We are exposed to the availability, quality and rising prices of ingredients and supplies. Our suppliers may not be able to provide us with the ingredients and supplies due to shortages or meet our quality standards or deliver in a timely manner due to unforeseen events. We are also subject to the risk of a significant rise in prices of our ingredients and supplies, which includes commodity prices;

(f) We are dependent on the availability of both local and foreign workers, with our foreign workers exclusively employed at our manufacturing facilities. We are subject to the risks in relation to the employment of foreign workers. Any changes to relevant laws, regulations and rules relating to foreign workers in Malaysia or in the countries which our foreign workers are from, may result in difficulties for our Group to maintain a sufficient labour workforce. Our continued success also depends upon our ability to attract and retain our local workers. The loss of our local production personnel within a short span of time without suitable and timely replacement, or our inability to attract or retain qualified and competent local workers, could have an unfavourable and material impact on our Group's ability to compete effectively and this in turn may affect our business and operating results;

(g) Our business operations may be affected if negative publicity regarding our brand arises. Our Group's reputation will be affected by any unfavourable feedback from our customers regarding the quality of our products and/or the customer service received;

(h) We are subject to product safety and quality-related risks that may harm our business and reputation and subject us to product liability claims and regulatory actions. We are exposed to risks associated with the safety and quality of our bakery products which may arise due to food contamination;

(i) We may be affected in the event we are unable to renew the lease for our outlets, or if there are any changes to the conditions of the lease. In the event where there is a significant increase in rental fees or any of the tenancy

2. PROSPECTUS SUMMARY *(Cont'd)*

agreements are terminated, not renewed, or renewed in less favourable terms, or if we are unable to secure new alternative tenancies at reasonable rates and strategic locations, this will lead to a material and adverse impact on our business operations and financial performance;

(j) We rely on the prompt delivery of our bakery products to the outlets. A prolonged delay in delivery of more than 24 hours to outlets could lead to the particular outlets not having sufficient inventories of pastry and other manufactured products to display and sell at the outlets;

(k) We may not have sufficient insurance to cover all losses or liabilities associated with our business operations. Our insurance coverage may not cover other types of losses that are not insurable and not economically insurable such as wars, riots, acts of terrorism, acts of God and outbreak of diseases;

(l) We are susceptible to pilferages and/or thefts, particularly at our outlets. This will cause a loss to our inventory which may in turn affect our business operations; and

(m) We are exposed to interest rate risk. Any hikes in interest rate of our bank borrowings and lease liabilities would increase our interest expenses.

(ii) Risks relating to the industry in which our Group operates in:

(a) We operate in a highly competitive market; and

(b) We are subject to political, social, regulatory and economic risks.

Please refer to Section 8 of this Prospectus for the full list of risk factors which should be considered before investing in our Shares.

2.7 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

The details of our Promoters and substantial shareholders and their shareholdings in our Company before and after our IPO are as shown in the table below:

No.	Name / Nationality	Before Our IPO				After Our IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	%	No. of Shares	(2)%	No. of Shares	%
1.	Mr. Lu / Taiwanese	88,778,250	35.87	-	-	88,778,250	26.18	-	-
2.	Mr. Lian / Malaysian	49,227,750	19.89	-	-	49,227,750	14.52	-	-
3.	Lian Chong Wee / Malaysian	31,828,500	12.86	-	-	31,828,500	9.39	-	-
4.	Lian Kok Wah / Malaysian	31,828,500	12.86	-	-	31,828,500	9.39	-	-
5.	Lian Ah Beng / Malaysian	31,803,750	12.85	-	-	31,803,750	9.38	-	-

Notes:

(1) Based on the total number of 247,500,000 Shares as at the LPD.

2. PROSPECTUS SUMMARY *(Cont'd)*

(2) Based on the enlarged total number of 339,042,000 Shares after our IPO.

Please refer to Section 4 of this Prospectus for further details of our Promoters and substantial shareholders.

2.8 DIRECTORS AND KEY SENIOR MANAGEMENT

Our Directors and Key Senior Management are as shown in the table below:

No.	Name	Designation
Directors		
1.	Leou Thiam Lai	Independent Non-Executive Chairman
2.	Mr. Lu	Executive Director and Group CEO
3.	Lian Chong Wee	Non-Independent Non-Executive Director
4.	Lian Kok Wah	Non-Independent Non-Executive Director
5.	Ju Siew Lee	Independent Non-Executive Director
6.	Olivia Lim	Independent Non-Executive Director
7.	Loh May Ann	Independent Non-Executive Director
Key Senior Management		
1.	Tia Yu Hoo	COO
2.	Ng Chai Ling	CFO
3.	Low Song Hua	Head of Plant 1
4.	Diong Lian Shun	Head of Plant 2
5.	Cha Pei Cheng	QA Manager
6.	Lee Choi Yun	Supply Chain Manager

Please refer to Section 4 of this Prospectus for further details of our Directors and Key Senior Management.

2.9 USE OF PROCEEDS

The total gross proceeds from our Public Issue amounting to approximately RM16.48 million are intended to be used in the manner as stated in the table below:

No.	Details	Amount	Percentage of Total Gross Proceeds	Estimated Timeframe for Use of Proceeds from the Date of Our Listing
		RM'000	**%**	
1.	Opening of new outlets	7,630	46.30	Within 36 months
2.	Purchase of new machinery and equipment	895	5.43	Within 36 months
3.	Repayment of bank borrowings	3,824	23.21	Within 6 months
4.	Estimated listing expenses	4,129	25.06	Within 3 months
Total		**16,478**	**100.00**	

There is no minimum subscription amount to be raised from our IPO. Please refer to Section 3.6 of this Prospectus for further details on the use of proceeds arising from our Public Issue.

2. PROSPECTUS SUMMARY *(Cont'd)*

2.10 FINANCIAL AND OPERATIONAL HIGHLIGHTS

2.10.1 Financial Highlights

The tables below set out financial highlights based on our audited combined/consolidated financial statements for the Financial Periods Under Review:

No.	Items	Audited			
		FYE 2022	FYE 2023	FYE 2024	FYE 2025
		RM'000	RM'000	RM'000	RM'000
1.	Revenue	54,747	55,779	60,266	60,312
2.	GP	18,317	19,135	21,357	21,325
3.	Operating profit	8,272	9,523	9,004	10,652
4.	PBT	7,860	8,713	8,061	9,813
5.	PAT	6,234	6,615	5,472	6,370
6.	PAT attributable to:				
	- owners of our Company	5,877	6,234	5,013	6,006
	- non-controlling interests	357	381	459	364

No.	Items		FYE 2022	FYE 2023	FYE 2024	FYE 2025
1.	GP margin(1)	%	33.46	34.31	35.44	35.36
2.	PBT margin(2)	%	14.36	15.62	13.38	16.27
3.	PAT margin(3)	%	10.73	11.18	8.32	9.96
4.	Basic EPS(4)	sen	2.37	2.52	2.03	2.43
5.	Diluted EPS(5)	sen	1.73	1.84	1.48	1.77

Notes:

(1) Computed as GP divided by revenue.

(2) Computed as PBT divided by revenue.

(3) Computed as PAT attributable to owners of our Company divided by revenue.

(4) Computed as PAT attributable to owners of our Company divided by our total number of 247,500,000 Shares before our IPO.

(5) Computed as PAT attributable to owners of our Company divided by our enlarged total number of 339,042,000 Shares after our IPO.

2.10.2 Operational Highlights

No.	Product Category	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
		RM'000	%	RM'000	%	RM'000	%	RM'000	%
1.	Manufactured products								
	- Pastry products	27,964	51.08	27,128	48.64	28,560	47.39	27,795	46.08
	- Bread products	22,480	41.06	25,343	45.43	28,144	46.70	28,587	47.40

2. PROSPECTUS SUMMARY *(Cont'd)*

No.	Product Category	FYE 2022		FYE 2023		FYE 2024		FYE 2025	
		RM'000	%	RM'000	%	RM'000	%	RM'000	%
	- Other manufactured products	2,225	4.06	1,759	3.15	1,671	2.77	1,958	3.25
	Subtotal	**52,669**	**96.20**	**54,230**	**97.22**	**58,375**	**96.86**	**58,340**	**96.73**
2.	OEM and trading products(1)	2,078	3.80	1,549	2.78	1,891	3.14	1,972	3.27
Total		**54,747**	**100.00**	**55,779**	**100.00**	**60,266**	**100.00**	**60,312**	**100.00**
		FYE 2022 compared with FYE 2021		**FYE 2023 compared with FYE 2022**		**FYE 2024 compared with FYE 2023**		**FYE 2025 compared with FYE 2024**	
SSSG (%)		17.22		(1.86)		2.26		(7.68)	

Note:

(1) OEM and trading products include products which are not manufactured in our manufacturing facilities.

The financial and operational highlights presented above should be read in conjunction with the "Management's Discussion and Analysis of Financial Condition and Results of Operations" as set out in Section 11.3 of this Prospectus together with the Accountants' Report in Section 12 of this Prospectus.

2.11 DIVIDENDS AND DIVIDEND POLICY

Our Group's ability to distribute dividends or make other distributions to our shareholders is subject to various factors, such as profits recorded and excess of funds not required to be retained for working capital purposes for our business.

The dividends declared and paid by our Group to our shareholders for the Financial Periods Under Review are as summarised in the table below:

No.	Items	FYE 2022	FYE 2023	FYE 2024	FYE 2025
		RM'000	RM'000	RM'000	RM'000
1.	Dividends declared(1)	3,201	1,561	2,993	-
2.	Dividends paid(1)	2,361	(2)2,401	2,993	-

Notes:

(1) Include dividends declared and paid by 2 of the Subsidiary Companies to non-controlling interests (who are not the Promoters nor related to the Promoters) amounting to RM0.71 million (FYE 2022), RM0.21 million (FYE 2023) and RM0.49 million (FYE 2024).

(2) Includes dividend of RM8.40 per share amounting to RM0.84 million which was declared in respect of the FYE 2022 and was subsequently paid on 12 January 2023.

The source of funds for the payment of the dividends as stated in the table above was through internally generated funds of our Group. We do not intend to declare and pay any dividends prior to our Listing.

Please refer to Section 11.7 of this Prospectus for further details of our dividends and dividend policy.

3. DETAILS OF OUR IPO

3.1 INDICATIVE TIMETABLE

The events which are intended to take place on their respective indicative dates are as stated in the table below:

No.	Event(s)	Time and Date
1.	Issuance of this Prospectus and opening of the Application period for our IPO	10.00 a.m. on 5 June 2026
2.	Closing of the Application period for our IPO	5.00 p.m. on 15 June 2026
3.	Balloting of the Applications for our Issue Shares for the Malaysian Public	18 June 2026
4.	Allotment of Issue Shares to the successful applicants and institutional and selected investors	25 June 2026
5.	Listing on the ACE Market	29 June 2026

Notes:

(1) If there is any change to the timetable, we will advertise the notice of the changes in a widely circulated English and Bahasa Malaysia daily newspapers in Malaysia and will make the relevant announcements on Bursa Securities' website on the said changes.

(2) All times and dates indicated in the timetable are in reference to standard Malaysian time (UTC+8) and date.

3.2 PARTICULARS OF OUR IPO

Our IPO is subject to the terms and conditions of this Prospectus. Upon acceptance, our IPO Shares are expected to be allocated in the manner as described in Section 3.2.2 of this Prospectus, subject to the clawback and reallocation provisions as set out in Section 3.2.6 of this Prospectus.

Our IPO consists of the Public Issue totalling up to 91,542,000 IPO Shares, representing approximately 27.00% of our enlarged issued share capital.

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3. DETAILS OF OUR IPO *(Cont'd)*

3.2.1 Pre-IPO Restructuring Exercise

(i) Bonus Issue

RT Pastry had, on 12 May 2023, implemented the Bonus Issue of RM0.40 million new Shares on the basis of 4 new Shares for every 1 existing Share to the entitled shareholders of the Company as appearing in the register of company at the close of business on the entitlement date as at 2 May 2023. In implementing the Bonus Issue, RT Pastry had capitalised RM0.40 million from its retained earnings and made payment in full for 400,000 new Shares of RM1.00 each to the said entitled shareholders.

The details of the Bonus Issue are as stated in the table below:

No.	Entitled shareholders	No. of Shares held before Bonus Issue	No. of new Shares issued pursuant to Bonus Issue	No. of Shares held after Bonus Issue
1.	Mr. Lu	35,870	143,480	179,350
2.	Mr. Lian	19,890	79,560	99,450
3.	Lian Chong Wee	12,860	51,440	64,300
4.	Lian Kok Wah	12,860	51,440	64,300
5.	Lian Ah Beng	12,850	51,400	64,250
6.	Lian Siew Moi	2,120	8,480	10,600
7.	Diong Lian Shun	1,890	7,560	9,450
8.	Lian Siew Chen	630	2,520	3,150
9.	Diong Lian Huat	500	2,000	2,500
10.	Ling Sing Chai	350	1,400	1,750
11.	Tan Chia Chien	110	440	550
12.	Wang Chien Fu	70	280	350
Total		**100,000**	**400,000**	**500,000**

(ii) Capitalisation of VIP Attitude Debt

As at 26 December 2023, the total amount owing by VIP Attitude to the VIP Attitude Minorities was approximately RM1.30 million. VIP Attitude had, on 26 December 2023, partially settled this amount owing of approximately RM1.30 million by capitalising RM1.00 million of the said debt into new VIP Attitude shares which were issued to the VIP Attitude Minorities whereas the remaining RM0.30 million was subsequently settled by cash on 24 April 2024. For clarity, there have not been any more additional balances in regards to the total amount owing by VIP Attitude to the VIP Attitude Minorities after 26 December 2023.

The details of this Capitalisation of VIP Attitude Debt are as stated in the table below:

3. DETAILS OF OUR IPO *(Cont'd)*

No.	Name of VIP Attitude Minorities	No. of VIP Attitude shares prior to Capitalisation of VIP Attitude Debt	[1]Amount owing by VIP Attitude to VIP Attitude Minorities	[2]Issue Price per share of VIP Attitude	New shares of VIP Attitude issued arising from Capitalisation of VIP Attitude Debt	
					No. of shares	Percentage
			RM	RM		%
1.	RT Pastry	200,000	-	-	-	-
2.	Tan Chia Chien	46,000	230,000	1.00	230,000	23.00
3.	Lian Chun Haw	30,000	270,000	1.00	270,000	27.00
4.	Mr. Lu	30,000	150,000	1.00	150,000	15.00
5.	Mr. Lian	30,000	150,000	1.00	150,000	15.00
6.	Lian Kok Wah	24,000	-	-	-	-
7.	Lian Ah Beng	20,000	100,000	1.00	100,000	10.00
8.	Lian Chong Wee	20,000	100,000	1.00	100,000	10.00
Total		**400,000**	**1,000,000**	**-**	**1,000,000**	**100.00**

Notes:

(1) Based on the balances as at 26 December 2023 as appearing in the management accounts of VIP Attitude.

(2) The issue price for all the new shares of VIP Attitude issued is on parity with the face value of debt of VIP Attitude.

The new shares of VIP Attitude issued pursuant to the Capitalisation of VIP Attitude Debt rank equally in all respects with the existing VIP Attitude shares, including voting rights.

(iii) Acquisition of VIP Attitude

RT Pastry had, on 27 December 2023, implemented the Acquisition of VIP Attitude (the acquisition by RT Pastry from the VIP Attitude Minorities of the then existing 200,000 shares in VIP Attitude owned by the VIP Attitude Minorities and the 1,000,000 newly issued shares arising from the Capitalisation of VIP Attitude Debt).

3. DETAILS OF OUR IPO *(Cont'd)*

The purchase consideration of the Acquisition of VIP Attitude was satisfied by a cash consideration of approximately RM0.47 million which was arrived at a willing-buyer willing-seller basis after taking into consideration the EPS of approximately RM0.06 based on the audited PAT of VIP Attitude of approximately RM0.09 million in accordance with its audited financial statements for the FYE 2022 and the total number of 1,400,000 shares of VIP Attitude, which translates into a price-to-earnings multiple of 6.30 times.

The audited financial statements of VIP Attitude for FYE 2022 were used as the reference as the Company intended to complete the Pre-IPO Restructuring before end of 2023 enroute to submission to the relevant authorities in regards to the IPO and Listing.

The purchase consideration of the Acquisition of VIP Attitude was settled by cash on 24 April 2024. The details of the Acquisition of VIP Attitude are as stated in the table below:

No.	Name of shareholders	No. of shares of VIP Attitude as at 26 December 2023 (prior to Acquisition of VIP Attitude)	%	No. of shares of VIP Attitude acquired by RT Pastry from the VIP Attitude Minorities	%	[(1)]Amount of settlement (RM)
1.	RT Pastry	200,000	14.29	-	-	-
2.	Lian Chun Haw	300,000	21.43	300,000	25.00	118,612
3.	Tan Chia Chien	276,000	19.71	276,000	23.00	109,123
4.	Mr. Lu	180,000	12.86	180,000	15.00	71,167
5.	Mr. Lian	180,000	12.86	180,000	15.00	71,167
6.	Lian Chong Wee	120,000	8.57	120,000	10.00	47,445
7.	Lian Ah Beng	120,000	8.57	120,000	10.00	47,445
8.	Lian Kok Wah	24,000	1.71	24,000	2.00	9,489
Total		**1,400,000**	**100.00**	**1,200,000**	**100.00**	**474,448**

Note:

(1) The total consideration for the amount of settlement is based on a value of approximately RM0.40 per share of VIP Attitude, arrived at a willing-buyer willing-seller basis after taking into consideration the earnings per share of approximately 6 sen based on the audited PAT of VIP Attitude of approximately RM0.09 million in accordance with its audited financial statements for the FYE 2022 and the total number of 1,400,000 shares of VIP Attitude, which translates into a price-to-earnings multiple of 6.30 times.

3. DETAILS OF OUR IPO *(Cont'd)*

Our Group decided to acquire the remaining interest in VIP Attitude as VIP Attitude, which engaged in bakery business since 2016 started making profit since FYE 2021. VIP Attitude is currently managing the Cheras Bukit Anggerik Outlet and contributes to our Group's profitability since its acquisition by RT Pastry.

(iv) Disposal of Dormant Subsidiary Companies

As part of our Group's operational restructuring exercise to improve our business operations and management of our outlets, we had implemented zoning for our outlets based on their location. At present, our Group has KL Region, Petaling Region and Shah Alam Region. We have used 3 of the then existing subsidiary companies to group outlets to these zoning system/regions. Arising from this, our Group have transferred some outlets to the said 3 subsidiary companies namely Hill Top, RT Desa and RT Subang.

The details of the outlets involved in the transfer are as stated in the table below:

No.	Outlet	Previous subsidiary company who owned the outlet before the transfer	Subsidiary company owning the outlet after the transfer
1.	Bukit Tinggi Outlet	Legacy Nouvelle	Hill Top
2.	Previous outlet in Kota Kemuning	Pastry Craft	Hill Top
3.	Puchong Outlet	Legacy Pastry	RT Subang
4.	Setapak Central Outlet	Legacy Hilltop	RT Desa
5.	Setia Indah Outlet	RT Petites	Hill Top
6.	Setia Prima Outlet	RT Petites	Hill Top
7.	Sri Petaling Outlet	Dough House	RT Desa
8.	Uptown Outlet	Happiness Pastry	RT Subang

Subsequent to the above transfer, there were 7 subsidiary companies which were left dormant. RT Pastry had then decided to keep 2 out of these 7 dormant subsidiary companies on top of another subsidiary company namely RT Cafe House (RT Cafe House was not involved in the operational restructuring) for its future plans. Hence, RT Pastry had, on 29 July 2024, implemented the Disposal of Dormant Subsidiary Companies which is essentially disposal of the 5 dormant subsidiary companies which it does not have future plans for, for a cash consideration of approximately RM0.21 million, which was arrived at a willing-buyer willing-seller basis after taking into consideration their total NA of approximately RM0.21 million as at 30 June 2024 based on the management accounts of these dormant subsidiary companies.

RT Pastry had, on 29 July 2024, entered into a share sale agreement with Seow Jing Wen and Tham Wei Feng for the disposal of the 5 dormant subsidiary companies. None of the Directors, Promoters and Key Senior Management of the Company have any interest, direct or indirect, in the Disposal of Dormant Subsidiary Companies.

3. DETAILS OF OUR IPO *(Cont'd)*

Additionally, none of the Directors, Promoters and Key Senior Management of the Company are related to Seow Jing Wen and Tham Wei Feng.

The details of the above Disposal of Dormant Subsidiary Companies are as stated in the table below:

No.	Dormant subsidiary after implementing the Disposal of Dormant Subsidiary Companies	Unaudited NA as at 30 June 2024	Cash consideration
		RM	RM
1.	Pastry Craft	135,510	135,510
2.	Legacy Hilltop	61,238	61,238
3.	Legacy Pastry	5,772	5,772
4.	Legacy Nouvelle	5,590	5,590
5.	Dough House	5,327	5,327
Total		**213,437**	**213,437**

The Disposal of Dormant Subsidiary Companies was completed on 8 August 2024.

(v) Share Split

RT Pastry undertook a Share Split of 500,000 existing Shares into 247,500,000 Shares, on the basis of 1 existing Share into 495 Shares. The purpose of the Share Split is to rationalise the share capital of the Company by increasing the number of Shares issued in anticipation of the Listing. The Share Split was completed on 12 August 2024.

3.2.2 Public Issue

Our Public Issue involves the offering of 91,542,000 Issue Shares, representing approximately 27.00% of our enlarged number of issued Shares, at the IPO Price and will be in the following manner:

(i) 16,960,000 Issue Shares, representing approximately 5.00% of our enlarged number of issued Shares, will be made available for application by the Malaysian Public through a balloting process, of which 8,480,000 Issue Shares have been set aside for application by Bumiputera investors including individuals, companies, cooperatives, societies and institutions;

(ii) 6,780,900 Issue Shares, representing approximately 2.00% of our enlarged number of issued Shares, will be made available for application by Eligible Persons of our Group;

(iii) 42,381,000 Issue Shares, representing approximately 12.50% of our enlarged number of issued Shares, will be made available by way of private placement to identified Bumiputera investors approved by the MITI; and

(iv) 25,420,100 Issue Shares, representing approximately 7.50% of our enlarged number of issued Shares, will be made available for application by way of private placement to the institutional and selected investors.

3. DETAILS OF OUR IPO *(Cont'd)*

There is no minimum subscription amount to be raised from our Public Issue. The number of Issue Shares offered under our Public Issue will not increase via any over-allotment or 'greenshoe' option.

3.2.3 Other Disclosures

As at the LPD, save as disclosed in Section 3.2.5 of this Prospectus, to the extent known to our Company:

(a) There are no substantial shareholders, Directors or Key Senior Management of our Company who intend to subscribe for our IPO Shares; and

(b) There is no person who intends to subscribe for more than 5.00% of our IPO Shares.

3.2.4 Allocation of Our IPO Shares and Underwriting

In summary, subject to the clawback and reallocation provisions as set out in Section 3.2.6 of this Prospectus, our IPO Shares will be allocated in the manner as stated in the table below:

		Public Issue	
			Percentage of the Enlarged No. of Issued Shares
No.	**Category**	**No. of Shares**	**%**
Balloting Shares			
1.	Malaysian Public (via balloting)		
	- Bumiputera	8,480,000	2.50
	- Non-Bumiputera	8,480,000	2.50
	Sub-total	**16,960,000**	**5.00**
Pink Form Shares			
2.	Eligible Persons	6,780,900	2.00
Bumiputera Placement Shares			
3.	Bumiputera investors approved by the MITI	42,381,000	12.50
Placement Shares			
4.	Institutional and selected investors	25,420,100	7.50
Total		**91,542,000**	**27.00**

The Balloting Shares and Pink Form Shares are fully underwritten. The Bumiputera Placement Shares and Placement Shares is not underwritten. Irrevocable undertakings will be obtained from the Institutional and selected investors to subscribe for our IPO Shares made available under the private placement. Our IPO is also subject to the public shareholding spread requirement under the Listing Requirements as set out in Section 3.2.9 of this Prospectus.

Our Public Issue will raise gross proceeds of approximately RM16.48 million.

3. DETAILS OF OUR IPO *(Cont'd)*

3.2.5 Pink Form Allocation

We have allocated 6,780,900 Issue Shares under the Pink Form Allocation to our Eligible Persons.

The proposed allocation to our Eligible Persons is as stated below:

No.	Category	No. of Eligible Persons	Aggregate no. of Issue Shares allocated
1.	Key Senior Management	6	2,550,000
2.	Other eligible employees	75	4,230,900
	Total number of employees(1)	**81**	**6,780,900**

Note:

(1) In the event of resignation from employment of any employee identified under the Eligible Persons before the offer, the surplus of shares shall be allocated on a pro-rata basis to the remaining employees, subject always to no diminution of actual measurements for the criteria used for allocation.

The criteria of allocation to our Eligible Persons (as approved by our Board) are based on, among others, the following factors at the point of award:

(i) The employee must be a full-time confirmed employee and on the payroll of our Group;

(ii) The seniority, position, their length of service and their respective performance and contribution made to our Group;

(iii) The employee must be at least 18 years old; and

(iv) Other factors deemed relevant to our Group.

The breakdown of our Pink Form Shares under the Pink Form Allocation to be made available for applications by the Eligible Persons who are also our Key Senior Management are as shown in the table below:

No.	Name	Designation	No. of Shares	(1)%
1.	Tia Yu Hoo	COO	840,000	0.25
2.	Ng Chai Ling	CFO	630,000	0.19
3.	Low Song Hua	Head of Plant 1	350,000	0.10
4.	Diong Lian Shun	Head of Plant 2	300,000	0.09
5.	Lee Choi Yun	Supply Chain Manager	250,000	0.07
6.	Cha Pei Cheng	QA Manager	180,000	0.05
Total			**2,550,000**	**0.75**

Note:

(1) Based on the enlarged total number of 339,042,000 Shares after the IPO.

3. DETAILS OF OUR IPO *(Cont'd)*

For avoidance of doubt, no Pink Form Shares will be made available to our Directors and persons who have contributed to the success of our Group.

3.2.6 Clawback and Reallocation

Our Underwriter will underwrite up to 16,960,000 IPO Shares made available to the Malaysian Public via balloting and up to 6,780,900 IPO Shares made available to the Eligible Persons through Pink Form Allocation.

42,381,000 IPO Shares under the MITI Tranche and 25,420,100 IPO Shares made available for institutional and selected investors will not be underwritten.

Our Issue Shares shall be subject to the following clawback and reallocation provisions:

(i) Malaysian Public

16,960,000 Issue Shares made available to the Malaysian Public via balloting have been fully underwritten. Any of our Issue Shares not subscribed by the Malaysian Public, shall be subject to the following clawback and reallocation provisions:

(a) Firstly, allocated to institutional and selected investors by way of private placement.

(b) Lastly, subscribed by our Underwriter based on the terms and conditions of the Underwriting Agreement.

(ii) Eligible Persons

6,780,900 Issue Shares made available to the Eligible Persons through Pink Form Allocation have been fully underwritten. Any of our Issue Shares not fully subscribed by the Eligible Persons, shall be subject to the following clawback and reallocation provisions:

(a) Firstly, allocated for excess application by the other Eligible Persons.

(b) Secondly, made available for application by the Malaysian Public via balloting.

(c) Thirdly, allocated to selected investors by way of private placement.

(d) Lastly, subscribed by our Underwriter based on the terms and conditions of the Underwriting Agreement.

(iii) Bumiputera investors approved by the MITI

42,381,000 Issue Shares made available under the MITI Tranche are not underwritten. Any of our Issue Shares not subscribed under the MITI Tranche, shall be subject to the following clawback and reallocation provisions:

(a) Firstly, made available for application by the Bumiputera Malaysian Public via balloting.

(b) Secondly, allocated to Malaysian institutional investors.

(c) Lastly, allocated to selected investors by way of private placement.

3. DETAILS OF OUR IPO *(Cont'd)*

(iv) Institutional and selected investors

25,420,100 Issue Shares made available to the institutional and selected investors by way of private placement are not underwritten. Any of our Issue Shares not subscribed by the institutional and selected investors, shall be subject to the following clawback and reallocation provisions:

(a) Firstly, allocated to Malaysian institutional investors by way of private placement.

(b) Secondly, made available for application by the Bumiputera Malaysian Public via balloting.

(c) Thirdly, made available for application by the Malaysian Public via balloting.

(d) Lastly, allocated to selected investors by way of private placement.

The allocation of our IPO Shares shall be on a fair and equitable manner and shall take into account the desirability of distributing our IPO Shares to a reasonable number of applicants with a view of broadening our Company's shareholding base to meet the public shareholding spread requirements of Bursa Securities and to establish a liquid market for our Shares.

3.2.7 Classes of Shares and Ranking

As at the date of this Prospectus, we only have one class of shares, being ordinary shares. Our Issue Shares will, upon allotment and issue, rank equally in all respects with our existing issued Shares including voting rights, and will be entitled to all rights, dividends and other distributions that may be declared subsequent to the date of allotment of the Issue Shares, subject to any applicable Rules of Bursa Depository.

Subject to any special rights attaching to any Shares we may issue in the future, our shareholders shall, in proportion to the amount paid on our Shares held by them, be entitled to share the profits paid out by us in the form of dividends and other distributions. Similarly, if our Company is liquidated, our shareholders shall be entitled to the surplus, if any, in accordance with our Constitution after the satisfaction of any preferential payments in accordance with the Act and our liabilities.

At every general meeting of our Company, each of our shareholders shall be entitled to vote in person, by proxy or by attorney or by other duly authorised representative. Any resolution set out in the notice of any general meeting, or in any notice of resolution which may properly be moved and is intended to be moved at any general meeting, is voted by poll. On a poll, each shareholder present either in person, by proxy, by attorney or by other duly authorised representative shall have one vote for each Share held or represented. A proxy may, but need not be, a member of our Company.

3.2.8 Share Capital

Upon completion of our IPO, our share capital will be as stated in the table below:

No.	Items	No. of Shares	Amount RM'000
1.	Existing issued share capital	247,500,000	500
2.	To be issued under our Public Issue	91,542,000	16,478
3.	**Total upon Listing**	**339,042,000**	**16,978**

3. DETAILS OF OUR IPO *(Cont'd)*

3.2.9 Minimum Subscription Level

There is no minimum subscription level in terms of proceeds to be raised under our IPO. However, in order to comply with the public shareholding spread requirement under the Listing Requirements, the minimum subscription level in terms of the number of IPO Shares will be the number of Shares required to be held by the public shareholders of our Company to comply with the minimum public shareholding spread requirement under the Listing Requirements or as approved by Bursa Securities.

Under the Listing Requirements, we are required to have a minimum of 25.00% of our Shares held by at least 200 public shareholders, each holding not less than 100 Shares at the point of our Listing.

If the public spread requirement is not met, we may not be permitted to proceed with our Listing. In such event, monies paid in respect of any application for our IPO Shares will be returned in full, without interest or any share of revenue or benefits arising therefrom. If such monies are not returned in full within 14 days after we become liable to do so, the provision of Section 243(2) of the CMSA shall apply accordingly.

3.3 BASIS OF ARRIVING AT THE PRICE OF OUR IPO SHARES

Our Directors, Promoters, Principal Adviser, Sponsor, Underwriter and Placement Agent, have determined and agreed on the IPO Price, after taking into consideration the following:

(i) Our operating history and financial performance as described in Sections 5.1.1 and 11.3 of this Prospectus respectively;

(ii) Our Group's diluted EPS of approximately 1.55 sen based on our audited consolidated adjusted PAT attributable to the owners of our Company (excluding net gain on disposal of Balakong Plant)[(1)] of approximately RM5.26 million for the FYE 2025 and our enlarged total number of 339,042,000 Shares after our IPO, which translates into a price-to-earnings multiple of 11.61 times;

Note :

(1) Net gain on disposal of Balakong Plant derived as below:

Description	***RM'000***	***RM'000***
PAT attributable to the owners of our Company		***6,006***
Less net gain on disposal of Balakong Plant:		
Gain on disposal of Balakong Plant	*1,908*	
Less expenses related to the disposal:		
- *Real property gain tax*	*(690)*	
- *Legal fee*	*(58)*	
- *Penalty on early loan settlement*	*(243)*	
- *Agent fee*	*(171)*	
Net gain on disposal of Balakong Plant	***746***	***(746)***
PAT attributable to the owners of our Company		***5,260***

(iii) Our competitive strengths as set out in Section 6.3 of this Prospectus;

(iv) Our future plans and strategies as set out in Section 6.4 of this Prospectus;

(v) The overview and future outlook of the bakery product market in Malaysia as described in Section 7 of this Prospectus;

3. DETAILS OF OUR IPO *(Cont'd)*

(vi) The market performance of the companies which are in businesses similar to ours taking into consideration their key financial information as set out in competitive overview of Section 7 of this Prospectus; and

(vii) The prevailing market conditions which include market performance of the Malaysian equity market, key global indices as well as investors' sentiments.

You should note that the market price of our Shares upon Listing is subject to the vagaries of market forces and other uncertainties. You should form your own views on the valuation of our IPO Shares before deciding to invest in our Shares. You are also reminded to carefully consider the risk factors as set out in Section 8 of this Prospectus before deciding to invest in our Shares.

Expected market capitalisation

Based on the IPO Price, the total market capitalisation of our Company upon Listing will be approximately RM61.03 million.

3.4 DILUTION

Dilution is the amount by which our pro forma consolidated NA per Share after our IPO is less than the price paid by retail, institutional and selected investors for our Shares.

The table below illustrates such dilution on a per Share basis:

No.	Items	Details	RM
1.	IPO Price	(A)	0.18
2.	Pro forma consolidated NA per Share as at 31 December 2025	(B)	0.13
3.	Pro forma consolidated NA per Share as at 31 December 2025 after our Public Issue and after adjusting for the intended use of proceeds from our Public Issue	(C)	0.14
4.	Increase in consolidated NA per Share to our existing shareholders	(C-B)	0.01
5.	Dilution in pro forma consolidated NA per Share to our new investors	(A-C)	0.04
6.	Dilution in pro forma consolidated NA per Share to our new investors as a percentage of the IPO Price	(A-C) / (A)	22.22%

The table below summarises the total number of Shares acquired and the average effective cost per Share paid by our Promoters, substantial shareholders, Directors, Key Senior Management or Persons Connected with them since our incorporation up to the date of this Prospectus or which they have a right to acquire:

3. DETAILS OF OUR IPO *(Cont'd)*

Our Promoters, substantial shareholders, Directors, Key Senior Management or Persons Connected with them	No. of Shares before our IPO	[1]No. of Shares from our IPO	Total consideration RM	Average effective cost per Share RM
Promoters, substantial shareholders and Directors				
Mr. Lu	88,778,250	-	35,870.00	0.0004
Lian Chong Wee	31,828,500	-	12,860.00	0.0004
Lian Kok Wah	31,828,500	-	12,860.00	0.0004
Promoters and substantial shareholders				
Mr. Lian	49,227,750	-	19,890.00	0.0004
Lian Ah Beng	31,803,750	-	12,850.00	0.0004
Key Senior Management				
Tia Yu Hoo	-	840,000	151,200.00	0.18
Ng Chai Ling	-	630,000	113,400.00	0.18
Low Song Hua	-	350,000	63,000.00	0.18
Diong Lian Shun	4,677,750	300,000	55,890.00	0.011
Cha Pei Cheng	-	180,000	32,400.00	0.18
Lee Choi Yun	-	250,000	45,000.00	0.18
Persons Connected[2]				
Lian Siew Moi	5,247,000	-	2,120.00	0.0004
Lian Siew Chen	1,559,250	-	630.00	0.0004
Tan Chia Chien	272,250	-	28,090.00	0.1032

Notes:

(1) Assuming that the mentioned Eligible Persons fully subscribe for their respective entitlement under the Pink Form Allocation.

(2) Persons connected to Mr. Lian.

3. DETAILS OF OUR IPO *(Cont'd)*

3.5 OBJECTIVES OF OUR IPO

The objectives of our IPO are as follows:

(i) To enable our Group to raise funds for the purposes set out in Section 3.6 of this Prospectus;

(ii) To enable our Group to gain access to the capital market to raise funds for future business growth opportunities;

(iii) To provide an opportunity for the Malaysian Public to participate in the future performance of our Group by way of equity participation; and

(iv) To gain recognition through our listing status which will enhance our reputation so as to assist us in expanding our customer base, and retaining and attracting new, skilled employees in our industry.

3.6 USE OF PROCEEDS

We expect to use the gross proceeds from our Public Issue of approximately RM16.48 million in the manner as stated in the table below:

No.	Details	Reference in this Prospectus	[(1)]Amount	Percentage of Total Gross Proceeds	Estimated Timeframe for Use of Proceeds from the Date of Our Listing
			RM'000	%	
1.	Opening of new outlets	3.6.1	7,630	46.30	Within 36 months
2.	Purchase of new machinery and equipment	3.6.2	895	5.43	Within 36 months
3.	Repayment of bank borrowings	3.6.3	3,824	23.21	Within 6 months
4.	Estimated listing expenses	3.6.4	[(2)]4,129	25.06	Within 3 months
Total			**16,478**	**100.00**	**-**

Notes:

(1) The priority of allocation of proceeds from our IPO will be in accordance with the sequence as stated in the table above. For illustration, if eventually the actual cost of a given category exceeds the allocated amount as stated above, the shortfall will be funded from the next use of proceeds, and so on and so forth until the shortfall has been fully addressed, provided always that there is a surplus in the use of proceeds in the next or following category. In the event there is still a shortfall after all the clawback provisioning as mentioned above, the remaining shortfall after this process shall be funded by our internally generated funds.

Conversely, if eventually the actual cost of the same given category is lower than the allocated amount, the surplus will be used for the next use of proceeds, and so on and so forth until the surplus has been fully utilised, provided always that there is a shortfall in the use of proceeds in the next or following category.

3. DETAILS OF OUR IPO *(Cont'd)*

In the event there is still a surplus after all the clawback provisioning as mentioned above, the remaining surplus after this process will be used for our working capital expenditure requirements.

(2) The portion of estimated listing expenses attributable to our Company pursuant to our Listing.

Pending the eventual use of the gross proceeds from our Public Issue for the above intended purposes, we will place such funds in interest-bearing fixed deposit accounts with licensed financial institutions or in short-term money market instruments as our Directors may deem appropriate.

Pursuant to Rule 8.24(1)(a) of the Listing Requirements, we will issue a circular to our shareholders and seek our shareholders' approval if we propose to make a material change to the utilisation of proceeds raised by us from our IPO. Pursuant to Rule 8.24(2) of the Listing Requirements, a change to the utilisation of proceeds is considered material if:

(i) Such change is 25.00% or more of the total proceeds raised; or

(ii) An amendment, modification or variation is considered material if it can be reasonably expected to have a material effect on the decision of a holder of securities of the listed issuer in relation to such proposal.

Further details of the proposed use of the gross proceeds from our Public Issue are as set out in the sections below.

3.6.1 Opening of New Outlets

We intend to allocate approximately RM7.63 million of the gross proceeds from our Public Issue for the opening of new outlets.

Presently, we have 17 outlets located throughout Klang Valley that are operating under our trade and brand name, RT Pastry®.

We intend to continue to expand our network of outlets in the Central region as well as other states in the Peninsular Malaysia. The cost of 6 outlets out of 8 outlets to be opened in 2026 and 2027 will use the gross proceeds from our Public Issue, as tabled below:

No.	Year	Region	State	No. of outlets
1.	2026	Central region of Peninsular Malaysia	Kuala Lumpur or Selangor	3
2.	2027	East Coast region of Peninsular Malaysia	Pahang	2
		Central region of Peninsular Malaysia	Kuala Lumpur or Selangor	1

For the 3 new outlets to be opened in 2026 using the IPO proceeds, we intend to rent 1 commercial shop lot, as well as 2 shop lots located in retail complexes or in the vicinity of (or located adjacent to) shopping malls in the Klang Valley. We intend to differentiate our products sold at these new outlets located within retail complexes to appeal to higher price segments. For the 3 new outlets in 2027, the outlets will be located in shop lots of similarly sized to our existing outlets, between 1,200 sqft and 1,500 sqft. We estimate that it will take 1 month to renovate the outlet to match our layout specifications, after which we expect that it will take a further 3 months to obtain the necessary approvals, licences and certificates to operate the outlet.

3. DETAILS OF OUR IPO *(Cont'd)*

The estimated costs associated with the opening of the new outlets are as set out in the table below:

No.	Items	Total Estimated Cost	Percentage of Total Estimated Cost
		RM'000	**%**
1.	Renovation	1,117	14.64
2.	Set up of equipment and fittings	3,514	46.06
3.	Part-financing working capital expenditure requirements(1)	2,250	29.48
4.	Leasing costs(2)	749	9.82
Total		**7,630**	**100.00**

Notes:

(1) Consists of estimated costs for retail operations personnel salaries for the first 6 months, purchase of inventories for 3 months as well as purchase of kitchen utensils.

(2) Including deposits and monthly rental costs.

The cost to begin operations at the 6 new outlets is estimated to amount to RM7.63 million and will be funded via the proceeds from the Public Issue. We estimate that the renovation costs of these outlets will amount to approximately RM1.12 million, purchase of outlet equipment and fittings will cost approximately RM3.51 million, first year leasing cost of RM0.75 million as well as working capital expenditure of RM2.25 million. The working capital comprised of estimated retail operations personnel salaries for the first 6 months, purchase of inventories for the first 3 months as well as kitchen utensils.

We may drawdown from the existing working capital facility of our Group for the cost to begin operations in the case if any delays of our Listing. In this regard, the proceeds allocated for opening of new outlets would be utilised to settle the working capital facility subsequently.

Please refer to Section 6.4.2 of this Prospectus for further details regarding our future plans for opening of new outlets.

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3. DETAILS OF OUR IPO *(Cont'd)*

3.6.2 Purchase of New Machinery and Equipment

We intend to allocate approximately RM0.90 million of the gross proceeds from our Public Issue for the purchase of new machinery and equipment as stated in the table below:

No.	Items	Number of Units	Total Estimated Cost	Percentage of Total Estimated Cost
		Units	RM'000	%
1.	Depositor	1	435	48.60
2.	Cake cutting machine	1	285	31.85
3.	Tray washing machine	1	132	14.75
4.	Mould washing machine	1	43	4.80
Total		**4**	**895**	**100.00**

The estimated cost for the purchase of new machinery and equipment was after taking account the suppliers' quotations which were obtained in May 2026. Should the actual cost exceed the allocated amount stated above, the shortfall will be funded via internally generated funds.

Please refer to Section 6.4.1 of this Prospectus for our machinery and equipment acquisition plan.

3.6.3 Repayment of Bank Borrowings

We have allocated approximately RM3.82 million of the gross proceeds from our Public Issue to partially repay our existing bank borrowings as stated in the table below:

No.	Banking Facility	Interest Rate/ Profit Rate as at the LPD	Maturity Date	Purpose	Outstanding Amount as at the LPD	Proposed Repayment	
		%			RM'000	RM'000	(1)%
1.	Public Bank Berhad	4.47% per annum (based on BLR – 2.00%)	1 January 2027	Part finance the acquisition of Plant 1(3)	220	(2)164	4.29
2.	Public Bank Berhad	4.12% per annum (based on BLR – 2.35%)	1 November 2040	Part finance the acquisition of Plant 2(3)	6,469	(2)3,660	95.71
Total					**6,689**	**3,824**	**100.00**

Notes:

(1) Percentage of the proposed repayment.

3. DETAILS OF OUR IPO *(Cont'd)*

(2) Our Group intends to partially repay the said term loan within 6 months from the date of our Listing. In the case of full settlement upon Listing, both Plant 1 and Plant 2 will not be subject to any early settlement penalties, as the repayment date falls beyond the loans' respective lock-in periods of 5 years and 3 years from the first drawdown dates.

(3) The respective purchase consideration for the acquisition of Plant 1 and Plant 2, as well as the source of funds for the balance purchase consideration is as shown in the table below:

No.	Plant	*Purchase Consideration	Portion of Purchase Consideration Funded by Banking Facility		Balance of Purchase Consideration Funded by Our Internally Generated Funds	
		RM'000	RM'000	%	RM'000	%
1.	Plant 1	2,980	2,330	78.19	650	21.81
2.	Plant 2	9,500	8,091	85.17	1,409	14.83
Total/ Average Percentage		**12,480**	**10,421**	**83.50**	**2,059**	**16.50**

** The purchase consideration as shown above are the amount as stated in the sales and purchase agreement of the respective plants.*

Upon reducing our total borrowings by the proposed repayment as set out in this section, we expect to achieve an estimated annual interest savings of approximately RM0.12 million, computed based on the average interest per annum of the remaining tenure using the applicable interest rates. However, the actual interest savings amount may vary depending on the applicable interest rates at that point of time and the actual repayment amount since the outstanding amount will differ over time.

3.6.4 Estimated Listing Expenses

Our estimated listing expenses are as set out in the table below:

No.	Items	Estimated Allocation of Proceeds	
		RM'000	(1)%
1.	Professional fees	3,284	79.52
2.	Fees to authorities	67	1.63
3.	Estimated underwriting, placement and brokerage fees	555	13.45
4.	Printing, advertisement and other incidental charges relating to the Listing	223	5.40
Total		**4,129**	**100.00**

Note:

(1) Percentage of estimated allocation of proceeds.

3. DETAILS OF OUR IPO *(Cont'd)*

We will bear all fees and expenses incidental to our Listing as indicated above, which includes professional fees, fees to authorities, underwriting commission, placement and brokerage fees, printing, advertisement and other expenses.

3.7 BROKERAGE, UNDERWRITING COMMISSION AND PLACEMENT FEES

3.7.1 Brokerage Fee

Brokerage is payable in respect of the Issue Shares at the rate of 1.00% of our IPO Price in respect of successful applicants which bear the stamp of member companies of Bursa Securities, member of the Association of Banks in Malaysia, members of the Malaysia Investment Banking Association in Malaysia or Issuing House.

3.7.2 Underwriting Commission

KAF IB, as our Underwriter, has agreed to underwrite up to 16,960,000 IPO Shares made available for application by the Malaysian Public via balloting and up to 6,780,900 IPO Shares under the Pink Form Allocation for an underwriting commission of 3.00% of the total value of the underwritten IPO Shares at the IPO Price in accordance with the terms of the Underwriting Agreement.

3.7.3 Placement Fee

Our Placement Agent has agreed to place out a 42,381,000 IPO Shares to identified Bumiputera investors approved by the MITI and 25,420,100 IPO Shares to institutional and selected investors.

We will pay our Placement Agent a placement fee of between 2.00% and 3.25% of our IPO Price multiplied by the number of Issue Shares placed out by our Placement Agent.

3.8 SALIENT TERMS OF THE UNDERWRITING AGREEMENT

We have entered into the Underwriting Agreement with our Underwriter to underwrite up to 16,960,000 IPO Shares made available for application by the Malaysian Public via balloting and up to 6,780,900 IPO Shares under the Pink Form Allocation, subject to the clawback and reallocation provisions as set out in Section 3.2.6 of this Prospectus and upon the terms and conditions of the Underwriting Agreement.

Details of the underwriting commission are set out in Section 3.7.2 of this Prospectus and the salient terms of the Underwriting Agreement are as follows:

3.8.1 Conditions precedent

To the extent permitted by law, unless waived by our Underwriter in writing (in which case any condition precedent or any part thereof so waived shall be deemed to have been satisfied), the obligations of our Underwriter under the Underwriting Agreement are conditional upon:

(i) the Underwriting Agreement having been duly executed by all the parties to the Underwriting Agreement and duly stamped and has not been terminated or rescinded pursuant to the provisions therein and the Underwriting Agreement remaining in full force and effect and no breach in respect of the Underwriting Agreement has occurred;

(ii) there having been on or prior to the last date for acceptance and receipt of an application for the subscription of the Issue Shares or such other later date as our Company and our Underwriter may agree upon ("**Closing Date**"), in the reasonable

3. DETAILS OF OUR IPO *(Cont'd)*

opinion of our Underwriter, neither any material adverse change nor any development reasonably likely to result in any material adverse change in the condition, business or operations (financial or otherwise) of our Company and any company within our Group, which is material in the context of our Listing and our IPO from that set forth in this Prospectus, nor the occurrence of any event or circumstances or the discovery of any fact which is inaccurate, untrue or incorrect to any extent which is or will be material in the reasonable opinion of the Underwriter, which makes any of the representations and warranties contained in the Underwriting Agreement untrue and incorrect in any material respect as though they had been given and made on such date with reference to the facts and circumstances then subsisting, nor the occurrence of any breach of and/or failure by our Company to perform any of the warranties or undertakings contained in the Underwriting Agreement;

(iii) the delivery to our Underwriter:

(a) on or before the Closing Date (or such later time as the parties may agree), a copy certified as a true copy by the company secretary of our Company of the constitution of our Company and all the resolutions of our Directors approving the Underwriting Agreement (including the execution of the Underwriting Agreement), this Prospectus (including the issuance of this Prospectus), our proposed Listing and our IPO, including our Public Issue and the issue and allotment of the Issue Shares under our Public Issue and confirming that our Directors, collectively and individually, accept full responsibility for the accuracy of all information stated in this Prospectus; and

(b) on the Closing Date (or such later time as the parties may agree), a certificate, in the form or substantially in the form contained in the Underwriting Agreement, dated the Closing Date signed by a Director or duly authorised officers of our Company stating among others, that, to the best of their knowledge and belief, having made all reasonable enquiries, there has been no such change, development or occurrence as is referred to in Section 3.8.1(ii) above;

(iv) this Prospectus being in the form and substance satisfactory to our Underwriter;

(v) the delivery to our Underwriter on the Closing Date of such reports and confirmations dated the Closing Date from our Directors as our Underwriter may reasonably require to ascertain that there is no material change subsequent to the date of the Underwriting Agreement that will adversely affect the performance or financial position of our Company and our Group;

(vi) our Underwriter having been satisfied that sufficient arrangements have been made by our Company to ensure payment of the expenses referred to in the Underwriting Agreement;

(vii) our Listing and our IPO not being prohibited by any statute, order, rule, regulation or directive promulgated or issued by any legislative, executive or regulatory body or authority in Malaysia;

(viii) there is no investigation, directions or actions by any judicial, governmental or regulatory authority in relation to our Company's Listing or in connection with our Group which is still subsisting or unresolved to the satisfaction of our Underwriter;

(ix) our Company having complied and that our Listing and our IPO are in compliance with all applicable laws and the policies, guidelines and requirements of Bursa Securities and/or the SC and all revisions, amendments and/or supplements thereto;

3. DETAILS OF OUR IPO *(Cont'd)*

(x) our Company having fully complied with all the conditions which are required to be complied with prior to the issuance of this Prospectus or the Closing Date imposed by the SC and Bursa Securities in respect of our Listing and our IPO (except for any conditions which can only be complied with after completion of our Listing, as may be directed by the SC and Bursa Securities);

(xi) the registration with Bursa Securities of this Prospectus and such other documents as may be required in accordance with the Listing Requirements and the CMSA in relation to our Listing and the lodgment of this Prospectus with the CCM on or before its issuance;

(xii) Bursa Securities has agreed and approved on or prior to the Closing Date to the admission to the Official List of Bursa Securities and the listing of and quotation for the entire enlarged issued share capital of our Company on the ACE Market of Bursa Securities, and if the approval of Bursa Securities shall be conditional, all conditions thereto being in terms acceptable to our Underwriter and the said approval remaining valid and have not been withdrawn, revoked, suspended, terminated or lapsed and that the listing of and quotation for the entire enlarged issued share capital of our Company on the ACE Market of Bursa Securities shall be granted after the submission to Bursa Securities of the relevant documents including the receipt of confirmation from Bursa Depository confirming that the securities accounts of all successful applicants have been duly credited and our Issuing House has confirmed that the notices of allotment have been dispatched to entitled holders;

(xiii) this Prospectus having been issued within sixty (60) days of the date of the Underwriting Agreement or within such extended period as may be mutually determined by our Underwriter and our Company;

(xiv) the issuance and allotment of the Issue Shares having been approved by Bursa Securities and any other relevant authorities and such authorisation has not been amended, withdrawn, revoked, suspended, terminated or lapsed and all conditions of the approval have been complied with;

(xv) all necessary approvals and authorisations required in relation to our Listing and Issue Shares including but not limited to governmental approvals having been obtained and are in full force and effect;

(xvi) our Underwriter having been satisfied that on or prior to the Closing Date, there is no breach of, or failure on the part of our Company to comply with, any of its obligations and undertakings under the Underwriting Agreement which would give rise to a material adverse effect;

(xvii) all the resolutions referred to in Section 3.8.1(iii)(a) above remaining in full force and effect as at the Closing Date and none having been rescinded, revoked or varied; and

(xviii) each of our Company's representations, warranties and undertakings as set out in the Underwriting Agreement remaining true, accurate and correct, in all respects, at all times up to and including the Closing Date.

3.8.2 Termination

(i) The underwriting obligations of our Underwriter are subject to the satisfaction of all conditions precedent, unless waived in writing. If any condition remains unsatisfied by the closing date but is capable of rectification, our Company shall promptly notify our Underwriter in writing of the unfulfilled conditions and remedy such conditions within

3. DETAILS OF OUR IPO *(Cont'd)*

7 days from the notice, otherwise our Underwriter shall be entitled to terminate the Underwriting Agreement by giving notice in writing to the Company.

(ii) Our Underwriter may terminate, cancel or withdraw its underwriting commitment by written notice to our Company before the closing date with immediate effect upon the occurrence of any event specified in Sections 3.8.2(ii)(e) to 3.8.2(ii)(l); and in the case of a remediable breach under Sections 3.8.2(ii)(a) to 3.8.2(ii)(d), if such breach is not remedied within fourteen (14) days after written notice from our Underwriter. The events are as follow:

(a) the conditions precedent under the Underwriting Agreement are not invoked;

(b) there is any breach by our Company of any of the representations, warranties or undertakings contained in the Underwriting Agreement, which is not capable of remedy or, if capable of remedy, is not remedied to the satisfaction of our Underwriter within such number of days as stipulated by our Underwriter to our Company in writing or as stipulated in the written notice informing our Company of such breach or by the Closing Date, whichever is earlier;

(c) there is withholding of information which is required to be disclosed by or to our Underwriter, pursuant to the Underwriting Agreement, and if capable of remedy, is not remedied within such number of days as stipulated by our Underwriter to our Company in writing or as stipulated in the written notice informing our Company of such breach which, in the opinion of our Underwriter, would have or can reasonably be expected to have, a material adverse effect on the business or operations of our Group, the success of our Listing, or the distribution or sale of the IPO Shares;

(d) there shall have occurred, happened or come into effect, or which in the opinion of our Underwriter is likely to occur, any material and adverse change to the business or financial condition of our Company or our Group from that set out in this Prospectus which is material in the context of the offering of the IPO Shares and our Listing;

(e) there shall have occurred, happened or come into effect any of the following circumstances:

(i) any material change, or any development involving a prospective change, in national or international monetary, financial, economic or political conditions (including but not limited to conditions on the stock market, in Malaysia or overseas, foreign exchange market or money market or with regard to inter-bank offer or interest rates both in Malaysia and overseas) or foreign exchange controls or the occurrence of any combination of any of the foregoing;

(ii) any change in law, regulation, directive, policy or ruling in any jurisdiction or any event or series of events beyond the reasonable control of our Underwriter (including without limitation, acts of God, acts of terrorism, strikes, lock-outs, fire, explosion, flooding, civil commotion, sabotage, acts of war or accidents);

(iii) war, acts of warfare, sabotages, hostilities, invasion, incursion by armed force, act of hostile army, nation or enemy, national emergency, civil war or commotion, hijacking, terrorism;

3. DETAILS OF OUR IPO *(Cont'd)*

(iv) riot, uprising against constituted authority, civil commotion, disorder, rebellion, organized armed resistance to the government, insurrection, revolt, military or usurped power;

(v) natural catastrophe including but not limited to earthquakes, floods, fire, storm, lightning, tempest, explosions, accident, outbreak of disease, epidemics, pandemic, the imposition of lockdowns or similar measures to control the spread of any epidemic which results in the closure of banks or government or regulatory offices or any other authorities which are required for our Underwriter to perform their obligations under the Underwriting Agreement, or other acts of God (for the avoidance of doubt, the foregoing shall exclude any movement control order(s) issued under the Prevention and Control of Infectious Diseases Act 1988 and/or the Police Act 1967 or otherwise by the Government amid the existing COVID-19 pandemic);

(vi) any government requisition or other occurrence of any nature whatsoever;

(vii) trading of all securities on Bursa Securities has been suspended or other material form of general restriction in trading for three (3) consecutive Market Days or more; and/or

(viii) the imposition of any moratorium, suspension or material restriction on trading in securities generally on the ACE Market of Bursa Securities due to exceptional financial circumstances or otherwise,

which, in the reasonable opinion of our Underwriter, would have or can reasonably be expected to have, a material adverse effect on the business or the operations of our Group, the success of our Listing and/or our IPO, or the distribution or sale of the IPO Shares, or which has or is likely to have the effect of making any material part of the Underwriting Agreement incapable of performance in accordance with its terms;

(f) there is failure on the part of our Company to perform any of its obligations contained in the Underwriting Agreement which is not capable of remedy or, if capable of remedy, is not remedied to the satisfaction of our Underwriter within such number of days as stipulated by our Underwriter to our Company in writing or as stipulated in the written notice informing our Company of such breach or by the Closing Date, whichever is earlier;

(g) any approvals for our Listing are revoked, or withdrawn, or subject to conditions not acceptable to our Underwriter;

(h) the Closing Date is not the day and time adopted in this Prospectus or such other extended date as may be agreed in writing by our Underwriter;

(i) our IPO or our Listing is stopped or delayed by our Company for any reason whatsoever (unless such delay arises due to action or non-action of the regulatory authorities or has been approved by our Underwriter);

(j) save as disclosed in this Prospectus, any commencement of legal proceedings or action against any member of our Group or any of their directors (excluding the independent non-executive directors of our Company) which would have or is likely to

3. DETAILS OF OUR IPO *(Cont'd)*

have a material adverse effect or make it impracticable to enforce contracts to allot and/or transfer the IPO Shares;

(k) any of the resolutions or approvals referred to in the Underwriting Agreement is revoked, suspended or ceases to have any effect whatsoever, or is varied or supplemented upon terms that would have a material adverse effect; or

(l) any material statements contained in this Prospectus has become or been discovered to be untrue, inaccurate or misleading in any respect, or matters have arisen or have been discovered which would, if this Prospectus were to be issued at that time, constitute a material omission therefrom as of the LPD of this Prospectus.

3.9 TRADING AND SETTLEMENT IN SECONDARY MARKET

Upon our Listing, our Shares will be traded through Bursa Securities and settled by book-entry settlement through the CDS, which is operated by Bursa Depository. This will be effected in accordance with the Rules of Bursa Depository and the provisions of the SICDA. Accordingly, we will not deliver share certificates to subscribers or purchasers of our IPO Shares.

Beneficial owners of our Shares are required under the Rules of Bursa Depository to maintain our Shares in CDS accounts, either directly in their names or through authorised nominees. Persons whose names appear in the Record of Depositors maintained by Bursa Depository will be treated as our shareholders in respect of the number of Shares credited to their respective securities accounts.

Transactions in our Shares under the book-entry settlement system will be reflected by the seller's CDS account being debited with the number of Shares sold and the buyer's CDS account being credited with the number of Shares acquired. No transfer stamp duty is currently payable for our Shares that are settled on a book-entry basis, although there is a nominal transfer fee of RM10.00 payable for each transfer not transacted on the market.

Trading of shares of companies listed on Bursa Securities is normally done in "board lots" of 100 shares. Investors who desire to trade less than 100 shares are required to trade under the odd lot board. Settlement of trades done on a "ready" basis on Bursa Securities generally takes place on the second Market Day following the transaction date, and payment for the securities is generally settled on the second Market Day following the transaction date.

It is expected that our Shares will commence trading on Bursa Securities about 10 Market Days after the close of our IPO. Subscribers of our Shares will not be able to sell or otherwise deal in our Shares, except by way of a book-entry transfer to other CDS Account in circumstances which do not involve a change in beneficial ownership, prior to the commencement of trading on Bursa Securities.

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

4.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

4.1.1 Profiles of Our Promoters and Substantial Shareholders

(i) Mr. Lu as our founder, Promoter, Executive Director, Group CEO and substantial shareholder

Mr. Lu, a Taiwanese aged 47, is our founder, Promoter, Executive Director, Group CEO and substantial shareholder. He was appointed to our Board on 12 April 2018. He is responsible for overseeing our Group's business development and strategic business direction.

He completed his secondary education at Taishan Junior High School in Taishan District, New Taipei City, Taiwan, in January 1994. He graduated with a Master of Business Administration from Hsing Wu University of Science and Technology, Taiwan in January 2022.

Upon completing his secondary education in January 1994, he worked at a logistic company in Taiwan until November 1994. In December 1994, he decided to pursue his interest in baking by enrolling in a short baking course, while working at a local bakery in Taiwan. He continued to work for the bakery upon completing the short baking course. In December 1996, he was called to serve the country in its military services for 2 years. Upon completing his military services duties in December 1998, he joined White-Wood-House Foods Co., Ltd, a chain of bakeries in Taiwan as an Assistant Pastry Chef. He assisted in the birthday cake division, where he learnt the skills to bake and design birthday cakes, as well as gained experience in using various equipment for the cake manufacturing process. He left the company in June 1999.

Thereafter, he worked as Assistant Pastry Chef at a bakery located in Taipei main train station, from June 1999 to December 1999. As the outlet was focused on the manufacturing of Taiwanese bakery souvenir products such as honey cakes, his experience there enabled him to gain additional skills in the manufacturing of bakery products.

In January 2000, he worked as Pastry Chef stationed at the canteen of Fu Jen Catholic University in Taiwan. During that time, he was involved in developing and introducing new cake products, in addition to overseeing the manufacturing process of cake products. His last held position was Head Chef before he left in November 2000.

In December 2000, he joined BreadTalk Pte Ltd (a bakery chain in Singapore that was formerly listed on Singapore Exchange Limited). He first joined as Head Chef at the bakery and his last held position was Head of R&D before he left in June 2003. During his tenure there, he was responsible for the formation of the pastry team. He was also responsible for overseeing the manufacturing activities in the pastry central kitchen, at the same time introducing and developing recipes for new cake products alongside the guidance from the Head of Creativity, as well as supervising and training the kitchen staff.

Between June and September 2003, he travelled to Brazil and back to his home country where he surveyed the bakery scene and trends for bakery products, amongst others. He subsequently relocated to Malaysia in October 2003 and in November 2003, he set up RT PH and launched our Group's first outlet in Taman Danau Desa, Kuala Lumpur (Taman Desa Outlet) with his wife's family. Under his leadership, our business has grown significantly from a single outlet to the present total of 17 outlets as at the LPD.

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

As at the LPD, he holds directorship and/or shareholding in several private limited companies which are disclosed in Section 4.2.3 of this Prospectus.

Save for Mr. Lu is the son-in-law of Mr. Lian, Mr. Lu has no other family relationships with any of the Promoters, substantial shareholders, Directors and Key Senior Management of the Company.

For avoidance of doubt, Mr. Lian does not fall within the definition of "family" of Mr. Lu under the Listing Requirements.

(ii) Mr. Lian as our Promoter and substantial shareholder

Mr. Lian, a Malaysian aged 68, is our Promoter and substantial shareholder.

He completed his primary education from Sekolah Kebangsaan St. Aidan Bahau in December 1970.

Upon completing his primary education, he worked part-time as a rubber tapper from January 1971 until January 1973. Thereafter, he took on part-time jobs as a construction worker from February 1973 until he set up Sek Yi Building Construction along with other Promoters, namely Lian Ah Beng and Lian Kok Wah in August 1992. The business was terminated in August 2001. Subsequently, he and the same Promoters established Sek Yi Sdn. Bhd. in January 1999, and as at the LPD, he is the shareholder of the company.

Mr. Lian is the:

(i) father-in-law of Mr. Lu; and

(ii) brother of Mr. Lian Chong Wee, Lian Kok Wah and Lian Ah Beng.

Save as disclosed above, Mr. Lian has no family relationships with other Promoters, substantial shareholders, Directors and Key Senior Management.

For avoidance of doubt, Mr. Lian is the:

(i) father of Lian Siew Moi and Lian Siew Chen; and

(ii) father-in-law of Tan Chia Chien,

the Specified Shareholders of the Company.

(iii) Lian Chong Wee as our Promoter, Non-Independent Non-Executive Director and substantial shareholder

Lian Chong Wee, a Malaysian aged 60, is our Promoter, Non-Independent Non-Executive Director and substantial shareholder. He was appointed to our Board on 12 April 2018.

He attended Sekolah Menengah Kebangsaan Datuk Mansor Bahau and obtained his Sijil Pelajaran Malaysia certificate in December 1982.

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

He took a short 3-month break after obtaining his Sijil Pelajaran Malaysia certificate before starting his working career. He began his career in KTC Auto Supplies in March 1983 as Shop Keeper where he was responsible for the sale and delivery of automotive spare parts to customers. He left KTC Auto Supplies in December 1989. Between December 1989 to March 1990, he took a career break to set up his own business.

In March 1990, he set up M.Q. Auto Supply, a partnership that was principally involved in trading of automotive spares and accessories. The company then ceased business operations in March 1991.

Between April 1991 and September 1992, he joined Highlight Auto Supplies as Salesman where he was in charge of the sales of automotive spare parts.

In October 1992, he set up Eng Huat Auto Supplies, a partnership that was principally involved in the trading of automotive spare parts. In November 2003, the business operations of Eng Huat Auto Supplies ceased and he was appointed as a director of Ing Huat Auto Supplies Sdn. Bhd., a company that had a similar principal activity as Eng Huat Auto Supplies.

He also joined Hong Leong Assurance Berhad as Insurance Agent in November 2008 where he was involved in the sales of insurance and maintaining business relationship with his clients. He then resigned from Ing Huat Auto Supplies Sdn. Bhd. in May 2017 to focus on his insurance career.

He was appointed as the Executive Director of RT PH in November 2003. He was responsible for identifying new suppliers and maintaining relationships with existing suppliers. He held similar executive directorships in other Subsidiary Companies until his resignation from all executive roles in 2011. Subsequently, he was redesignated as a Non-Independent Non-Executive Director of the Group, a position he currently holds.

As at the LPD, he holds shareholdings in a private limited company which are disclosed in Section 4.2.3 of this Prospectus.

Lian Chong Wee is the brother of Mr. Lian, Lian Kok Wah and Lian Ah Beng.

Save as disclosed above, Lian Chong Wee has no family relationships with other Promoters, substantial shareholders, Directors and Key Senior Management.

(iv) Lian Kok Wah as our Promoter, Non-Independent Non-Executive Director and substantial shareholder

Lian Kok Wah, a Malaysian aged 66, is our Promoter, Non-Independent Non-Executive Director and substantial shareholder. He was appointed to our Board on 12 April 2018. As a Non-Independent Non-Executive Director, he is not involved in our Group's day-to-day operations or decision-making processes.

He completed his primary education from Sekolah Kebangsaan St. Aidan Bahau in December 1971.

Upon completing his primary education, he took on part-time jobs mostly as a casual worker in the construction industry before he joined Chew Trading & Construction in December 1982 as a construction worker. His last held position was Project Manager before he left Chew Trading & Construction in July 1992. During his tenure there, he assisted in various construction projects, thus allowing him to gain experience in the construction industry.

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

In August 1992, he set up Sek Yi Building Construction, with other Promoters, namely Lian Ah Beng and Mr. Lian, which was a partnership that was principally involved in building construction activities. The business was terminated since August 2001.

In January 1999, he set up Sek Yi Sdn. Bhd. with the same Promoters, namely Lian Ah Beng and Mr. Lian, a company that is principally involved in providing contractor services and supply of hardware and building materials. As at the LPD, he is still a director and shareholder of the company.

As at the LPD, he holds directorships and/or shareholdings in several private limited companies which are disclosed in Section 4.2.3 of this Prospectus.

Lian Kok Wah is the brother of Mr. Lian, Lian Chong Wee and Lian Ah Beng.

Save as disclosed above, Lian Kok Wah has no family relationships with other Promoters, substantial shareholders, Directors and Key Senior Management.

(v) Lian Ah Beng as our Promoter and substantial shareholder

Lian Ah Beng, a Malaysian aged 63, is our Promoter and substantial shareholder.

He completed his primary school education from Sekolah Jenis Kebangsaan (Cina) Chung Hua, Ladang Geddes in December 1976. He then attended Sekolah Menengah Kebangsaan Chi Wen in Bahau, Negeri Sembilan until November 1978.

Between December 1978 to December 1979, he took on part-time jobs in automotive painting workshops where he was involved in the painting and finishing works of vehicles. He later worked part-time as a construction worker from January 1980 to July 1992, where he was involved in carrying out construction activities.

In August 1992, he set up Sek Yi Building Construction with Lian Kok Wah and Mr. Lian, whereby this business was later terminated in August 2001. In January 1999, Sek Yi Sdn. Bhd. was established, and as at the LPD, he remains a director and shareholder of the company.

Lian Ah Beng is the brother of Mr. Lian, Lian Chong Wee and Lian Kok Wah.

Save as disclosed above, Lian Ah Beng has no family relationships with other Promoters, substantial shareholders, Directors and Key Senior Management.

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

4.1.2 Shareholdings of Our Promoters and Substantial Shareholders

The direct and indirect shareholding of our Promoters and substantial shareholders before and after our IPO are as set out in the table below:

No.	Name	Nationality	Before Our IPO				After Our IPO			
			Direct		Indirect		Direct		Indirect	
			No. of Shares	(1)%	No. of Shares	%	No. of Shares	(2)%	No. of Shares	%
1.	Mr. Lu	Taiwanese	88,778,250	35.87	-	-	88,778,250	26.18	-	-
2.	Mr. Lian	Malaysian	49,227,750	19.89	-	-	49,227,750	14.52	-	-
3.	Lian Chong Wee	Malaysian	31,828,500	12.86	-	-	31,828,500	9.39	-	-
4.	Lian Kok Wah	Malaysian	31,828,500	12.86	-	-	31,828,500	9.39	-	-
5.	Lian Ah Beng	Malaysian	31,803,750	12.85	-	-	31,803,750	9.38	-	-

Notes:

(1) Based on our total number of 247,500,000 Shares before our IPO.

(2) Based on the enlarged total number of 339,042,000 Shares after our IPO.

As at the LPD, our Promoters and substantial shareholders have the same voting rights with each other. After our IPO, our Promoters and substantial shareholders will have the same voting rights with our other shareholders.

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

4.1.3 Changes in Our Promoters' and Substantial Shareholders' Shareholdings in Our Company

The changes in the shareholdings of our Promoters and substantial shareholders in our Company for the past three (3) years up to and including the LPD are as follows:

No.	Name	As at 1 January 2023				As at 31 December 2023				As at 31 December 2024			
		Direct		Indirect		Direct		Indirect		Direct		Indirect	
		No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(2)%	No. of Shares	(2)%	No. of Shares	(3)%	No. of Shares	(3)%
1.	Mr. Lu	35,870	35.87	-	-	179,350	35.87	-	-	88,778,250	35.87	-	-
2.	Mr. Lian	19,890	19.89	-	-	99,450	19.89	-	-	49,227,750	19.89	-	-
3.	Lian Chong Wee	12,860	12.86	-	-	64,300	12.86	-	-	31,828,500	12.86	-	-
4.	Lian Kok Wah	12,860	12.86	-	-	64,300	12.86	-	-	31,828,500	12.86	-	-
5.	Lian Ah Beng	12,850	12.85	-	-	64,250	12.85	-	-	31,803,750	12.85	-	-

No.	Name	As at 31 December 2025				As at the LPD			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	(4)%	No. of Shares	(4)%	No. of Shares	(5)%	No. of Shares	(5)%
1.	Mr. Lu	88,778,250	35.87	-	-	88,778,250	35.87	-	-
2.	Mr. Lian	49,227,750	19.89	-	-	49,227,750	19.89	-	-
3.	Lian Chong Wee	31,828,500	12.86	-	-	31,828,500	12.86	-	-
4.	Lian Kok Wah	31,828,500	12.86	-	-	31,828,500	12.86	-	-
5.	Lian Ah Beng	31,803,750	12.85	-	-	31,803,750	12.85	-	-

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

Notes:

(1) *Based on our issued Shares of 100,000 Shares as 1 January 2023.*

(2) *Based on our issued Shares of 500,000 Shares as at 31 December 2023 and after the Bonus Issue*

(3) *Based on our issued Shares of 247,500,000 Shares as at 31 December 2024 and after the Share Split.*

(4) *Based on our issued Shares of 247,500,000 Shares as 31 December 2025.*

(5) *Based on our issued Shares of 247,500,000 Shares as at the LPD.*

4.1.4 Benefits paid or intended to be paid

Save for the dividends paid as disclosed in Section 11.7 of this Prospectus and the aggregate remuneration and benefits paid or intended to be paid to our Promoters and substantial shareholder for services rendered to our Group in all capacities as disclosed in Section 4.2.5 of this Prospectus, there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and substantial shareholders within the 2 years preceding the date of this Prospectus.

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

4.2 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 Company has adopted the recommendations under the MCCG to have a Board comprising a majority of Independent Non-Executive Directors and comprising of at least 30% women Directors. We have a total of 7 Directors of which are made up of 3 Non-Independent Directors and 4 Independent Non-Executive Directors. Out of those 4 Independent Non-Executive Directors, 3 are women Independent Non-Executive Directors. Hence, our Board has a majority of Independent Non-Executive Directors and more than 30% women Directors.

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

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

(i) Review and approve the corporate plan for the Group;

(ii) Review and approve strategic initiatives including corporate business restructuring or streamlining and strategic alliances, to ensure that they support long-term value creation and take into account economic, environment and social considerations underpinning sustainability;

(iii) Oversee the conduct of the Group's businesses to evaluate whether the businesses are being properly managed and monitor their implementation;

(iv) Promote good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour;

(v) Review, challenge and decide on management's proposals for the Company, monitor its implementation by the management;

(vi) Assess and identify the principal risks of the Group's business and ensuring the implementation of appropriate systems to manage these risks;

(vii) Set the risk appetite within which the Board expects management to operate, and ensure that there is an appropriate risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks;

(viii) Approve the nomination, selection, succession policy, and remuneration packages for the Board members, Board committee members, nominee Directors on the functional Boards of the subsidiaries and the principal officers, and the annual manpower budget for the Group, including managing succession planning, appointing, training, fixing the compensation of, and ensure the right executive leadership;

(ix) Approve the appointment, resignation or removal of Company Secretary of the Company;

(x) Oversee the development and implementation of investor relations programme for the Group, where necessary;

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

(xi) Review the adequacy and integrity of the Group's internal control systems and management information systems, including systems for compliance with applicable laws, regulations, rules, directives and guidelines (including the securities laws, Act, and Listing Requirements);

(xii) Review and approve the financial statements, dividend policy, credit facilities from financial institutions and guarantees;

(xiii) Review and approve the Audit and Risk Management Committee report and statement of risk management and internal control for the annual report;

(xiv) Prepare a corporate governance overview statement and corporate governance report in compliance with the MCCG for the annual report;

(xv) Review and approve the capital expenditure, purchase of fixed assets, operating expenditure, variation order and any other matters in accordance with the authority limits as stated under item 17 of the board charter;

(xvi) Approve the appointment of external auditors and fix their related audit fees;

(xvii) Ensure the integrity of the Company's financial and non-financial reporting; and

(xviii) Ensure the shareholders have the information that they require to make an informed decision on the appointment and reappointment of a Director.

In addition, the roles and responsibilities of our Independent Non-Executive Chairman are clearly segregated to further enhance and preserve a balance of authority and accountability.

Our Independent Non-Executive Chairman is primarily responsible for the following:

(i) Providing leadership to the Board and oversee the Board in the effective discharge of its duties;

(ii) Setting the Board agenda and ensure the Board members receive complete and accurate information in a timely manner;

(iii) Leading discussions at meetings and ensure efficient and effective conduct of the Board's function and meetings;

(iv) Leading the Board in the adoption and implementation of good corporate governance practices in the Company;

(v) To facilitate the effective contribution of all Directors at Board meetings;

(vi) Promoting constructive and respectful relations among the Directors and manage the interface between the Board and management;

(vii) Encouraging active participation and allowing dissenting views to be freely expressed; and

(viii) Ensuring effective communication with shareholders and stakeholders and their views are communicated to the Board as a whole.

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

On the other hand, our Group CEO is primarily responsible for execution of the business plan in line with our Board's direction and drives the business and performance towards achieving our Group's vision and goals as well as the day-to-day management of our Group, within the authorities as delegated by our Board.

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 shown in the table below:

No.	Director	Gender / Age	Nationality	Designation	Date of Appointment	Date of Expiration of the Current Term of Office	No. of Years and Months in Office as at the LPD
1.	Leou Thiam Lai	Male / 69	Malaysian	Independent Non-Executive Chairman	18 July 2025(1)	Subject to retirement by rotation at AGM in 2026(2)	9 months
2.	Mr. Lu	Male / 47	Taiwanese	Executive Director	12 April 2018	Subject to retirement by rotation at AGM in 2026(2)	8 years 0 months
3.	Lian Chong Wee	Male / 60	Malaysian	Non-Independent Non-Executive Director	12 April 2018	Subject to retirement by rotation at AGM in 2026(2)	8 years 0 months
4.	Lian Kok Wah	Male / 66	Malaysian	Non-Independent Non-Executive Director	12 April 2018	Subject to retirement by rotation at AGM in 2027(2)	8 years 0 months
5.	Ju Siew Lee	Female / 56	Malaysian	Independent Non-Executive Director	31 July 2024(1)	Subject to retirement by rotation at AGM in 2027(2)	1 year 9 months
6.	Olivia Lim	Female / 47	Malaysian	Independent Non-Executive Director	31 July 2024(1)	Subject to retirement by rotation at AGM in 2028(2)	1 year 9 months
7.	Loh May Ann	Female / 52	Malaysian	Independent Non-Executive Director	31 July 2024(1)	Subject to retirement by rotation at AGM in 2028(2)	1 year 9 months

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

Notes:

(1) With the exception of our Independent Non-Executive Chairman which has been appointed for approximately a period of 9 months, all our Independent Non-Executive Directors have been appointed for a period of 1 year from the date of appointment, subject to the applicable provisions of the Act, the Listing Requirements, any other applicable laws/rules and our Constitution.

(2) In accordance with the Act, all our Directors shall retire from office at the first AGM of our Company and ⅓ (or the number nearest to ⅓) of our Directors for the time being, shall retire by rotation at the AGM of our Company in every subsequent year and shall be eligible for re-election provided always that all our Directors shall retire at least once in each 3 years but shall be eligible for re-election. Any Director appointed either to fill a casual vacancy or as an addition to the existing Directors shall hold office only until the next AGM and shall then be eligible for re-election. As at the LPD, the schedule of our Directors who are subject to retirement in AGMs to be held are as stated in the table below:

No.	*Year of AGM*	*Directors who are subject to retirement*
1.	*2026*	*Mr. Lu, Lian Chong Wee and Leou Thiam Lai*
2.	*2027*	*Lian Kok Wah and Ju Siew Lee*
3.	*2028*	*Loh May Ann and Olivia Lim*
4.	*2029*	*Mr. Lu and Leou Thiam Lai*

4.2.1 Profiles of our Directors

Save for the profiles of Mr. Lu, Lian Kok Wah and Lian Chong Wee, which are as set out in Section 4.1.1 of this Prospectus, the profiles of our other Directors are as follows:

(i) Leou Thiam Lai

Leou Thiam Lai, a Malaysian aged 69. He was appointed to the Board on 18 July 2025.

He graduated from Tunku Abdul Rahman College with a Diploma in Commerce (Financial Accounting) in June 1980. He became an Associate Member of the Association of Certified Accountants (now known as the Association of Chartered Certified Accountants ("**ACCA**")) in September 1983 and was made a Fellow Member of the ACCA in September 1988. He became an Associate member of the Malaysian Institute of Taxation (now known as the Chartered Tax Institute of Malaysia ("**CTIM**")) in April 1998 and was subsequently made a Fellow Member of the CTIM in November 2006. He is also a Member of the Malaysian Institute of Accountants ("**MIA**") since September 1984.

Upon graduation, he began his career with Aljefri, Siva, Heng and Monteiro as an Audit Assistant in June 1980 where he was responsible for performing audit work. In September 1981, he left Aljefri, Siva, Heng and Monteiro to join Baharom Hamdan (now known as Grant Thornton Malaysia PLT) as Audit Senior where he was responsible for conducting audit work until his resignation in June 1984.

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

In July 1984, he joined Paper Product Berhad (now known as Insas Berhad) for a period of 2 years and then joined Kotak Kajang Industries Sdn Bhd in June 1986, both as Accountant in which he was responsible for handling financial related such as day-to-day financial operations. In August 1988, he left Kotak Kajang Industries Sdn Bhd and founded Leou & Associates, a firm that offers auditing and tax consultancy services. He then founded Leou Associates PLT, a firm that offers auditing and tax consultancy services in October 2014 and assumed his role as the Managing Partner where he is responsible for managing and overseeing the entire operations of the firm.

As at the LPD, he holds directorships and shareholdings in a public listed company and private limited companies, all of which are disclosed in Section 4.2.3 of this Prospectus.

He has no family relationships with any of our Promoters, substantial shareholders, other Directors and Key Senior Management.

(ii) Ju Siew Lee

Ju Siew Lee, a Malaysian aged 56, is our Independent Non-Executive Director. She was appointed to our Board on 31 July 2024. She is the Chairperson of our Audit and Risk Management Committee and Remuneration Committee and a member of our Nomination Committee.

She has completed the examination from The Chartered Institute of Management Accountants, the United Kingdom in May 1998. She has been an associate member of The Chartered Institute of Management Accountants since February 1999 and a Chartered Accountant of the MIA since June 2001.

She began her career in accountancy in December 1993 when she joined Sam, Teo & Leong, CPA, an audit firm in Singapore, as Audit Assistant. She was later promoted to Audit Senior in January 1995. During her tenure there, she was responsible for conducting independent statutory financial audits. In October 1995, she left Sam, Teo & Leong, CPA, and returned to Malaysia.

She then took a short career break before joining GHL Automation Sdn. Bhd. in December 1995 as Internal Auditor where she was responsible for evaluating and improving internal control procedures of the company as well as ensuring the company's compliance with relevant laws and regulations. Subsequently in April 1996, she was promoted to Accountant where she was responsible for activities related to financial reporting, credit control, cash flow and treasury management of the company. She left GHL Automation Sdn. Bhd. in August 1997.

In September 1997, she joined City Square Properties Sdn. Bhd. (a company which is part of the Asia Pacific Land Berhad group of companies, a company that was formerly listed on the MAIN Market) as Accountant. She was then transferred to Rawang Lakes Sdn. Bhd. (a company which is also part of the Asia Pacific Land Berhad group of companies) as Accountant in December 1999. During her tenure there, she was responsible for overseeing the tenancy management, credit control, financial reporting as well as project cash flow and project feasibility studies activities. She resigned from the company in November 2001.

In December 2001, she joined Khuan Choo Development Sdn. Bhd. as Finance Manager where she was responsible for overseeing activities related to financial reporting, cash flow management, sales administrative function and project feasibility studies. She was promoted to Senior Manager – Finance and Accounts in January 2003 and then promoted to Group Senior Manager (Finance) in July 2004. In July 2005, she was again

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

promoted, now to Group Financial Controller where her role extended to managing the finance and accounts department of the group. She left Malton Berhad group (a public company listed on the MAIN Market, which was then the parent company of Khuan Choo Development Sdn. Bhd.) in January 2012. From February 2012 to August 2015, she took a career break where she relocated to China with her family.

In September 2015, she returned to Malaysia and joined Ivory Properties Group Berhad (a public company listed on the MAIN Market) as Group Financial Controller and was subsequently promoted to CFO in February 2016. During her tenure there, she was responsible for overseeing the financial and accounting functions of the group. In November 2022, she completed the Mandatory Accreditation Programme from Institute of Corporate Directors Malaysia. She resigned from Ivory Properties Group Berhad in December 2024 and took a career break from January 2025 to February 2025.

In March 2025, she joined Thirupathi Capital Sdn Bhd as the Chief Financial Officer where she is responsible for overseeing the financial, legal and corporate finance operations across all divisions within the group. As at the LPD, she continues to hold the position of CFO of the group.

As at the LPD, she holds directorships and shareholdings in several public listed companies, as well as shareholdings in a private limited company, all of which are disclosed in Section 4.2.3 of this Prospectus.

She has no family relationships with any of our Promoters, substantial shareholders, other Directors and Key Senior Management.

(iii) Olivia Lim

Olivia Lim, a Malaysian aged 47, is our Independent Non-Executive Director. She was appointed to our Board on 31 July 2024. She is the Chairperson of our Nomination Committee and a member of our Audit and Risk Management Committee and Remuneration Committee.

She graduated with a Bachelor of Laws (Honours) from Universiti Kebangsaan Malaysia in August 2003. In February 2004, she was admitted as an Advocate and Solicitor in the High Court of Malaya and has been a member of the Bar Council Malaysia since then.

She has over 20 years of experience in the legal profession. In April 2003, she joined Messrs Zul Rafique & Partners as chambering student where she underwent her pupillage until February 2004. She then continued on with her legal practice as a Legal Assistant in March 2004. She left Messrs Zul Rafique & Partners in March 2008. In the same month, she joined Messrs Ben & Partners as a Legal Assistant and she was made a Partner of the firm in January 2012.

She then left Messrs Ben & Partners in September 2015 and set up her own legal firm, Olivia Lim & Co in October 2015. Being the Managing Partner of the firm since then, her expertise span across the legal aspects of corporate finance, capital and equity markets as well as corporate advisory matters.

Throughout her working experience as a legal practitioner, she has been involved in, amongst others, various legal due diligence exercises on companies undertaking initial public offerings in Malaysia, Shenzhen Stock Exchange, and Hong Kong Exchanges and Clearing Limited as well as legal advisory services related to capital and equity raising exercises and take-overs.

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

In July 2024, she completed the Mandatory Accreditation Programme Part II: Leading for Impact from Institute of Corporate Directors Malaysia.

As at the LPD, she holds directorships and shareholdings in several public listed companies and private limited companies, all of which are disclosed in Section 4.2.3 of this Prospectus.

She has no family relationships with any of our Promoters, substantial shareholders, other Directors and Key Senior Management.

(iv) Loh May Ann

Loh May Ann, a Malaysian aged 52, is our Independent Non-Executive Director. She was appointed to our Board on 31 July 2024. She is the member of our Audit and Risk Management Committee, Nomination Committee and Remuneration Committee.

She graduated with a Bachelor of Laws from University of Glamorgan (currently known as University of South Wales) in June 1997. In October 1998, she obtained her Certificate in Legal Practice. She was admitted as an Advocate and Solicitor in the High Court of Malaya and has been a member of the Bar Council Malaysia since September 1999.

She has over 20 years of legal experience gained in practice and in multinational companies. After obtaining her Certificate in Legal Practice, she joined Messrs Skrine & Co in November 1998 as chambering student where she underwent her pupillage until August 1999. She then joined Messrs Rashid & Lee (currently known as Messrs Shahrizat Rashid & Lee) as a Corporate Legal Assistant in September 1999 and was later promoted to Senior Associate in September 2003. During her tenure there, she was primarily engaged in corporate advisory work including share acquisitions, advising on corporate restructuring, setting up of companies and joint ventures, carrying out legal due diligence on companies and drafting of commercial contracts. She left Messrs Rashid & Lee in July 2004.

In the following month, she joined Vsource (Malaysia) Sdn. Bhd. (currently known as Symphony BPO Solutions Sdn. Bhd.) as Legal Advisor where she was involved in rendering various legal work for the company, including drafting and reviewing agreements and other documents, monitoring and advising the company with regards to the relevant legislation to ensure compliance, as well as evaluating legal matters and if required, to also manage external legal counsels. She was transferred to Symphony House Berhad (which acquired Symphony BPO Solutions Sdn. Bhd.) as Head of Legal & Compliance in June 2008 where her role extended to overseeing the legal & compliance department of the company.

In December 2008, she left Symphony House Berhad and joined CSC Malaysia Sdn. Bhd. as Regional Counsel (Asia), where she was responsible for various legal matters including negotiating with international stakeholders as well as providing support to the company on all legal issues and documents. She left the company in September 2009. In October 2009, she joined IBM Malaysia Sdn. Bhd. as a Senior Attorney, ASEAN and was promoted to Asia Pacific Senior Negotiator in January 2012. She resigned from this position in February 2013. During her tenure there, she was involved in supporting the company on legal issues and contractual documents, rendering legal and contract management services which include drafting and reviewing agreements, as well as monitoring and advising on current and new relevant legislation.

In March 2013, she joined British American Tobacco (GSD) Kuala Lumpur Sdn. Bhd. (a company which is part of the British American Tobacco (Malaysia) Berhad group of companies, which is a public company listed on the MAIN Market) as Commercial

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

Manager where she was part of the deal engagement team who was responsible for engaging with the suppliers on legal matters. In October 2015, she left the company to set up her own law firm.

In January 2016, Messrs Omar & May was set up, a law firm focused on corporate, commercial and information technology contract-related legal work. While serving as a Partner of the firm, she was responsible for carrying out various legal duties as the firm was contracted by a public utility company and a telecommunication service provider to perform specific tasks. In August 2020, she left the partnership.

She joined SELLBYTEL Services Malaysia Sdn. Bhd. (currently known as Webhelp Malaysia Sdn. Bhd.) in July 2020, as Asia Pacific Chief Legal Officer where she is responsible for overseeing the legal department, ensuring the company's compliance with statutory and regulatory requirements and managing all litigation matters of the company. Recently, the company underwent a restructuring, leading to a slight change in her duties, where she is in charge of managing the legal team in carrying out the legal-related matters for the company.

As at the LPD, she holds directorships and shareholdings in several public listed companies, all of which are disclosed in Section 4.2.3 of this Prospectus.

She has no family relationships with any of our Promoters, substantial shareholders, other Directors and Key Senior Management.

4.2.2 Shareholdings of Our Directors

Save for the shareholdings of Mr. Lu, Lian Chong Wee and Lian Kok Wah which is as set out in Section 4.2.3 of this Prospectus, none of our Directors hold any shareholding, whether direct or indirect, in our Company.

For avoidance of doubt, no Pink Form Allocation will be made available to our Directors.

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

4.2.3 Principal Business Activities and Directorships in Other Corporations for the Past 5 Years

Save as disclosed below, as at the LPD, none of our Directors have any principal business activities performed outside our Group (including principal directorships in the past 5 years preceding the LPD):

(i) Leou Thiam Lai

(a) Present involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Feytech Holdings Berhad(1)	Investment holdings and provision of management services.(2)	Independent Non-Executive Director	28 August 2023	-	(3)0.04	-
2.	Dragonweb Sdn Bhd.	Investment and letting of properties.	Director and Shareholder	29 July 2000	-	30.00	(4)70.00
3.	Target Continental Sdn. Bhd.	Investment properties.	Non-Executive Director and Shareholder	18 August 1992	-	50.00	(5)50.00
4.	T.L. Leou Tax Consultancy Services Sdn. Bhd.	Providing tax consultancy and related tax services.	Director and Shareholder	17 August 1990	-	100.00	-
5.	Dragon Sphere Sdn. Bhd.	Investment properties	Shareholder	-	-	37.50	-
6.	Tranzmart Sdn. Bhd.	Real estate activities with own or leased property N.E.C.	Shareholder	-	-	33.33	-

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

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
7.	Dragonhub Sdn. Bhd.	Real estate activities with own or leased property N.E.C.	Shareholder	-	-	10.00	-
8.	Leou Associates PLT	Accounting, bookkeeping and auditing activities; tax consultancy.	Partner	-	-	-	-
9.	Instant Agency	General insurance agent.	Partner	-	-	-	-
10.	Likei Logistics Services Berhad(6)	Activities of holding companies	Independent Non-Executive Director	31 July 2025	-	-	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, Feytech Holdings Berhad is a public company listed on the MAIN Market.

(2) Based on the latest annual report of Feytech Holdings Berhad for the FYE 2025, apart from investment holding and provision of management services, the group of companies is involved in the manufacturing of automotive covers and automotive seats.

(3) Shareholding based on latest annual report of Feytech Holdings Berhad for the FYE 2025.

(4) Deemed interested by virtue of his spouse and children's shareholdings in Dragonweb Sdn. Bhd. pursuant to Section 59 of the Act.

(5) Deemed interested by virtue of his spouse and children's shareholdings in Target Continental Sdn. Bhd. Pursuant to Section 59 of the Act.

(6) Non-listed company.

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

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Yong Tai Berhad(1)	Investment holding.(2)	Independent Non-Executive Director	10 July 2023	29 July 2024	-	-
2.	BTM Resources Berhad(3)	Investment holding and provision of management services.(4)	Independent Non-Executive Director	8 August 2023	12 June 2024	-	-
3.	Sern Kou Resources Berhad(5)	Investment holding and provision of management services.(6)	Independent Non-Executive Director	19 October 2010	16 December 2022	-	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, Yong Tai Berhad is a public company listed on the MAIN Market.

(2) Based on the latest annual report of Yong Tai Berhad for the financial year ended 30 June 2025, apart from investment holding, the group of companies is involved in property development and property investment, tourism, hospitality and asset optimisation.

(3) Pursuant to the information extracted from the Bursa Securities website, BTM Resources Berhad is a public company listed on the MAIN Market.

(4) Based on the latest annual report of BTM Resources Berhad for the financial year ended 30 June 2025, apart from investment holding and provision of management services, the group of companies is involved in sawmilling, and trading of sawn timbers and logs, and manufacturing and sale of timber products and wood pellets.

(5) Pursuant to the information extracted from the Bursa Securities website, Sern Kou Resources Berhad is a public company listed on the MAIN Market.

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

(6) Based on the latest annual report of Sern Kou Resources Berhad for the financial year ended 30 June 2025, apart from investment holding and provision of management services, the group of companies is involved in the manufacturing, processing and trading all kinds of timber, wood, wooden furniture and related products.

(ii) Mr. Lu

(a) Present involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Evergreen Logo Sdn. Bhd.	Investment holding company.	Director(1) and shareholder	28 October 2011	-	70.00	(2)10.00
2.	Lifestyle Factory Sdn. Bhd.	Investment holding company, general trading and investment company.	Shareholder	-	-	24.00	-

Notes:

(1) Evergreen Logo Sdn. Bhd. is principally an investment holding company involved in property ownership and rental activities and does not have any active operating business. While its registered business activities include restaurant and restaurant-cum-nightclub operations, such activities are not being undertaken and the company currently has no plans to undertake such activities. Given the absence of operational activities, Mr. Lu's involvement as a director is minimal and does not in any way affect his day-to-day executive functions as the Group CEO.

(2) Deemed interested by virtue of his spouse shareholdings in Evergreen Logo Sdn. Bhd. pursuant to Section 59 of the Act.

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

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Moneymap Technology Sdn. Bhd.	Financial consultancy services.	Shareholder	-	-	5.00	-
2.	Magic Wiltek (M) Sdn. Bhd.	Retail sale of any kind of product over the internet, retail sale of household appliance. The company was dissolved on 19 August 2024.	Shareholder	-	-	5.00	-
3.	Lifestyle Factory Sdn. Bhd.	Investment holding company, general trading and investment company.	Director	18 April 2014	29 December 2023	-	-
4.	Dough House	Trader, wholesaler and retailer of cakes, bread and confectionery.	Director	16 May 2017	29 July 2024	-	(1)100.00
5.	Pastry Craft	Trader, wholesaler and retainers of cakes, bread and confectionery.	Director	11 June 2012	29 July 2024	-	(1)100.00
6.	Legacy Nouvelle	Trader, wholesaler and retainers of cakes, bread and confectionery.	Director	29 January 2014	29 July 2024	-	(1)100.00
7.	Legacy Pastry	Bakers.	Director	22 April 2009	29 July 2024	-	(1)100.00

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

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
8.	Legacy Hilltop	Restaurateurs; general trading; investment holding company.	Director	24 September 2012	29 July 2024	-	(1)100.00

Note:

(1) Deemed interested by virtue of his interest in RT Pastry pursuant to Section 8 of the Act, prior to the Disposal of Dormant Subsidiary Companies.

(iii) Lian Chong Wee

(a) Present involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Lifestyle Factory Sdn. Bhd.	Investment holding company, general trading, and investment company.	Shareholder	-	-	10.88	-
2.	Lian Chong Wee	Consultancy activities on insurance and legacy planning.	Sole Proprietor(1)	-	-	100.00	-

Note:

(1) The previous business registration was valid from 22 March 2024 to 10 April 2025 and was subsequently renewed by Lian Chong Wee on 25 March 2026.

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

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Veggie Nation Holdings Sdn. Bhd.	Event/ food caterers, restaurants, healthcare products, supply and services trading. The company was dissolved on 16 September 2022.	Shareholder	-	-	1.57	-
2.	Lifestyle Factory Sdn. Bhd.	Investment holding company, general trading, and investment company.	Director	18 April 2014	29 December 2023	-	-
3.	Dough House	Trader, wholesaler and retailer of cakes, bread and confectionery.	Director	11 August 2016	29 July 2024	-	-
4.	Pastry Craft	Trader, wholesaler and retainers of cakes, bread and confectionery.	Director	11 December 2018	29 July 2024	-	-
5.	Legacy Nouvelle	Trader, wholesaler and retainers of cakes, bread and confectionery.	Director	11 December 2018	29 July 2024	-	-
6.	Legacy Pastry	Bakers.	Director	22 April 2009	29 July 2024	-	-
7.	Legacy Hilltop	Restaurateurs; general trading; investment holding company.	Director	24 September 2012	29 July 2024	-	-

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

(iv) Lian Kok Wah

(a) Present involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Sek Yi Sdn. Bhd.	General contractors and supply of hardware and building materials.	Director and shareholder	12 January 1999	-	33.34	-
2.	Aura Mansion Sdn. Bhd.	Investment holdings.	Director and shareholder	19 April 2007	-	50.00	-
3.	Paduan Lima Bintang Sdn. Bhd.	Investment holding company.	Director and shareholder	15 October 2009	-	10.00	-
4.	Mula Sempurna Sdn. Bhd.	Cultivation of oil palm.	Director and shareholder	6 September 2011	-	35.00	-
5.	Lifestyle Factory Sdn. Bhd.	Investment holding company, general trading and investment company.	Shareholder	-	-	10.88	-

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Lifestyle Factory Sdn. Bhd.	Investment holding company, general trading and investment company.	Director	18 April 2014	29 December 2023	-	-

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

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
2.	Dough House	Trader, wholesaler and retailer of cakes, bread and confectionery.	Director	11 August 2016	29 July 2024	-	-
3.	Pastry Craft	Trader, wholesaler and retainers of cakes, bread and confectionery.	Director	11 December 2018	29 July 2024	-	-
4.	Legacy Nouvelle	Trader, wholesaler and retainers of cakes, bread and confectionery.	Director	11 December 2018	29 July 2024	-	-
5.	Legacy Pastry	Bakers.	Director	22 April 2009	29 July 2024	-	-
6.	Legacy Hilltop	Restaurateurs; general trading; investment holding company.	Director	20 December 2012	29 July 2024	-	-

(v) Ju Siew Lee

(a) Present involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	NationGate Holdings Berhad(1)	Activities of holding companies.(2)	Independent Non-Executive Director	7 February 2022	-	-	-

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

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
2.	Aemulus Holdings Berhad[3]	Investment holding.[4]	Independent Non-Executive Director and shareholder	20 February 2024	-	[5]0.02	-
3.	MY Scoby Sdn. Bhd.	Manufacture of fruit and vegetable juices; wholesale of coffee, tea, cocoa and other beverages; retail sale of tea, coffee, soft drinks, mineral water and other beverages; activities of holding companies.[6]	Shareholder	-	-	16.88	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, NationGate Holdings Berhad is a public company listed on the MAIN Market.

(2) Based on the latest annual report of NationGate Holdings Berhad for the FYE 2025, apart from activities of holding companies, the group of companies is involved in the assembly and testing of electronic components and products and semiconductor devices, and manufacture of server, network switches and other electronic components.

(3) Pursuant to the information extracted from the Bursa Securities website, Aemulus Holdings Berhad is a public company listed on the ACE Market.

(4) Based on the latest annual report of Aemulus Holdings Berhad for the financial year ended 30 September 2025, apart from investment holding, the group of companies is involved in the design and development of automated test equipment, test and measurement instruments and the provision of design consultancy services and test-related services.

(5) Shareholdings are based on the register of directors' shareholdings as at 31 December 2025 as stated in the latest annual report of Aemulus Holdings Berhad for the financial year ended 30 September 2025.

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

(6) As at the LPD, My Scoby Sdn. Bhd. is in the process of being struck off.

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	HHRG Berhad[(1)]	Investment holding[(2)]	Independent Non-Executive Director	1 November 2024	4 April 2025	-	-
2.	NationGate Holdings Berhad	Activities of holding companies.	Shareholder	-	-	[(3)]0.001	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, HHRG Berhad is a public company listed on the ACE Market.

(2) Based on the latest annual report of HHRG Berhad for the financial year ended 30 September 2025, apart from the activities of holding companies, the group is involved in the manufacturing and trading of biomass materials and value-added products, focusing on oil palm empty fruit bunch fibre, coconut fibre, and value-added products.

(3) Pursuant to the announcement on 21 October 2024, Ju Siew Lee has disposed of her shares in NationGate Holdings Berhad.

(vi) Olivia Lim

(a) Present involvement

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

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Etika Samudra Sdn. Bhd.	Trading and information technology services.	Director and shareholder	1 October 2012	-	24.98	-
2.	Visdynamics Holdings Berhad(1)	Investment holding and provision of management services.(2)	Independent Non-Executive Director	1 June 2022	-	-	-
3.	Infoline Tec Group Berhad(3)	Activities of holding companies.(4)	Independent Non-Executive Director and shareholder	1 November 2021	-	(5)0.01	-
4.	Unique Fire Holdings Berhad(6)	Activities of holding companies.(7)	Independent Non-Executive Director and shareholder	8 October 2021	-	(8)0.03	-
5.	Olivia Lim & Co	Law firm.	Managing Partner	-	-	-	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, Visdynamics Holdings Berhad is a public company listed on the ACE Market.

(2) Based on the latest annual report of Visdynamics Holdings Berhad for the financial year ended 31 October 2025, apart from investment holding and provision of management services, the group of companies is involved in the manufacturing of automated test equipment.

(3) Pursuant to the information extracted from the Bursa Securities website, Infoline Tec Group Berhad is a public company listed on the MAIN Market.

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

(4) Based on the latest annual report of Infoline Tec Group Berhad for the financial year ended 31 March 2025, apart from activities of holding companies, the group of companies is involved in the provision of IT infrastructure and cybersecurity solutions, trading of ancillary hardware and related services, provision of mechanical and electrical services, and provision of information infrastructure equipment sales and services.

(5) Shareholdings are based on the register of directors' shareholdings as at 30 June 2025 as stated in the latest annual report of Infoline Tec Group Berhad for the financial year ended 31 March 2025.

(6) Pursuant to the information extracted from the Bursa Securities website, Unique Fire Holdings Berhad is a public company listed on the MAIN Market.

(7) Based on the latest annual report of Unique Fire Holdings Berhad for the financial year end 31 March 2025, apart from activities of holding companies, the group of companies is involved in assembly, manufacture and distribution of active fire protection systems, equipment and accessories for built environment, and distribution of custom graphics designed fire extinguishers, other active fire protection systems, equipment and accessories and related services.

(8) Shareholdings are based on the register of directors' shareholdings as at 30 June 2025 as stated in latest annual report of Unique Fire Holdings Berhad for the financial year ended 31 March 2025.

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Samaiden Group Berhad(1)	Activities of holding companies.(2)	Independent Non-Executive Director	16 December 2019	1 March 2024	-	-
2.	Worldlink Holdings Berhad(3)	Activities of investment holding companies.	Director	26 June 2024	16 August 2024	-	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, Samaiden Group Berhad is a public company listed on the MAIN Market.

(2) Based on the latest annual report of Samaiden Group Berhad for the financial year ended 30 June 2025, apart from activities of investment holding companies, the group of companies is involved in the engineering, procurement, construction and commissioning of solar photovoltaic system and power plants and provision of operations and maintenance services, provision of consultancy services in relation to renewable energy, lease and investment activities, and undertake investment in renewable energy assets and/or renewable energy business.

(3) Non-listed company.

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

(vii) Loh May Ann

(a) Present involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	BSL Corporation Berhad[1]	Investment holding.[2]	Independent Non-Executive Director	1 September 2022	-	-	-
2.	MSB Global Group Berhad[3]	Activities of holding companies.[4]	Independent Non-Executive Director and Shareholder	1 December 2023	-	[5]0.04	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, BSL Corporation Berhad is a public company listed on the MAIN Market.

(2) Based on the latest annual report of BSL Corporation Berhad for the financial year ended 30 June 2025, apart from investment holding, the group of companies is involved in stamping and manufacturing of precision metal parts and fabrication of tools and dies, manufacturing and repair of semiconductor foundry equipment, fabrication and forging of base metal components, and assembly of printed circuit boards and all types of electronic and electrical components, devices and systems.

(3) Pursuant to the information extracted from the Bursa Securities website, MSB Global Group Berhad is a public company listed on the ACE Market.

(4) Based on the latest annual report of MSB Global Group Berhad for the FYE 2025, apart from activities of holding companies, the group of companies is involved in the marketing, trading, and distribution of automotive spare parts, lubricants, and fluids, as well as the trading of other products such as outdoor telecommunication cabinets and related electrical items.

(5) Shareholding based on the announcement by MSB Global Group Berhad on Bursa Securities on 16 April 2025.

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

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	BSL Corporation Berhad[1]	Investment holding.[2]	Shareholder	1 September 2022	-	[3]0.11	-

Notes:

(1) Pursuant to the information extracted from the Bursa Securities website, BSL Corporation Berhad is a public company listed on the MAIN Market.

(2) Based on the latest annual report of BSL Corporation Berhad for the financial year ended 30 June 2025, apart from investment holding, the group of companies is involved in stamping and manufacturing of precision metal parts and fabrication of tools and dies, manufacturing and repair of semiconductor foundry equipment, fabrication and forging of base metal components, and assembly of printed circuit boards and all types of electronic and electrical components, devices and systems.

(3) Shareholding based on the announcement by BSL Corporation Berhad on Bursa Securities on 10 March 2023. Pursuant to the announcement on 14 April 2023, Loh May Ann has disposed of her shares in BSL Corporation Berhad.

The involvement of our Independent Non-Executive Directors in other principal business activities outside of our Group will not give rise to any potential conflict of interest with our Group and will not affect their commitment and responsibilities to our Group in their respective roles as our Directors, as our Independent Non-Executive Directors are not involved in the day-to-day operations of our Group and the principal business activities of those companies are not similar to our Group's business.

4.2.4 Service Contracts with Our Directors

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

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

4.2.5 Remuneration and Material Benefits In-kind of Our Directors

The remuneration and material benefits-in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Directors for services rendered to us in all capacities to our Group for the FYE 2024, FYE 2025 and FYE 2026 are as stated in the table below:

No.	Name	Salary	Directors' Fees	Bonus	Allowance	Statutory contributions (EPF and SOCSO and Employee Insurance Scheme)	Benefits-in-kind	Total
		RM	RM	RM	RM	RM	RM	RM
FYE 2024 (Paid)								
1.	Leou Thiam Lai[(1)]	-	-	-	-	-	-	-
2.	Mr. Lu	199,600	-	44,240	12,000	28,143	-	283,983
3.	Lian Chong Wee	-	6,800	-	-	-	-	6,800
4.	Lian Kok Wah	-	6,800	-	-	-	-	6,800
5.	Ju Siew Lee[(2)]	-	3,333	-	-	-	-	3,333
6.	Olivia Lim[(2)]	-	3,333	-	-	-	-	3,333
7.	Loh May Ann[(2)]	-	3,333	-	-	-	-	3,333
8.	Lee Chong Jin[(3)]	-	3,333	-	-	-	-	3,333
Total		**199,600**	**26,932**	**44,240**	**12,000**	**28,143**	**-**	**310,915**
FYE 2025 (Paid)								
1.	Leou Thiam Lai[(4)]	-	5,490	-	-	-	-	5,490
2.	Mr. Lu	222,000	-	45,000	12,000	30,690	-	309,690

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

No.	Name	Salary	Directors' Fees	Bonus	Allowance	Statutory contributions (EPF and SOCSO and Employee Insurance Scheme)	Benefits-in-kind	Total
		RM	RM	RM	RM	RM	RM	RM
3.	Lian Chong Wee	-	6,800	-	-	-	-	6,800
4.	Lian Kok Wah	-	6,800	-	-	-	-	6,800
5.	Ju Siew Lee	-	8,000	-	-	-	-	8,000
6.	Olivia Lim	-	8,000	-	-	-	-	8,000
7.	Loh May Ann[5]	-	8,000	-	-	-	-	8,000
8.	Lee Chong Jin[6]	-	6,000	-	-	-	-	6,000
Total		**222,000**	**49,090**	**45,000**	**12,000**	**30,690**	**-**	**358,780**
FYE 2026 (Proposed)								
1.	Leou Thiam Lai	-	12,000	-	-	-	-	12,000
2.	Mr. Lu	282,000	-	18,000	12,000	40,640	-	352,640
3.	Lian Chong Wee	-	6,800	-	-	-	-	6,800
4.	Lian Kok Wah	-	6,800	-	-	-	-	6,800
5.	Ju Siew Lee	-	8,000	-	-	-	-	8,000
6.	Olivia Lim	-	8,000	-	-	-	-	8,000
7.	Loh May Ann	-	8,000	-	-	-	-	8,000
Total		**282,000**	**49,600**	**18,000**	**12,000**	**40,640**	**-**	**402,240**

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

Notes:

(1) Leou Thiam Lai was appointed as our Independent Non-Executive Chairman on 18 July 2025. Hence, there is no Director's fee for the FYE 2024.

(2) She was appointed as our Independent Non-Executive Director on 31 July 2024. Her Director's fee for the FYE 2024 was for the period from 31 July 2024 to 31 December 2024.

(3) Lee Chong Jin was appointed as our Independent Non-Executive Director on 31 July 2024. His Director's fee for the FYE 2024 was for the period from 31 July 2024 to 31 December 2024.

(4) Leou Thiam Lai was appointed as our Independent Non-Executive Chairman on 18 July 2025. His Director's fee for the FYE 2025 was for the period from 18 July 2025 to 31 December 2025.

(5) Loh May Ann was redesignated from Independent Non-Executive Chairman to Independent Non-Executive Director on 18 July 2025.

(6) Lee Chong Jin resigned as Independent Non-Executive Director on 18 July 2025. His Director's fee for the FYE 2025 was for the period from 1 January 2025 up to the date of his resignation.

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

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

4.2.6 Audit and Risk Management Committee

We have, on 8 August 2024, established our Audit and Risk Management Committee. Our Audit and Risk Management Committee currently comprises the members as stated in the table below, of which all of them are Independent Non-Executive Directors:

No.	Name	Designation	Directorship
1.	Ju Siew Lee	Chairperson	Independent Non-Executive Director
2.	Loh May Ann	Member	Independent Non-Executive Director
3.	Olivia Lim	Member	Independent Non-Executive Director

Our Audit and Risk Management Committee must, in accordance with the procedure to be determined by our Board and at the cost of our Company:

(i) Have full and unrestricted access to information and resources required from the management of the Group to perform its duties;

(ii) Call for anyone in the Group to be in attendance to make presentations or furnish or provide independent advice on any matters within the scope of responsibilities;

(iii) Appoint an independent party to conduct or to assist in conducting any investigation as may be required pursuant to the whistleblower policy and procedures for the Group, upon the terms of appointment to be approved by the Audit and Risk Management Committee;

(iv) Obtain external professional advice or other advice and invite persons with relevant experience to attend its meetings, if necessary;

(v) Investigate any matter within the Audit and Risk Management Committee terms of reference;

(vi) Have direct communication channels with the external auditors and person(s) carrying out the internal audit function;

(vii) Convene meetings with the external auditors, the internal auditors without the presence of other directors and employees of the Group, whenever deemed necessary;

(viii) Authorise the Audit and Risk Management Committee chairman to carry out the Audit and Risk Management Committee's responsibilities as required under the whistleblower policy and procedures for the Group;

(ix) Where the Audit and Risk Management Committee is of the view that any of the matters that are reported to the Board are not satisfactorily resolved, resulting in breach of any laws, rules, regulations, requirements and guidelines, the Audit and Risk Management Committee shall have the authority to report such matters to the relevant authorities; and

(x) Recommend to the Board any appropriate changes to the duties of the Audit and Risk Management Committee.

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

Our Audit and Risk Management Committee undertakes, among others, the duties and responsibilities as stated in the table below:

No.	Function	Duties and Responsibilities
1.	Audit Committee function of the Audit and Risk Management Committee	(i) Review (a) The quarterly results and year-end financial statements, prior to the approval by the Board, focusing particularly on: (I) Application of new accounting standards, amendments to published accounting standards and amendments on the interpretations of existing accounting standards; (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 arising from the audit; (IV) Compliance with accounting standards and other laws, rules and regulation, requirements and guidelines; (V) The going concern assumption; (VI) The audit plan which encompasses among others, its scope, nature and timing; and (VII) The management letters and representation letters. (b) The nomination, removal and/ or resignation of external auditors: (I) Recommend appointment, re-appointment or removal of external auditors, and their audit fees after assessing factors which include, but not limited to, their independence, capabilities and the effectiveness of the external audit process; (II) The suitability, objectivity and independence of external auditors; (III) The adequacy of existing external auditors' audit arrangements, with particular emphasis on the scope and quality of the audit; (IV) The external auditors' audit report; (V) The assistance given by the employees of the Company to the external auditors;

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

No.	Function	Duties and Responsibilities
		(VI) The policies and procedures for assessment of suitability and independence of external auditors based on information presented in the annual transparency report of said external auditors; (VII) The policies and procedures governing the provision of non-audit services by external auditors; and (VIII) The grounds or circumstances leading to removal and/ or resignation of external auditors. (c) The internal control and management: (I) The adequacy of the scope, functions, competency and resources of the internal audit functions and that it has the necessary authority to carry out its work; (II) The effectiveness of the internal control and management information systems; and (III) The internal audit programme, processes, the results of the internal audit programme, processes or investigation undertaken and whether or not appropriate action is taken on the recommendations of the internal auditors. (d) Verify the allocation of share options to eligible persons in compliance with the by-laws approved by the Board and shareholders of the Company. (ii) Carry out any other function that may be mutually agreed upon by the committee and the Board, which would be beneficial to the Company and ensure the effective discharge of the committee's duties and responsibilities.
2.	Risk Management Committee function of the Audit and Risk Management Committee	(i) Review and recommend appropriate risk management strategies, policies and risk tolerances in line with the Group's business objectives for the Board's approval to safeguard shareholders' investments and the Group's assets; (ii) Assist the Board to establish an effective risk management framework and disclose the adequacy and effectiveness; (iii) Periodically review and test the risk management framework; (iv) Disclose the adequacy and effectiveness of risk assessment results based on the actual findings and potential impact of any failure or weakness, particularly those related to financial performance or conditions that may affect the Group; (v) Discuss with the management on actions to be taken to improve the risk management framework;

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

No.	Function	Duties and Responsibilities
		(vi) Ensure the implementation of the risk management framework and its adequacy in determining the Group's risk appetite through scope and quality of management's ongoing monitoring of risks and robustness of the management process; (vii) Provide the Board with reasonable assurance that adverse impacts arising from foreseeable uncertainties are mitigated and managed; (viii) Ensure the ability of the Group to meet changes in significant risks and respond to constant changes to the business and/ or external environment; (ix) Ensure there is an active process to identify, assess, manage and monitor principal risks to safeguard shareholder's investment and Group's asset and give timely input to both the Board and the management; (x) Ensure that risk management and internal control system are adequate to manage the risk and corrective measures are available to remedy failure and/ or weaknesses; (xi) Ensure the effectiveness of measures deployed by the management to address those risks (such as accept, avoid, transfer or mitigate the risks); (xii) Obtain the assurance from the management that the risk management and internal control system is operating adequately and effectively in all material aspects; (xiii) Submit all findings and recommendations of the committee to the Board for approval and notation; (xiv) Promote healthy risk culture and observe dysfunctional trends that could undermine the performance of the risk management process; (xv) Sustainability reporting matter: (a) Oversee the management of principal business risks and significant/ material economic, environmental and social risks; (b) Ensure resources and processes are in place to enable the organisation to achieve its sustainability commitments and targets; and (c) Review the sustainability statement of the Group in annual report; (xvi) Provide oversight, guidance and direction to the management and compliance department of the Group relating to compliance management, functions and processes;

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

No.	Function	Duties and Responsibilities
		(xvii) Recommend to the Board on the Group's compliance framework and policies, and any proposed changes thereto for the Board's consideration and approval; (xviii) Ensure the integration of necessary compliance management processes into all business processes and practices of the Group by the compliance department of the Group; (xix) Deliberate, review and evaluate the relevance and effectiveness of the compliance framework and policies of the Group and recommend the necessary areas of improvement and/ or the best practices to the Board; (xx) Review the compliance management process developed by the compliance department of the Group and confirm its adequacy in meeting all the applicable laws, regulations, rules, requirements and guidelines; (xxi) Review the assessment and opinion of the compliance department of the Group in relation to the overall compliance of the Group with all the applicable laws, regulations, rules, requirements and guidelines on a quarterly basis and provide quarterly updates on the same to the Board thereafter; (xxii) Deliberate on compliance related matters of the Group; (xxiii) Review the effectiveness of internal control processes of the Group for monitoring compliance of the Group with all the applicable laws, regulations, rules, requirements and guidelines and to ensure that the internal control processes are updated continuously to reflect changes in areas which include, but not limited to, the applicable laws, regulations, rules, requirements and guidelines and operating environment of the Group; (xxiv) Review findings, issues and non-compliances highlighted by the regulatory authorities in relation to the businesses of the Group and ensure the necessary corrective actions are taken by the management and the compliance department of the Group to prevent recurrence of any of the issues and non-compliances; (xxv) Review and ensure sustainability efforts of the Group are aligned to the Group's long-term environmental, social and governance strategies; (xxvi) Review and ensure the effective management of environmental, social and governance matters, which shall encompass areas relating to the synergies between the said environmental, social and governance matters with the principal businesses of the Group; (xxvii) Review and ensure sustainability compliance is integrated within key business strategies across the Group to achieve sustainability goals of the Group;

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

No.	Function	Duties and Responsibilities
		(xxviii) If required, provide opinion(s) in relation to the statement(s) to be disclosed in the Company's annual report on the status of compliance of the Group based on the report(s) provided by the third-party professional consultants engaged by the Company; (xxix) Ensure all non-compliance incidents and issues are adequately investigated, the reporting of such non-compliance incidents and issues is made to appropriate parties in a timely manner and corrective measures are taken to prevent the recurrence of such non-compliance incidents and issue; (xxx) Ensure all entities within the Group to report to the Group Internal Compliance Committee on matters relation to legal and regulatory non-compliances; (xxxi) Monitor the status of the Group's compliance with its requisite legal and regulatory obligations and where necessary, shall then report to the Board, the progress of rectification plans and status of the Group's overall compliance; (xxxii) Evaluate the adequacy of tools, resources, trainings and subject matter expert for the Group to meet its compliance obligations. This includes ensuring that the staffs who are responsible for the implementation of compliance management perform their responsibilities independently; (xxxiii) Ensure on-going awareness programmes, communication, training and education on risk and compliance management; (xxxiv) Promote a healthy compliance culture and behaviours that ensures the effectiveness of the compliance management; (xxxv) Consider any other matters relating to compliance management, including relevant laws, regulations, rules, requirements and guidelines which are applicable in all operating areas of the Group as referred to by the Board or by Group Internal Compliance Committee by its own accord; (xxxvi) Carry out such other duties or functions as may be delegated by the Board from time to time or required by the regulatory authority; and (xxxvii) Review the compliance reports prepared by the Group Internal Compliance Committee and non-compliance findings by regulatory authorities, and to recommend necessary changes in the risk management framework, policies, processes and strategies to prevent the recurrence of the non-compliance incidents or issues as highlighted in the said compliance reports.

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

4.2.7 Nomination Committee

We have, on 24 September 2025, established our Nomination Committee. Our Nomination Committee currently comprises the members as stated in the table below, of which all of them are Independent Non-Executive Directors:

No.	Name	Designation	Directorship
1.	Olivia Lim	Chairperson	Independent Non-Executive Director
2.	Loh May Ann	Member	Independent Non-Executive Director
3.	Ju Siew Lee	Member	Independent Non-Executive Director

Our Nomination Committee must, in accordance with the procedure to be determined by our Board and at the cost of our Company:

(i) Have explicit authority to investigate any matter within its terms of reference;

(ii) Have the resources which are required to perform its duties;

(iii) Have full and unrestricted access to all information and documents which are required to perform its duties;

(iv) Have full and unrestricted access as well as direct communication channels with the following parties:

  (a) Management and any of the staff of our Group;

  (b) External auditors of our Group;

  (c) Internal auditors of our Group;

  (d) Legal counsels of our Group;

  (e) Company secretaries of our Group; and

  (f) Any other advisers of our Group;

(v) Obtain external professional advice or other advice and invite persons with relevant experience to attend its meetings, if necessary; and

(vi) Where the Nomination Committee is of the view that any of the matters that are reported to the Board are not satisfactorily resolved, resulting in breach of any laws, rules, regulations, requirements and guidelines, the Nomination Committee shall have the authority to report such matters to the relevant authorities.

Our Nomination Committee undertakes, among others, the duties and responsibilities as stated in the table below:

Duties and Responsibilities
(i) To evaluate and review annually and recommend to the Board with regard to the structure, size, tenure, directorships, balance and composition of the Board and Board committees including the required mix of skills and experience, core competencies and diversity (in terms of age, cultural background and gender) and make recommendations to the Board with regard to any adjustments that are deemed necessary;

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

Duties and Responsibilities

(ii) To annually appraise the Board and Board committees including but not limited to the following:

(a) The effectiveness of the Board committees (including its size and composition);

(b) The effectiveness of the Board as a whole;

(c) Commitment, skills and contributions of each individual Director and the Group CEO; and

(d) The independence of the Independent Non-Executive Directors.

All assessments and evaluations carried out by the Nomination Committee in the discharge of all its functions are properly documented and shall be disclosed in the annual report of the Company;

(iii) To oversee the development of a diverse pipeline for Board and management succession, including identifying the future chairman.

To consider and recommend to the Board on suitable candidates for appointment as Directors of the Company. The Nomination Committee will undertake appropriate review when determining the process of identifying suitable candidates to ensure the requirement and qualification of the candidate nominated is based on a prescribed set of criteria comprising but not limited to the following:

(a) Skills, knowledge, expertise and experience;

(b) Professionalism;

(c) Integrity;

(d) Existing number of directorships held;

(e) Age;

(f) Cultural background;

(g) Ensure the Board comprises the requisite number of women directors and also to review the participation of women in key senior management;

(h) Confirmation of not being an undischarged bankrupt or involved in any court proceedings in connection with the promotion, formation or management of a corporation or involving fraud or dishonesty punishable on conviction with imprisonment or subject to any investigation by any regulatory authority under any legislation;

(i) In the case of candidates being considered for the position of Independent Non-Executive Director, such potential candidates must have the ability to discharge such responsibilities/ functions as expected from Independent Non-Executive Directors; and

(j) Amongst others, the potential candidates must fulfil the criteria used in the definition of "Independent Director" prescribed by the Listing Requirements and able to be independent and give objective judgement to the Board.

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

Duties and Responsibilities
Where required, the members of the Nomination Committee would meet up with potential candidates for the position of director to assess his/ her suitability; (iv) The Nomination Committee shall ensure that orientation and education programmes are provided for new members of the Board; (v) The Nomination Committee shall recommend to the Board concerning the re-election of Director to the Board pursuant to the provisions in the Company's Constitution; (vi) To consider and recommend the continuance of office of Independent Non-Executive Directors who have served the Board beyond nine (9) years, having due regard to their performance and ability to continue to contribute to the Board in the light of knowledge, skills and experience required; (vii) To annually review the term of office and performance of the Audit and Risk Management Committee and each of its members to determine whether such Audit and Risk Management Committee and its members have carried out their duties in accordance with their terms of reference; (viii) The Nomination Committee shall undertake an annual review of the training programmes attended by the Directors for each financial year as well as the training programmes required to aid the Directors in the discharge of their duties as Directors and to keep abreast with industry developments and trends; (ix) The Nomination committee shall assist the Board for the purpose of the disclosure of the activities of the committee in the annual report and corporate governance report of the Company; and (x) To recommend to the Board the appointment, cessation, suspension, dismissal and/ or any staff movement involving the key senior management of the Group.

4.2.8 Remuneration Committee

We have, on 24 September 2025, established our Remuneration Committee. Our Remuneration Committee currently comprises the members as stated in the table below, of which all of them are Independent Non-Executive Directors:

No.	Name	Designation	Directorship
1.	Ju Siew Lee	Chairperson	Independent Non-Executive Director
2.	Olivia Lim	Member	Independent Non-Executive Director
3.	Loh May Ann	Member	Independent Non-Executive Director

Our Remuneration Committee must, in accordance with the procedure to be determined by our Board and at the cost of our Company:

(i) Have explicit authority to investigate any matter within its terms of reference;

(ii) Have the resources which are required to perform its duties;

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

(iii) Have full and unrestricted access to all information and documents which are required to perform its duties;

(iv) Have full and unrestricted access as well as direct communication channels with the following parties:

(a) Management and any of the staff of our Group;

(b) External auditors of our Group;

(c) Internal auditors of our Group;

(d) Legal counsels of our Group;

(e) Company secretaries of our Group; and

(f) Any other advisers of our Group;

(v) Obtain external professional advice or other advice and invite persons with relevant experience to attend its meetings, if necessary; and

(vi) Where the Remuneration Committee is of the view that any of the matters that are reported to the Board are not satisfactorily resolved, resulting in breach of any laws, rules, regulations, requirements and guidelines, the Remuneration Committee shall have the authority to report such matters to the relevant authorities.

Our Remuneration Committee undertakes, among others, the duties and responsibilities as stated in the table below:

Duties and Responsibilities
(i) To assist the Board to establish a formal and transparent remuneration policy and procedures for approving the remuneration of the Directors and senior management;
(ii) To review and recommend the Directors' fees and benefits to the Board for approval;
(iii) To assist the Board to formulate policies, guidelines and set composition of various types of components of remuneration such as basic salary, bonus and other benefits in kind for Directors and senior management, which takes into account the demands, complexities and performance of the Company as well as skills and experience required;
(iv) To ensure that all the Directors and senior management are fairly rewarded for their individual contributions to the Company;
(v) To ensure that the level of remuneration is sufficiently attractive to retain the Directors and senior management and structuring the remuneration packages to link rewards to individual performance; and
(vi) To assist the Board to ensure all remuneration packages and benefits given to the Directors and senior management are in line with the Company's remuneration policy and complying with all laws, rules, requirements, regulations and guidelines set by the relevant authorities and the Board from time to time.

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

4.3 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 LPD are as stated in the table below:

No.	Name	Age	Designation
1.	Tia Yu Hoo	49	COO
2.	Ng Chai Ling	44	CFO
3.	Low Song Hua	33	Head of Plant 1
4.	Diong Lian Shun	36	Head of Plant 2
5.	Cha Pei Cheng	35	QA Manager
6.	Lee Choi Yun	45	Supply Chain Manager

4.3.1 Profiles of Our Key Senior Management

(i) Tia Yu Hoo

Tia Yu Hoo, a Malaysian aged 49, is our COO. He is responsible for overseeing the overall operations of our Group, including retail operations, marketing, the Group CEO's office, human resources and administration, information technology, as well as project and maintenance functions.

He graduated with a Bachelor of Accounting (Hons) from Multimedia University in July 2000. He is a Certified Internal Auditor of The Institute of Internal Auditors since November 2006 and has been admitted as a Chartered Member of The Institute of Internal Auditors Malaysia since January 2007.

He began his career in May 2000 as an Internal Audit Assistant with Tai Kwong Yokohama Berhad (currently known as Yokohama Industries Berhad, a company that was formerly listed on the MAIN Market), where he was responsible for conducting financial, operational and information system audit. At that time, he was also involved in special investigation audits. He left the company in March 2002.

From April 2002 to May 2003, he joined The Store group (The Store Corporation Berhad) as an Internal Audit Executive. He then joined Elken Sdn. Bhd. in June 2003 as an Internal Audit Executive and left the company in May 2005. As an Internal Audit Executive, he was in charge of examining and evaluating the internal control system, preparing audit reports as well as assisting in special audit assignments.

In May 2005, he joined UMW Corporation Sdn. Bhd. (a company which is part of the UMW Holdings Berhad group of companies, a public company listed on the MAIN Market) as Internal Auditor (Group Internal Auditor Division) where he led a team to conduct audits on local and overseas subsidiaries of the group. He left UMW Corporation Sdn. Bhd. in August 2007.

In the same month, he rejoined Elken Sdn. Bhd. as an Internal Audit Assistant Manager where he was responsible for leading the audit team to perform financial, compliance and operational audit assignments as well as preparing and reviewing the draft audit reports. In June 2012, he resigned from Elken Sdn. Bhd. and joined Aneka Makmur Sdn. Bhd. in July 2012 as an Internal Audit Manager where he was responsible for leading a

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

team, planning and executing financial, compliance, information technology and operational audit as well as reviewing and finalising audit reports. He left the company in June 2013.

In June 2013, he joined Thai Odyssey Sdn. Bhd. as the Director of Operations and subsequently in April 2018, he was appointed as Director of Operations of Thai Odyssey Group Sdn. Bhd., holding both positions concurrently. During his tenure there, he was in charge of overseeing the operational system in both of the companies which includes the local and overseas business units. He resigned from both companies in January 2021.

In the same month, he joined Wellness Management Sdn. Bhd. as the COO where he was responsible for overseeing the daily company operations and monitoring several departments including corporate operations, human resources, information technology, and procurement and project departments. He left Wellness Management Sdn. Bhd. in November 2021.

In November 2021, he joined our Group as an Assistant General Manager. He was subsequently redesignated to COO in December 2022 and assumed his current responsibilities.

As at the LPD, he does not hold any directorships or shareholdings outside our Group.

He has no family relationships with any of our Promoters, substantial shareholders, Directors and other Key Senior Management.

(ii) Ng Chai Ling

Ng Chai Ling, a Malaysian aged 44, is our CFO. She is responsible for overseeing our Group's accounting and financial functions.

She graduated with a Bachelor of Accounting with Honours from Universiti Kebangsaan Malaysia in April 2007. She has been a certified Chartered Accountant with the MIA since August 2011.

She began her career as a Junior Auditor in Baker Tilly Monteiro Heng in May 2007. Her last held position was Audit Supervisor before she left Baker Tilly Monteiro Heng in September 2010. During her tenure there, she was responsible for preparing full set of audit report and financial statements for clients.

She then joined GTower Sdn. Bhd. (a company which is part of the IGB Berhad group of companies, which is a public company listed on the MAIN Market) in October 2010 as Accountant Manager where she was in charge of maintaining the fixed asset register of the company and monitoring the operational and administrative costs. She left GTower Sdn. Bhd. in November 2011.

In November 2011, she joined GLM Property Management Co Sdn. Bhd. (formerly a company which is part of the GuocoLand (Malaysia) Berhad group of companies, which is a public company listed on the MAIN Market) as an Accountant. During her stint with GLM Property Management Co Sdn. Bhd., she was responsible for the preparation of financial reports, budgets and forecasts, as well as cash flow statements. She resigned from the company in May 2015.

In May 2015, she joined ZICO Knowledge Services Sdn. Bhd. (a company which is part of the ZICO Holdings Inc group of companies, which is a public company listed on Catalist Board of the Singapore Exchange Securities Trading Limited) as an Accountant

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

where she was responsible for managing the accounting and finance team as well as preparing consolidated financial reports. She resigned from this position in April 2019.

Subsequently in the same month, she joined Alpha International Women's Specialists Sdn. Bhd. (a company which is part of the Alpha IVF Group Berhad group of companies, which is a public company listed on the ACE Market) as an Accountant and was later promoted to the Group Accountant in July 2020. During her tenure there, she managed a team and was responsible for the company's financial reporting and planning. She left the company in December 2022.

In December 2022, she joined our Group as Senior Finance Manager and was redesignated to CFO in the same month and assumed her current responsibilities.

As at the LPD, she does not hold any directorships or shareholdings outside our Group.

She has no family relationships with any of our Promoters, substantial shareholders, Directors and other Key Senior Management.

(iii) Low Song Hua

Low Song Hua, a Malaysian aged 33, is our Head of Plant 1. He is responsible for overseeing and managing the day-to-day operations of Plant 1.

He completed his primary school education from Sekolah Jenis Kebangsaan (Cina) Pei Hwa in November 2004. He then attended secondary education at Sekolah Menengah Kebangsaan Sri Perling until May 2008.

He began his career in our Group in June 2008 as a Baker and was promoted to Junior Commis in June 2010 and then to Senior Commis in June 2012. During that time, he learnt the skills of baking bakery products and gained practical working experience in the baking industry. He was later promoted to Supervisor in June 2014 where his role extended to supervising the chefs and commis in Plant 1. In May 2016, he was promoted to R&D Chef where he was involved in the R&D of new and seasonal products. Later in March 2018, he was promoted again to Assistant Factory Manager of Plant 1 where he assisted the Factory Manager in the day-to-day operations of the plant.

In March 2021, he was promoted to Acting Factory Manager of Plant 1. He was then promoted again in October 2021, to our Head of Plant 1 and assumed his current responsibilities.

As at the LPD, he does not hold any directorships or shareholdings outside our Group.

He has no family relationships with any of our Promoters, substantial shareholders, Directors and other Key Senior Management.

(iv) Diong Lian Shun

Diong Lian Shun, a Malaysian aged 36, is our Head of Plant 2. He is responsible for overseeing the day-to-day operation of Plant 2.

He attended Sekolah Menengah Jenis Kebangsaan Nan Hwa and obtained his Sijil Pelajaran Malaysia certificate in December 2006.

He began his career in our Group in January 2007 as a Cake Trainee and was promoted to Baker Assistant in May 2007. During that time, he was assigned to several outlets and assisted in the production of cake products. In May 2009, he was promoted to Cake

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

Supervisor where his role extended to supervising the commis in one of our outlets. He was later promoted to Retail Manager of our Setia Indah Outlet in April 2013 where he was responsible for managing the outlet's daily operations. While holding the position of Retail Manager, he was promoted to Master Chef in March 2016. Later in December 2018, he was promoted to Operation Area Manager and subsequently promoted to Sales Area Manager in March 2019. In these roles, he was in charge of overseeing the performance of our outlets in the Klang area.

In May 2022, he was promoted to Process Operation Lead of Plant 2, where he assisted the Factory Manager in cost management and the QA Manager in the application of food safety certifications. He also supervised the renovation and maintenance of outlets until our project and maintenance department was set up in December 2023.

He was promoted to our Head of Plant 2 in May 2024 and assumed his current responsibilities.

As at the LPD, he does not hold any directorships or shareholdings outside our Group.

He has no family relationships with any of our Promoters, substantial shareholders, Directors and other Key Senior Management.

(v) Cha Pei Cheng

Cha Pei Cheng, a Malaysian aged 35, is our QA Manager. She is responsible for leading the QA/QC Team as well as ensuring our Group's compliance with the food safety laws and regulations applicable to our Group, including FA 1983 and FR 1985. She is also in charge of liaising with regulatory bodies for the application and renewal of our Group's relevant food safety certification, including MeSTI, GMP and HACCP.

She graduated with a Bachelor of Science (Food Studies) from Universiti Putra Malaysia in November 2014.

Upon graduation, she joined Golden-Mah Bird's Nest Sdn. Bhd. as QA Executive in December 2014. She was subsequently promoted to Assistant QA Manager in March 2017 and later to QA Manager in April 2018. During her tenure there, she led the QA and QC activities of the plant, including monitoring the quality management system in accordance with regulatory body as well as performing review and update on the quality system policies, manuals, SOPs and work instructions. She left Golden-Mah Bird's Nest Sdn. Bhd. in September 2021.

In October 2021, she joined our Group as a QA Management Executive and was promoted to QA Assistant Manager in February 2023. She was later promoted to QA Manager in February 2024 and assumed her current responsibilities.

As at the LPD, she does not hold any directorships or shareholdings outside our Group.

She has no family relationships with any of our Promoters, substantial shareholders, Directors and other Key Senior Management.

(vi) Lee Choi Yun

Lee Choi Yun, a Malaysian aged 45, is our Supply Chain Manager. She is responsible for managing our Group's supply chain activity including procurement, logistics and warehousing.

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

She attended Sekolah Menengah Kebangsaan Puterijaya Kuala Lumpur and obtained her Sijil Pelajaran Malaysia certificate in January 1998.

She took a short break after obtaining her Sijil Pelajaran Malaysia certificate and was considering her options moving forward. From April 1998 to January 1999, she worked part-time as a promoter for a boutique. Subsequently, she took a short career break before joining Glassmix Collection Sdn. Bhd. in March 1999 as a Sales Representative, where she was responsible for selling pewter products to customers. She left the company in February 2003. In the following month, she joined Piau Kee Live & Frozen Seafoods Sdn. Bhd. as an Executive in the company's warehouse department where she was in charge of daily stock management including logistic arrangement and inventory control. She left Piau Kee Live & Frozen Seafoods Sdn. Bhd. in August 2007.

In September 2007, she joined TR Holdings (M) Sdn. Bhd. as Executive and was later transferred to TRN Marketing (M) Sdn. Bhd. as Senior Executive in July 2009. During her tenure there, she was responsible for ensuring the packaging of products and the arrangement of logistics to the retail pharmacies. She resigned from TRN Marketing (M) Sdn. Bhd. in March 2011.

She then joined Childhood Basic Marketing Sdn. Bhd. in April 2011 as a Warehouse Executive where she was in charge of warehouse operations, handling daily customer orders, control inventory stock level, and planning logistic arrangements for in-house and outsourced transportation. In February 2015, she was promoted to Assistant Warehouse Manager where her role extended to managing the export of products to overseas countries. She left Childhood Basic Marketing Sdn. Bhd. in March 2017.

In March 2017, she joined Lactaequip (M) Sdn. Bhd. briefly as a Warehouse Manager where she was responsible for leading the warehouse department and ensure the daily operations of the warehouse are carried out smoothly with compliance to the SOP. She left Lactaequip (M) Sdn. Bhd. in October 2017.

In October 2017, she joined our Group as Manager in logistic and facility department where she was in charge of managing the logistic and warehouse department. In February 2022, she was redesignated to Supply Chain Manager and assumed her current responsibilities.

As at the LPD, she does not hold any directorships or shareholdings outside our Group.

She has no family relationships with any of our Promoters, substantial shareholders, Directors and other Key Senior Management.

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

4.3.2 Particulars and Shareholdings of Our Key Senior Management

Save as disclosed in the table below, none of our Key Senior Management hold any direct or indirect shareholding in our Company before and after our IPO:

No.	Name	Nationality	Before Our IPO				After Our IPO			
			Direct		Indirect		Direct		Indirect	
			No. of Shares	(1)%	No. of Shares	%	No. of Shares	(2)(3)%	No. of Shares	%
1.	Tia Yu Hoo	Malaysian	-	-	-	-	840,000	0.25	-	-
2.	Ng Chai Ling	Malaysian	-	-	-	-	630,000	0.19	-	-
3.	Low Song Hua	Malaysian	-	-	-	-	350,000	0.10	-	-
4.	Diong Lian Shun	Malaysian	4,677,750	1.89	-	-	4,977,750	1.47	-	-
5.	Cha Pei Cheng	Malaysian	-	-	-	-	180,000	0.05	-	-
6.	Lee Choi Yun	Malaysian	-	-	-	-	250,000	0.07	-	-

Notes:

(1) Based on our total number of 247,500,000 Shares before our IPO.

(2) Based on the enlarged total number of 339,042,000 Shares after our IPO.

(3) Assuming that the mentioned Eligible Persons fully subscribe for their respective entitlement under the Pink Form Allocation.

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

4.3.3 Principal Business Activities Performed by Our Key Senior Management Outside Our Group in the Past 5 Years

Save as disclosed in the table below, none of our Key Senior Management have any principal business activities and directorships in any other corporations outside of our Group, at the present and in the past 5 years preceding the LPD:

(i) Tia Yu Hoo

(a) Present involvement

Nil.

(b) Past involvement

No.	Name of Entity	Principal Activities	Involvement in Business Activities	Date of Appointment as Director	Date of Resignation as Director	% of Shareholding Held	
						Direct	Indirect
						%	%
1.	Spa Odyssey Venture Berhad	Investment holding companies, organization, promotions and/ or management of event, activities of sauna, steam baths, massage salons. Spa Odyssey Venture Berhad was wound up on 10 July 2025.	Shareholder	-	-	0.17	-

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

4.3.4 Service Contracts with Our Key Senior Management

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

4.3.5 Remuneration and Material Benefits In-kind of Our Key Senior Management

The aggregate remuneration and material benefits in-kind (including any contingent or deferred remuneration) paid or proposed to be paid to our Key Senior Management, for services rendered to us in all capacities to our Group for the FYE 2025 and the FYE 2026 are as stated in the table below:

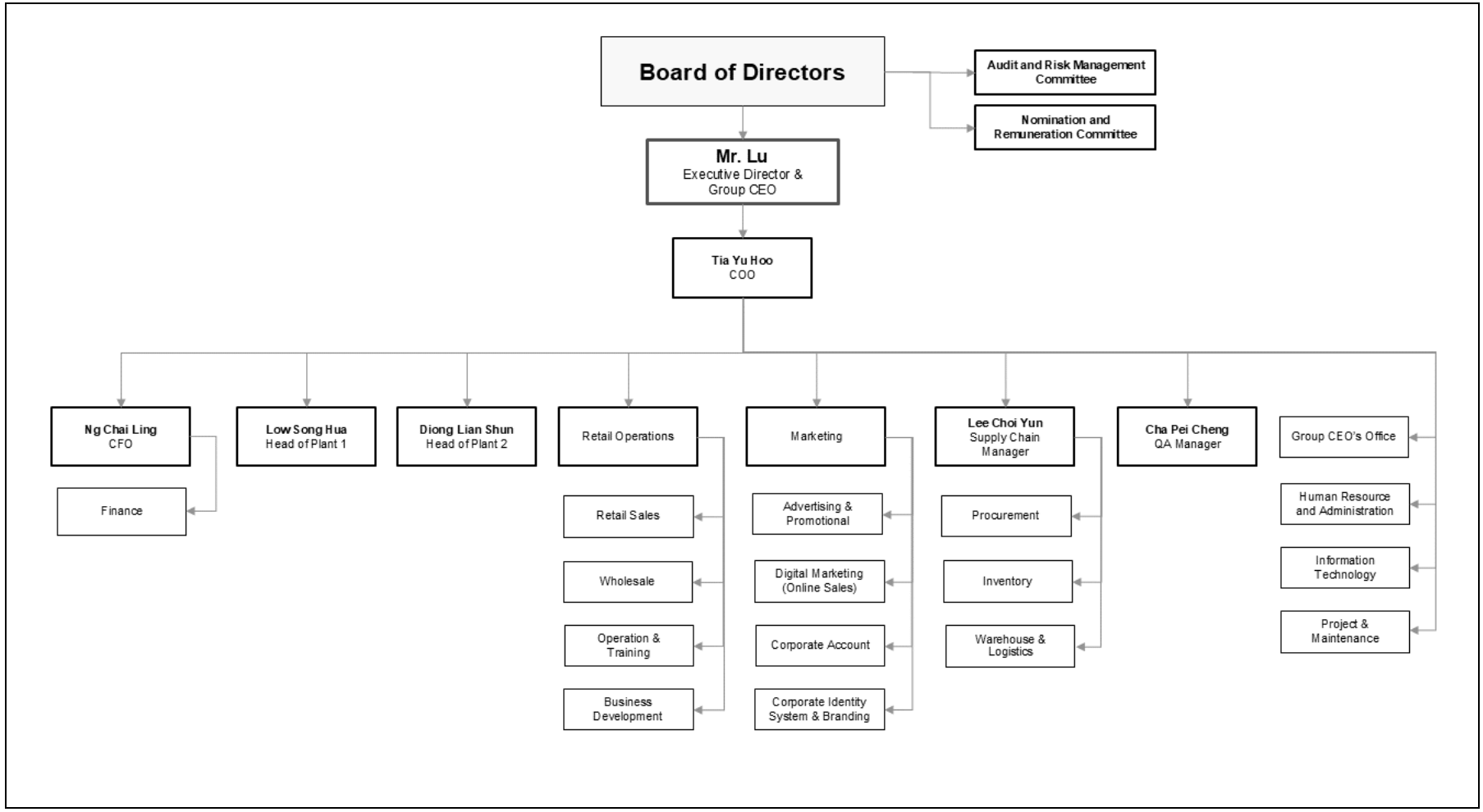
No.	Key Senior Management	Remuneration Band	
		FYE 2025 (Paid)	FYE 2026 (Proposed)
		RM	RM
1.	Tia Yu Hoo	350,000 to 400,000	400,000 to 450,000
2.	Ng Chai Ling	250,000 to 300,000	250,000 to 300,000
3.	Low Song Hua	100,000 to 150,000	100,000 to 150,000
4.	Diong Lian Shun	100,000 to 150,000	100,000 to 150,000
5.	Cha Pei Cheng	100,000 to 150,000	100,000 to 150,000
6.	Lee Choi Yun	100,000 to 150,000	100,000 to 150,000

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

4.4 MANAGEMENT REPORTING STRUCTURE

Our management reporting structure is as shown in the diagram below:



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

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

Save as disclosed in the table below, there are no other associations of family relationships between our Promoters, substantial shareholders, Directors and Key Senior Management:

No.	Name	Family Relationship
1.	Mr. Lu	Mr. Lian's son-in-law.
2.	Mr. Lian	Mr. Lu's father-in-law. For avoidance of doubt, Mr. Lian does not fall within the definition of "family" of Mr. Lu under the Listing Requirements.
3.	Lian Chong Wee	Mr. Lian's younger brother.
4.	Lian Kok Wah	Mr. Lian's younger brother.
5.	Lian Ah Beng	Mr. Lian's younger brother.
6.	Lian Siew Moi	Mr. Lian's daughter.
7.	Lian Siew Chen	Mr. Lian's daughter.
8.	Tan Chia Chien	Mr. Lian's son-in-law.

4.6 DECLARATION BY OUR PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at the LPD, none of our Promoters, Directors and Key Senior Management is or was involved in any of the following events, whether within or outside Malaysia:

(i) In the last 10 years, a petition under any bankruptcy or insolvency laws was filed (and not struck out) against such person or any partnership in which he/she was a partner or any corporation of which he/she was a director or member of key senior management;

(ii) Disqualified from acting as a director of any corporation, or from taking part directly or indirectly in the management of any corporation;

(iii) In the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;

(iv) In the last 10 years, any judgement was entered against him/her, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his/her part, involving a breach of any law or regulatory requirement that relates to the capital market;

(v) In the last 10 years, the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his/her part that relates to the capital market;

(vi) Being the subject of any order, judgment or ruling of any court, government, or regulatory authority or body temporarily enjoining him/her from engaging in any type of business practice or activity;

(vii) In the last 10 years, he/she has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and

(viii) Any unsatisfied judgment against him/her.

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

4.7 MANAGEMENT SUCCESSION PLAN

Our Group has implemented a management succession plan, where we have put in place a process to groom middle management staff to gradually assume the responsibilities of senior management. Our Group's strategy for management continuity is driven by our Promoter, Executive Director and Group CEO, as well as Key Senior Management.

In summary, we have taken the following steps, in the event of any planned or unplanned changes in our Promoter, Executive Director and Group CEO, as well as Key Senior Management:

(i) Identifying talented employees, where our Promoter, Executive Director and Group CEO, as well as Key Senior Management identifies middle management staff to gradually assume responsibilities of senior management by recognising the key competencies and requirements of these employees;

(ii) Career development and progression, which is done through on-the-job training as well as mentoring, coaching and training programs. Our Promoter, Executive Director and Group CEO, as well as Key Senior Management will continue to groom middle management personnel to gradually assume greater responsibilities after reviewing each employee's capability, knowledge, skills, leadership and performance contribution; and

(iii) Competitive remuneration and benefits to reward our performing employees and to retain their services with our Group.

In addition, we also ensure that our middle management personnel are constantly exposed to various aspects of our business activities. This enables our middle management personnel to acquire an understanding of the business so that they are adequately equipped with the necessary knowledge for them to advance to higher senior management positions.

If the need arises, we will recruit qualified and competent personnel with knowledge and expertise of our business to enhance our operations. By enhancing our corporate profile as a listed issuer, we expect to be able to attract more qualified personnel to play an active role in the growth and success of our Group.

4.8 OTHER MATTERS

(i) Save for the issuance of our Shares pursuant to the Share Split, the dividends paid to the Promoters and our substantial shareholders, and the aggregate remuneration and benefits paid and proposed to be paid for services rendered to our Group in all capacities to our Group, there are no other amounts or benefits that have been paid or intended to be paid to our Promoters and substantial shareholders within the 2 years preceding the date of this Prospectus.

(ii) There is no arrangement between our Company and our shareholders with any third parties, the operation of which may result in a change in control of our Company.

(iii) Our Promoters and our substantial shareholders do not have different voting rights from our other shareholders.

(iv) Save for our Promoters and substantial shareholders, there are no other persons who are able to, directly or indirectly, jointly or severally, exercise control over our Company.