

NOTICE ACCOMPANYING THE ELECTRONIC PROSPECTUS OF ZANTAT HOLDINGS BERHAD (“ZANTAT” OR THE “COMPANY”) DATED 6 MARCH 2024 (“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, M & A Securities Sdn Bhd (“**M&A Securities**”), or Tricor Investor & Issuing House Services 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 Form is not available in electronic format.

Jurisdictional Disclaimer

This distribution of the Electronic Prospectus and the sale of the units are subject to Malaysian law. Bursa Securities, M&A Securities and Zantat take no responsibility for the distribution of the Electronic Prospectus and/or the sale of the units outside Malaysia, which may be restricted by law in other jurisdictions. The Electronic Prospectus does not constitute and may not be used for the purpose of an offer to sell or an invitation of an offer to buy any units, to any person outside Malaysia or in any jurisdiction in which such offer or invitation is not authorised or lawful or to any person to whom it is unlawful to make such offer or invitation.

Close of Application

Applications will be accepted from 10.00 a.m. on 6 March 2024 and will close at 5.00 p.m. on 13 March 2024.

In the event the Closing Date is extended, Zantat will advertise the notice of the extension in a widely circulated English and Bahasa Malaysia daily newspaper in Malaysia prior to the original Closing Date, and make an announcement on Bursa Securities’ website.

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.



征达私人有限公司
Zantat Holdings Berhad
 202101040483 (1440783-X)

PERAK PLANT

PT24571 & PT21289 (Lot 35978)
 Kaw. Industri Batu Kapur Keramat Pulai
 31300 Kampung Kepayang
 Perak, Malaysia.

T +605 357 1853
F +605 357 1407

KUALA LUMPUR PLANT

Lot 1013-B, Jalan 2/32A, 6 1/2 Miles
 Kepong Industrial Area, Off Jalan Kepong
 52100 Kuala Lumpur, Malaysia.

T +603 6258 5552 / +603 6258 1985
F +603 6251 8766

www.zantat.com.my



PROSPECTUS

ZANTAT HOLDINGS BERHAD

Registration No. 202101040483 (1440783-X)
 (Incorporated in Malaysia)

INITIAL PUBLIC OFFERING IN CONJUNCTION WITH OUR LISTING ON THE ACE MARKET OF BURSA MALAYSIA SECURITIES BERHAD ("BURSA SECURITIES") COMPRISING:

(I) PUBLIC ISSUE OF 56,000,000 NEW ORDINARY SHARES IN OUR COMPANY ("SHARES") IN THE FOLLOWING MANNER:

- 14,000,000 NEW SHARES AVAILABLE FOR APPLICATION BY THE MALAYSIAN PUBLIC;
- 11,200,000 NEW SHARES AVAILABLE FOR APPLICATION BY OUR ELIGIBLE DIRECTORS, EMPLOYEES AND PERSONS WHO HAVE CONTRIBUTED TO THE SUCCESS OF OUR GROUP; AND
- 30,800,000 NEW SHARES BY WAY OF PRIVATE PLACEMENT TO SELECTED INVESTORS;

AND

(II) OFFER FOR SALE OF 16,800,000 EXISTING SHARES BY WAY OF PRIVATE PLACEMENT TO SELECTED INVESTORS AT AN ISSUE/OFFER PRICE OF RM0.25 PER SHARE, PAYABLE IN FULL UPON APPLICATION.

Adviser, Sponsor, Underwriter and Placement Agent



M & A SECURITIES SDN BHD
 (197301001503 (15017-H))

(A Participating Organisation of Bursa Malaysia Securities Berhad)

Bursa Securities has approved the listing of and quotation for our entire enlarged issued share capital on the ACE Market of Bursa Securities and this Prospectus has been registered by the Bursa Securities. The approval of the listing of and quotation for our entire enlarged issued share capital on the ACE Market of Bursa Securities and registration of this Prospectus, should not be taken to indicate that the Bursa Securities recommends the offering 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 the 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. No securities will be allotted or issued based on this Prospectus after 6 months from the date 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 221.

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.

THIS PROSPECTUS IS DATED 6 MARCH 2024

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

M & A Securities Sdn Bhd, being our Adviser, Sponsor, Underwriter and Placement Agent to our IPO (as defined herein), 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 our IPO.

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

Investors should note that they may seek recourse under Sections 248, 249 and 357 of the Capital Markets and Services Act 2007 ("**CMSA**") for breaches of securities laws including any statement in the Prospectus that is false, misleading, or from which there is a material omission; or for any misleading or deceptive act in relation to the Prospectus or the conduct of any other person in relation to our Group (as defined herein).

Shares are offered to the public premised on full and accurate disclosure of all material information concerning our IPO, for which any person set out in Section 236 of the CMSA, is responsible.

Approval has been obtained from Bursa Securities for the listing of and quotation for our IPO Shares (as defined herein) on 12 October 2023. Our admission to the Official List of Bursa Securities is not to be taken as an indication of the merits of our IPO, our Company or our Shares.

The Securities Commission Malaysia ("**SC**") has on 16 October 2023 approved the resultant equity structure of our Company under the Bumiputera equity requirements for public listed companies pursuant to our Listing (as defined herein).

Our securities are classified as Shariah compliant by the Shariah Advisory Council of the SC. This classification remains valid from the date of issue of this Prospectus until the next Shariah compliance review is undertaken by the Shariah Advisory Council of the SC. The new status will be released in the updated list of Shariah compliant securities, on the last Friday of May and November.

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 by any regulatory authority or other relevant body of any jurisdiction other than Malaysia.

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 countries or jurisdictions other than Malaysia, to consult your legal and/or other professional advisers as to whether our IPO would result in the contravention of any law of such countries or jurisdictions.

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

No action has been or will be taken to ensure that this Prospectus complies with the laws of any country or jurisdiction other than the laws of Malaysia. It shall be your sole responsibility to consult your legal and/or other professional adviser on the laws to which our IPO or you are or might be subjected to. Neither us nor our 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, avoidable or void in any country or jurisdiction.

ELECTRONIC PROSPECTUS

This Prospectus can 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 (as defined herein) may be subject to the risks 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 (as defined herein). These risks cannot be borne by the Internet Participating Financial Institutions.

If you are in doubt of the validity or integrity of an Electronic Prospectus, you should immediately request from us, our Adviser or the Issuing House (as defined herein), a paper printed copy of this Prospectus.

In the event of any discrepancy arising between the contents of the electronic 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 are identical to the copy of the Prospectus registered with Bursa Securities, shall prevail.

In relation to any reference in this Prospectus to third party internet sites (referred to as "**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:

- (a) We and our 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;
- (b) We and our Adviser are not responsible for the quality of products or services in the Third Party Internet Sites, for fulfilling any of the terms of your agreements with the Third Party Internet Sites. We and our Adviser are also not responsible for any loss or damage or costs 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 of any data, information, files or other material provided by such parties; and
- (c) Any data, information, files or other material downloaded from Third Party Internet Sites is done at your own discretion and risk. We and our Adviser are not responsible, liable or under obligation for any damage to your computer system or loss of data resulting from the downloading of any such data, information, files or other material.

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

- (a) The Internet Participating Financial Institutions are only liable in respect of the integrity of the contents of an Electronic Prospectus, to the extent of the contents of the Electronic Prospectus situated on the web server of the Internet Participating Financial Institutions and shall not be responsible in any way for the integrity of the contents of an Electronic Prospectus which has been downloaded or otherwise obtained from the web server of the Internet Participating Financial Institutions and thereafter communicated or disseminated in any manner to you or other parties; and
- (b) While all reasonable measures have been taken to ensure the accuracy and reliability of the information provided in an Electronic Prospectus, the accuracy and reliability of an Electronic Prospectus cannot be guaranteed as the internet is not a fully secured medium.

The Internet Participating Financial Institutions shall not be liable (whether in tort or contract or otherwise) for any loss, damage or costs, 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 an 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, 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

All terms used are defined under "Definitions" commencing from page vii.

The indicative timing of events leading to our Listing is set out below:

Events	Indicative date
Issuance of this Prospectus / Opening of Application	6 March 2024
Closing of Application	13 March 2024
Balloting of Application	18 March 2024
Allotment / Transfer of our IPO Shares to successful applicants	25 March 2024
Date of Listing	27 March 2024

In the event there is any change to the timetable, we will advertise the notice of changes in a widely circulated English and Bahasa Malaysia daily newspaper in Malaysia, and make an announcement on Bursa Securities' website.

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PRESENTATION OF FINANCIAL AND OTHER INFORMATION

All terms used in this section are defined under "Definitions" commencing from page vii.

All references to "Zantat Holdings" and "Company" in this Prospectus are to Zantat Holdings Berhad (Registration No: 202101040483 (1440783-X)). Unless otherwise stated, references to "Group" are to our Company and our subsidiaries taken as a whole; and references to "we", "us", "our" and "ourselves" are to our Company, and, save where the context otherwise requires, our subsidiaries. Unless the context otherwise requires, references to "Management" are to our Directors and key senior management as at the date of this Prospectus, and statements as to our beliefs, expectations, estimates and opinions are those of our Management.

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 thousand or million or one decimal place (for percentages) or one sen (for currency). Any discrepancies in the tables included herein between the amounts listed and the totals thereof are due to rounding.

Certain abbreviations, acronyms and technical terms used are defined in the "Definitions" and "Technical Glossary" appearing after this section. Words denoting singular shall include plural and vice versa and words denoting the masculine gender shall, where applicable, include the feminine gender and vice versa. Reference to persons shall include companies and corporations.

All reference to dates and times are references to dates and times in Malaysia.

Any reference in this Prospectus to any enactment is a reference to that enactment as for the time being amended or re-enacted.

This Prospectus includes statistical data provided by our management and various third-parties and cites third-party projections regarding growth and performance of the industry in which our Group operates. This data is taken or derived from information published by industry sources and from the internal data. In each such case, the source is stated in this Prospectus. Where no source is stated, such information can be assumed to originate from us. In particular, certain information in this Prospectus is extracted or derived from report(s) prepared by the IMR. We believe that the statistical data and projections cited in this Prospectus are useful in helping you to understand the major trends in the industry in which we operate.

The information on our website, or any website directly or indirectly linked to such websites do not form part of this Prospectus.

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FORWARD-LOOKING STATEMENTS

All terms used are defined under "Definitions" commencing from page vii.

This Prospectus contains 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, plans and objectives for future operations, are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties, contingencies and other factors which may cause our actual results, our performance or achievements, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding our present and future business strategies and the environment in which we will operate in the future. Such forward-looking statements reflect our Management's current view with respect to future events and are not a guarantee of future performance.

Forward-looking statements can be identified by the use of forward-looking terminology such as "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 limitations, statements relating to:

- (a) Demand for our products;
- (b) Our business strategies;
- (c) Our future plans;
- (d) Our future earnings, cash flows and liquidity; and
- (e) Our ability to pay future dividends.

Our actual results 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:

- (a) The economic, political and investment environment in Malaysia; and
- (b) Government policy, legislation or regulation.

Additional factors that could cause our actual results, performance or achievements to differ materially include, but are not limited to, those discussed in Section 9 – "Risk Factors" and Section 12 – "Financial Information" of this Prospectus. We cannot give any assurance that the forward-looking statements made in this Prospectus will be realised. Such forward-looking statements are made only as at the date of this Prospectus.

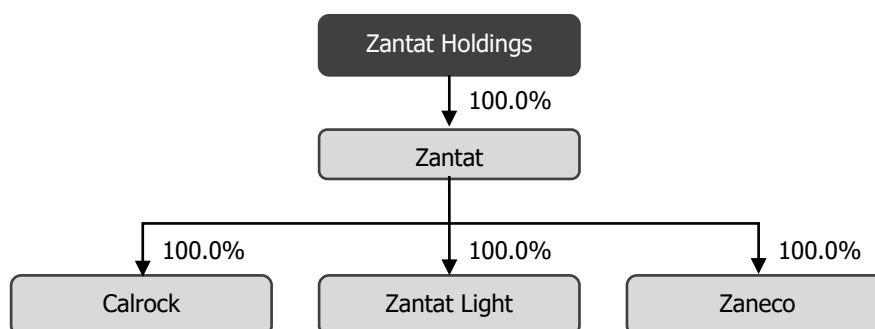
Should we become aware of any subsequent material change or development affecting matters disclosed in this Prospectus arising from the date of registration of this Prospectus but before the date of allotment/transfer of our IPO Shares, we shall further issue a supplemental or replacement prospectus,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

DEFINITION

The following terms in this Prospectus bear the same meanings as set out below unless otherwise defined or the context requires otherwise:

COMPANIES WITHIN OUR GROUP:

"Calrock"	:	Calrock Sdn Bhd (Registration No. 197001000253 (9503-V))
"Zaneco"	:	Zaneco Sdn Bhd (Registration No. 202101031889 (1432189-P))
"Zantat"	:	Zantat Sdn Bhd (Registration No. 198101012988 (79120-A))
"Zantat Holdings" or the "Company"	:	Zantat Holdings Berhad (Registration No. 202101040483 (1440783-X))
"Zantat Holdings Group" or the "Group"	:	Zantat and its subsidiaries, Zantat, Calrock, Zantat Light and Zaneco, collectively
"Zantat Light"	:	Zantat Light C.C. Sdn Bhd (Registration No. 200001030329 (532936-W))



GENERAL:

"ACE Market"	:	ACE Market of Bursa Securities
"Acquisition of Zantat"	:	Acquisition by Zantat Holdings of the entire equity interest of Zantat from Zantat Vendors for a purchase consideration of RM57,411,200, which was wholly satisfied by the issuance of 223,999,999 new Shares at an issue price of RM0.2563 per share, which was completed on 21 November 2023
"Act"	:	Companies Act 2016
"ADA"	:	Authorised Depository Agent
"Adviser" or "Sponsor" or "Underwriter" or "Placement Agent"	:	M & A Securities
"AELB"	:	Atomic Energy Licensing Board
"Application(s)"	:	Application(s) for IPO Shares by way of Application Form(s), Electronic Share Application(s) or Internet Share Application(s)

DEFINITIONS (Cont'd)

"Application Form(s)"	:	Printed application form(s) for the application of our IPO Shares accompanying this Prospectus
"ASEAN"	:	Association of Southeast Asian Nations
"BNM"	:	Bank Negara Malaysia
"Board"	:	Board of Directors of Zantat Holdings
"Bursa Depository" or "Depository"	:	Bursa Malaysia Depository Sdn Bhd (Registration No. 198701006854 (165570-W))
"Bursa Securities"	:	Bursa Malaysia Securities Berhad (Registration No. 200301033577 (635998-W))
"Calrock Perak Plant"	:	A single-storey manufacturing facility annexed with 2 single-storey office building at a total built-up area of approximately 54,240 sq ft, located at 60, Persiaran Portland, Kawasan Perindustrian Tasek, 31400 Ipoh, Perak
"CAGR"	:	Compound annual growth rate
"CCC"	:	Certificate of completion and compliance
"CDS"	:	Central Depository System
"CDS Account"	:	Account established by Bursa Depository for a depositor for the recording and dealing in securities by the depositor
"CFA"	:	Certificate of Accommodation
"CFO"	:	Certificate of Fitness for Occupation
"CLHF Resources"	:	CLHF Resources Sdn Bhd (Registration No. 202101040490 (1440790-V)), a Promoter, Specified Shareholder and substantial shareholder of our Company
"Closing Date"	:	Date adopted in this Prospectus as the last date for acceptance and receipt of the Application
"CMSA"	:	Capital Markets and Services Act 2007, as amended from time to time and any re-enactment thereof
"Constitution"	:	Our constitution
"COVID-19"	:	Novel coronavirus disease 2019, an infectious respiratory disease which first broke out in 2019
"Depository Rules"	:	Rules of Bursa Depository and any appendices thereto as they may be amended from time to time
"DBKL"	:	Dewan Bandaraya Kuala Lumpur
"Director(s)"	:	An executive director or a non-executive director of our Company within the meaning of Section 2 of the Act

DEFINITIONS (Cont'd)

"EBIT"	:	Earnings before interest and tax
"EBITDA"	:	Earnings before interest, tax, depreciation and amortisation
"Electronic Prospectus"	:	Copy of this Prospectus that is issued, circulated or disseminated via the internet and/or an electronic storage medium
"Electronic Share Application(s)"	:	Application(s) for IPO Shares through a Participating Financial Institution's ATM
"EMSH 1990"	:	Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990
"EPS"	:	Earnings per share
"FPE"	:	9-month financial period(s) ended/ending 30 September, as the case may be
"FYE"	:	Financial year(s) ended/ending 31 December, as the case may be
"Government"	:	Government of Malaysia
"GP"	:	Gross profit
"IFRS"	:	International Financial Reporting Standards
"IMR" or "Vital Factor"	:	Vital Factor Consulting Sdn Bhd (Registration No. 199301012059 (266797-T)), our Independent Business and Market Research Consultants
"IMR Report"	:	Independent Market Research Report titled "Independent Assessment of the Calcium Carbonate Industry"
"Initial Public Offering" or "IPO"	:	Our initial public offering comprising the Public Issue and Offer for Sale
"Internet Participating Financial Institution(s)"	:	Participating financial institution(s) for Internet Share Application(s) as listed in Section 16.6 of this Prospectus
"Internet Share Application(s)"	:	Application(s) for IPO Shares through an online share application service provided by Internet Participating Financial Institution(s)
"IPO Price"	:	Issue/Offer price of RM0.25 per Share under our Public Issue and Offer for Sale
"IPO Share(s)"	:	Issue Share(s) and Offer Share(s), collectively
"ISO"	:	International Organisation for Standardisation
"Issue Share(s)"	:	New Share(s) to be issued under the Public Issue
"Issuing House"	:	Tricor Investor & Issuing House Services Sdn Bhd (Registration No. 197101000970 (11324-H))

DEFINITIONS (Cont'd)

"KL Plant"	: A single-storey manufacturing facility annexed with a 3-storey office building at a total built-up area of approximately 36,332 sq ft, located at Lot 12-A1, Lot 1013A & A1 and Lot 1013-B & B1, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur
"Listing"	: Listing of and quotation for our entire enlarged share capital of RM71,411,201 comprising 280,000,000 Shares on the ACE Market
"Listing Requirements"	: ACE Market Listing Requirements of Bursa Securities, as amended from time to time
"Listing Scheme"	: Comprising the Public Issue, Offer for Sale and Listing, collectively
"LPD"	: 8 February 2024, being the latest practicable date for ascertaining certain information contained in this Prospectus
"M & A Securities"	: M & A Securities Sdn Bhd (Registration No. 197301001503 (15017-H))
"Malaysian Public"	: Citizens of Malaysia and companies, societies, co-operatives and institutions incorporated or organised under the laws of Malaysia, but excluding Zantat Holdings Group's Directors, substantial shareholders of Zantat Holdings and persons associated with them (as defined by the Listing Requirements)
"Market Day"	: Any day between Monday to Friday (both days inclusive) which is not a public holiday and on which Bursa Securities is open for the trading of securities. This 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
"MCO"	: The nationwide Movement Control Order imposed by the Government under the Prevention and Control of Infectious Diseases Act 1988 and the Police Act 1967
"MBI"	: Majlis Bandaraya Ipoh
"MDBG"	: Majlis Daerah Batu Gajah
"MFRS"	: Malaysian Financial Reporting Standards
"MIDA"	: Malaysian Investment Development Authority
"MITI"	: Ministry of Investment, Trade and Industry Malaysia
"MyIPO"	: Intellectual Property Corporation of Malaysia
"NA"	: Net assets
"NBV"	: Net book value
"NRP"	: National Recovery Plan

DEFINITIONS (Cont'd)

"Offer for Sale"	:	Offer for sale of 16,800,000 Offer Shares by our Selling Shareholders at our IPO Price
"Offer Share(s)"	:	Existing Share(s) to be offered by our Selling Shareholders pursuant to the Offer for Sale
"Participating Financial Institution(s)"	:	Participating financial institution(s) for Electronic Share Application(s) as listed in Section 16.5 of this Prospectus
"PAT"	:	Profit after tax
"PBT"	:	Profit before tax
"PE Multiple"	:	Price-to-earnings multiple
"Perak Plants"	:	Calrock Perak Plant, Zantat Perak Plant 1 and 2, collectively
"PDT"	:	Pejabat Daerah dan Tanah Kinta
"Pink Form Allocations"	:	Allocation of 11,200,000 Issue Shares to our eligible Directors, employees and persons who have contributed to the success of our Group, which forms part of our Public Issue
"Promoters"	:	CLHF Resources, Chan Hup Ooi, Chan Eng Hue, Teh Ah Soon @ Teh Soon Tick, Lee Mei Choon, Chan Bin Iuan and Chan Jee Chet, collectively
"Prospectus"	:	This prospectus dated 6 March 2024 in relation to our IPO
"PTG Perak"	:	Pejabat Pengarah Tanah dan Galian Perak
"Public Issue"	:	Public issue of 56,000,000 Issue Shares at our IPO Price
"R&D"	:	Research and development
"ROC"	:	Registrar of Companies
"Rules of Bursa Depository"	:	Rules of Bursa Depository as issued pursuant to the SICDA
"SC"	:	Securities Commission Malaysia
"Selling Shareholder(s)"	:	CLHF Resources, Chan Hup Ooi, Chan Eng Hue, Teh Ah Soon @ Teh Soon Tick, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet, Chan Jee Yang, Lim Gaik Lan, Teh Koh Tun, Teh Su Hui, Ng Paik Hoon, Chan Yu Xuan and Chan Jing Han, collectively
"Share(s)" or "Zantat Holdings Share(s)"	:	Ordinary share(s) in Zantat Holdings
"SICDA"	:	Securities Industry (Central Depositories) Act, 1991
"SOP"	:	Standard operating procedures

DEFINITIONS (Cont'd)

"Specified Shareholder(s)"	:	CLHF Resources, Chan Hup Ooi, Chan Eng Hue, Teh Ah Soon @ Teh Soon Tick, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet, Chan Jee Yang and Ng Paik Hoon, collectively
"SST"	:	Sales and service tax
"TNB"	:	Tenaga Nasional Berhad (Registration No. 199001009294 (200866-W))
"TOL"	:	Temporary occupational licence issued by the state authority to a licensee to occupy certain lands in Peninsular Malaysia and the Federal Territory of Labuan for the purposes stated in the licence
"Underwriting Agreement"	:	Underwriting agreement dated 19 February 2024 entered into between our Company and our Underwriter for the purpose of our IPO
"US"	:	United States of America
"Zantat Perak Plant 1"	:	A single-storey manufacturing facility annexed with a single-storey office building and warehouse and a double-storey hostel accommodation at a total built-up area of approximately 118,000 sq ft, located at PT 24571 Kaw. Industri Batu Kapur Keramat Pulai, 31300 Kampung Kepayang, Perak
"Zantat Perak Plant 2"	:	A single-storey manufacturing facility annexed with a double-storey office building and warehouse at a total built-up area of approximately 107,000 sq ft, located at PT 21289 (Lot 35978), Kaw. Industri Batu Kapur Keramat Pulai, 31300 Kampung Kepayang, Perak
"Zantat Vendor(s)"	:	CLHF Resources, Chan Hup Ooi, Chan Eng Hue, Teh Ah Soon @ Teh Soon Tick, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet, Chan Jee Yang, Lim Gaik Lan, Teh Koh Tun, Teh Su Hui, Ng Paik Hoon, Chan Yu Xuan and Chan Jing Han

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DEFINITIONS (Cont'd)

CURRENCIES AND UNITS:

"CNY"	:	Chinese Yuan Renminbi
"EUR"	:	Euro
"ft"	:	Feet
"km"	:	Kilometre
"kg"	:	Kilogram
"m ² "	:	Square metre
"m ³ "	:	Cubic metre
"mm"	:	Millimetre
"MW"	:	Megawatt
"MWh"	:	Megawatt hour
"RM" or "sen"	:	Ringgit Malaysia and sen respectively
"SGD"	:	Singapore Dollar
"sq ft"	:	Square feet
"USD"	:	United States Dollar

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TECHNICAL GLOSSARY

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

- "Additive" : A substance added to another material to improve or change the chemical and/or physical properties of the material
- "Anti-tack agent" : A substance used to prevent one material from sticking to another or similar material. It is commonly used in latex glove manufacturing for latex gloves to be easily removed from the hand moulds or formers
- "Ball mill" : A machine used in the grinding process to produce fine powder. Ball mill is a hollow cylindrical shell that rotates on its axis. The cylindrical shell is partially filled with balls made from steel, ceramic or rubber. As the shell rotates, the balls are lifted up on the rising side of the shell and then dripped down onto the mineral to crush them. The repeated motion will eventually grind the mineral into fine particles
- "Bioplastic" : A type of plastic that is made entirely from renewable resources (bio-based) such as corn, sugarcane and cellulose, or combined with non-renewable resources (fossil-based) that are biodegradable. Bioplastics may also be made from renewable resources that are non-biodegradable
- "Bioplastic compounds" : A formulated input material comprising bioplastic resins and additives such as calcium carbonate and/or pigments used to make bioplastic products
- "Calcium carbonate (CC)" : A material containing the elements namely, calcium (Ca), carbon (C) and oxygen (O) and having a chemical formulation of CaCO_3 . In the context of this Prospectus, it is taken to represent naturally occurring limestone that has been ground to become GCC, or limestone that had gone through additional process of refining, purification or synthesis to become PCC. The term calcium carbonate used in this Prospectus has purity in excess of 95% and will include some proportion of impurities
- "CC dispersion" : GCC or PCC with added water or solvents
- "Cost, insurance and freight (CIF)" : CIF pricing typically includes the cost of goods, transportation costs to the port of shipment, shipping freight costs to the port of destination and the marine insurance costs to protect against loss or damage during transit. Under the CIF pricing, the seller is responsible for delivering the goods to the port of shipment, loading them onto the vessel and liable for the goods during transit
- "Classifying" : A process of separating particles into different size categories. The process does not change its chemical composition or physical properties. In dry processing, screens or air classifiers are used for classifying. In wet processing, classifying involves the use of centrifuges. Classifying is part of the production process for our calcium carbonate products

TECHNICAL GLOSSARY (Cont'd)

- "Coated GCC" : Natural calcium carbonate powder (uncoated GCC) that goes through an additional coating process or chemical surface treatment process where the powder is sprayed and coated with a fine layer of fatty acid such as stearic acid
- "Compostable bioplastic" : A type of bioplastic that is capable of breaking down into organic matter such as carbon dioxide, water and other organic materials, in a composting environment within a certain timeframe. Some compostable bioplastics may not be suitable for home composting and may require industrial composting facilities to properly break down
- "Compostable packaging film compound" : A type of bioplastic compound used for the production of compostable plastic packaging film
- "Compounds" : Compounds are a mixture of several ingredient including pigments, additives, fillers or reinforcement agents, that are blended together to create a new material with specific properties. They are typically used to modify the properties of the base resin such as improving strength, impact resistance and stiffness. Compounds are usually pre-mixed and supplied in pellet or powder form
- Compounds and masterbatch are both additives used to modify the properties of plastic materials, however they differ in their composition and function
- "Crushing" : Crushing is the first stage of size reduction for large rocks that are blasted from a quarry. There are three or sometimes four stages in the crushing process namely primary, secondary, tertiary and quaternary crushing before it goes through the grinding process. Crushing is part of the production processes for our calcium carbonate products
- "D50" : Also referred to as "average particle size" which represents the midpoint of particle sizes in a given sample. In a calcium carbonate powder sample, D50 means that 50% of the particles in the sample have sizes smaller than a particular stated size. For example, D50 = 1.0 micron, means in a calcium carbonate sample, 50% of the particles in the sample have sizes smaller than 1.0 micron
- "D97" : Also referred to as "top cut particle size" represents the upper limit of particle sizes in a given sample. In a calcium carbonate powder sample, D97 means that 97% of the particles in the sample have sizes smaller than a particular stated size. For example, D97 = 1.0 micron, means in a calcium carbonate sample, 97% of the particles in the sample have sizes smaller than 1.0 micron
- "Dispersing agent" : Also referred to as dispersant which is a substance that is added into a solution to improve the separation or dispersion of particles and to prevent the particles from settling to the bottom of the container or clumping together
- "Dispersion" : In chemistry, dispersion is a mixture in which fine particles of one substance are scattered evenly throughout another substance

TECHNICAL GLOSSARY (Cont'd)

- "Dry grinding" : A mechanical grinding process that does not use any liquids to produce fine particles in powdered form
- "Filler" : A substance that is added to another material (for example, plastics and paints) to replace some proportion of the more expensive original material or it is added to bulk up the volume of the original material. In many situations, fillers also affect the chemical and/or physical properties of the final products
- "Filler masterbatch" : A type of masterbatch which functions as a filler for the finished plastic product. It comprises a concentrated amount of filler such as calcium carbonate mixed with small proportions of other materials such as additives and/or pigment encapsulated within a resin
- "Free on board (FOB)" : FOB pricing typically includes the cost of goods and transportation costs to the port of shipment. FOB pricing indicates that the seller is responsible for delivering the goods to a specific port of shipment and loading them onto the vessel. Once the goods are loaded onto the vessel, the risk and responsibility of the goods are transferred to the buyer. The buyer assumes responsibility for all subsequent costs such as shipping freight costs, marine insurance costs and any applicable custom duties and taxes
- "GCC dispersion" : GCC that have undergone an additional wet grinding process to reduce its particle size where the final product is in liquid or slurry form
- "Grinding" : The process of reducing the size of a material to a certain specified size. Grinding is the second stage of mineral processing after crushing. Grinding may reduce the size of the material to micrometre (10^{-6} metres) or nanometre (10^{-9} metres) particle size. Grinding and milling has the same effect of reducing materials to smaller particle sizes and are used interchangeably. Grinding is part of the production processes for our calcium carbonate products
- "Ground calcium carbonate" or "GCC or Uncoated GCC" : Ground calcium carbonate, commonly known as GCC, is a limestone that has undergone a grinding process. In the context of this Prospectus, GCC is taken to represent ground limestone in powdered form unless otherwise stated
- "Hammer mill" : A mill whose purpose is to crush materials into smaller pieces by the repeated blows of hammers. It is basically a steel drum containing a vertical or horizontal rotating shaft or drum on which multiple hammers are mounted. The hammers are free to swing on the ends of the cross, fixed to the central rotor. The rotor is spun at high speed inside the drum where the material is crushed and expelled through screens of selected sizes. Hammer mill is commonly used in the secondary or tertiary stage of the crushing process
- "IBC" : Intermediate Bulk Container, a large plastic container commonly used to hold liquids or slurries

TECHNICAL GLOSSARY (Cont'd)

- “Industrial compostable bioplastics” : A type of compostable bioplastic that can only be broken down in an industrial composting facility. Industrial composting facilities provide specific conditions such as high temperatures, moisture and microbial activity that enable the bioplastic to break down into organic matter within a certain timeframe
- “Jaw crusher” : A type of machine used to crush large boulders. It is most commonly used in the primary crushing stage
- “Kaolin dispersion” : Kaolin dispersions are kaolin that has gone through a wet grinding process and it is in slurry form. Kaolin is a hydrated aluminosilicate, and it occurs naturally as a clay. Alumina, the raw material for aluminum, is commercially extracted from kaolin. In the context of this Prospectus, kaolin dispersion is used mainly as a filler for the manufacture of synthetic rubber gloves
- “Limestone purity classification” : Limestone purity classification is based on the level of calcium carbonate content as follows:

Purity classification	Calcium carbonate content by weight (%)
Very high purity	> 98.5
High purity	> 97.0
Medium purity	> 93.5 - 97.0
Low purity	> 85.0 - 93.5
Impure	≤ 85.0

- “Masterbatch” : Masterbatch is the formulated input material for the manufacture of plastic products. The formulated mixture includes plastic resins such as polypropylene. This resin is also referred to as a carrier resin as it serves to “carry” all the materials in their respective proportion. The mixture is melted and homogenised to ensure uniform distribution of all the materials and subsequently cooled and cut into small granules to serve as input material for the manufacturing process. Materials in the mixture may include pigments, additives, fillers and/or other chemicals or minerals plus the carrier resin
- “Micron” : Micron or micrometre is a unit of measure of length. One micron is equivalent to one-millionth of a metre represented as 10^{-6} metres. It is a common unit of measure for tiny particles such as calcium carbonate powder. The lower the micron unit, the smaller the particle size. For comparison, a diameter of a typical human hair is 70 microns, a naked-eye visibility threshold is 40 microns, while a red blood cell is 8 microns
- “Milling” : Used interchangeable with grinding
- “OK certification” : OK certification refers to the certification by TUV Austria Cert GmBH for compostable and biodegradable products or materials. This includes compostable products in an industrial composting facility, or in a home garden compost, as well as biodegradable products in a marine (sea), soil or fresh water environment

TECHNICAL GLOSSARY (Cont'd)

- "OK compost INDUSTRIAL certification" : OK compost INDUSTRIAL certification refers to the certification by TUV Austria Cert GmbH for compostable bioplastic products or materials that are biodegradable in an industrial composting facility and complies with the requirements of the EU Packaging Directive (94/62/EEC)
- "Particle size distribution" : In calcium carbonate powder sample, particle size distribution refers to the range of particle sizes present in the given sample. It describes the distribution of particle sizes from the smallest to the largest in a given sample
- Calcium carbonate powder consists of numerous particles, and their sizes can vary significantly. The particle size distribution of calcium carbonate powder is an essential characteristic that affects various properties and performance of the material. It can impact the powder's flowability, dispersibility, packing density, surface area and reactivity
- "PBAT" : Polybutylene adipate terephthalate, a type of bioplastics that is synthetic, derived from fossil resources and is biodegradable
- "PCC dispersion" : PCC that has undergone a wet grinding process to reduce its particle size and the final product is in liquid or slurry form
- "PE" : Polyethylene, a plastic polymer of ethylene mainly used to manufacture containers, electrical insulation and packaging
- "pH" : Potential of hydrogen, a measure of the acidity or basicity (alkalinity) of a solution
- "PLA" : Polylactic acid, a type of bioplastic derived from renewable resources such as corn starch or sugarcane
- "Pigments" : A substance used to provide colours
- "PP" : Polypropylene, a plastic polymer mainly used for moulded parts, electrical insulation, packaging and fibres for wearing apparels
- "Precipitate" : In chemistry, precipitate is the formation of solids from a mixture of chemical solutions. When two or more liquid chemicals are combined, the solid that is formed resulting from the reaction of the mixture is called the precipitate
- "Precipitated Calcium Carbonate" or "PCC" : A higher purity calcium carbonate that is obtained through a series of chemical processes, compared to calcium carbonate obtained directly from naturally formed limestone. PCC is also known as purified, refined or synthetic calcium carbonate. It is provided in powder or slurry form
- "PVC" : Polyvinyl chloride, a thermoplastic resin derived by the polymerisation of vinyl chloride and is mainly used for thin coating, insulation and piping

TECHNICAL GLOSSARY (Cont'd)

- "Slurry" : A mixture of one or more solid substances in a liquid. Commonly the solid substance is in powder form. Examples of slurry include mud mixed with water or concrete before setting. In the context of this Prospectus, it is used interchangeably with dispersion as we are involved in the production of CC dispersions which is in slurry form
- "Solvent" : A liquid that is able to dissolve solid materials resulting in a solution
- "Steep particle size distribution" : Steep particle size distribution refers to particle size distribution where the majority of particles in a given sample are concentrated within a narrow size range. In the context of calcium carbonate powder, a steep particle size distribution may indicate a high level of particle uniformity, which can result in improved dispersibility, packing density, and consistency in applications such as coatings, plastics or adhesives
- "Titanium dioxide" : A naturally occurring mineral that is commonly used as a pigment to provide whiteness and opacity in paints, plastics, paper and other products
- "Vertical roller mill" : A machine used in the grinding process to produce extremely fine powder. The machine is equipped with two to six rollers that are pressed hydraulically against a rotating grinding table. The circular motion of the rotating grinding table crushes and grinds the minerals as it passes through the rollers
- "Wet grinding" : A process that uses beads in liquid to grind a substance to produce fine particles in liquid or slurry form. Usually, finer particle size can be achieved using the wet grinding process compared to dry grinding
- "Whitener" : An additive that is used to increase the brightness or whiteness of a product

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1. CORPORATE DIRECTORY**BOARD OF DIRECTORS**

Name	Designation	Residential address	Nationality / Profession	Gender
Yap Yoon Kong	Independent Non-Executive Chairman	22, Jalan Desa Residen 3 Levenue Desa Parkcity 52200 Kuala Lumpur	Malaysian / Director	Male
Chan Hup Ooi	Non-Independent Non-Executive Deputy Chairman	10, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Malaysian / Director	Male
Chan Bin Iuan	Managing Director (Non-Independent)	8, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Malaysian / Director	Male
Chan Jee Chet	Executive Director (Non-Independent)	10, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Malaysian / Director	Male
Poo Lap Tuck	Independent Non-Executive Director	Unit 102, Zenia 3, Jalan Residen 2 Desa Parkcity 52200 Kuala Lumpur	Malaysian / Director	Male
Gan Seng Kian	Independent Non-Executive Director	C-20-2, Pangsapuri Akasa Jalan Akasa Akasa Cheras Selatan 43300 Seri Kembangan Selangor	Malaysian / Director	Male
Rima Ramona Binti Muhammad Arif	Independent Non-Executive Director	10, Jalan Burhanuddin Helmi Taman Tun Dr Ismail 60000 Kuala Lumpur	Malaysian / Director	Female

AUDIT AND RISK MANAGEMENT COMMITTEE

Name	Designation	Directorship
Poo Lap Tuck	Chairperson	Independent Non-Executive Director
Gan Seng Kian	Member	Independent Non-Executive Director
Rima Ramona Binti Muhammad Arif	Member	Independent Non-Executive Director

1. CORPORATE DIRECTORY (Cont'd)

NOMINATING COMMITTEE

Name	Designation	Directorship
Gan Seng Kian	Chairperson	Independent Non-Executive Director
Poo Lap Tuck	Member	Independent Non-Executive Director
Rima Ramona Binti Muhammad Arif	Member	Independent Non-Executive Director

REMUNERATION COMMITTEE

Name	Designation	Directorship
Rima Ramona Binti Muhammad Arif	Chairperson	Independent Non-Executive Director
Poo Lap Tuck	Member	Independent Non-Executive Director
Gan Seng Kian	Member	Independent Non-Executive Director

COMPANY SECRETARY : Siew Suet Wei (MAICSA 7011254)
SSM Practising Certificate No.: 202008001690
(Chartered Secretary and Fellow of the Malaysian Institute of Chartered Secretaries and Administrators)

Lim Yen Teng (LS0010182)
SSM Practising Certificate No.: 201908000028
(Chartered Governance Professional and Master in Administration from Universiti Tunku Abdul Rahman)

5-9A, The Boulevard Offices
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur

Telephone: +603-2282 6331

REGISTERED OFFICE : 5-9A, The Boulevard Offices
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur

Telephone: +603-2282 6331

HEAD OFFICE : PT 24571 & PT 21289 (Lot 35978)
Kaw. Industri Batu Kapur Keramat Pulai
31300 Kampung Kepayang
Perak

Telephone: +605-357 1853

EMAIL ADDRESS AND WEBSITE : Website: www.zantat.com.my
Email address: zantat@zantat.com.my

1. CORPORATE DIRECTORY (Cont'd)

- AUDITORS AND REPORTING ACCOUNTANTS FOR OUR LISTING** : **Crowe Malaysia PLT**
(Registration No. 201906000005 (LLP0018817-LCA) & AF 1018)
Level 16 Tower C
Megan Avenue II
12, Jalan Yap Kwan Seng
50450 Kuala Lumpur

Partner-in-charge : Ho Yen Ling
Approval number : 03378/06/2024 J
Professional : Chartered Accountant of the
qualification Malaysian Institute of Accountants

Telephone: +603-2788 9999
- ADVISER, SPONSOR, UNDERWRITER AND PLACEMENT AGENT** : **M & A Securities Sdn Bhd**
(Registration No. 197301001503 (15017-H))
45 & 47, Levels 3 and 7
The Boulevard
Mid Valley City
Lingkaran Syed Putra
59200 Kuala Lumpur

Telephone: +603-2284 2911
- SOLICITORS FOR OUR LISTING** : **Cheang & Ariff**
Loke Mansion
273A, Jalan Medan Tuanku
50300 Kuala Lumpur

Telephone: +603-2691 0803
- ISSUING HOUSE AND SHARE REGISTRAR** : **Tricor Investor & Issuing House Services Sdn Bhd**
(Registration No. 197101000970 (11324-H))
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

Telephone: +603-2783 9299
- INDEPENDENT BUSINESS AND MARKET RESEARCH CONSULTANTS** : **Vital Factor Consulting Sdn Bhd**
(Registration No. 199301012059 (266797-T))
V Square @ PJ City Centre (VSQ)
Block 6 Level 6, Jalan Utara
46200 Petaling Jaya
Selangor

1. CORPORATE DIRECTORY (Cont'd)

Person-in-charge : Wooi Tan
Professional : Master of Business Administration
qualification : from The New South Wales
Institute of Technology (now
known as University of
Technology, Sydney), Australia,
Bachelor of Science from The
University of New South Wales,
Australia and a Fellow of the
Australian Marketing Institute,
and Institute of Managers and
Leaders, Australia (formerly
known as the Australian Institute
of Management)

Telephone: +603-7931 3188

LISTING SOUGHT : ACE Market of Bursa Securities

SHARIAH STATUS : Approved by Shariah Advisory Council of SC

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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 the information that may be important to you. You should read and understand the contents of the whole Prospectus prior to deciding on whether to invest in our Shares.

2.1 PRINCIPAL DETAILS OF IPO

The following details relating to our IPO are derived from the full text of this Prospectus and should be read in conjunction with that text:

	Public Issue		Offer for Sale		Total	
	No. of Shares	(1)%	No. of Shares	(1)%	No. of Shares	(1)%
Malaysian Public	14,000,000	5.0	-	-	14,000,000	5.0
Pink Form Allocations	11,200,000	4.0	-	-	11,200,000	4.0
Private placement to selected investors	30,800,000	11.0	16,800,000	6.0	47,600,000	17.0
	56,000,000	20.0	16,800,000	6.0	72,800,000	26.0

Enlarged number of Shares upon Listing	280,000,000
IPO Price per Share	RM0.25
Market capitalisation (calculated based on our IPO Price and enlarged number of Shares upon Listing)	RM70,000,000

Note:

(1) Based on our enlarged share capital of 280,000,000 Shares after our IPO.

Further details of our IPO are set out in Section 4 of this Prospectus.

Our Specified Shareholders' entire shareholdings after IPO will be held under moratorium for 6 months from the date of Listing. Thereafter, our Specified Shareholders' shareholdings amounting to 45.0% of our share capital will remain under moratorium for another 6 months. Thereafter, our Specified Shareholders may sell, transfer or assign up to a maximum of one-third per annum (on a straight-line basis) of their shares under moratorium upon expiry of the second 6-month moratorium period.

Separately, the ultimate shareholders of CLHF Resources, namely, Chan Hup Ooi, Lee Mei Hoon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang have also undertaken not to sell, transfer or assign their shareholdings in CLHF Resources during the moratorium period.

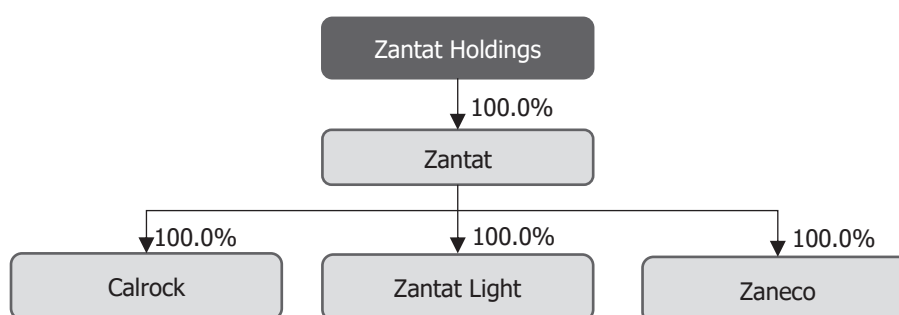
Further details on the moratorium on our Shares are set out in Section 3.2 of this Prospectus.

2.2 GROUP STRUCTURE, BUSINESS MODEL AND OPERATIONAL HIGHLIGHTS

Our Company was incorporated in Malaysia under the Act on 30 November 2021 as a private limited company under the name of Zantat Holdings Sdn Bhd. On 25 May 2023, we converted into a public limited company and adopted our present name.

2. PROSPECTUS SUMMARY (Cont'd)

Our Company is an investment holding company. Our Group structure as at LPD is as follows:



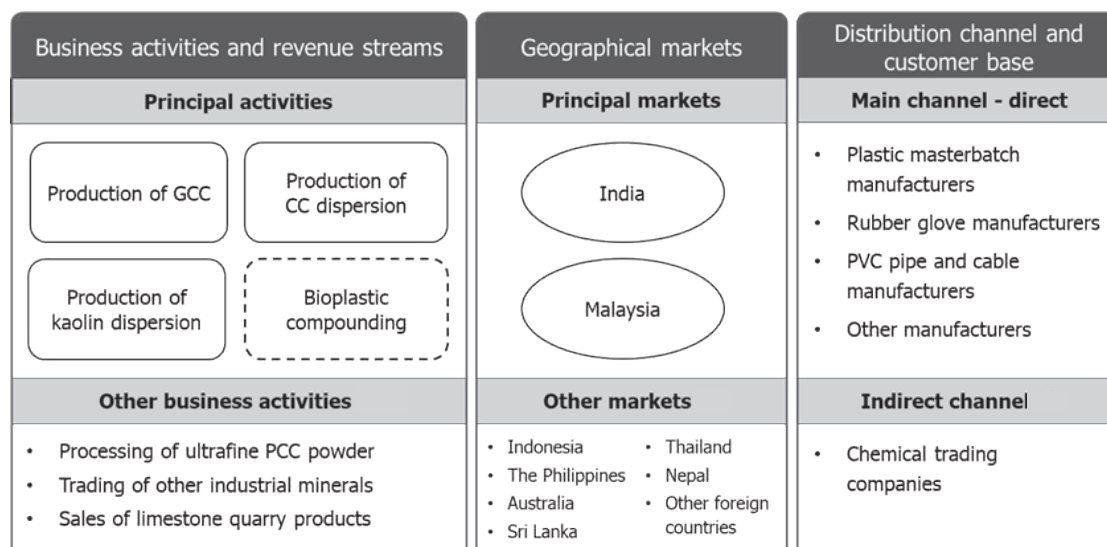
Company	Principal activities
Zantat	Production of calcium carbonate, processing and trading of industrial minerals, and operations of limestones quarry
Calrock	Production of calcium carbonate
Zantat Light	Operations of limestone quarry
Zaneco	Dormant ⁽¹⁾

Note:

- (1) As at LPD, Zaneco is a dormant company and has yet to commence operations. Zaneco intends to carry out the manufacturing of bioplastic compound as part of its future plans by first quarter of 2024.

Through our subsidiaries, we are principally involved the production of calcium carbonate namely GCC and CC dispersions. We are also involved in the production of kaolin dispersion, processing of ultrafine PCC powder, trading of other industrial minerals (mainly talcum powder and limestone chips), and sales of limestone quarry products. We also operate our own limestone quarry mainly for internal use of limestone. Our bioplastic compounding business is in the process of commercialisation. Potential customers have been identified with samples provided for testing. Upon completion of testing, the customers' orders are expected to commence during first quarter of 2024. Our Promoters acquired Zantat with 5 other shareholders in 1985 and subsequently commenced operations to produce GCC in 1986.

Our business model is depicted in the following diagram:

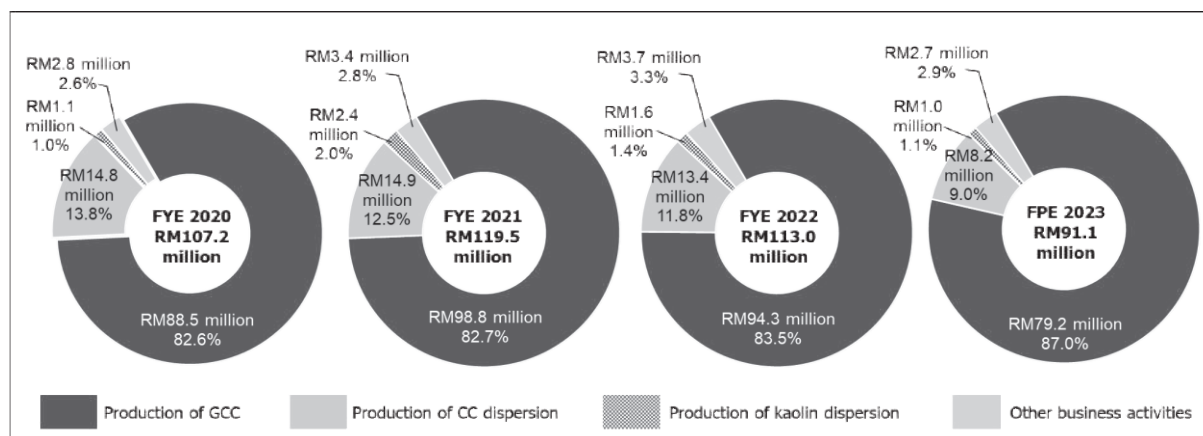


Bioplastic compounding In the process of commercialisation

2. PROSPECTUS SUMMARY (Cont'd)

We are primarily involved in the production of calcium carbonate products, namely GCC and CC dispersions. For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, the production of GCC was the largest revenue contributor to our Group which accounted for 82.6%, 82.7%, 83.5% and 87.0% of our total revenue, respectively. This was followed by the production of CC dispersion, and kaolin dispersion, a new product we introduced in 2020 for use as fillers in the production of synthetic rubber gloves.

Our Group is also involved in other business activities such as the processing of ultrafine PCC powder, trading of other industrial minerals, and sales of limestone quarry products. Our revenue segmentation by business activities are as follows:



Further details of our Group and our business model are set out in Sections 6 and 7 of this Prospectus.

2.3 IMPACT OF COVID-19 AND MCO

The World Health Organisation declared COVID-19 a pandemic on 11 March 2020. The Government implemented several measures to reduce and control the spread of COVID-19 in the country, commencing on 18 March 2020. As a result of the implementation of MCO by the Government, our Group's revenue declined by 33.7% in the second quarter of FYE 2020 compared to the previous quarter due to the closure of our business operations from 18 March 2020 up to 21 April 2020, but was made up by increased orders upon resumption of business operations on 22 April 2020.

Despite the implementation of phase 1 under the NRP, as an "essential services" provider, we continued our business operations from 1 June 2021. Although we were able to continue our operations, our sales volume was impacted due to the COVID-19 outbreak in India coupled with the increased sea freight rates which deterred some of our customers in India from importing from Malaysia. As a result, our Group's revenue declined by 30.3% mainly due to decrease in sales to India as there was a lockdown in India from April to June 2021 amidst the COVID-19 Delta variant outbreak in early 2021, and further in FYE 2022, where our revenue declined by 21.0%. Nevertheless, our revenue recovered by 25.6% in the third quarter of 2022 as demand from customers increased as sea freight rates was decreasing in the second half of 2022.

We are of the view that the COVID-19 pandemic will not have a material adverse impact on our prospects in the long run, taking into consideration the gradual recovery of the economy in Malaysia and India. Further details on the impact of COVID-19 and MCO and our measures to commence and continue operations are set out in Section 7.10.1 of this Prospectus.

2. PROSPECTUS SUMMARY (Cont'd)

2.4 COMPETITIVE STRENGTHS

Our Directors believe that our business sustainability and future growth is built on the following competitive strengths:

- (a) The diverse functions and uses of our calcium carbonate provide us with a potentially wide addressable market to sustain and grow our business. Our Group has a diversified range of calcium carbonate product range, and is well positioned to capitalise on the global movement towards reduction of plastic in manufacturing, as we have commercialised several types of GCC products that are suitable for as fillers used to reduce the composition of plastic, making it more environmentally friendly.
- (b) We have an established track record that spans approximately 38 years since the commencement of our business operation in the production of calcium carbonate products in 1986. Throughout our 38 years of operations, we have developed and established long-term relationships with our customers where our top 5 major customers for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023 have been dealing with us between 11 years and 21 years, as at LPD.
- (c) For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, we serve customers across 19 foreign markets in Asia Pacific and the Middle East. Revenue derived from foreign markets collectively accounted for 71.3% (RM76.4 million), 72.5% (RM86.6 million), 68.9% (RM77.9 million) and 68.1% (RM62.0 million) of our total revenue for FYE 2020, FYE 2021, FYE 2022 and FPE 2023 respectively. This demonstrates our ability to tap into various foreign markets which indicates the acceptance of our products in these countries which increases our potential addressable market.
- (d) We have an experienced key senior management team, led by our Managing Director / Chief Executive Officer, Chan Bin Iuan, who bring with him 17 years of experience in the calcium carbonate industry. He has been instrumental in the growth and development of our Group including his initiative to drive export sales of our GCC products to India in 2012. Having an experienced management team will provide stability and serve as a platform for business sustainability and growth.
- (e) We have received ISO 9001:2015 quality management system certification and Hazard Analysis and Critical Control Points (HACCP), Good Manufacturing Practice (GMP) and Halal certifications in order to provide customers with the assurance that we adhere to recognised quality standards, processes and management systems for our calcium carbonate products. This is because some of our calcium carbonate products are for the manufacturing of plastics used for food packaging. In addition, all our production plants are equipped with their respective quality control and testing facility to ensure consistent product quality.
- (f) We have 2 pieces of leasehold lands with limestone reserves in Keramat Pulai, Perak that respectively expire in 2068 and 2070. For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, we extracted approximately 0.07 million tonnes, 0.10 million tonnes, 0.06 million tonnes and 0.06 million tonnes, respectively. Based on the average extraction rate of FYE 2020, FYE 2021, FYE 2022 and FPE 2023, the 2 limestone reserves will last us through the remaining tenure of the leasehold lands.

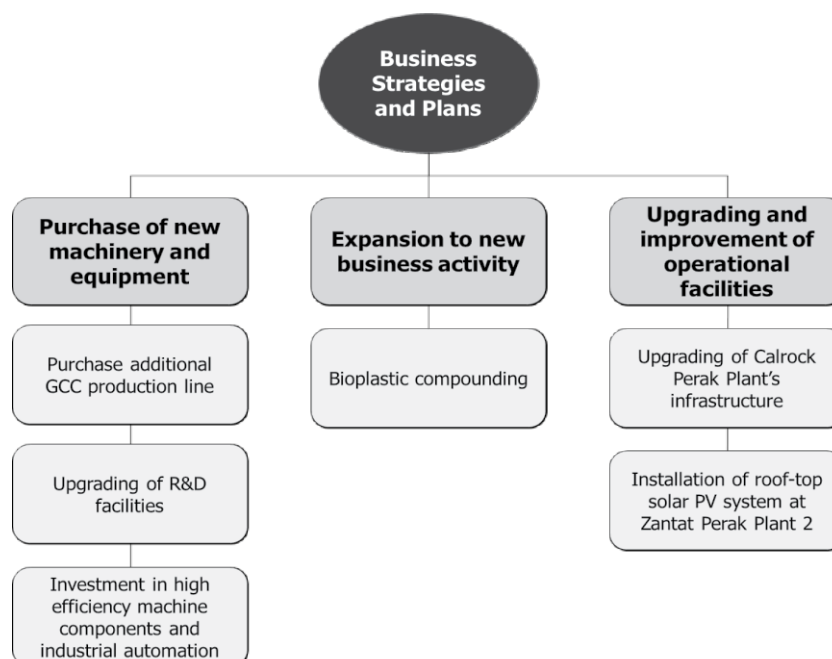
Further details of our competitive strengths are set out in Section 7.15 of this Prospectus.

2.5 BUSINESS STRATEGIES

Our business objectives are to maintain sustainable growth and create long-term shareholder value. To achieve our business objectives, we will implement the following business strategies over the period of 24 months from the date of our Listing.

2. PROSPECTUS SUMMARY (Cont'd)

Our business strategies and plans are summarised in the following diagram:



Further details of our business strategies are set out in Section 7.18 of this Prospectus.

2.6 RISK FACTORS

Before investing in our Shares, you should carefully consider, along with other matters in this Prospectus, the risk factors as set out in Section 9 of this Prospectus. Some of the more important risk factors are summarised below:

- (a) We are dependent on our customers from India who are mainly plastic masterbatch manufacturers. For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, India was our largest export market which amounted to RM67.1 million (62.5%), RM75.5 million (63.2%), RM67.4 million (59.6%) and RM54.2 million (59.5%) of our total revenue, respectively. Any unfavourable changes in the plastic masterbatch manufacturing industry, as well as the economy, political, laws and regulation, and social environment in India may adversely impact on our business operations and financial performance to the extent that such changes affects our customers in India and their demand for our products.
- (b) We are dependent on our top 2 major customers, namely Alok Group (Alok Master Batches Private Limited and Alok Industries) and Sonali Group (Sonali Polyplast Pvt Ltd and Sonali Polymers Pvt Ltd), collectively contributed approximately 24.6%, 30.5%, 32.4% and 33.5% to our Group's revenue in FYE 2020, FYE 2021, FYE 2022 and FPE 2023 respectively. We expect that these major customers will continue to contribute to our Group's revenue in the future. We may be materially and adversely affected if we were to lose one or both of these 2 major customers without securing new customers in a timely manner to replace the loss of business.
- (c) Our operations are subject to the validity of our licences, permits or approvals. As mentioned in Section 6.7, our Group does not expect any material adverse impact to the operations or financial performance of our Group in the unlikely event of non-renewal or absence of the water abstraction licence and the TOL. Save for the foregoing, if we are unable to obtain, renew or maintain our licences, permits or approvals, our business operations may be disrupted and this could have a material adverse impact on our financial condition, results of operations and prospects.

2. PROSPECTUS SUMMARY (Cont'd)

- (d) We are exposed to the increases in logistic and raw material costs. For the FYE 2020, FYE 2021 and FYE 2022, our logistic costs increased from RM24.4 million in FYE 2020 to RM37.7 million in FYE 2021 before it subsequently decreased to RM33.3 million in FYE 2022. In FPE 2023, logistic costs decreased to RM18.7 million compared to RM25.8 million in FPE 2022. Any increases in our cost will eventually require us to increase our selling prices, which may reduce our competitiveness. In the event we are unable to pass on any of the cost increases to our customers or if we are unable to do so in a timely manner, we would have to absorb the increases in the costs and this would adversely affect our profitability and financial performance.
- (e) We are dependent on our experienced management team for the continuing success of our Group. The continuing success, future growth and expansion of our Group are, to a significant extent, dependent on the knowledge, experience, skills and continued services of our Directors and key senior management. The loss of our experienced Managing Director, Executive Director and key senior management without suitable and timely replacements, may have an adverse impact on our Group's business and ability to compete effectively.
- (f) We are dependent on a broad range of human capital as we require semi-skilled operators to operate our plants. As at LPD, we have a workforce of 220 employees, of which 50.0% are foreign workers employed as production workers, machine operators and packers at our production plants. We may face the risk of shortage of foreign workers to meet the manpower requirements needed for our production and business activities in the future due to such changes.
- (g) We are subject to the demand and performance of the user-industries. Our revenue contribution from plastic masterbatch manufacturers accounted for 67.6% (RM72.5 million), 67.0% (RM80.1 million), 68.8% (RM77.7 million) and 70.3% (RM64.1 million) of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively, while our revenue contribution from glove manufacturers accounted for 10.6% (RM11.4 million), 9.7% (RM11.6 million), 11.1% (RM12.5 million) and 8.5% (RM7.7 million) of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively. Any loss or reduction of orders from operators in this industry, if not replaced, may adversely affect our business operations and financial performance.
- (h) We face competition from other suppliers of calcium carbonate products. The competition we face from existing industry players and new market entrants domestically and from foreign countries may impact our revenue and profitability as we are required to be more price competitive in order to secure purchase orders. If we are unable to remain competitive, this may result in a reduction in our profit margins and/or reductions in orders or loss of business from customers, all of which would adversely affect our financial performance.

2.7 DIRECTORS AND KEY SENIOR MANAGEMENT

Our Directors and key senior management are as follows:

Name	Designation
Directors	
Yap Yoon Kong	Independent Non-Executive Chairman
Chan Hup Ooi	Non-Independent Non-Executive Deputy Chairman
Chan Bin Iuan	Managing Director
Chan Jee Chet	Executive Director
Poo Lap Tuck	Independent Non-Executive Director
Gan Seng Kian	Independent Non-Executive Director
Rima Ramona Binti Muhammad Arif	Independent Non-Executive Director

2. PROSPECTUS SUMMARY (Cont'd)

Name	Designation
Key senior management	
Chan Bin Iuan	Chief Executive Officer
Chan Eng Hue	Chief Operating Officer (KL Plant)
Chan Jee Chet	Chief Operating Officer (Perak Plants)
Aw Ee Ling	Chief Financial Officer

Further details of our Directors and key senior management are set out in Section 5 of this Prospectus.

2.8 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

The shareholdings of our Promoters and substantial shareholders in our Company before and after our IPO are set out below:

Name	Country of incorporation / Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Promoters and substantial shareholders									
CLHF Resources ⁽³⁾	Malaysia	119,466,600	53.3	-	-	110,506,600	39.4	-	-
Teh Ah Soon @ Teh Soon Tick	Malaysian	20,160,000	9.0	-	-	18,648,000	6.6	-	-
Chan Eng Hue	Malaysian	17,920,000	8.0	-	-	16,576,000	5.9	-	-
Chan Hup Ooi	Malaysian	8,362,700	3.7	⁽⁴⁾⁽⁵⁾	60.8	7,735,500	2.8	⁽⁴⁾⁽⁵⁾	45.0
				136,192,000				125,977,600	
Promoters									
Lee Mei Choon	Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Chan Bin Iuan	Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Chan Jee Chet	Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-

Notes:

- (1) Based on the share capital of 224,000,000 Shares before our IPO.
- (2) Based on the enlarged share capital of 280,000,000 Shares after our IPO.
- (3) CLHF Resources is held by Chan Hup Ooi (61.1%), Lee Mei Choon (13.6%), Chan Bin Iuan (10.5%), Chan Jee Chet (10.5%) and Chan Jee Yang (4.3%). Please see Section 5.1.2(a) of this Prospectus for further details of CLHF Resources.
- (4) Deemed interested by virtue of his shareholdings in CLHF Resources pursuant to Section 8(4) of the Act.
- (5) Deemed interested by virtue of his spouse's and his son's (Chan Jee Yang) shareholdings pursuant to Section 59(11)(c) of the Act.

Further details of our Promoters and substantial shareholders are set out in Section 5.1 of this Prospectus.

2. PROSPECTUS SUMMARY (Cont'd)

2.9 UTILISATION OF PROCEEDS

The gross proceeds to be raised by our Company from the Public Issue of RM14.0 million shall be utilised in the following manner:

Utilisation of proceeds	RM'000	%	⁽¹⁾Estimated timeframe for utilisation
Upgrading of R&D facilities	3,830	27.4	Within 12 months
Upgrading of Calrock Perak Plant's infrastructure	1,000	7.2	Within 12 months
Investment in high efficiency machine components and industrial automation	1,350	9.6	Within 6 months
Repayment of bank borrowings	3,390	24.2	Within 12 months
Working capital	1,430	10.2	Within 12 months
Estimated listing expenses	3,000	21.4	Immediately
Total	14,000	100.0	

Note:

(1) From the date of listing of our Shares.

There is no minimum subscription to be raised from IPO.

Detailed information on our utilisation of proceeds is set out in Section 4.9 of this Prospectus.

2.10 FINANCIAL HIGHLIGHTS

2.10.1 Combined and consolidated statements of comprehensive income

The following table sets out the financial highlights based on our combined and consolidated statements of comprehensive income for FYE 2020 to 2022 and FPE 2022 to 2023:

	Audited			Unaudited	Audited
	FYE 2020	FYE 2021	FYE 2022	FPE 2022	FPE 2023
	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	107,209	119,464	113,023	82,977	91,089
GP	47,161	60,171	52,079	38,883	35,889
PBT	8,533	9,111	7,341	5,850	7,834
PAT	6,235	6,504	5,419	4,420	5,671
GP margin (%) ⁽¹⁾	44.0	50.4	46.1	46.9	39.4
PAT margin (%) ⁽²⁾	5.8	5.4	4.8	5.3	6.2
EPS (sen) ⁽³⁾	2.2	2.3	1.9	1.6	2.0
Current ratio (times)	1.5	1.4	1.3	1.5	1.7
Gearing ratio (times)	0.4	0.5	0.4	0.4	0.2

Notes:

(1) GP margin is computed based on GP divided by revenue.

(2) PAT margin is computed based on PAT divided by revenue.

(3) Calculated based on PAT and enlarged share capital of 280,000,000 Shares after our IPO.

2. PROSPECTUS SUMMARY (Cont'd)

There were no exceptional items during the financial years / periods under review. Our audited combined and consolidated financial statements for the past financial years / periods under review were not subject to any audit qualifications. Further details on the financial information are set out in Section 12 and 13 of this Prospectus.

2.10.2 Pro forma consolidated statements of financial position

The following table sets out a summary of the pro forma consolidated statements of financial position of our Group to show the effects of the Acquisition of Zantat, Public Issue and utilisation of proceeds. It is presented for illustrative purposes only and should be read together with the pro forma consolidated statements of financial position as set out in Section 14 of this Prospectus.

	As at 30 September 2023 RM'000	I After Acquisition of Zantat RM'000	II After I and Public Issue RM'000	III After II and utilisation of proceeds RM'000
ASSETS				
Total non-current assets	55,946	55,946	55,946	55,946
Total current assets	40,324	40,303	54,303	49,198
TOTAL ASSETS	96,270	96,249	110,249	105,144
EQUITY AND LIABILITIES				
Share capital	6,000	57,411	71,411	70,530
Merger deficit	(4,100)	(4,100)	(4,100)	(4,100)
Reorganisation deficit	-	(51,411)	(51,411)	(51,411)
Retained profits	61,178	61,155	61,155	60,321
TOTAL EQUITY	63,078	63,055	77,055	75,340
Total non-current liabilities	8,819	8,819	8,819	6,349
Total current liabilities	24,373	24,375	24,375	23,455
TOTAL LIABILITIES	33,192	33,194	33,194	29,804
TOTAL EQUITY AND LIABILITIES	96,270	96,249	110,249	105,144
No. of Shares in issue (^000)	6,000	224,000	280,000	280,000
NA per Share (RM)	10.5	0.3	0.3	0.3
Borrowings	11,983	11,983	11,983	8,593
Gearing (times)	0.2	0.2	0.2	0.1

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2. PROSPECTUS SUMMARY (Cont'd)

2.11 DIVIDEND POLICY

Our Company presently does not have a fixed dividend policy. It is our intention to pay dividends to shareholders in the future, however, such payments will depend upon a number of factors, including our Group's financial performance and condition, working capital needs and availability of cash, capital expenditure and business expansion plans, loan agreements and covenants therein, general financial condition and any other factors considered relevant by our Board.

The dividends declared and paid by our Group for FYE 2020 to FYE 2022 and FPE 2023 and up to the LPD are as follows:

	<u>FYE 2020</u>	<u>FYE 2021</u>	<u>FYE 2022</u>	<u>FPE 2023</u>	<u>From 1 October 2023 and up to LPD</u>
	<u>RM'000</u>	<u>RM'000</u>	<u>RM'000</u>	<u>RM'000</u>	<u>RM'000</u>
Dividends declared and paid	4,500	3,723	6,000	-	-

The dividends declared and paid in FYE 2020 to FYE 2022 were funded via internally generated funds. Additionally, it should be noted that, of the RM6.0 million dividends declared in FYE 2022, RM3.0 million was utilised to reinvest in Zantat via the issuance of ordinary shares. Please refer to Section 15.2.1 of this Prospectus for further details. Further, we do not intend to declare and pay any dividends from the LPD up to the point of our Listing.

Further details of our dividend policy are set out in Section 12.16 of this Prospectus.

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3. APPROVALS AND CONDITIONS

3.1 APPROVALS AND CONDITIONS

3.1.1 Bursa Securities approval

Bursa Securities had, vide its letter dated 12 October 2023, approved our admission to the Official List of the ACE Market and the listing of and quotation for our entire enlarged issued share capital on the ACE Market. The approval from Bursa Securities is subject to the following conditions:

No.	Details of conditions imposed	Status of compliance
(a)	Submit the following information with respect to the moratorium on the shareholding of the Specified Shareholders to Bursa Depository: <ul style="list-style-type: none"> (i) Name of shareholders; (ii) Number of Shares; and (iii) Date of expiry of the moratorium for each block of Shares. 	Complied
(b)	Confirmation that approvals from other relevant authorities have been obtained for implementation of the Listing;	Complied
(c)	The Bumiputera equity requirements for public listed companies as approved / exempted by the SC including any conditions imposed thereon;	Complied
(d)	Make the relevant announcements pursuant to Paragraphs 8.1 and 8.2 of Guidance Note 15 of the Listing Requirements;	To be complied
(e)	Furnish to Bursa Securities a copy of the schedule of distribution showing compliance with the public shareholding spread requirements based on the entire issued share capital of Zantat Holdings on the first day of Listing;	To be complied
(f)	In relation to the Public Issue to be undertaken by Zantat Holdings, to announce at least 2 market days prior to the Listing date, the result of the offering including the following: <ul style="list-style-type: none"> (i) Level of subscription of public balloting and placement; (ii) Basis of allotment / allocation; (iii) A table showing the distribution for placement tranche; and (iv) Disclosure of placees who become substantial shareholders of Zantat Holdings arising from the Public Issue, if any. 	To be complied
(g)	Zantat Holdings / M & A Securities to furnish Bursa Securities with a written confirmation of its compliance with the terms and conditions of Bursa Securities' approval upon the admission of Zantat Holdings to the Official List of the ACE Market.	To be complied

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

3.1.2 SC approval

Our Listing 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 16 October 2023, approved our resultant equity structure pursuant to our Listing under the Bumiputera equity requirement for public listed companies.

The approval from the SC is subject to the following conditions:

No.	Details of conditions imposed	Status of compliance
(a)	Zantat Holdings to make available at least 50% of the shares offered to the Malaysian public investors via balloting to Bumiputera public investors at the point of Listing;	To be complied
(b)	Zantat Holdings to allocate 12.5% of its enlarged number of issued shares to Bumiputera investors to be approved by the MITI within one (1) year after achieving the profit requirement for companies seeking listing on the Main Market of Bursa Securities or five (5) years after being listed on the ACE Market, whichever is earlier (" Compliance Date ");	To be complied
(c)	Zantat Holdings to submit to the SC a proposal to comply with the equity condition stated in paragraph (b) above, at least six (6) months prior to the Compliance Date; and	To be complied
(d)	M & A Securities or Zantat Holdings to submit Zantat Holding's equity structure to the SC upon completion of the Listing.	To be complied

The Shariah Advisory Council of SC had, vide its letter dated 20 July 2023 classified our Shares as shariah-compliant based on our audited combined and consolidated financial statements for FYE 2022.

3.2 MORATORIUM ON OUR SHARES

3.2.1 Specified Shareholders

The Specified Shareholders of Zantat pursuant to definitions under Rule 1.01 of the Listing Requirements are the controlling shareholders, namely CLHF Resources and Chan Hup Ooi (via CLHF Resources), and the persons connected to them, namely Teh Ah Soon @ Teh Soon Tick being the original founder and business partner of Chan Hup Ooi, and the family of Chan Hup Ooi, namely Lee Mei Choon, Chan Eng Hue, Ng Paik Hoon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang. In accordance with Rule 3.19(1) of the Listing Requirements, a moratorium will be imposed on the sale, transfer or assignment of those Shares held by our Specified Shareholders as follows:

3. APPROVALS AND CONDITIONS (Cont'd)

- (a) The moratorium applies to the entire shareholdings of our Specified Shareholders for a period of 6 months from the date of our admission to the ACE Market ("**First 6-Month Moratorium**");
- (b) Upon the expiry of the First 6-Month Moratorium, our Company must ensure that our Specified Shareholders' aggregate shareholdings amounting to at least 45.0% of the total number of issued ordinary shares remain under moratorium for another period of 6 months ("**Second 6-Month Moratorium**"); and
- (c) On the expiry of the Second 6-Month Moratorium, our Specified Shareholders may sell, transfer or assign up to a maximum of 1/3 per annum (on a straight-line basis) of those Shares held under moratorium.

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3. APPROVALS AND CONDITIONS (Cont'd)

Details of our Specified Shareholders and their Shares which will be subject to the abovementioned moratorium, are set out below:

Specified Shareholders	Year 1				Year 2		Year 3	
	Moratorium shares during the First 6-Month Moratorium		Moratorium shares during the Second 6-Month Moratorium		Moratorium shares		Moratorium shares	
	(1)No. of Shares	(2)%	(1)No. of Shares	(2)%	No. of Shares	(2)%	No. of Shares	(2)%
CLHF Resources	110,506,600	39.4	74,944,167	26.7	49,962,777	17.9	24,981,388	8.9
Teh Ah Soon @ Teh Soon Tick	18,648,000	6.6	12,646,836	4.5	8,431,223	3.0	4,215,612	1.5
Chan Eng Hue	16,576,000	5.9	11,241,632	4.0	7,494,420	2.7	3,747,210	1.3
Chan Hup Ooi	7,735,500	2.8	5,246,117	1.9	3,497,412	1.2	1,748,706	0.6
Lee Mei Choon	7,735,500	2.8	5,246,117	1.9	3,497,412	1.2	1,748,706	0.6
Chan Bin Iuan	7,735,500	2.8	5,246,117	1.9	3,497,412	1.2	1,748,706	0.6
Chan Jee Chet	7,735,500	2.8	5,246,117	1.9	3,497,412	1.2	1,748,706	0.6
Chan Jee Yang	7,735,500	2.8	5,246,117	1.9	3,497,412	1.2	1,748,706	0.6
Ng Paik Hoon	1,381,300	0.5	936,780	0.3	624,520	0.2	312,260	0.1
	185,789,400	66.4	126,000,000	45.0	84,000,000	30.0	42,000,000	15.0

Notes:

(1) After Offer for Sale.

(2) Based on the enlarged share capital of 280,000,000 Shares after our IPO.

The moratorium has been fully accepted by our Specified Shareholders, who have provided written undertakings that they will not sell, transfer or assign their shareholdings under moratorium during the moratorium period.

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

Separately, the ultimate shareholders of CLHF Resources, namely Chan Hup Ooi, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang have also undertaken not to sell, transfer or assign their shareholdings in CLHF Resources during the abovementioned moratorium period.

4. DETAILS OF OUR IPO

4.1 OPENING AND CLOSING OF APPLICATION PERIOD

The Application period will open at 10.00 a.m. on 6 March 2024 and will remain open until 5.00 p.m. on 13 March 2024. **LATE APPLICATIONS WILL NOT BE ACCEPTED.**

4.2 INDICATIVE TIMETABLE

Events	Indicative date
Issuance of this Prospectus / Opening of Application	6 March 2024
Closing of Application	13 March 2024
Balloting of Application	18 March 2024
Allotment / Transfer of our IPO Shares to successful applicants	25 March 2024
Date of Listing	27 March 2024

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

4.3 DETAILS OF OUR IPO

4.3.1 Listing scheme

(a) Public Issue

A total of 56,000,000 Issue Shares, representing approximately 20.0% of our enlarged share capital are offered at our IPO Price. The Issue Shares shall be allocated in the following manner:

(i) Malaysian Public

14,000,000 Issue Shares, representing approximately 5.0% of our enlarged share capital, are reserved for application by the Malaysian Public, to be allocated via balloting process as follows:

(aa) 7,000,000 Issue Shares made available to public investors; and

(bb) 7,000,000 Issue Shares made available to Bumiputera public investors.

(ii) Eligible Directors, employees and persons who have contributed to the success of our Group

11,200,000 Issue Shares, representing approximately 4.0% of our enlarged share capital, are reserved for our eligible Directors, employees and persons who have contributed to the success of our Group under the Pink Form Allocations. Further details of our Pink Form Allocations are set out in Section 4.3.2 of this Prospectus.

(iii) Private placement to selected investors

30,800,000 Issue Shares, representing approximately 11.0% of our enlarged share capital, are reserved for private placement to selected investors.

4. DETAILS OF OUR IPO (Cont'd)

The basis of allocation of the Issue Shares shall take into account our Board's intention to distribute the Issue Shares to a reasonable number of applicants to broaden our Company's shareholding base to meet the public spread requirements, and to establish a liquid and adequate market for our Shares. Applicants will be selected in a fair and equitable manner to be determined by our Directors.

Upon completion of our Public Issue, our share capital will increase from RM57,411,201 comprising 224,000,000 Shares to RM71,411,201 comprising 280,000,000 Shares. There is no over-allotment or 'greenshoe' option that will increase the number of our IPO Shares.

Our Public Issue is subject to the terms and conditions of this Prospectus.

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4. DETAILS OF OUR IPO (Cont'd)

(b) Offer for Sale

A total of 16,800,000 Offer Shares, representing 6.0% of our enlarged share capital, are offered by our Selling Shareholders to selected investors by way of private placement at our IPO Price.

Our Offer for Sale is subject to the terms and conditions of this Prospectus. The details of our Selling Shareholders and their relationship with our Group are as follows:

Name / Registered or Residential address	Relationship with our Group	As at LPD / Before IPO ⁽¹⁾		Offer Shares offered			After IPO	
		No. of Shares	%	No. of Shares	⁽²⁾ %	⁽³⁾ %	No. of Shares	⁽³⁾ %
CLHF Resources / Lot 4.81, 4th floor Wisma Central Jalan Ampang 50450 Kuala Lumpur	Promoter, Specified Shareholder and substantial shareholder	119,466,600	53.3	8,960,000	4.0	3.2	110,506,600	39.4
Teh Ah Soon @ Teh Soon Tick / 10, Jalan RP 11/6 Taman Rawang Perdana 2 48000 Rawang Selangor	Promoter, Specified Shareholder and substantial shareholder	20,160,000	9.0	1,512,000	0.7	0.5	18,648,000	6.6
Chan Eng Hue / Unit 166, Zenia 3 Jalan Residen 2 Desa Parkcity 52200 Kuala Lumpur	Promoter, Specified Shareholder, substantial shareholder and Chief Operating Officer (KL Plant)	17,920,000	8.0	1,344,000	0.6	0.5	16,576,000	5.9
Chan Hup Ooi / 10, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Promoter, Specified Shareholder, substantial shareholder and Non-Independent Non-Executive Deputy Chairman	8,362,700	3.7	627,200	0.3	0.2	7,735,500	2.8

4. DETAILS OF OUR IPO (Cont'd)

Name / Registered or Residential address	Relationship with our Group	As at LPD / Before IPO ⁽¹⁾		Offer Shares offered			After IPO	
		No. of Shares	%	No. of Shares	⁽²⁾ %	⁽³⁾ %	No. of Shares	⁽³⁾ %
Lee Mei Choon / 10, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Promoter and Specified Shareholder	8,362,700	3.7	627,200	0.3	0.2	7,735,500	2.8
Chan Bin Iuan / 8, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Promoter, Specified Shareholder and Managing Director / Chief Executive Officer	8,362,700	3.7	627,200	0.3	0.2	7,735,500	2.8
Chan Jee Chet / 10, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Promoter, Specified Shareholder and Executive Director / Chief Operating Officer (Perak Plants)	8,362,700	3.7	627,200	0.3	0.2	7,735,500	2.8
Chan Jee Yang / 10, Uplands Laluan Bandar Baru Tambun 3 Bandar Baru Tambun 31400 Ipoh Perak	Specified Shareholder	8,362,700	3.7	627,200	0.3	0.2	7,735,500	2.8
Lim Gaik Lan / 10, Jalan RP 11/6 Taman Rawang Perdana 2 48000 Rawang Selangor	Shareholder	6,720,000	3.0	504,000	0.2	0.2	6,216,000	2.2

4. DETAILS OF OUR IPO (Cont'd)

Name / Registered or Residential address	Relationship with our Group	As at LPD / Before IPO ⁽¹⁾		Offer Shares offered			After IPO	
		No. of Shares	%	No. of Shares	⁽²⁾ %	⁽³⁾ %	No. of Shares	⁽³⁾ %
Teh Koh Tun / 10, Jalan RP 11/6 Taman Rawang Perdana 2 48000 Rawang Selangor	Shareholder	6,720,000	3.0	504,000	0.2	0.2	6,216,000	2.2
Teh Su Hui / 10, Jalan RP 11/6 Taman Rawang Perdana 2 48000 Rawang Selangor	Shareholder	6,720,000	3.0	504,000	0.2	0.2	6,216,000	2.2
Ng Paik Hoon / Unit 166, Zenia 3 Jalan Residen 2 Desa Parkcity 52200 Kuala Lumpur	Specified Shareholder	1,493,300	0.7	112,000	0.1	<0.1	1,381,300	0.5
Chan Yu Xuan / Unit 166, Zenia 3 Jalan Residen 2 Desa Parkcity 52200 Kuala Lumpur	Shareholder	1,493,300	0.7	112,000	0.1	<0.1	1,381,300	0.5
Chan Jing Han / Unit 166, Zenia 3 Jalan Residen 2 Desa Parkcity 52200 Kuala Lumpur	Shareholder	1,493,300	0.7	112,000	0.1	<0.1	1,381,300	0.5

4. DETAILS OF OUR IPO (Cont'd)

Notes:

- (1) After completion of Acquisition of Zantat prior to Public Issue.
- (2) Based on the share capital of 224,000,000 Shares before our IPO.
- (3) Based on the enlarged share capital of 280,000,000 Shares after our IPO.

For avoidance of doubt, the above Selling Shareholders who share the same address are family. Further details of our Selling Shareholders, some of who are also our Promoters and substantial shareholders can be found in Section 5.1 of this Prospectus.

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4. DETAILS OF OUR IPO (Cont'd)**(c) Listing**

Upon completion of our IPO, our Company's entire enlarged share capital of RM71,411,201 comprising 280,000,000 Shares shall be listed on the ACE Market.

4.3.2 Pink Form Allocations

We have allocated 11,200,000 Issue Shares under the Pink Form Allocations to our eligible Directors, employees and persons who have contributed to the success of our Group as follows:

Category	No. of eligible persons	Aggregate no. of Issue Shares allocated
Eligible Directors	4	2,800,000
Eligible employees	65	8,200,000
Persons who have contributed to the success of our Group	2	200,000
	71	11,200,000

Pink Form Allocations which are not accepted by certain eligible Directors, employees and persons who have contributed to the success of our Group will be re-allocated among the other eligible Directors mentioned in the table above and other eligible employees and persons who have contributed to the success of our Group at the discretion of our Board.

(a) Allocation to eligible Directors

The criteria for allocation to our eligible Directors are based on amongst others their anticipated contribution to our Group.

Chan Hup Ooi (our Non-Independent Non-Executive Deputy Chairman), Chan Bin Iuan (our Managing Director / Chief Executive Officer) and Chan Jee Chet (our Executive Director / Chief Operating Officer (Perak Plants)) have opted not to participate in the Pink Form Allocations as they are shareholders in both Zantat Holdings and CLHF Resources (our substantial shareholder). Please refer to Section 5.1.2(a) of this Prospectus for further details on CLHF Resources.

Details of the proposed allocation to our other Directors are as follows:

Name	Designation	No. of Issue Shares allocated
Yap Yoon Kong	Independent Non-Executive Chairman	850,000
Poo Lap Tuck	Independent Non-Executive Director	850,000
Gan Seng Kian	Independent Non-Executive Director	850,000
Rima Ramona Binti Muhammad Arif	Independent Non-Executive Director	250,000
		2,800,000

4. DETAILS OF OUR IPO (Cont'd)**(b) Allocation to our eligible employees**

The criteria of allocation to our eligible employees (as approved by our Board) are based on, inter-alia, the following factors:

- (i) Our employees must be an eligible and confirmed employee and on the payroll of our Group;
- (ii) The number of shares allocated to our eligible employees are based on their seniority, position, length of service and respective contribution made to our Group as well as other factors deemed relevant to our Board; and
- (iii) Full time employee of at least 18 years of age.

Other than the non-participation in the Pink Form Allocations by Chan Bin Iuan (our Managing Director / Chief Executive Officer) and Chan Jee Chet (our Executive Director / Chief Operating Officer (Perak Plants)) as stated in Section 4.3.2(a) of this Prospectus. Chan Eng Hue (our Chief Operating Officer (KL Plant)) has also opted not to participate in Pink Form Allocations as he is already our substantial shareholder.

Details of the proposed allocation to our key senior management are as follows:

<u>Name</u>	<u>Designation</u>	<u>No. of Issue Shares allocated</u>
Aw Ee Ling	Chief Financial Officer	300,000

(c) Allocation to persons who have contributed to the success of our Group

Persons who have contributed to the success of our Group include business associates, customers and suppliers.

The number of Issue Shares to be allotted to those persons who have contributed to the success of our Group are based on amongst others, the nature and terms of their business relationship with us, length of their relationship with us and the level of contribution and support to our Group.

4.3.3 Placement and underwriting arrangement

Our Underwriter will underwrite 25,200,000 Issue Shares made available for application by the Malaysian Public and Pink Form Allocations. The balance 30,800,000 Issue Shares and 16,800,000 Offer Shares available for application by selected investors will not be underwritten and will be placed out by our Placement Agent.

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

- (a) Any IPO Shares not subscribed for under the Pink Form Allocations (if any), will be made available for application by the Malaysian Public; and
- (b) Any remaining IPO Shares including those from (a) which are not subscribed by the Malaysian Public will then be made available to selected investors via private placement.

Thereafter, any remaining Issue Shares that are not subscribed for will be subscribed by our Underwriter based on the terms of the Underwriting Agreement. Our Board will ensure that any excess IPO Shares will be allocated in a fair and equitable manner.

4. DETAILS OF OUR IPO (Cont'd)

4.3.4 Minimum and over-subscription

There is no minimum subscription to be raised from our IPO. However, in order to comply with the public spread requirements of Bursa Securities, the minimum subscription in terms of the number of IPO Shares will be the number of IPO Shares required to be held by public shareholders to comply with the public spread requirements as set out in the Listing Requirements or as approved by Bursa Securities.

In the event of an over-subscription, acceptance of Applications by the Malaysian Public shall be subject to ballot to be conducted in a manner approved by our Directors.

Under the Listing Requirements, at least 25.0% of our enlarged share capital for which listing is sought must be in the hands of a minimum of 200 public shareholders, each holding not less than 100 Shares upon our admission to the ACE Market. We expect to meet the public shareholding requirement at the point of our Listing. If we fail to meet the said requirement, we may not be allowed to proceed with our Listing on the ACE Market.

In such an event, we will return in full, without interest, all monies paid in respect of all applications. If any such monies are not repaid within 14 days after we become liable to do so, the provision of sub-section 243(2) of the CMSA shall apply accordingly.

To the best of our knowledge and belief, there is no person who intends to subscribe for more than 5.0% of our IPO Shares.

4.4 SHARE CAPITAL, CLASSES OF SHARES AND RANKINGS

Upon completion of our IPO, our share capital would be as follows:

	No. of Shares	RM
Share capital		
As at the date of this Prospectus	224,000,000	57,411,201
To be issued under our Public Issue	56,000,000	14,000,000
Enlarged share capital upon our Listing	280,000,000	71,411,201

Our Offer for Sale will not have any effect on our share capital.

As at the date of this Prospectus, we have only one class of shares, being ordinary shares, all of which rank equally amongst one another.

Our Issue Shares will, upon allotment and issuance, rank equally in all respects with our existing ordinary shares including voting rights and will be entitled to all rights and dividends and other distributions that may be declared subsequent to the date of allotment of our Issue Shares.

Our Offer Shares rank equally in all respects with our existing ordinary shares including voting rights and will be entitled to all rights and dividends and other distributions that may be declared subsequent to the date of transfer of the Offer Shares.

Subject to any special rights attaching to any Shares which may be issued by us in the future, our shareholders shall, in proportion to the amount paid-up on the Shares held by them, be entitled to share in the whole of the profits paid out by us as dividends and other distributions and any surplus if our Company is liquidated in accordance with our Constitution.

4. DETAILS OF OUR IPO (Cont'd)

Each of our shareholders shall be entitled to vote at any of our general meetings in person or by proxy or by other duly authorised corporate representative. Every shareholder present in person or by proxy or other duly authorised corporate representative shall have one vote for each ordinary share held.

4.5 PURPOSES OF OUR IPO

The purposes of our IPO are as follows:

- (a) To enable our Group to raise funds for the purposes specified in Section 4.9 of this Prospectus;
- (b) To gain recognition through our listing status to enhance our reputation and to retain and attract new and skilled employees from the calcium carbonate industry;
- (c) To provide an opportunity for the Malaysian Public, including our eligible Directors, employees and persons who have contributed to the success of our Group to participate in our equity; and
- (d) To enable us to tap into the equity capital market for future fund raising and to provide us the financial flexibility to pursue future growth opportunities as and when they arise.

4.6 BASIS OF ARRIVING AT OUR IPO PRICE

Our IPO Price was determined and agreed upon by us and M & A Securities, as our Adviser, Sponsor, Underwriter and Placement Agent, after taking into consideration the following factors:

- (a) Our pro forma NA per Share of RM0.27, calculated based on our pro forma NA after IPO and utilisation of proceeds as at 30 September 2023 of approximately RM75.3 million and enlarged share capital of 280,000,000 Shares upon Listing;
- (b) The PE Multiple of our IPO Price of approximately 12.9 times based on our EPS of approximately 1.9 sen for FYE 2022, calculated based on our PAT for FYE 2022 of RM5.4 million and enlarged share capital of 280,000,000 Shares upon Listing;
- (c) Our historical financial track record as follows:

	Audited			Unaudited	Audited
	FYE 2020	FYE 2021	FYE 2022	FPE 2022	FPE 2023
	RM'000	RM'000	RM'000	RM'000	RM'000
Revenue	107,209	119,464	113,023	82,977	91,089
GP	47,161	60,171	52,079	38,883	35,889
PAT	6,235	6,504	5,419	4,420	5,671
Other incomes	667	1,163	1,707	2,160	1,660

- (d) Our competitive strengths as set out in Section 7.15 of this Prospectus; and
- (e) Our business strategies and prospects as set out in Section 7.18 of this Prospectus.

You should note that our market price upon Listing is subject to the vagaries of market forces and other uncertainties that may affect the price of our Shares. You should form your own views on the valuation of our IPO Shares before deciding to invest in them. You are reminded to carefully consider the risk factors as set out in Section 9 of this Prospectus before deciding to invest in our Shares.

4. DETAILS OF OUR IPO (Cont'd)

4.7 TOTAL MARKET CAPITALISATION UPON LISTING

Based on our IPO Price and enlarged share capital of 280,000,000 Shares, our total market capitalisation upon Listing will be RM70,000,000.

4.8 DILUTION

Dilution is the amount by which our IPO Price exceeds our pro forma NA per Share immediately after our IPO. The following table illustrates such dilution on a per Share basis:

	RM
IPO Price	0.25
Pro forma NA per Share as at 30 September 2023 after Acquisition of Zantat but before IPO	0.28
Pro forma NA per Share as at 30 September 2023 after Acquisition of Zantat, IPO and utilisation of proceeds	0.27
(Decrease) in pro forma NA per Share attributable to existing shareholders	(0.01)
Dilution in pro forma NA per Share to our new public investors	-
Dilution in pro forma NA per Share as a percentage of our IPO Price	-

Further details of our pro forma NA per Share as at 30 September 2023 is set out in Section 14 of this Prospectus.

The following table shows the average effective cost per Share paid by our existing shareholders for our Shares since our incorporation up to LPD:

Shareholders	(1)No. of Shares	Total consideration	Average effective cost per Share
		RM	RM
CLHF Resources	(2)119,466,600	30,619,289	0.2563
Teh Ah Soon @ Teh Soon Tick	20,160,000	5,167,008	0.2563
Chan Eng Hue	17,920,000	4,592,896	0.2563
Chan Hup Ooi	8,362,700	2,143,360	0.2563
Lee Mei Choon	8,362,700	2,143,360	0.2563
Chan Bin Iuan	8,362,700	2,143,360	0.2563
Chan Jee Chet	8,362,700	2,143,360	0.2563
Chan Jee Yang	8,362,700	2,143,360	0.2563
Lim Gaik Lan	6,720,000	1,722,336	0.2563
Teh Koh Tun	6,720,000	1,722,336	0.2563
Teh Su Hui	6,720,000	1,722,336	0.2563
Ng Paik Hoon	1,493,300	382,733	0.2563
Chan Yu Xuan	1,493,300	382,733	0.2563
Chan Jing Han	1,493,300	382,733	0.2563
Total	224,000,000	57,411,200	

Notes:

(1) Issued pursuant to the Acquisition of Zantat.

4. DETAILS OF OUR IPO (Cont'd)

- (2) Including 1 subscriber share of Zantat Holdings which was transferred to CLHF Resources.

Save as disclosed above and the Pink Form Allocations to our eligible Directors and key senior management, there has been no acquisitions or subscription of any of our Shares by our Directors or key senior management, substantial shareholders or persons connected with them, or any transaction entered into by them which grants them the right to acquire any of our existing Shares, in the past 3 years up to LPD.

4.9 UTILISATION OF PROCEEDS**4.9.1 Public Issue**

The estimated gross proceeds from our Public Issue of RM14.0 million will accrue entirely to us and are planned to be utilised in the following manner:

Utilisation of proceeds	Notes	RM'000	%	⁽¹⁾Estimated timeframe for utilisation
Upgrading of R&D facilities	(a)	3,830	27.4	Within 12 months
Upgrading of Calrock Perak Plant's infrastructure	(b)	1,000	7.2	Within 12 months
Investment in high efficiency machine components and industrial automation	(c)	1,350	9.6	Within 6 months
Repayment of bank borrowings	(d)	3,390	24.2	Within 12 months
Working capital	(e)	1,430	10.2	Within 12 months
Estimated listing expenses	(f)	3,000	21.4	Immediately
Total		14,000	100.0	

Pending the deployment of the proceeds raised from our Public Issue as aforementioned, the funds will be placed in short-term deposits with financial institutions.

Notes:

- (1) From the date of our Listing.

(a) Upgrading of R&D facilities

We plan to upgrade our existing R&D centre within our Zantat Perak Plant 1 as well as purchase additional test and product development equipment by 2024.

Currently, our R&D centre mainly functions as a testing and quality control centre to conduct daily routine testing and quality control checks on incoming raw materials, in-process products, and finished products to ensure our input materials and finished products are safe and of the specified quality.

As at LPD, we have 4 R&D personnel supported by 4 quality assurance personnel. Part of our strategies is to expand the team by hiring additional 2 R&D personnel and 1 quality assurance personnel. This will require an additional working capital for the expansion of R&D team which will be funded from the proceeds of our Public Issue as disclosed in Section 4.9.1 (e) of this Prospectus.

4. DETAILS OF OUR IPO (Cont'd)

As part of our R&D implementation, we allocate resources including budget, personnel and equipment to support our R&D activities. In addition, we continue to focus on the research of the following product range:

- (i) calcium carbonate products: continue to focus on improving existing and development new products to meet the technical requirements and formulation of end-user industries. This covers the research on materials, sources for materials, requirements of applications and industries, utilisation of specialised equipment, as well as working with end-users to enhance products in meeting technical specifications such as particle size required.
- (ii) bioplastic compounding where our R&D covers the utilisation of new machinery and equipment, formulation of biodegradable polymer with calcium carbonate, as well as additives and pigments.

Although we carry out R&D, we did not recognise nor capture any expenditure for R&D activities for FYE 2020 and FYE 2021. We have begun capturing R&D expenses in FYE 2022 totalling RM0.2 million and FPE 2023 totalling RM0.2 million, particularly materials for bioplastic compounding activities.

Our calcium carbonate products are used as raw materials for the production of plastic masterbatch and compounds, which are then used to produce various types of plastic products such as packaging films and injection moulded plastic parts and products. Previously, whenever we develop a new calcium carbonate product, the process of commercialising and marketing the said product is lengthy which can take up to 6 months. This is to ensure the viability of new product in meeting the desired specifications and customer requirements as customers would require various product testing and proof-of-concept. This is followed by collection of feedbacks to improve the products to address the customer requests and their technical needs. These potential customers would require additional product testing on the resultant plastic masterbatch and compounds to determine if our calcium carbonate products, after it is utilised as their raw material, meets their desired specification and requirements.

Under our calcium carbonate product segment, we continue to carry out R&D activities and we had commercialised a new product ("**Zanelite-A**") and initiated product testing for 1 new product "Zanelite-B" under the ultrafine-grade GCC range under our "Zanelite" brand during the financial years under review as follow:

- (i) commercialised "Zanelite-A" in 2021 where we started selling this new product in 2021; and
- (ii) initiated product testing for "Zanelite-B" where we delivered samples for product trial in the second half of 2022. Subsequently, we received feedback from our customer for product enhancement and received confirmed purchase orders in March 2023.

As for bioplastic compounding, our R&D team has been carrying out product development using our existing facilities since 2022 and the products have been undergoing the product testing phase and is expected to commercialise by the first quarter of 2024.

4. DETAILS OF OUR IPO (Cont'd)

Our R&D centre only has equipment to test our calcium carbonate products. We only have certain equipment to test our customers' products, namely a tensile strength testing machine to test the tensile strength and tear resistance of packaging films, as well as a melt flow index tester to test the viscosity (melt flow index) and a filter pressure value tester to test the filter pressure value of plastic masterbatch. As such, we are unable to conduct other product testing and proof-of-concept in-house for our customers. We currently own a 16mm lab-scale twin screw extruder with a capacity to 2kg to 3kg of pellets per hour to produce plastic masterbatch and compounds in small batches where we would send these samples to external laboratories or to our customers' laboratories for testing. This process can take between 3 to 6 months from the initiation of product testing and proof-of-concept up to feedback obtained from customers to improve the products and to address the customer's technical needs before achieving the customer's acceptance. For instance, our "Zanelite-A" had taken about 4 months where we initiated the product testing and proof-of-concept in March 2021 and feedback received from customer in order to improve the products in meeting the technical specifications in May 2021 before we received our first purchase order in June 2021.

In addition, for the production of our bioplastic compostable packaging film compound, we currently own a single layer blown film machine to produce single layer blown film in small batches to perform testing. Typically, potential customers would require additional product testing on the packaging film to determine if our bioplastic compounds, after being used as their input material, would meet their desired specification and requirements.

As such, we plan to purchase additional test and product development equipment to conduct this additional testing in-house to shorten our product trials to under a month. The following sets out the testing and product development equipment that we plan to purchase, which will be fully funded through the proceeds of our Public Issue:

No.	Equipment	Function	No. of unit(s)	Estimated cost (RM'000)
1	3-layer co-extrusion compact blown film machine	To produce multilayer blown film	1	990
2	26mm twin screw extruder with capacity of 20kg to 80kg of pellets per hour	To produce plastic compounds for R&D and customer sampling trial, test and refine new technology or processes, as well as to troubleshoot any potential problems or issues that may arise during production of bioplastic compounds	1	868
3	Various test and measurement equipment	To test the various properties of chemical compounds and functions, such as particle size, accelerated aging, colour, moisture content, tear strength, viscosity, acidity, density and weight. Also includes any related equipment that supports such testing	22	1,972
				3,830

4. DETAILS OF OUR IPO (Cont'd)

To accommodate the new equipment, we are undergoing a renovation to expand the floor space of our current R&D centre at Zantat Perak Plant 1 from approximately 1,500 sq ft to approximately 5,400 sq ft, where we intend to free up the existing storage space at Zantat Perak Plant 1 to be made available for the expansion. The renovation is ongoing as at LPD. The renovation of the analytical lab was completed in August 2023. Meanwhile, the renovation for the processing lab is expected to complete by second quarter of 2024. As at LPD, the building plan for this renovation has been submitted to the local district council and it is pending approval. The estimated cost for the renovation is RM0.8 million and this will be funded through bank borrowings and internally generated funds. The proposed utilisation of proceeds of RM3.8 million for the upgrading of our R&D facilities will be used to purchase the above additional test and product development equipment.

With the upgraded R&D facility with enhance testing capabilities, we will be focusing on our in-house product development and enhancement including testing of our products as well as for new and existing customers pertaining to our calcium carbonate products and bioplastic compounds. In the event of any spare resources in the future, we may conduct tests for third parties.

In addition, we will still need to engage third parties for testing or proof-of-concept for products that require special tests not available in-house, such as atomic absorption spectroscopy. Additionally, third-party tests are also required for independent testing required by customers or for regulatory compliance.

Additionally, as part of our strategy to expand our product range, we intend to develop the following products:

- (i) 3 new bioplastic compounds such as compostable stretch film compound, compostable mulch film compound and marine-degradable film compound; and
- (ii) enhance our ultrafine grade GCC namely "Zanelite" series and produce more varieties such as different coating applications and particle size distributions, for the manufacture of breathable films for use such as diapers which need better breathability, and bi-axially oriented polypropylene (BOPP) films for stronger packaging and labelling materials.

(b) Upgrading of Calrock Perak Plant's infrastructure

We plan to upgrade and improve the building structures at Calrock Perak Plant by 2024. Calrock Perak Plant was established in 1971 and its previous major renovation works were undertaken in 2000. As it has been 24 years since its previous major renovation, we plan to refurbish and upgrade the plant.

The upgrading of Calrock Perak Plant entails the construction works for a new 3,000 sq ft office and warehouse (including electrical works, fixtures and fittings, and professional fees), which will cost a total of RM1.0 million to be funded from proceeds raised from our Public Issue.

The indicative timeline of the upgrading of Calrock Perak Plant is as follows:

Milestones	Timeframe
Submit plans for authorities' approval	1st quarter of 2024
Commencement of construction	2nd quarter of 2024
Completion of construction	4th quarter of 2024
CCC by local government authorities obtained	1st quarter of 2025

4. DETAILS OF OUR IPO (Cont'd)

Please refer to Section 7.18.3(a) of this Prospectus for further details.

(c) Investment in high efficiency machine components and industrial automation

We plan to purchase and install automated packaging machines and high-efficiency motors for our production lines in Zantat Perak Plant 1 by 2024.

As at LPD, at our Zantat Perak Plant 1, we have 8 GCC production lines where 4 lines are equipped with 2 robotic arm palletising machines. The robotic arm palletising machine stacks the filled bags one by one directly onto the pallet in accordance with a specified stacking arrangement. We plan to purchase another robotic arm palletising system to equip another 2 GCC production lines. This will allow us to reduce our dependency on human labour resources.

Meanwhile, the proposed high-efficiency motors consume less electricity than our existing motors. Hence, this would allow us to consume less energy and save on electricity costs.

The total estimated cost for the purchase of automated packaging machines and high-efficiency motors is RM1.3 million which will be fully funded by proceeds from Public Issue as follows:

Purchase of automated packaging machines and high-efficiency motors	Estimated cost
	RM'000
1 set of fully integrated automatic robotic arm palletising system ⁽¹⁾	580
49 units of high-efficiency motors ⁽²⁾	770
	1,350

Notes:

- (1) This refers to a standalone packing equipment with robotic arm to stack products on pallets and also to improve workplace safety by reducing manual handling of heavy products.
- (2) The high-efficiency motors are for equipment integration into our production lines in the Zantat Perak Plant 1 to reduce electricity consumption.

All the above machinery and equipment will be purchased locally.

Please refer to Section 7.18.1(c) of this Prospectus for further details.

(d) Repayment of bank borrowings

We have allocated RM3.4 million to partially repay our term loan which were mainly drawn down to finance the construction of factory building at Zantat Perak Plant 2.

We have decided to prioritise the repayment of our term loans from Hong Leong Bank Berhad and HSBC Bank Malaysia Berhad as they carry higher effective interest rate of 6.6% and 5.5% respectively for FPE 2023 compared to our other bank borrowings which carry interest rates of 4.1% to 5.5%.

4. DETAILS OF OUR IPO (Cont'd)

For illustrative purpose, the details of our borrowings as at LPD are set out as follows, among which we have indicated which facility the RM3.4 million repayment will be made to:

Financial institution / Type of facility	Purpose	Effective interest rate per annum	Maturity date	Balance as at LPD RM'000	Amount to be repaid RM'000	Annual interest savings RM'000
Hong Leong Bank Berhad / Term loan	Finance the construction of factory building at Zantat Perak Plant 2	6.6%	January 2027	2,980	2,980	197
HSBC Bank Malaysia Berhad / Term loan	Finance the purchase of bioplastic compounding machineries	5.5%	October 2027	2,250	410	23
Total				5,230	3,390	220

If the balance of the abovementioned term loan as at the time of repayment is less than the amount allocated, the excess amount allocated will be used to repay the other term loans. The Company will not be subject to any early settlement penalty.

As at LPD, our outstanding banking facilities amounted to RM6.6 million. However, we expect to drawdown further trade facilities to support our working capital requirements as our business continues to grow. Nonetheless, the expected annual interest savings from the repayment of the bank borrowing is approximately RM0.2 million based on the effective interest rate of 6.6% and 5.5% per annum respectively, as tabulated above. However, the actual interest savings may vary depending on the then applicable interest rates.

(e) Working capital

Our Group's working capital requirement are expected to increase in line with our venture into bioplastic compounding business. We have allocated RM1.4 million to be used to supplement our working capital requirements for bioplastic business venture once it commercialises.

The proposed allocations of the proceeds are set out as follows:

Description	Estimated cost RM'000
Hiring of 1 assistant lab manager, 1 R&D executive and 1 quality assurance executive (being salaries for a year)	210
Purchase of bioplastic resins for production trial and product sample distribution	1,070
Application of OK certification for 3 new bioplastic compounds	150
	1,430

4. DETAILS OF OUR IPO (Cont'd)

Since 2022, our R&D team has been carrying out product development using our existing lab-scale twin-screw extruder with a pelletiser to produce bioplastic compounds in small batches. In 2022, we purchased a bioplastic compounding production line comprising 5 units of feeding systems, 1 unit of twin-screw extruder and 1 unit of pelletising system with a capacity of producing 300kg to 600kg pellets per hour, depending on the product formulation. The total capital expenditure was RM5.0 million, funded through bank borrowings and internally generated funds. As at LPD, the production line has been installed at Zantat Perak Plant 2 and is undergoing the product testing phase and is expected to commercialise by the first quarter of 2024.

Please refer to Section 7.18.2 of this Prospectus for further details of our bioplastic compounding business.

(f) Estimated listing expenses

An amount of RM3.0 million is allocated to meet the estimated cost of our Listing. The following summarises the estimated expenses incidental to our Listing to be borne by us:

Description	Estimated cost (RM'000)
Professional fees ⁽¹⁾	2,100
Underwriting, placement and brokerage fees	400
Printing, advertising fees and contingencies ⁽²⁾	435
Fees payable to the authorities	65
	3,000

Notes:

(1) Includes advisory fees for, amongst others, our Principal Adviser, solicitors, reporting accountants, IMR, independent internal control review consultant and Issuing House.

(2) Other incidental or related expenses in connection with our IPO.

Any variations of the allocation in proceeds set out above shall be adjusted towards or against the proceeds allocated towards our working capital as set out in item (e), and any further shortfall is to be funded from our internally-generated funds and/or bank borrowings.

4.9.2 Offer for Sale

The Offer for Sale is expected to raise gross proceeds of approximately RM4.2 million which will accrue entirely to the Selling Shareholders and we will not receive any of the proceeds.

The Selling Shareholders shall bear all of the expenses relating to the Offer Shares, the aggregate of which is estimated to be approximately RM0.1 million.

4.10 BROKERAGE FEES, PLACEMENT FEES AND UNDERWRITING COMMISSION

4.10.1 Brokerage fees

Brokerage is payable in respect of the Issue Shares at the rate of 1% 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.

4. DETAILS OF OUR IPO (Cont'd)

4.10.2 Placement fees

Our Placement Agent will place out a total of 30,800,000 Issue Shares and 16,800,000 Offer Shares to selected investors.

We will pay our Placement Agent a placement fee of 2.5% of our IPO Price multiplied by the number of Issue Shares placed out by our Placement Agent.

The placement fee of 2.5% of the value of those Offer Shares placed out by our Placement Agent will be paid by the Selling Shareholders.

4.10.3 Underwriting commission

Our Underwriter has agreed to underwrite 25,200,000 Issue Shares made available for application by the Malaysian Public and Pink Form Allocations. We will pay our Underwriter an underwriting commission of 2.5% of our IPO Price multiplied by the number of Shares underwritten.

4.11 SALIENT TERMS OF THE UNDERWRITING AGREEMENT

We have entered into the Underwriting Agreement with M & A Securities, to underwrite 25,200,000 Issue Shares ("**Underwritten Shares**") in the manner as set out in Section 4.3.3 of this Prospectus.

The salient terms of the Underwriting Agreement are extracted as follows:

- (a) The Underwriter may by notice in writing to the Company given at any time before the last date and time for the receipt of applications and payment for the Issue Shares in accordance with the Prospectus or such later date as the Company and the Underwriter may mutually agree upon ("**Closing Date**") or the extended Closing Date, as the case may be, terminate, cancel and withdraw its commitment to underwrite the Underwritten Shares if:
- (i) the approval of Bursa Securities for the Listing is revoked, withdrawn or procured but subject to the conditions not acceptable to the Underwriter;
 - (ii) there is any material breach by the 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 within such number of days as stipulated in the notice given to the Company;
 - (iii) there is a material failure on the part of the Company to perform any of its obligations contained in the Underwriting Agreement;
 - (iv) there is withholding of information of a material nature from the Underwriter which is required to be disclosed pursuant to the Underwriting Agreement which, in the reasonable opinion of the Underwriter, would have or can reasonably be expected to have, a material adverse effect on the business or operations of the Group, the Public Issue or Listing, or the distribution or sale of the Issue Shares;
 - (v) there shall have occurred, or happened any material and adverse change in the business or financial condition of the Group;
 - (vi) the Listing does not take place within three months from the date of the Underwriting Agreement or such other extended date as may be agreed by the Underwriter;

4. DETAILS OF OUR IPO (Cont'd)

(vii) the imposition of any moratorium, suspension or material restriction on trading in securities generally on ACE Market due to exceptional financial circumstances or otherwise which, in the reasonable opinion of the Underwriter, would have or can reasonably be expected to have, a material adverse effect on the business or operations of the Group, the Public Issue or Listing, or the distribution or sale of the Issue Shares;

(viii) a material adverse change in the stock market condition occurs, and for the purposes of this clause, a material adverse change in the stock market condition shall be deemed to have occurred if the FTSE Bursa Malaysia KLCI Index ("**Index**") is, at the close of normal trading on Bursa Securities, on any Market Day:

(aa) on or after the date of the Underwriting Agreement; and

(bb) prior to the close of the offering of the Public Issue,

lower than 85% of the level of Index at the last close of normal trading on Bursa Securities on the Market Day immediately prior to the date of the Underwriting Agreement and remains at or below that level for at least three consecutive Market Days or any other adverse change in the market conditions which the parties mutually agree to be sufficiently material and adverse to render it to be a terminating event; or

(ix) there shall have occurred, or happened any of the following circumstances:

(aa) 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; or

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

which, would have or can reasonably be expected to have, a material adverse effect on, and/or materially prejudice the business or the operations of the Group as a whole or the Public Issue or Listing 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.

(b) In the event that the Underwriting Agreement is terminated pursuant to (a) above, the Underwriter and the Company may confer with a view to deferring the Public Issue by amending the terms of the Underwriting Agreement and entering into a new underwriting agreement accordingly, but neither the Underwriter nor the Company shall be under any obligation to enter into a fresh agreement.

(c) Upon any such notice(s) being given pursuant to (a) above, the Underwriter shall be released and discharged from their obligations under the Underwriting Agreement whereupon the following shall take place within three Market Days of the receipt of such notice:

4. DETAILS OF OUR IPO (Cont'd)

- (i) the Company shall make payment of underwriting commission to the Underwriter in accordance with the Underwriting Agreement;
- (ii) the Company shall pay or reimburse to the Underwriter the costs and expenses referred to in the Underwriting Agreement; and
- (iii) each party shall return all other monies (in the case of the Underwriter, after deducting the underwriting commission due and owing to the Underwriter under the Underwriting Agreement) including but not limited to the subscription monies paid to the other under the Underwriting Agreement (except for monies paid by the Company for the payment of the expenses as provided under the Underwriting Agreement);

and thereafter, the Underwriting Agreement shall be terminated and of no further force and effect and none of the parties shall have a claim against the other save and except in respect of any antecedent breaches.

4.12 TRADING AND SETTLEMENT IN SECONDARY MARKET

Our Shares will be admitted to the Official List of the ACE Market and an official quotation will commence after, among others, the receipt of confirmation from Bursa Depository that all of our IPO Shares have been duly credited into the respective CDS Accounts of the successful applicants and the notices of allotment have been issued and despatched to all the successful applicants.

Pursuant to Section 14(1) of the SICDA, Bursa Securities has prescribed our Shares as securities to be deposited into the CDS. Following this, we will deposit our Shares directly with Bursa Depository and any dealings in our Shares will be carried out in accordance with the SICDA and Depository Rules. We will not issue any share certificates to successful applicants.

Upon our Listing, 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.

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 will 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.

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

5.1 PROMOTERS AND SUBSTANTIAL SHAREHOLDERS

5.1.1 Promoters' and substantial shareholders' shareholdings

The shareholdings of our Promoters and substantial shareholders in our Company before and after IPO are set out below:

Name	Country of incorporation / Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
<u>Promoters and substantial shareholders</u>									
CLHF Resources ⁽³⁾	Malaysia	119,466,600	53.3	-	-	110,506,600	39.4	-	-
Teh Ah Soon @ Teh Soon Tick	Malaysian	20,160,000	9.0	-	-	18,648,000	6.6	-	-
Chan Eng Hue	Malaysian	17,920,000	8.0	-	-	16,576,000	5.9	-	-
Chan Hup Ooi	Malaysian	8,362,700	3.7	⁽⁴⁾⁽⁵⁾ 136,192,000	60.8	7,735,500	2.8	⁽⁴⁾⁽⁵⁾ 125,977,600	45.0
<u>Promoters</u>									
Lee Mei Choon	Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Chan Bin Iuan	Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Chan Jee Chet	Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-

Notes:

- (1) Based on the share capital of 224,000,000 Shares before our IPO.
- (2) Based on the enlarged share capital of 280,000,000 Shares after our IPO.
- (3) CLHF Resources is held by Chan Hup Ooi (61.1%), Lee Mei Choon (13.6%), Chan Bin Iuan (10.5%), Chan Jee Chet (10.5%) and Chan Jee Yang (4.3%). Please see Section 5.1.2(a) of this Prospectus for further details of CLHF Resources.
- (4) Deemed interested by virtue of his shareholdings in CLHF Resources pursuant to Section 8(4) of the Act.
- (5) Deemed interested by virtue of his spouse's and his son's (Chan Jee Yang) shareholdings pursuant to Section 59(11)(c) of the Act.

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

Our Promoters and substantial shareholders do not have different voting rights from other shareholders of our Group and there is no arrangement between Zantat Holdings and its shareholders with any third parties, the operation of which may at a subsequent date result in a change in control of our Company.

5.1.2 Profiles of Promoters and/or substantial shareholders

The profile of our other Promoters and/or substantial shareholders are set out below.

(a) CLHF Resources

CLHF Resources was incorporated in Malaysia on 30 November 2021 under the Act as a private limited company. CLHF Resources is an investment holding company set up for the purpose of holding shares in Zantat Holdings. As at LPD, CLHF Resources is not holding any other investment, except for Zantat Holdings Shares. As at LPD, the issued capital of CLHF Resources is RM32,000 comprising 32,000 ordinary shares. As at LPD, the Directors and shareholders of CLHF Resources are as follows:

Name	Designation	Nationality	Direct		Indirect	
			No. of shares	%	No. of shares	%
Chan Hup Ooi	Director and shareholder	Malaysian	19,560	61.1	-	-
Lee Mei Choon	Director and shareholder	Malaysian	4,360	13.6	-	-
Chan Bin Iuan	Director and shareholder	Malaysian	3,360	10.5	-	-
Chan Jee Chet	Director and shareholder	Malaysian	3,360	10.5	-	-
Chan Jee Yang	Director and shareholder	Malaysian	1,360	4.3	-	-
			32,000	100.0		

(b) Teh Ah Soon @ Teh Soon Tick

Teh Ah Soon @ Teh Soon Tick, a Malaysian, aged 77, is our Promoter and substantial shareholder. He co-founded Zantat together with Chan Hup Ooi (our Promoter, substantial shareholder and Non-Independent Non-Executive Deputy Chairman).

He graduated from Sam Ming Secondary School in 1963 and began his career in 1964 as a salesman in Dailoke Store, selling ceramic kitchenware. He left the company in 1968 to work as a helper in a convenience store in Kuala Lumpur. In 1971, he went to Singapore and joined Foo Sheng Furniture as a Factory Supervisor where he was responsible for the operations of production lines. He left Foo Sheng Furniture in 1975 and formed a partnership Hsing Yang Trading Co in Singapore together with a third party in the same year. Hsing Yang Trading Co was involved in the business of wholesale of sporting and recreational goods and fruits and vegetables. The business ceased in 1986.

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

In 1985, Teh Ah Soon @ Teh Soon Tick and Chan Hup Ooi as well as 5 other shareholders acquired and allotted new shares in Zantat. Since then, he became the Executive Director of Zantat and he gradually relinquished his executive roles and became a non-executive Director in 2022. He was responsible for its operations and production planning. He also managed the procurement of raw materials from China, and liaised with banks to secure banking facilities.

(c) Chan Eng Hue

Chan Eng Hue, aged 61, a Malaysian, is our Promoter, Chief Operating Officer (KL Plant) and substantial shareholder. He is mainly responsible for the overall operations of KL Plant.

He obtained his Diploma in Quantity Surveyor in 1983 from the Federal Institute of Technology (currently known as UCSI University) and was a freelancer for 1984 to 1985, before joining Zantat in 1986 as a Production Supervisor responsible for operating its production lines. In 1989, he was transferred to Sale & Marketing department as a Sales Executive and was further promoted in 1990 to Sales Manager. In 2002, Chan Eng Hue assisted Zantat to secure its first calcium carbonate dispersion sales to a latex glove customer, to use as fillers in their gloves, consequently attracting more gloves companies to follow suit. Over the years, he has also been involved in the improvement of product performance to meet the ever-changing market requirements as well as sourcing for new market and technologies. In 2022, he was promoted to Chief Operating Officer of KL Plant, a role which he continues to assume.

(d) Chan Hup Ooi

Chan Hup Ooi, a Malaysian, aged 68, is our Promoter, substantial shareholder and Non-Independent Non-Executive Deputy Chairman. He co-founded Zantat together with Teh Ah Soon @ Teh Soon Tick (our Promoter and substantial shareholder). He was appointed to our Board on 31 March 2023.

After completing his secondary education in 1974, he started as a kitchenware salesman independently where he handled sales related activities in Klang Valley from 1975 to 1976. Subsequently in 1976, he joined Sagami Sdn Bhd as a Machine Operator where he was involved in the production cycle and responsible to maintain production activity logs. He left Sagami Sdn Bhd in 1977 and was firstly introduced to the production of calcium carbonate when he joined Ban Loong Trading Company Sdn Bhd in the same year as a storekeeping clerk for the factory. He was later promoted to Production Manager in 1979 and he was responsible for planning, organising, and overseeing the production process to ensure efficient operations, cost control and quality assurance. He left Ban Loong Trading Company Sdn Bhd in 1981 and then joined Anglo American Corporation (M) Sdn Bhd in Malaysia as a salesman in the same year to sell chainsaw and saw chain products. He then left the company in 1983 to join Cheng Sun Quarry Sdn Bhd as a Production Manager managing its production operations. After leaving Cheng Sun Quarry Sdn Bhd in 1986, he focused on Zantat's business which he acquired together with Teh Ah Soon @ Teh Soon Tick as well as 5 other shareholders in 1985. Since then, he became Zantat's Managing Director, where he has been involved in the overall management and day-to-day business operations of Zantat until 2021, when he officially relinquished his executive role and became a non-executive Director of Zantat, where his daily responsibilities were succeeded by his children.

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

Please refer to Section 5.2.3(b) of this Prospectus for further details of his involvement in principal business activities and directorships outside our Group.

(e) Lee Mei Choon

Lee Mei Choon, aged 65, a Malaysian, is the Promoter of our Group. She completed her secondary education in 1977. She began her career in Ban Loong Trading Co in 1979 as Head of Delivery Department. She was responsible for the arrangement of logistics for the delivery of goods and inventory control. She left Ban Loong Trading Co in 1982 and joined Malayan Banking Berhad as a clerk in the legal department. She was responsible for the administrative tasks of the legal documents. In 1991, she resigned to become a fulltime housewife. In 2002, she joined Zantat as Purchasing Manager and she was responsible for the procurement of raw materials for KL Plant. In 2008, she was redesignated to become Personal Assistant to Chan Hup Ooi, Zantat's Managing Director at that point in time. As a Personal Assistant, she was responsible for assisting the Managing Director in the daily administrative tasks until her resignation in 2021.

(f) Chan Bin Iuan

Chan Bin Iuan, a Malaysian, aged 39, is our Managing Director / Chief Executive Officer, responsible for overseeing and managing the day-to-day operations of our Group. He was appointed to our Board on 31 March 2023.

He graduated with a Bachelor's degree in Mechanical Engineering from the University of Nottingham in 2006. He began his career at Cairnhill Metrology Sdn Bhd in 2006 as Application Engineer where he was responsible for performing demonstration and installation of new metrology equipment. In 2007, he left Cairnhill Metrology Sdn Bhd and joined Zantat as Business Development Executive where he managed the digitalisation process and business development activities of Zantat. In 2008, he was promoted to Business Development Manager where he led the company to obtain ISO 9001 quality management system, developed Zantat's first website and handled international inquiries as the brand exposure increased. During his tenure as Business Development Manager, he led the expansion of Zantat's business to India. In 2022, he was promoted to Managing Director / Chief Executive Officer of Zantat, a role which he continues to assume, where he is responsible for managing the company's organisational structure, developing strategic objectives and directions and establishing corporate culture.

Please refer to Section 5.2.3(c) of this Prospectus for further details of his involvement in principal business activities and directorships outside our Group.

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

(g) Chan Jee Chet

Chan Jee Chet, a Malaysian, aged 35, is our Executive Director / Chief Operating Officer (Perak Plants), responsible for the overall operations of the Perak Plants. He was appointed to our Board on 31 March 2023.

He graduated with a Bachelor of Business and Commerce specialising in Marketing from Monash University, Malaysia in 2012 and started his career at Zantat in 2012 as a Business Development Executive. Together with Chan Bin Iuan, he is also responsible for Zantat's sales and marketing activities, in particular the company's expansion into the India market. Besides India, he also handles sales in the Oceania region. He is also the team leader of Zantat's new product development team since 2020. In 2022, he was promoted to Chief Operating Officer of the Perak Plants, where he is responsible for overseeing various departments of the Perak Plants production, plant operations, purchasing, inventory management, quarry operations, plant maintenance and engineering, R&D, logistics, customer service, quality assurance as well as sales and marketing.

Please refer to Section 5.2.3(d) of this Prospectus for further details of his involvement in principal business activities and directorships outside our Group.

5.1.3 Changes in Promoters' and substantial shareholders' shareholdings

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

Name	As at incorporation				⁽¹⁾ After Acquisition of Zantat and Before IPO				⁽²⁾ After IPO			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Aw Ee Ling	1	100.0	-	-	-	-	-	-	-	-	-	-
Promoters and substantial shareholders												
CLHF Resources ⁽⁴⁾	-	-	-	-	⁽³⁾ 119,466,600	53.3	-	-	110,506,600	39.4	-	-
Teh Ah Soon @ Teh Soon Tick	-	-	-	-	20,160,000	9.0	-	-	18,648,000	6.6	-	-
Chan Eng Hue	-	-	-	-	17,920,000	8.0	-	-	16,576,000	5.9	-	-
Chan Hup Ooi	-	-	-	-	8,362,700	3.7	⁽⁵⁾⁽⁶⁾ 136,192,000	60.8	7,735,500	2.8	⁽⁵⁾⁽⁶⁾ 125,977,600	45.0
Promoters												
Lee Mei Choon	-	-	-	-	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Chan Bin Iuan	-	-	-	-	8,362,700	3.7	-	-	7,735,500	2.8	-	-

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

Name	As at incorporation				⁽¹⁾ After Acquisition of Zantat and Before IPO				⁽²⁾ After IPO			
	Direct		Indirect		Direct		Indirect		Direct		Indirect	
	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Chan Jee Chet	-	-	-	-	8,362,700	3.7	-	-	7,735,500	2.8	-	-

Notes:

- (1) Based on the share capital of 224,000,000 Shares before our IPO.
- (2) Based on our enlarged share capital of 280,000,000 Shares after our IPO.
- (3) Including 1 subscriber share of Zantat Holdings which was transferred to CLHF Resources.
- (4) CLHF Resources is held by Chan Hup Ooi (61.1%), Lee Mei Choon (13.6%), Chan Bin Iuan (10.5%), Chan Jee Chet (10.5%) and Chan Jee Yang (4.3%). Please see Section 5.1.2(a) of this Prospectus for further details of CLHF Resources.
- (5) Deemed interested by virtue of his shareholdings in CLHF Resources pursuant to Section 8(4) of the Act.
- (6) Deemed interested by virtue of his spouse's and his son's (Chan Jee Yang) shareholdings pursuant to Section 59(11)(c) of the Act.

5.1.4 Persons exercising control over the corporation

Save for our Promoters as set out in Section 5.1.1 of this Prospectus, there is no other person who is able to, directly or indirectly, jointly or severally, exercise control over our Company.

5.1.5 Amounts or benefits paid or intended to be paid or given to our Promoters or substantial shareholders

Save for the issuance of our Shares as disclosed in Section 6.1 of this Prospectus, the dividends as set out in Section 12.16 of this Prospectus and aggregate remuneration and benefits paid or proposed to be paid to our Promoters as set out below (in their capacity as Directors of our subsidiaries), 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.

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

	Directors' fees	Salaries	(2) Bonuses	Other emolument	Benefits-in-kind	Total
	RM'000					
FYE 2021 (Paid)						
Teh Ah Soon @ Teh Soon Tick ⁽¹⁾	115	600	100	43	24	882
Chan Eng Hue ⁽¹⁾	115	600	169	93	24	1,001
Lee Mei Choon ⁽¹⁾	115	216	36	16	-	383
Chan Hup Ooi	115	792	431	74	28	1,440
Chan Bin Iuan	115	552	46	167	-	880
Chan Jee Chet	115	444	43	153	-	755
FYE 2022 (Paid)						
Teh Ah Soon @ Teh Soon Tick ⁽¹⁾	-	318	-	-	24	342
Chan Eng Hue ⁽¹⁾	-	600	-	73	12	685
Lee Mei Choon ⁽¹⁾	-	108	-	7	-	115
Chan Hup Ooi	-	396	-	24	14	434
Chan Bin Iuan	-	552	-	161	-	713
Chan Jee Chet	-	444	-	148	-	592
FYE 2023 (Paid)						
Teh Ah Soon @ Teh Soon Tick ⁽¹⁾	50	318	63	1	24	456
Chan Eng Hue ⁽¹⁾	50	600	90	115	12	865
Lee Mei Choon ⁽¹⁾	50	108	23	8	-	189
Chan Hup Ooi	50	396	83	39	16	584
Chan Bin Iuan	50	576	300	200	-	1,126
Chan Jee Chet	50	468	300	187	-	1,005
FYE 2024 (Proposed)						
Teh Ah Soon @ Teh Soon Tick ⁽¹⁾	50	-	-	-	13	63
Chan Eng Hue ⁽¹⁾	50	600	-	126	-	776
Lee Mei Choon ⁽¹⁾	50	-	-	-	-	50
Chan Hup Ooi	98	-	-	-	16	114
Chan Bin Iuan	98	720	-	181	-	999
Chan Jee Chet	98	600	-	167	-	865

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

Notes:

- (1) He/She is a director of our subsidiaries, namely Zantat, Zantat Light and Calrock.
- (2) The bonuses for FYE 2024 are not included. Such bonuses, if any, will be determined at a later date based on the individual's performance as well as our Group's performance.

The salaries paid and proposed to be paid to the Promoters notwithstanding their current non-executive roles in the Group are paid in view of their past contributions in growing the Group to its current state. Additionally, Teh Ah Soon @ Teh Soon Tick is also guarantor for some of the bank facilities undertaken. They are paid in this respect for up to FYE 2023, and will no longer receive such salaries thereafter.

Apart from directorships held in Zantat, Zantat Light and Calrock, in which they do not have any executive role, Teh Ah Soon @ Teh Soon Tick and Lee Mei Choon provide advice to the Group on a consultative basis based on their experience in historically leading the operations of the Group. The non-executive directors provide strategic guidance, leadership, and mentoring to the Group. They leverage their experience and industry knowledge to shape the Group's direction and foster a culture of innovation. They also utilise their networks and relationships to facilitate partnerships and business opportunities. Their roles include governance and oversight, preserving institutional memory, and ensuring compliance. Overall, their continued advisory support contributes to the Group's growth, success, and sustainability.

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

5.2 DIRECTORS

Our Board takes note of the recommendations under the Malaysian Code of Corporate Governance ("MCCG") released in April 2021 and intends to have our Group adhere to its recommendations. Specifically, on Practice Note 5.9, where it is recommended that our Board comprise 30% female members. As at the date of this Prospectus, our Board comprises 1 female out of 7 members, which represents 14.3% of our Board, and is a departure from Practice Note 5.9. We undertake to secure the appointment of 2 additional female Directors within a year after Listing to meet the recommendation of 30% female Board members. Save for Practice Note 5.9, the composition of our Board presently adheres to the other recommendations of the MCCG.

5.2.1 Directors' shareholdings

The shareholdings of our Directors in our Company before and after IPO are set out below:

Name	Designation/ Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Yap Yoon Kong	Independent Non-Executive Chairman / Malaysian	-	-	-	-	⁽³⁾ 850,000	0.3	-	-
Chan Hup Ooi	Non-Independent Non-Executive Deputy Chairman / Malaysian	8,362,700	3.7	⁽⁴⁾⁽⁵⁾ 136,192,000	60.8	7,735,500	2.8	⁽⁴⁾⁽⁵⁾ 125,977,600	45.0
Chan Bin Iuan	Managing Director / Chief Executive Officer / Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Chan Jee Chet	Executive Director / Chief Operating Officer (Perak Plants) / Malaysian	8,362,700	3.7	-	-	7,735,500	2.8	-	-
Poo Lap Tuck	Independent Non-Executive Director / Malaysian	-	-	-	-	⁽³⁾ 850,000	0.3	-	-

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

Name	Designation/ Nationality	⁽¹⁾ Before IPO				⁽²⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Gan Seng Kian	Independent Non-Executive Director / Malaysian	-	-	-	-	⁽³⁾ 850,000	0.3	-	-
Rima Ramona Binti Muhammad Arif	Independent Non-Executive Director / Malaysian	-	-	-	-	⁽³⁾ 250,000	0.1	-	-

Notes:

- (1) Based on the share capital of 224,000,000 Shares before our IPO.
- (2) Based on the enlarged share capital of 280,000,000 Shares after our IPO.
- (3) Assuming he/she fully subscribes for his/her respective entitlements under the Pink Form Allocations.
- (4) Deemed interested by virtue of his shareholdings in CLHF Resources pursuant to Section 8(4) of the Act.
- (5) Deemed interested by virtue of his spouse's and his son's (Chan Jee Yang) shareholdings pursuant to Section 59(11)(c) of the Act.

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

5.2.2 Profiles of Directors

The profiles of Chan Hup Ooi, Chan Bin Iuan and Chan Jee Chet are set out in Section 5.1.2 of this Prospectus. The profiles of our Directors are as follows:

Yap Yoon Kong, a Malaysian, aged 67, is our Independent Non-Executive Chairman. He was appointed to our Board on 31 March 2023.

He graduated with a Bachelor of Accounting (Honours) from University of Malaya in 1982 and obtained a Master of Business Administration from The Cranfield Institute of Technology, UK in 1993. He is a member and a Chartered Accountant of the Malaysian Institute of Accountants since 1987 and 2001 respectively. He is also a member of the Asian Institute of Chartered Bankers (formerly known as Institute of Bankers Malaysia) since 1984.

He began his career as an Officer in United Malayan Banking Corporation Berhad (currently known as RHB Bank Berhad) in 1982 and he was responsible for banking and credit operations. He left United Malayan Banking Corporation Berhad and joined Diners Club (Malaysia) Berhad as an Accountant in 1984. He was in charge of the accounts and finance department. Subsequently in the same year, he left Diners Club (Malaysia) Berhad and joined Southern Bank Berhad (currently known as CIMB Berhad) as Credit & Marketing Officer. As a Credit & Marketing Officer, he was responsible for the customer credit and marketing of banking products. In 1990, he joined Pegi Malaysia Berhad (currently known as Asian Pac Holdings Berhad, a company listed on the Main Market of Bursa Securities), as Corporate Planner and he was responsible for the corporate finance and restructuring works. He was promoted to Financial Controller in 1993 where he was responsible for the financial management works. In 1994, he left Asian Pac Holdings Berhad and joined Eastern & Oriental Bhd, a company listed on the Main Market of Bursa Securities, as Financial Controller, a position he held until 1996. He was responsible for the overall financial management of the company. He joined PJ Development Holdings Berhad in 1996 as Group Financial Controller, and was promoted to Executive Director of the company in 2006 and was later re-designated to Non-Independent Non-Executive Director in 2016, a position he has held until 2017.

He is also currently the Senior Independent Non-Executive Director of Inta Bina Group Berhad, a company listed on the Main Market of Bursa Securities since 25 May 2017.

Please refer to Section 5.2.3(a) of this Prospectus for further details of his involvement in principal business activities and directorships outside our Group.

Poo Lap Tuck, a Malaysian, aged 72, is our Independent Non-Executive Director. He was appointed to our Board on 31 March 2023. He is the Chairman of our Audit and Risk Management Committee and a member of our Nominating Committee and Remuneration Committee.

He completed his professional level paper of Association of Chartered Certified Accountants 1986 in Emile Woolf College of Accountancy. He is a Chartered Accountant of the Association of Chartered Certified Accountants since 1987 and a member of the Malaysian Institute of Accountants since 1988.

He began his career in 1977 as an audit clerk with Lim Chooi Tee & Co and left in 1979 to join Yit Seng Sdn Bhd as Finance & Administration Manager, where he was responsible for overseeing the company's finance and administration functions. He left Yit Seng Sdn Bhd and joined Maju Industrial Trading Sdn Bhd in 1984 as a Manager, Marketing, Finance & Administration where he was responsible for overseeing the company's marketing, finance and administration functions. He left Maju Industrial Trading Sdn Bhd in 1985 to further his studies in London.

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

In 1987, he returned to Malaysia and joined Sam Management Services, a secretarial firm, as Accounts and Administration Manager. He was responsible for providing management services to the clients. He left Sam Management Services in 1989 and acted as the corporate consultant for Union Paper Holdings Berhad's restructuring exercise from 1989 to 1990, and he later joined Union Paper Holdings Berhad as Group Financial Controller in 1990. He was responsible for the corporate financial works where he oversaw the corporate matters and financial accounting functions of the group.

In February 1999, he left Union Paper Holdings Berhad to focus on his own business, via Star Corporate Services Sdn Bhd which he acquired the company in October 1998. As a Managing Director, he was responsible for overseeing the day-to-day operation of the company.

He left Star Corporate Services Sdn Bhd in 2016 to join Zantat as Chief Financial Officer where he was responsible for the financial and accounting functions of Zantat and its group of companies. Subsequent to his retirement in 2019, he re-joined Star Corporate Services Sdn Bhd as a Director in August 2020 until September 2021. Star Corporate Services Sdn Bhd had provided corporate services to our Group between 2019 to 2021. He disposed of his shareholding in Star Corporate Services Sdn Bhd to his spouse in November 2016.

Please refer to Section 5.2.3(e) of this Prospectus for further details of his involvement in principal business activities and directorships outside our Group.

Gan Seng Kian, a Malaysian, aged 46, is our Independent Non-Executive Director. He was appointed to our Board on 31 March 2023. He is the Chairman of our Nominating Committee and a member of our Audit and Risk Management Committee and Remuneration Committee.

He graduated with a Bachelor of Engineering (Civil) in 2001 from University of Technology Malaysia. In 2003, he obtained a Master degree of Engineering (Civil - Construction and Management) from University of Technology Malaysia. Subsequently, he obtained his doctorate in Business Administration in 2010 from United Business Institutes, Brussels and he further completed his Master of Business Administration from Nottingham Trent University, UK in 2012. In 2021, he obtained his Doctor of Philosophy in Business Administration from North Borneo University College, Malaysia.

He began his career as Sales Engineer with BlueScope Lysaght (M) Sdn Bhd in 2003, where he was responsible for the sales and technical support for clients in both Johor and Melaka. In 2005, he left BlueScope Lysaght (M) Sdn Bhd and joined Perusahaan Huat Soon Chan Sdn Bhd as Operational Manager, where he was responsible for the operation management of the steel fabrication and erection division. He resigned from Perusahaan Huat Soon Chan Sdn Bhd in 2009 and joined Industrial Fasteners Sdn Bhd where he was the Managing Director, being responsible for the overall management of the business. In 2013, he left Industrial Fasteners Sdn Bhd and joined M Metal (M) Sdn Bhd where he was the General Manager and was responsible for the setting up the business for Malaysia market and reporting to group Managing Director who is based in Singapore. He resigned from M Metal (M) Sdn Bhd in 2015 and he founded Genesis Academy Sdn Bhd, a private limited company involved in provision of education and training. He is responsible for spearheading the business direction and overseeing the operations of the company. In the same year, he joined Metal Sphere Sdn Bhd (now known as Formino Metal Sdn Bhd), a company principally involved in manufacturing of building materials as its Chief Executive Officer, where he was responsible to oversee the day-to-day operations of the company. He left Formino Metal Sdn Bhd in 2017 to continue and focus on his entrepreneurship in Genesis Academy Sdn Bhd since then.

Please refer to Section 5.2.3(f) of this Prospectus for further details of his involvement in principal business activities and directorships outside our Group.

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

Rima Ramona Binti Muhammad Arif, a Malaysian, aged 50, is our Independent Non-Executive Director. She was appointed to the Board on 31 March 2023. She is the Chairman of our Remuneration Committee and a member of our Audit and Risk Management Committee and Nominating Committee.

She graduated from The University of Wales, Aberystwyth in 1999 with a Bachelor of Laws and obtained the Certificate in Legal Practice in 2000. She was admitted as an Advocate & Solicitor of the High Court in Malaya in 2001. Thereafter, in 2002, she joined Messrs Adam Bachek & Associates as a Legal Associate where she spearheaded the litigation department specialising in debt recovery and civil suits. She left the firm in 2006 to join Messrs NK Tan & Rahim as a Legal Associate where she was responsible for dealing with conveyancing and banking litigation. Subsequently in year 2007, she joined Messrs Raslan Loong (now known as Messrs Raslan Loong, Shen & Eow) as a Legal Associate where she handled corporate as well as conveyancing matters. In 2007, she left the firm to join Messrs Shahrizat Rashid & Lee as a Legal Associate, where she was assigned to handle several high-profile conveyancing and corporate matters. She left in 2009 and joined Messrs Dennis Nik & Wong as a Partner, where her areas of expertise include retail and corporate banking including Islamic banking transactions, sale and purchase agreements, joint venture agreement, concession agreements, probate and administration matters, commercial loans and share sale agreements. She also advises on entertainment law such as artists management contracts, recording contracts and intellectual property and copyrights related thereto. In 2023, she left the firm to join Messrs Lee & Koh as a Partner, a position she currently assumes. Her practice area and job responsibilities are similar to those undertaken by her in Messrs Dennis Nik & Wong.

She does not hold any directorships in other companies outside our Group.

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

5.2.3 Principal business performed outside our Group

Save as disclosed below, none of our Directors has any principal business activities performed outside our Group as at LPD, and none of our Directors holds any directorships outside our Group as at LPD ("**Present Involvements**") and in the past 5 years preceding the LPD ("**Past Directorships**"):

(a) Yap Yoon Kong

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment / Date of cessation</u>	<u>% of shareholdings held</u>	
				<u>Direct</u>	<u>Indirect</u>
<u>Present Involvements</u>					
Inta Bina Group Berhad ⁽¹⁾	Investment holding of non-listed shares of its subsidiaries principally involved in securing and carrying out construction contracts, property development and investment, and construction and engineering services to supply, install and maintain elevators, escalators, and dumbwaiter lifts	Senior Independent Non-Executive Director / Shareholder	15 April 2016	2.6	⁽²⁾ <0.1
Cendana Olimpik Sdn Bhd ⁽³⁾	Property investment	Director / Shareholder	21 June 2013	50.0	-
Evergreen Credit Express Sdn Bhd	Shariah compliant financing, licensed money lending activities and investment holding	Shareholder	-	⁽⁴⁾ 2.7	-

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

Notes:

- (1) A company listed on the Main Market of Bursa Securities.
 (2) Deemed to have an interest to the extent of 425 warrants held.
 (3) In the process of winding up.
 (4) He holds preference shares in this company.

(b) Chan Hup Ooi

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment / Date of cessation</u>	<u>% of shareholdings held</u>	
				<u>Direct</u>	<u>Indirect</u>
<u>Present Involvements</u>					
CLHF Resources	Investment holding in shares ⁽¹⁾	Director / Shareholder	27 July 2022	61.1	-

Note:

- (1) CLHF Resources was incorporated with the intention to hold the investment of Chan Hup Ooi, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang in Zantat Holdings.

(c) Chan Bin Iuan

<u>Company</u>	<u>Principal activities</u>	<u>Position held</u>	<u>Date of appointment / Date of cessation</u>	<u>% of shareholdings held</u>	
				<u>Direct</u>	<u>Indirect</u>
<u>Present Involvements</u>					
MBCY Resources Sdn Bhd	Investment holding in property	Director / Shareholder	27 July 2012	25.0	-
CLHF Resources	Investment shares ⁽¹⁾	Director / Shareholder	30 November 2021	10.5	-

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

Note:

- (1) CLHF Resources was incorporated with the intention to hold the investment of Chan Hup Ooi, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang in Zantat Holdings.

(d) Chan Jee Chet

Company	Principal activities	Position held	Date of appointment / Date of cessation	% of shareholdings held	
				Direct	Indirect
<u>Present Involvements</u>					
MBCY Resources Sdn Bhd	Investment holding in property	Director / Shareholder	27 July 2012	25.0	-
CLHF Resources	Investment shares ⁽¹⁾	Director / Shareholder	27 July 2022	10.5	-

Note:

- (1) CLHF Resources was incorporated with the intention to hold the investment of Chan Hup Ooi, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang in Zantat Holdings.

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

(e) Poo Lap Tuck

Company	Principal activities	Position held	Date of appointment / Date of cessation	% of shareholdings held	
				Direct	Indirect
Present Involvements					
Totality Cosmeceutical Industry Sdn Bhd	Manufacturer of cosmetic products	Director / Shareholder	23 December 2020	9.2	(1)4.6
Past Directorship					
Star Corporate Services Sdn Bhd ⁽²⁾	Provision of secretarial and corporate consultancy services	Director	18 August 2020 / 30 September 2021	-	-

Notes:

- (1) Deemed interested by virtue of his child's shareholding in the company pursuant to Section 59(11)(c) of the Act.
- (2) He was a director of Star Corporate Services Sdn Bhd from 1 October 1998 to 1 November 2016. He has disposed of his entire shares in Star Corporate Services Sdn Bhd to his spouse on 10 November 2016.

(f) Gan Seng Kian

Company	Principal activities	Position held	Date of appointment / Date of cessation	% of shareholdings held	
				Direct	Indirect
Present Involvements					
Genesis Academy Sdn Bhd	Provide education, training, coaching, import & export of a variety of goods	Director / Chief Executive Officer / Shareholder	13 July 2015	66.7	-
Bitver Technology Sdn Bhd	Information technology service activities and computer programming activities	Shareholder	-	33.3	-

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

Company	Principal activities	Position held	Date of appointment / Date of cessation	% of shareholdings held	
				Direct	Indirect
Past Directorship					
Exodus Beauty Supplies Sdn Bhd	Stores specialised in retail sale of perfumery, cosmetic and toilet articles, other retail sale of new goods in specialised stores, retail sale of any kind of product over the internet	Director	8 March 2021 / 11 May 2023	-	-

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

As at LPD, the directorships of our Directors in other companies are in compliance with Rule 15.06 of the Listing Requirements as our Directors do not hold more than 5 directorships in public listed companies on Bursa Securities.

The involvement of our Directors in those business activities outside our Group does not give rise to any conflict of interest situation with our business. Additionally, the involvement of our Executive Directors in those business activities are investment holding of shares or property. Therefore, their involvement in these companies does not require significant amount of time, and hence does not affect their ability to perform their executive roles and responsibilities to our Group.

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

5.2.4 Directors' remuneration and benefits

The remuneration of our Directors including fees, salaries, bonuses, other emoluments and benefits-in-kind, must be reviewed and recommended by our Remuneration Committee and subsequently, be approved by our Board. The Director's fees and any benefits payable to our Directors shall be subject to annual approval by our shareholders pursuant to an ordinary resolution passed at a general meeting in accordance with our Constitution. Please refer to Section 15.3 of this Prospectus for further details.

The aggregate remuneration and material benefits-in-kind paid and proposed to be paid to our Directors for services rendered in all capacities to our Group for FYE 2021 to 2024 are as follows:

	⁽¹⁾ Directors' fees	Salaries	⁽²⁾ Bonuses	Other emolument	Benefits-in-kind	Total
	RM'000					
FYE 2021 (Paid)						
Chan Hup Ooi	115	792	431	74	28	1,440
Chan Bin Iuan	115	552	46	167	-	880
Chan Jee Chet	115	444	43	153	-	755
FYE 2022 (Paid)						
Chan Hup Ooi	-	396	-	24	14	434
Chan Bin Iuan	-	552	-	161	-	713
Chan Jee Chet	-	444	-	148	-	592
FYE 2023 (Paid)						
Yap Yoon Kong	13	-	-	-	-	13
Chan Hup Ooi	50	396	83	39	16	584
Chan Bin Iuan	50	576	300	200	-	1,126
Chan Jee Chet	50	468	300	187	-	1,005
Poo Lap Tuck ⁽³⁾	13	-	-	-	-	13
Gan Seng Kian	11	-	-	-	-	11
Rima Ramona Binti Muhammad Arif	11	-	-	-	-	11

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

	⁽¹⁾ Directors' fees	Salaries	⁽²⁾ Bonuses	Other emolument	Benefits-in-kind	Total
	RM'000					
FYE 2024 (Proposed)						
Yap Yoon Kong	60	-	-	5	-	65
Chan Hup Ooi	98	-	-	-	16	114
Chan Bin Iuan	98	720	-	181	-	999
Chan Jee Chet	98	600	-	167	-	865
Poo Lap Tuck ⁽³⁾	60	-	-	5	-	65
Gan Seng Kian	54	-	-	5	-	59
Rima Ramona Binti Muhammad Arif	54	-	-	5	-	59

Notes:

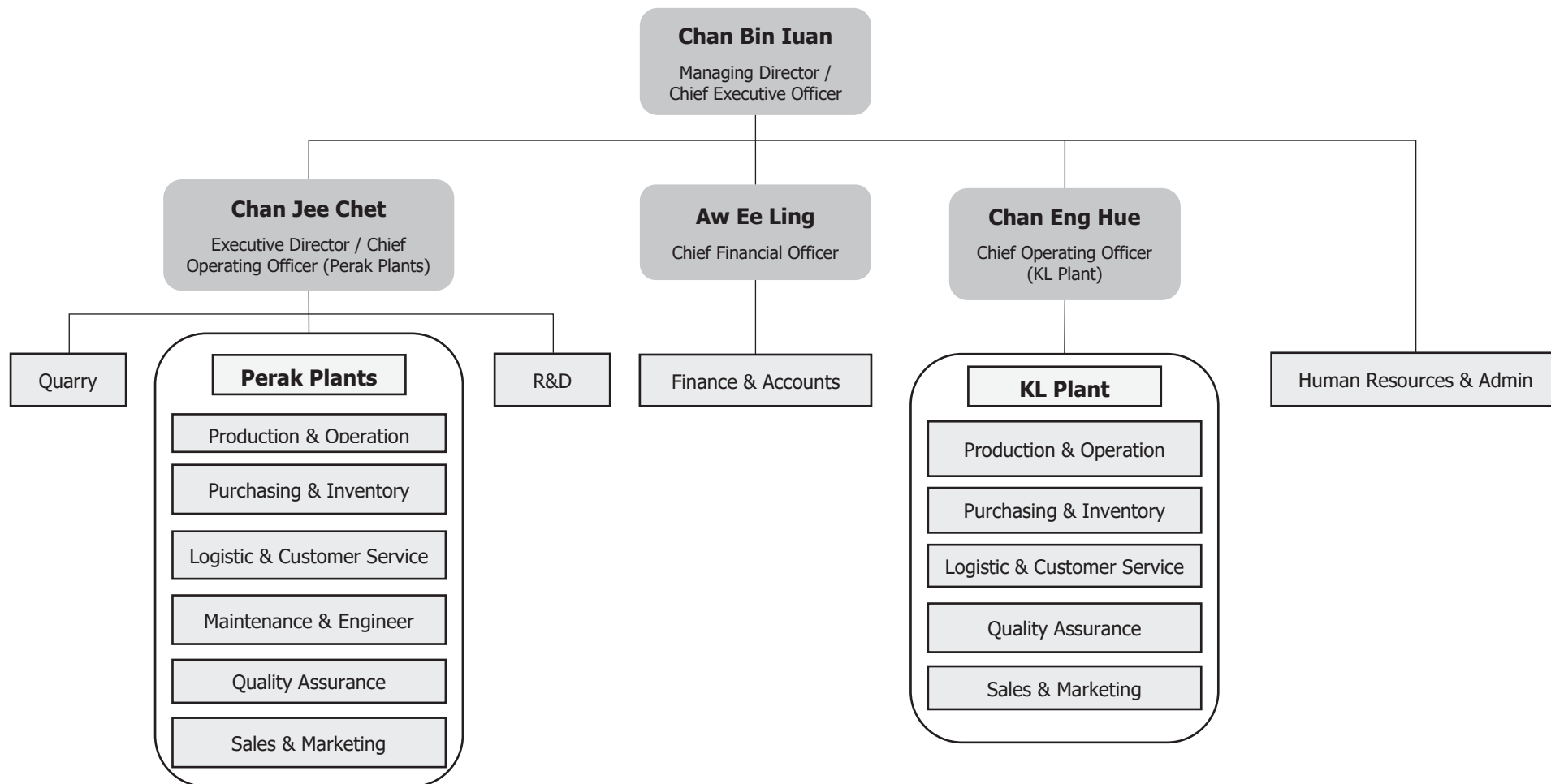
- (1) Pro-rated based on their respective appointment dates.
- (2) The bonuses for FYE 2024 are not included. Such bonuses, if any, will be determined at a later date based on the individual's performance as well as our Group's performance.
- (3) Poo Lap Tuck resigned as Chief Financial Officer of Zantat on 31 December 2019. His resignation from Zantat is more than 3 years from the date of his appointment as our Independent Non-Executive Director on 31 March 2023. Subsequent to his retirement in December 2019, he had personally provided corporate finance advisory services to our Group until December 2022 for consultancy fees totalling RM102,000. Separately, he was a director of Star Corporate Services Sdn Bhd ("**Star Corporate Services**") which has provided secretarial and corporate consultancy services to our Group between May 2019 to December 2021. The consideration received by Star Corporate Services amounts to RM37,513. He was a director of Star Corporate Services from (i) 1 October 1998 to 1 November 2016; and (ii) 18 August 2020 to 30 September 2021. He has disposed of his entire shares in Star Corporate Services to his spouse on 10 November 2016. As at LPD, he is no longer a director and shareholder of Star Corporate Services.

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

5.3 KEY SENIOR MANAGEMENT

5.3.1 Management structure

The management reporting structure of our Group is as follows:



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

5.3.2 Key senior management shareholdings

The shareholdings of our key senior management in our Company before and after IPO, save for Chan Eng Hue (our Promoter, substantial shareholder and Chief Operating Officer (KL Plant)), Chan Bin Iuan (our Managing Director / Chief Executive Officer) and Chan Jee Chet (our Executive Director / Chief Operating Officer (Perak Plants)), which are disclosed in Sections 5.1.1 and 5.2.1 of this Prospectus are set out below:

Name	Designation / Nationality	Before IPO				⁽¹⁾ After IPO			
		Direct		Indirect		Direct		Indirect	
		No. of Shares	%	No. of Shares	%	No. of Shares	%	No. of Shares	%
Aw Ee Ling	Chief Financial Officer / Malaysian	-	-	-	-	⁽²⁾ 300,000	0.1	-	-

Notes:

⁽¹⁾ Based on the enlarged share capital of 280,000,000 Shares after our IPO.

⁽²⁾ Assuming she fully subscribes for her entitlement under the Pink Form Allocations.

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

5.3.3 Profiles of key senior management

Save for the profiles of Chan Bin Iuan (our Managing Director / Chief Executive Officer), Chan Jee Chet (our Executive Director / Chief Operating Officer (Perak Plants) and Chan Eng Hue (our Promoter, substantial shareholder and Chief Operating Officer (KL Plant)) which are set out in Sections 5.1.2 and 5.2.2 of this Prospectus, the profile of the other key senior management of our Group are as follows:

Aw Ee Ling, a Malaysian, aged 33, is our Chief Financial Officer, responsible for the accounting and finance matters of our Group. She graduated with a Bachelor of Business and Commerce specialising in Accounting, Econometrics and Business Statistics from the Monash University, Malaysia in 2012 and subsequently obtained a Master of Business Administration (Distinction) from The University of Lancaster, United Kingdom and Sunway University in 2020. She is a Certified Public Accountant of the Malaysian Institute of Certified Public Accountants since 2016 and a Chartered Accountant of the Malaysian Institute of Accountants since 2017. She is also an ASEAN Chartered Professional Accountant of the ASEAN Chartered Professional Accountants Coordinating Committee since 2019.

She began her career in 2012 with Ernst & Young as an Audit Assistant. She was subsequently promoted to Senior and Supervisor in 2013 and 2015 respectively before she left Ernst & Young in 2016.

She joined Zantat in 2016 as an Accountant where she was responsible for the financial and accounting functions of the company and was promoted to the Group Accountant position in 2017 expanding her scope to cover Zantat group of companies.

In 2021, she was promoted to her current role as Chief Financial Officer of our Group.

5.3.4 Principal business performed outside our Group

Save as disclosed in Section 5.2.3 of this Prospectus, none of our key senior management has any principal business activities performed outside our Group as at LPD and none of our key senior management holds any directorships outside our Group as at the LPD and in the past 5 years preceding the LPD. This excludes shares in public listed companies held by our key senior management as minority shareholders (less than 5.00% of the total number of issued shares of a public listed company) in which they do not hold any directorship, and is only for trading and personal investment purposes.

5.3.5 Key senior management remuneration and benefits

The remuneration of our key senior management including salaries, bonuses, allowances, other emoluments and benefits-in-kind, must be reviewed and recommended by our Remuneration Committee and subsequently, be approved by our Board.

The aggregate remuneration and material benefits-in-kind (in bands of RM50,000) paid and proposed to be paid to our key senior management (save for our Promoters and Directors which are disclosed in Sections 5.1.5 and 5.2.4 of this Prospectus respectively) for services rendered in all capacities to our Group for FYE 2021 to 2024 are as follows:

	Remuneration band			
	FYE 2021 (Paid)	FYE 2022 (Paid)	FYE 2023 (Paid)	⁽¹⁾FYE 2024 (Proposed)
	RM'000			
Aw Ee Ling	200 – 250	250 – 300	350 – 400	300 – 350

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

Note:

- (1) The bonuses for FYE 2024 are not included. Such bonuses, if any, will be determined at a later date based on the individual's performance as well as our Group's performance.

5.4 BOARD PRACTICE

5.4.1 Board

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

- (a) setting the corporate values and promoting together with the senior management, good corporate governance culture within our Group which reinforces ethical, prudent and professional behaviour and ensure that its obligations to shareholders and other stakeholders are met.
- (b) reviewing and adopting a strategic plan for our Group:
 - (i) review, challenge and decide on management's proposal on a strategic plan for our Group by bringing objectivity and breadth of judgment to the strategic planning process;
 - (ii) review and oversee the implementation of the strategic business plan for our Group to ensure that it supports long-term value creation and includes strategies on economic, environmental, safety & health, social and governance considerations underpinning sustainability;
 - (iii) together with management, take responsibility for the governance of sustainability in our Group including setting our Group's sustainability strategies, priorities and targets; and
 - (iv) monitor the implementation of the strategic plan by the management.
- (c) overseeing the conduct of our Group's business:
 - (i) oversee the conduct of our Group's business, including the formulation of strategy and performance objectives, control and accountability systems, corporate governance framework, risk management practices and human capital management;
 - (ii) approve and monitor progress of major capital expenditure, fund-raising, acquisitions and divestitures;
 - (iii) supervise and assess the performance of the management to determine whether the business is being properly managed and ensure that appropriate measures are in place against which the management's performance can be assessed;
 - (iv) review, challenge and decide on the management's proposals for our Group and monitor its implementation by the management; and
 - (v) monitor compliance with established policies and procedures.

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

- (d) identifying principal risks and ensuring the implementation of appropriate internal controls and mitigation measures:
 - (i) understand the principal risks of our Group's businesses and recognise that business decisions involve the taking of appropriate risks;
 - (ii) fulfil statutory and fiduciary responsibilities by monitoring the operational, financial and risk management processes of our Group and ensuring that internal control procedures are in place;
 - (iii) set the risk appetite within which our Board expects the management to operate and ensure that there is a sound risk management framework to identify, analyse, evaluate, manage and monitor significant financial and non-financial risks; and
 - (iv) comply with environment, safety and health legislation by understanding the operations being carried out by employees and the hazards and risks associated with such operations.
- (e) succession planning:
 - (i) ensure the senior management has the necessary skills and experience; and
 - (ii) ensure measures are in place to provide for orderly succession planning of our Board and senior management, including appointing, training, fixing the compensation of and, where appropriate, replacing the senior management.
- (f) overseeing the development and implementation of a stakeholder communications policy for our Group:
 - (i) ensure that our Group has in place a policy to enable effective communication with its stakeholders. This policy should include how feedback received from its stakeholders is considered by our Group when making business and other decisions; and
 - (ii) ensure that our Group's sustainability strategies, priorities and targets as well as performance against these targets are communicated to its internal and external stakeholders.
- (g) reviewing the adequacy and the integrity of the management information and internal control systems of our Group, including systems for compliance with applicable laws, regulations, rules, directives and guidelines:
 - (i) ensure that there is a sound framework of reporting on internal controls and regulatory compliance;
 - (ii) review the efficiency and quality of our Group's financial reporting process and systems of accounting and internal controls; and
- (h) ensure the integrity of our Group's financial and non-financial reporting and ensure that all our Directors are able to understand financial statements and form a view on the information presented.

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

In accordance with our Constitution, at the first annual general meeting of our Company, all our Directors shall retire from the office and be eligible for re-election and an election of Directors shall take place each year at the annual general meeting of our Company, where one-third of our Directors for the time being, or, if their number is not 3 or a multiple of 3, then the number nearest to one-third shall retire from office. This is provided always that all Directors shall retire from office once at least in each 3 years but shall be eligible for re-election. A retiring Director shall retain office until the close of the meeting at which he retires.

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

Name	Date of appointment as Director	Date of expiration of the current term in office⁽¹⁾	Tenure up to LPD
Yap Yoon Kong	31 March 2023	At the 2024 Annual General Meeting of our Company	Less than 1 year
Chan Hup Ooi	31 March 2023	At the 2025 Annual General Meeting of our Company	Less than 1 year
Chan Bin Iuan	31 March 2023	At the 2024 Annual General Meeting of our Company	Less than 1 year
Chan Jee Chet	31 March 2023	At the 2025 Annual General Meeting of our Company	Less than 1 year
Poo Lap Tuck	31 March 2023	At the 2026 Annual General Meeting of our Company	Less than 1 year
Gan Seng Kian	31 March 2023	At the 2026 Annual General Meeting of our Company	Less than 1 year
Rima Ramona Binti Muhammad Arif	31 March 2023	At the 2026 Annual General Meeting of our Company	Less than 1 year

Note:

- ⁽¹⁾ Our Directors shall have the power at any time and from time to time to appoint any person to be a Director, either to fill a casual vacancy or as an addition to the existing Directors, but the total number of Directors shall not at any time exceed the number fixed in our Constitution. Any Director so appointed shall hold office only until the next following AGM and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting. All our Directors retired from office in accordance with Article 18.2 of our Constitution and were re-elected at our first AGM held on 30 June 2023.

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

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

The members of our Board are set out in Section 5.2 of this Prospectus.

5.4.2 Audit and Risk Management Committee

The main function of our Audit and Risk Management Committee is to assist our Board in fulfilling its responsibility on the oversight of the integrity of our Group's accounting and financial reporting matters. Our Audit and Risk Management Committee's duties and responsibilities as stated in its terms of reference include, amongst others, the following:

- (a) to review the following and report the same to our Board with the external auditors:
 - (i) the audit plan and audit report and the extend of assistance rendered by the employees of our Company;
 - (ii) their evaluation of the system of internal controls;
 - (iii) the audit fee and on matter regarding their suitability for nomination, appointment and re-appointment and any issue regarding resignation or dismissal;
 - (iv) issues and matters arising from the audit;
 - (v) the management letter and the management's response; and
 - (vi) to perform annual assessment on their competencies, objectivity and independence.
- (b) to review the following and report the same to our Board with the internal auditors:
 - (i) to review the adequacy of the scope, the function, competency and resources of the internal audit functions and that it has the necessary authority to carry out its work;
 - (ii) the internal audit plan, processes, the results of the internal audit assessment including the recommendations and appropriateness of the actions taken;
 - (iii) the extend of assistance rendered by the employees of our Company; and
 - (iv) to review any appraisal or assessment of the performance of members of the internal audit function.
- (c) to review and approve our quarterly results and annual financial statements for recommendation to our Board, focusing in particular on:
 - (i) any changes in or implementation of major accounting policies;
 - (ii) significant and unusual events or transactions, significant adjustments arising from the audit and how these matters are addressed;
 - (iii) going concern assumption; and
 - (iv) compliance with accounting standards and other regulatory or legal requirements.

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

- (d) to review and monitor any related party transaction and conflict of interest situation that arose, persist or may arise within our Company or Group including any transaction, procedure or course of conduct that raises questions of management integrity and the measures to resolve, eliminate, or mitigate such conflicts.
- (e) to oversee and recommend the risk management policies and procedures of our Group.
- (f) to review the principal risks of our Group and recommend and ensure the implementation of an appropriate risk management framework and policies for our Group to mitigate / manage such risks.
- (g) to assess the quality, effectiveness and efficiency of our internal controls and advise our Board on setting appropriate policies on internal control.
- (h) to review and deliberate on reports on significant risk findings and recommendations.
- (i) to determine the level of risk tolerance and actively identify, assess and monitor key business risks to safeguard the shareholders' investments and our Company's assets.
- (j) to ensure that our Board conducts an annual review and periodic testing of our internal control and risk management.
- (k) to review the Audit and Risk Management Committee's reporting and the statement with regard to the state of internal controls and risk management of our Group for inclusion in the annual report for the relevant financial year and report the same to our Board.
- (l) to discuss problems and reservations arising from the interim and final audits, and any matter that the external auditor may wish to raise (in the absence of management, where necessary).
- (m) to review and recommend for our Board's approval, the provision of non-audit services by the external auditors and to ensure that adequate safeguard in place so that the provision for non-audit services does not create conflicts of interest with the independent judgement of the external auditors.

The recommendations of our Audit and Risk Management Committee are subject to the approval of our Board.

The members of our Audit and Risk Management Committee as at LPD are as follows:

Name	Designation	Directorship
Poo Lap Tuck	Chairperson	Independent Non-Executive Director
Gan Seng Kian	Member	Independent Non-Executive Director
Rima Ramona Binti Muhammad Arif	Member	Independent Non-Executive Director

Our Nominating Committee will review the composition, performance and effectiveness of our Audit and Risk Management Committee annually.

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

5.4.3 Nominating Committee

The duties and responsibilities as stated in the terms of reference of our Nominating Committee include the following:

- (a) Assessment of board composition
 - (i) establish a policy formalising our Group's approach to boardroom diversity (including diversity in gender, nationality, age, culture and socio-economic backgrounds);
 - (ii) annually review and recommend to our Board the appropriate size, structure, balance and composition of our Board, required mix of skills, experience and other qualities, including core competencies which Non-Executive Directors shall bring to our Board to ensure that they are in line with our Company and our Group's requirements and is in compliance with the Listing Requirements;
 - (iii) consider and recommend any policy regarding the period of service of Non-Executive Directors, and the term of office of Board Committee members, including Chairmen of Board Committees; and
 - (iv) ensure periodic reviews of the term of office, and terms of reference of all Board Committees assisted by our Company Secretary.
- (b) Appointments
 - (i) consider and recommend to our Board the selection criteria for new appointment as Directors of our Company which may include:
 - required skills, knowledge, expertise and experience;
 - time commitment, character, professionalism and integrity (probity, financial integrity and personal integrity);
 - ability to work cohesively with other members of our Board;
 - specialist knowledge or technical skills in line with our Group's strategy;
 - diversity in age, gender, skills, experience, cultural background and other factor(s) that will best qualify a nominee to serve on our Board;
 - number of directorships in companies outside our Group; and
 - ability to discharge such responsibilities / functions as expected, particularly for independent non-executive Directors.
 - (ii) consider and recommend to our Board the composition of our Board which must comprise at least 2 Directors or 1/3 of our Board, whichever is higher, are Independent Directors;
 - (iii) consider and recommend suitable persons to be appointed as Directors of our Company and members of our Board Committees;
 - (iv) appointment of key management positions:
 - review and if deemed appropriate, endorse for our Board's approval on the appointment, evaluation, promotion, resignation, disciplinary actions and termination of the key positions of our Company.

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

- (c) Retirement and re-election
 - (i) ensure that every Director, including the Executive Directors, shall be subject to retirement at least once every 3 years. A retiring Director shall be eligible for re-election; and
 - (ii) recommend to our Board, re-election of Directors by shareholders. In instances where an Independent Non-Executive Directors is to be retained beyond nine (9) years, the Nominating Committee shall conduct an assessment of the Independent Non-Executive Director(s) and recommend to our Board whether they shall remain Independent or be re-designated as a Non-Independent Non-Executive Director.
- (d) Succession planning
 - (i) our Chairman shall assist the Nominating Committee in ensuring that an appropriate succession planning framework, talent management and human capital development programme is in place for the position of the Chairman and key positions, and be appraised of the progress of the programme on a regular basis, and at least once a year; and
 - (ii) oversee succession planning for our Chairman and Directors.
- (e) Annual performance assessment
 - (i) assist our Board in establishing procedures and processes towards an annual assessment of the effectiveness of our Board as a whole and each Board Committee (including its size and composition), as well as the contribution of each individual Director. Results of evaluation shall be properly documented and disclosed in the annual report;
 - (ii) consider and recommend to our Board an annual assessment of the Independent Directors of our Company;
 - (iii) develop, maintain and review the criteria for evaluating Board and Board Committees' and each individual Director's performance; and
 - (iv) ensure that appropriate actions are taken based on the results of the annual assessments, to continuously enhance our Board's overall performance and identify opportunities for improvement.
- (f) Training and development
 - (i) recommend suitable orientation and training programmes to continuously train and equip existing Directors, where necessary;
 - (ii) arrange, with management, induction programmes for newly appointed Directors to familiarise themselves with the operations, products and services of our Group through briefings by the relevant management teams; and
 - (iii) ensure a statement is made by our Board in our Company's annual report, containing a brief description on the type of training attended by Directors during the financial year.

The recommendations of our Nominating Committee are subject to the approval of our Board.

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

The members of our Nominating Committee as at LPD are as follows:

Name	Designation	Directorship
Gan Seng Kian	Chairperson	Independent Non-Executive Director
Poo Lap Tuck	Member	Independent Non-Executive Director
Rima Ramona Binti Muhammad Arif	Member	Independent Non-Executive Director

5.4.4 Remuneration Committee

The duties and responsibilities as stated in the terms of reference of our Remuneration Committee include the following:

- (a) to assist our Board in determining the remuneration of our Executive Directors and key senior management. In fulfilling this responsibility, our Remuneration Committee is to ensure that our Executive Directors and our key senior management:
 - (i) are fairly rewarded for their individual contributions to overall performance;
 - (ii) that the compensation is reasonable in light of our business strategy and long-term objectives; and
 - (iii) that the compensation is similar to other companies of similar size in the same industry.
- (b) to review and recommend on an annual basis, the performance of our Directors and our senior management, and recommend to our Board specific adjustments in remuneration and/or reward payments to be passed at a general meeting.
- (c) to establish our Chairman's and Executive Director's goals, objectives and key performance indicators.
- (d) to review our Chairman's and Executive Director's performance against the goals, objectives and key performance indicators set.
- (e) to ensure that the remuneration packages and benefits for Independent Non-Executive Directors do not conflict with their obligations to bring objective and independent judgement to our Board. Independent Non-Executive Directors should not be over-compensated to the extent that their independence may be compromised.
- (f) to assist our Board in discharging their responsibilities to, amongst others, compensation strategy, management development and other compensation arrangements.

The recommendations of our Remuneration Committee are subject to the approval of our Board.

The members of our Remuneration Committee as at LPD are as follows:

Name	Designation	Directorship
Rima Ramona Binti Muhammad Arif	Chairperson	Independent Non-Executive Director
Poo Lup Tuck	Member	Independent Non-Executive Director
Gan Seng Kian	Member	Independent Non-Executive Director

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

5.5 RELATIONSHIPS AND/OR ASSOCIATIONS

Save as disclosed below, there are no family relationships (as defined under Section 197 of the Act) or associations between or amongst our Promoters, substantial shareholders, Directors and key senior management as at LPD:

- (a) CLHF Resources is a company held by Chan Hup Ooi, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang;
- (b) Chan Hup Ooi, Chan Eng Hue and Teh Ah Soon @ Teh Soon Tick are business partners;
- (c) Teh Ah Soon @ Teh Soon Tick is maternal uncle of Chan Hup Ooi and Chan Eng Hue;
- (d) Chan Hup Ooi and Chan Eng Hue are siblings;
- (e) Chan Hup Ooi and Lee Mei Choon are husband and wife;
- (f) Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang are siblings and are the children of Chan Hup Ooi and Lee Mei Choon;
- (g) Chan Eng Hue and Ng Paik Hoon are husband and wife; and
- (h) Aw Ee Ling is the maternal cousin of Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang, and niece to Chan Hup Ooi, Lee Mei Choon, Chan Eng Hue and Ng Paik Hoon.

For avoidance of doubt, Ng Paik Hoon and Chan Jee Yang is not our Promoter, substantial shareholder, Director or key senior management. Ng Paik Hoon is a Specified Shareholder while Chan Jee Yang is a Specified Shareholder and shareholder of CLHF Resources. Their family relationships with our Promoters, substantial shareholders, Directors and key senior management are included above for purposes of completeness.

In addition to the above, the following are the other family relationships of our Directors and key senior management amongst our other Selling Shareholders:

- (a) Teh Ah Soon @ Teh Soon Tick and Lim Gaik Lan are husband and wife;
- (b) Teh Koh Tun and Teh Su Hui are siblings, and are children of Teh Ah Soon @ Teh Soon Tick and Lim Gaik Lan; and
- (c) Chan Yu Xuan and Chan Jing Han are siblings, and are children of Chan Eng Hue and Ng Paik Hoon.

5.6 EXISTING OR PROPOSED SERVICE AGREEMENTS

As at LPD, there are no existing or proposed service agreements entered into between our Company with any Directors, or between any companies within our Group with any key senior management.

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

5.7 DECLARATION FROM PROMOTERS, DIRECTORS AND KEY SENIOR MANAGEMENT

As at LPD, none of our Promoters, Directors or key senior management is or has been involved in any of the following (whether in or outside Malaysia):

- (a) in the last 10 years, a petition under any bankruptcy or insolvency laws that was filed (and not struck out) against him or any partnership in which he was a partner or any corporation of which he was a Director or a member of key senior management;
- (b) disqualified from acting as a Director of any corporation, or from taking part directly or indirectly in the management of any corporation;
- (c) in the last 10 years, charged or convicted in a criminal proceeding or is a named subject of a pending criminal proceeding;
- (d) in the last 10 years, any judgment that was entered against him, or finding of fault, misrepresentation, dishonesty, incompetence or malpractice on his part, involving a breach of any law or regulatory requirement that relates to the capital market;
- (e) in the last 10 years, was the subject of any civil proceeding, involving an allegation of fraud, misrepresentation, dishonesty, incompetence or malpractice on his part that relates to the capital market;
- (f) being the subject of any order, judgment or ruling of any court, government, or regulatory authority or body temporarily enjoining him from engaging in any type of business practice or activity;
- (g) in the last 10 years, has been reprimanded or issued any warning by any regulatory authority, securities or derivatives exchange, professional body or government agency; and
- (h) has any unsatisfied judgment against him.

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6. INFORMATION ON OUR GROUP

6.1 INFORMATION ON OUR GROUP

Our Company was incorporated in Malaysia under the Act on 30 November 2021 as a private limited company under the name of Zantat Holdings Sdn Bhd. On 25 May 2023, we converted into a public limited company and adopted our present name.

Our Company was incorporated to facilitate the Listing and our Company is principally an investment holding company. There has been no material change in the manner in which we conduct our business or activities since our incorporation and up to LPD.

Through our subsidiaries, we are principally involved the production of calcium carbonate namely GCC and CC dispersions. We are also involved in the production of kaolin dispersion, processing of ultrafine PCC powder, trading of industrial minerals and sales of limestone quarry products. Please refer to Section 7.1 of this Prospectus for detailed information of our Group's history.

As at LPD, our share capital is RM57,411,201 comprising 224,000,000 Shares, all of which have been issued and fully paid-up. The movements in our share capital since the date of our incorporation are set out below:

Date of allotment	No. of Shares allotted	Consideration / Types of issue	Cumulative share capital RM
30 November 2021	1	RM1 / Subscriber's share	1
21 November 2023	223,999,999	RM57,411,200 / Consideration for Acquisition of Zantat	57,411,201

As at LPD, we do not have any outstanding warrants, options, convertible securities and uncalled capital. In addition, there were no discounts, special terms or instalment payment terms applicable to the payment of the consideration for the allotment.

Upon completion of our IPO, our enlarged share capital will increase to RM71,411,201 comprising 280,000,000 Shares.

6.2 DETAILS OF THE ACQUISITION OF ZANTAT

In preparation for our Listing, we have undertaken the Acquisition of Zantat. On 23 May 2023, we entered into a conditional share sale agreement with the Zantat Vendors to acquire the entire equity interest in Zantat comprising 6,000,000 ordinary shares for a purchase consideration of RM57,411,200 which was satisfied by the issuance of 223,999,999 new Shares to Zantat Vendors at an issue price of RM0.2563 each.

Details of Zantat Vendors and the number of Shares issued to them under the Acquisition of Zantat are set out below:

Zantat Vendors	No. of Zantat shares to be acquired	% of share capital in Zantat	Purchase consideration RM	No. of Shares to be issued
CLHF Resources	3,200,000	53.3	30,619,289	119,466,599
Teh Ah Soon @ Teh Soon Tick	540,000	9.0	5,167,008	20,160,000
Chan Eng Hue	480,000	8.0	4,592,896	17,920,000

6. INFORMATION ON OUR GROUP (Cont'd)

Zantat Vendors	No. of Zantat shares to be acquired	% of share capital in Zantat	Purchase consideration	No. of Shares to be issued
			RM	
Chan Hup Ooi	224,000	3.7	2,143,360	8,362,700
Lee Mei Choon	224,000	3.7	2,143,360	8,362,700
Chan Bin Iuan	224,000	3.7	2,143,360	8,362,700
Chan Jee Chet	224,000	3.7	2,143,360	8,362,700
Chan Jee Yang	224,000	3.7	2,143,360	8,362,700
Lim Gaik Lan	180,000	3.0	1,722,336	6,720,000
Teh Koh Tun	180,000	3.0	1,722,336	6,720,000
Teh Su Hui	180,000	3.0	1,722,336	6,720,000
Ng Paik Hoon	40,000	0.7	382,733	1,493,300
Chan Yu Xuan	40,000	0.7	382,733	1,493,300
Chan Jing Han	40,000	0.7	382,733	1,493,300
	6,000,000	100.0	57,411,200	223,999,999

The purchase consideration for the Acquisition of Zantat of RM57,411,200 was arrived at based on a "willing-buyer willing-seller" basis after taking into consideration the audited NA of Zantat as at 31 December 2022 of RM57.5 million.

The Acquisition of Zantat was completed on 21 November 2023. Thereafter, Zantat became our wholly-owned subsidiary. Accordingly, Calrock, Zaneco and Zantat Light became our wholly-owned subsidiaries through Zantat.

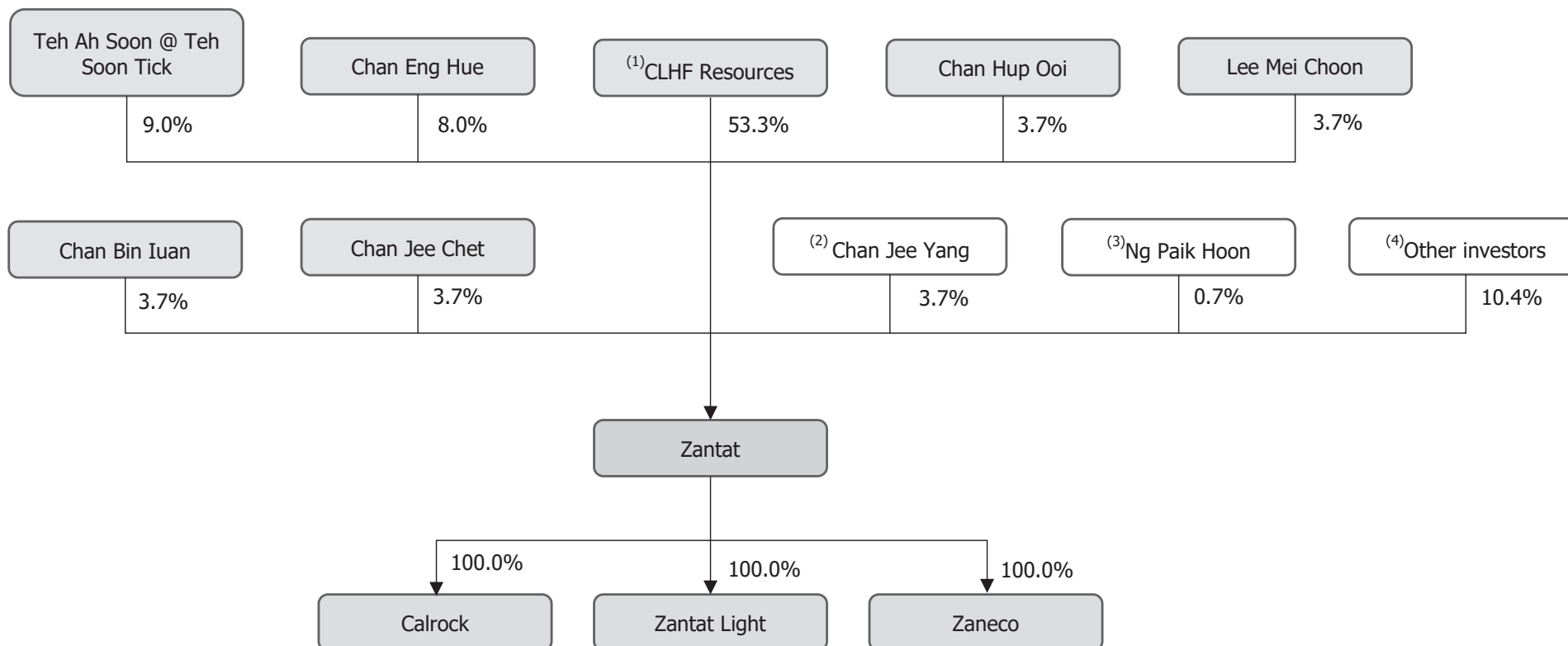
The new Shares issued under the Acquisition of Zantat shall rank equally in all respects with our existing Shares including voting rights and will be entitled to all rights and dividends and/or other distributions, the entitlement date of which is subsequent to the date of issuance of the new Shares.

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6. INFORMATION ON OUR GROUP (Cont'd)

6.3 GROUP STRUCTURE

Before our Acquisition of Zantat



Notes:

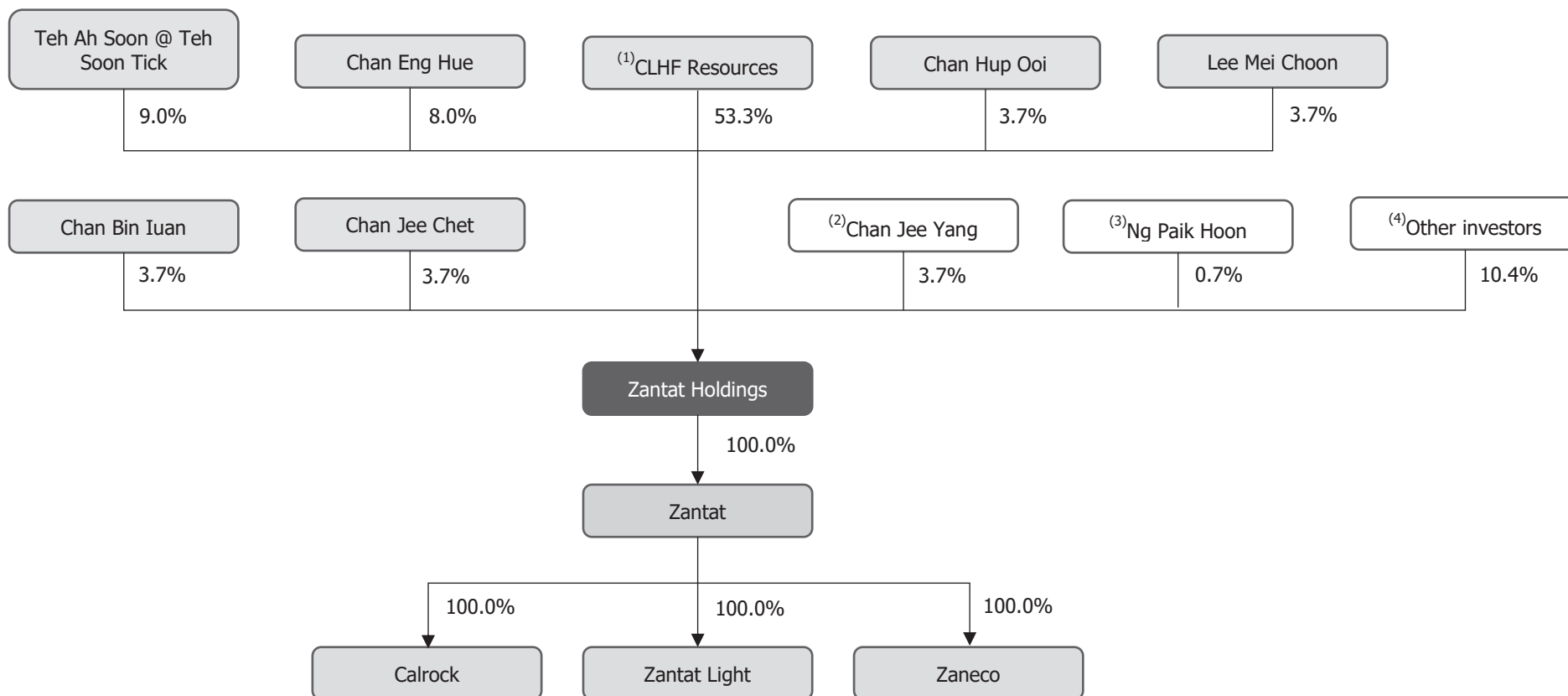


Promoter

- (1) CLHF Resources is held by Chan Hup Ooi (61.1%), Lee Mei Choon (13.6%), Chan Bin Iuan (10.5%), Chan Jee Chet (10.5%) and Chan Jee Yang (4.3%)
 (2) Being child of Chan Hup Ooi and Lee Mei Choon as well as brother of Chan Bin Iuan and Chan Jee Chet
 (3) Being spouse of Chan Eng Hue and sister-in-law of Chan Hup Ooi
 (4) Being Lim Gaik Lan (3.0%), Teh Koh Tun (3.0%), Teh Su Hui (3.0%), Chan Yu Xuan (0.7%) and Chan Jing Han (0.7%), collectively

6. INFORMATION ON OUR GROUP (Cont'd)

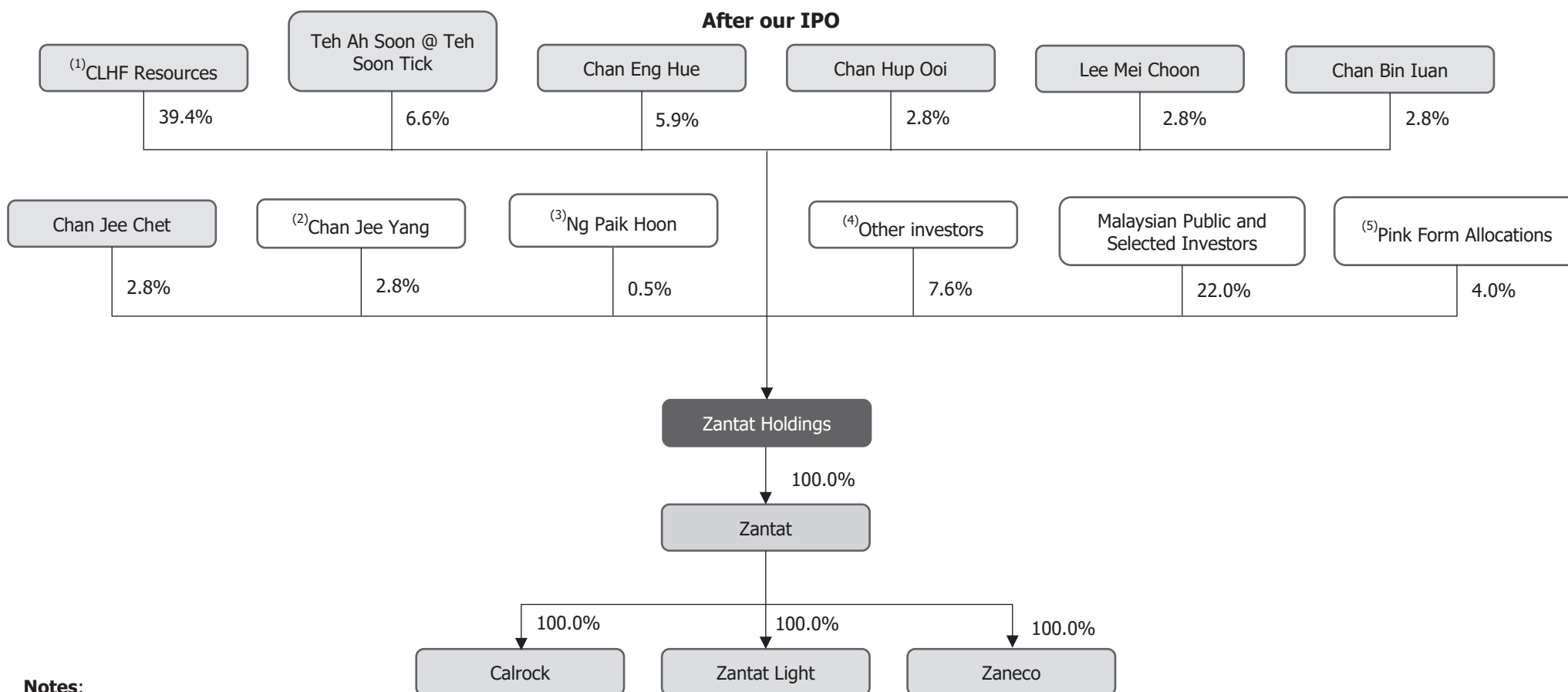
After our Acquisition of Zantat but before our IPO



Notes:

- Promoter
- (1) CLHF Resources is held by Chan Hup Ooi (61.1%), Lee Mei Choon (13.6%), Chan Bin Iuan (10.5%), Chan Jee Chet (10.5%) and Chan Jee Yang (4.3%)
- (2) Being child of Chan Hup Ooi and Lee Mei Choon as well as brother of Chan Bin Iuan and Chan Jee Chet
- (3) Being spouse of Chan Eng Hue and sister-in-law of Chan Hup Ooi
- (4) Being Lim Gaik Lan (3.0%), Teh Koh Tun (3.0%), Teh Su Hui (3.0%), Chan Yu Xuan (0.7%) and Chan Jing Han (0.7%), collectively

6. INFORMATION ON OUR GROUP (Cont'd)



Notes:

- Promoter
- (1) CLHF Resources is held by Chan Hup Ooi (61.1%), Lee Mei Choon (13.6%), Chan Bin Iuan (10.5%), Chan Jee Chet (10.5%) and Chan Jee Yang (4.3%)
- (2) Being child of Chan Hup Ooi and Lee Mei Choon as well as brother of Chan Bin Iuan and Chan Jee Chet
- (3) Being spouse of Chan Eng Hue and sister-in-law of Chan Hup Ooi
- (4) Being Lim Gaik Lan (2.2%), Teh Koh Tun (2.2%), Teh Su Hui (2.2%), Chan Yu Xuan (0.5%) and Chan Jing Han (0.5%), collectively
- (5) Assuming that all our eligible Directors, employees and persons who have contributed to the success of our Group will subscribe for the Pink Form Allocation

6. INFORMATION ON OUR GROUP (Cont'd)

The following are the family relationships (as defined under Section 197 of the Act) or associations between or amongst our Promoters, substantial shareholders, Directors and key senior management as at LPD:

- (a) CLHF Resources is a company held by Chan Hup Ooi, Lee Mei Choon, Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang;
- (b) Chan Hup Ooi, Chan Eng Hue and Teh Ah Soon @ Teh Soon Tick are business partners;
- (c) Teh Ah Soon @ Teh Soon Tick is maternal uncle of Chan Hup Ooi and Chan Eng Hue;
- (d) Chan Hup Ooi and Chan Eng Hue are siblings;
- (e) Chan Hup Ooi and Lee Mei Choon are husband and wife;
- (f) Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang are siblings and are the children of Chan Hup Ooi and Lee Mei Choon;
- (g) Chan Eng Hue and Ng Paik Hoon are husband and wife; and
- (h) Aw Ee Ling is the maternal cousin of Chan Bin Iuan, Chan Jee Chet and Chan Jee Yang, and niece to Chan Hup Ooi, Lee Mei Choon, Chan Eng Hue and Ng Paik Hoon.

In addition to the above, the following are the other family relationships of our Directors, substantial shareholders and key senior management amongst our other Selling Shareholders:

- (a) Teh Ah Soon @ Teh Soon Tick and Lim Gaik Lan are husband and wife;
- (b) Teh Koh Tun and Teh Su Hui are siblings, and are children of Teh Ah Soon @ Teh Soon Tick and Lim Gaik Lan; and
- (c) Chan Yu Xuan and Chan Jing Han are siblings, and are children of Chan Eng Hue and Ng Paik Hoon.

6. INFORMATION ON OUR GROUP (Cont'd)

6.4 SUBSIDIARIES AND ASSOCIATED COMPANIES

Details of our subsidiaries as at LPD are summarised as follows:

Company	Registration No.	Date / Place of incorporation	Principal place of business	Issued share capital	Effective equity interest	Principal activities
				RM	%	
Zantat	198101012988 (79120-A)	15 December 1981 / Malaysia	Malaysia	6,000,000	100.0	Production of calcium carbonate, processing and trading of industrial minerals, and operations of limestones quarry
Held through Zantat						
Calrock	197001000253 (9503-V)	17 April 1970 / Malaysia	Malaysia	2,000,000	100.0	Production of calcium carbonate
Zantat Light	200001030329 (532936-W)	25 November 2000 / Malaysia	Malaysia	500,000	100.0	Operations of limestone quarry
Zaneco	202101031889 (1432189-P)	30 September 2021 / Malaysia	Malaysia	500,000	100.0	Dormant ⁽¹⁾

Note:

⁽¹⁾ As at LPD, Zaneco is a dormant company and has yet to commence operations. Zaneco intends to carry out the manufacturing of bioplastic compound as part of its future plans by first quarter of 2024.

Details of the share capital of our subsidiaries are set out in Section 15.2 of this Prospectus.

As at LPD, we do not have any associated company.

6. INFORMATION ON OUR GROUP (Cont'd)

6.5 MATERIAL CONTRACTS

Save as disclosed below, there were no contracts which are or may be material (not being contracts entered into in the ordinary course of business) entered into by our Group for FYE 2020 to 2022, FPE 2023 and up to LPD:

- (a) Sale and purchase agreement dated 18 March 2021 between Three By Three Sdn Bhd as the vendor / developer, BT Lifestyle Sdn Bhd as the proprietor of the land and Calrock as the purchaser, for the purchase of a unit of double-storey terrace house at No. 30, Persiaran Taman Tasek 1, Taman Tasek Baru, 31400 Ipoh, Perak Darul Ridzuan held under PN 374167, Lot 177880, Mukim Hulu Kinta, Daerah Kinta, Negeri Perak for a purchase consideration of RM436,000, which was completed on 17 July 2021;
- (b) Share sale agreement dated 23 May 2023 between our Company and Zantat Vendors for the Acquisition of Zantat for a purchase consideration of RM57,411,200 which was satisfied by the issuance of 223,999,999 new Shares at an issue price of RM0.2563 per Share, which was completed on 21 November 2023; and
- (c) Underwriting agreement dated 19 February 2024 between our Company and M & A Securities for the underwriting of 25,200,000 Issue Shares for an underwriting commission of 2.5% of the IPO Price multiplied by the number of Issue Shares underwritten.

Additionally, our Group is not materially dependent on any commercial or financial contracts for our business and profitability as at LPD.

6.6 PUBLIC TAKE-OVERS

During the last financial year and the current financial year up to LPD, there were:

- (a) No public take-over offers by third parties in respect of our Shares; and
- (b) No public take-over offers by our Company in respect of other companies' shares.

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6. INFORMATION ON OUR GROUP *(Cont'd)*

6.7 MAJOR APPROVALS AND LICENCES

As at LPD, the major approvals, licences and permits issued to our Group in order for us to carry out our operations are disclosed below:

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
(a)	Zantat	DBKL / DBKL.JPPP / 4007/03/2017/ PR01	3 August 2023 / 2 August 2024*	Business licence to manufacture, sell and store acids, alkalis, solvents, resins, adhesives, fertilizers, pesticides and other chemicals under similar categories at Lot 1013-A, 1013-A1, 1013-B, 1013- B1 & 12-A1, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur	The number of workers in the premises shall comprise of 50% Malaysian workers and 50% foreign workers possessing valid work permits.	Complied
(b)	Zantat	DBKL / DBKL.JPPP /2281/06/2017/PR01	27 January 2024 / 26 January 2025	Business licence for office at Lot 1013-A & Lot 1013-B, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur	The number of workers in the premises shall be 50% Malaysian and 50% foreign workers possessing valid work permits.	Complied
(c)	Zantat	DBKL / DBKL.JPPP/IK00/6335/ 15/2018	15 January 2024 / 14 January 2025	Signage licence of 9.15*0.91 for 1013B, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur	The number of workers in the premises shall be 50% Malaysian and 50% foreign workers possessing valid work permits.	Complied

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
(d)	Zantat	MDBG / MDBG.LT 36.2012	8 January 2024 / Validity Period: 29 February 2024 to 27 February 2027 ⁽¹⁾	Business and signage licence for office, limestone mill, storage of diesel <9000 litres and warehouse storage at PT 24571, PT 21289 & PT 21294 Kaw. Industri Batu Kapur Keramat Pulai, 31300 Kampung Kepayang, Perak	None	Not applicable
(e)	Calrock	MBI / N-2-83-1	1 January 2024 / 31 December 2024	Business licence for the production of products under the category of roof tiles, wall, floor tiles, stone or marble at 60, Persiaran Portland, Kawasan Perindustrian Tasek, 31400 Ipoh	None	Not applicable
(f)	Calrock	MBI / G1/A/3/137/88	1 January 2024 / 31 December 2024	Signage licence at 60, Persiaran Portland, Kawasan Perindustrian Tasek, 31400 Ipoh	None	Not applicable

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
(g)	Zantat Light	MDBG / (JKAPP).600-6/1/99	1 November 2023 / 23 October 2024	Licence for quarrying, processing of limestone, storage of sand / minerals, storage of diesel (> 9,000 litres) and non-illuminated signage at PT 22565, Kaw. Industri Batu Kapur Keramat Pulau, 31300, Kampung Kepayang, Perak	None	Not applicable
(h)	Zaneco	MDBG / (JKAPP).600-6/1/61	12 October 2023 / 21 December 2024	Business licence for the manufacturing of plastic goods, storage of plastic goods and non- illuminated signage at PT 24571 & PT 21289, Kaw. Industri Batu Kapur Keramat Pulau, 31300 Kampung Kepayang, Perak	None	Not applicable

6. INFORMATION ON OUR GROUP (Cont'd)

<u>No.</u>	<u>Licencee</u>	<u>Issuing authority / Registration no.</u>	<u>Date of issue / Date of expiry</u>	<u>Nature of approval / Licences</u>	<u>Equity and/or major conditions imposed</u>	<u>Compliance status</u>
(j)	Zantat	MITI / A 004393	<u>Issuance Date:</u> 14 July 1986 and 15 January 2018 ⁽³⁾ <u>Commencement Date:</u> 11 October 1985 ⁽³⁾ <u>Date of expiry:</u> Valid until revoked	Manufacturing licence for Zantat to act as licensed manufacturer at the place of manufacturing at Lot 1013-A & A1, B & B1, Lot 12-A1, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur for the products of coated and uncoated calcium carbonate	(a) MITI and MIDA shall be notified of any sale of shares in the company; (b) The company shall train Malaysians to ensure transfer of technological expertise to all levels of the workforce; (c) The company shall implement their project as approved in accordance with the legislations and other applicable regulations in Malaysia.	Complied Complied Complied
(k)	Calrock	MITI / A 020947	<u>Issuance Date:</u> 22 June 2017 <u>Commencement Date:</u> 18 April 2017 <u>Date of expiry:</u> Valid until revoked	Manufacturing licence for Calrock to act as licensed manufacturer at the place of manufacturing at 60, Persiaran Portland, Kawasan Perindustrian Tasek, 31400 Ipoh, Perak for the products of uncoated and coated calcium carbonate	(a) MITI and MIDA shall be notified of any sale of shares in the company; (b) The company shall train Malaysians to ensure transfer of technological expertise to all levels of the workforce; (c) The company shall comply with the minimum Capital Investment Per Employee (CIPE) of at least RM140,000; (d) The full-time workforce of the company shall comprise of at least 80% Malaysians. Employment of foreign workers including workers hired through outsourcing shall be subject to the current policy;	Complied Complied Complied Please refer to Note (4) below

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
					(e) The company shall implement their project as approved in accordance with the legislations and other applicable regulations in Malaysia.	Complied
(l)	Zantat	Jabatan Mineral dan Geosains Negeri Perak / B 000598	1 December 2023 / Validity Period: 17 July 2021 to 16 July 2024 [#]	Mineral processing licence for Zantat of PT 24571 and PT 21289, Mukim Sg. Raya, 31300 Keramat Pulai, Perak Darul Ridzuan to carry out the activities of processing including owning, purchasing, selling or storing of minerals (Limestone (Calcium Carbonate Powder)) at H.S (D) 178742 PT 21289 and H.S (D) 229426 PT 24571, Mukim Sg. Raya, Daerah Kinta, Perak	(a) This licence shall be amended if there are any changes to the information and shall obtain the approval of the Director General of Mines. (b) The appointed manager of the premises shall be fully responsible of the mineral processing premises. Any changes to the appointed manager shall be informed and obtain the approval of the Director General of Mines. (c) Only the approved minerals are allowed for the purpose of owning, purchasing, storing, selling and processing. (d) The purchasing and selling of minerals can only be carried out with the holder of mineral tenement, holder of mineral licence and mineral processing licence other than holder of panning licence and fossicking licence.	Complied Complied Complied Complied

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
					(e) Every purchase and sale of minerals shall be accompanied by licence to transport mineral in the event it is not from the mining lease or proprietary mining licence.	Complied
					(f) In the event of occurrence of any hazardous incidents, accidents or damage to property, all operation in the premises shall cease immediately. Report via verbal shall be made to the Deputy Director General of Mines immediately and preliminary written report shall be made within 2 working days from the date of incident. Full report shall be submitted within 2 weeks.	Noted
					(g) This licence may be revoked in the event of breach of the Mineral Development (Licensing) Regulations 2016 and the conditions imposed. The conditions imposed may be amended at any time if deemed required.	Noted

6. INFORMATION ON OUR GROUP (Cont'd)

<u>No.</u>	<u>Licencee</u>	<u>Issuing authority / Registration no.</u>	<u>Date of issue / Date of expiry</u>	<u>Nature of approval / Licences</u>	<u>Equity and/or major conditions imposed</u>	<u>Compliance status</u>
(m)	Zantat	Ministry of Domestic Trade and Cost of Living / PBKB/2024/B/A-000079	Validity Period: 31 January 2024 to 30 January 2027	Controlled Scheduled Articles Permit for Zantat at PT 24571 & PT 21289 (Lot 335978), Kaw. Industri Batu Kapur Keramat Pulai, 31300 Batu Gajah, Perak for the purchasing and storing of unsubsidised diesel of 5,000 litre	(a) The controlled scheduled articles must be stored at the premises stated in the permit. (b) The permit holder shall store or have in his possession the controlled scheduled article not exceeding the quantity allowed in the permit. (c) The permit holder shall purchase the controlled scheduled articles stated for its own use and not for the purpose of reselling. (d) This permit is not transferable. (e) The controlled scheduled article purchased and stored shall not be subsidised controlled article.	Complied Complied Complied Noted Complied
(n)	Zantat	AELB / LPTA/A/2060	13 July 2022 / 27 July 2025	Class C licence to purchase, own, possess, handle, use and store irradiating apparatus, Spectro Xepos 50kV (kilovolt), 1mA (milliampere), 0.05kW (kilowatt) – Sinar-X Analisa at the address of PT 24571 and PT 21289 Kaw. Industri Batu Kapur Keramat Pulai, 31300 Kinta, Perak	(a) The licence holder shall update AELB within 14 days when there are changes to the ownership of the irradiating apparatus. (b) The licence holder shall ensure that the irradiating apparatus is only handled by the personnel recognised by AELB only.	Complied Complied

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
					(c) The licence holder shall obtain the approval of AELB at least 14 days prior to any changes of the person responsible for the licence or personnel recognised by AELB for handling the irradiating apparatus.	Complied
					(d) The licence holder shall notify AELB and any other relevant authorities soonest possible within 24 hours from the date of the radiation incident / accident and shall ensure that the hazard is under control.	Noted
					(e) The licence holder shall report to AELB any unforeseen incident which threatens the security soonest possible within 24 hours from the time of occurrence of the incident.	Noted
					(f) The licence holder shall obtain the prior approval of AELB of any change in the location of the irradiating apparatus.	Noted
					(g) The licence is forbidden to carry out any modification towards all licenced irradiating apparatus without the prior approval of AELB.	Complied
					(h) The licence issued by AELB is not transferable.	Noted

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
(o)	Zantat Light	Jabatan Mineral dan Geosains Negeri Perak / JMG.PRK (M) 46/2024/02(Ls)	10 January 2024 / 31 December 2024	Approval Letter of Operational Mining Scheme for Zantat Light to carry out development and mining work at PML 12/2018, PT 22565 Mukim Sungai Raya, Daerah Kinta based on the operational mining scheme	(a) Mining / blasting activities shall not be carried out within the distance of 10 metres from the border of the land. (b) The mine shall only operate between 7 am to 7 pm. (c) All mining operation shall cease immediately in the event of occurrence of any accidents or damage to the public property. Verbal report shall be submitted to the Deputy Director General of Mines immediately within 24 hours and written report shall be submitted within 2 working days from the date of incident. (d) The appointed mining manager, Saw Lid Haw, who is our employee shall be fully responsible on the operation of the mine. Any changes to the appointed mining manager shall be reported to and approved by the Deputy Director General of Mines.	Complied Complied Noted Complied

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
					(e) Blasting activities at the mining area shall be carried out and supervised by the appointed shotfirers, Leong Tat Cheen and Anuar Baki Bin Husin, both of whom are not employees of our Group. Any changes to the appointed shotfirers shall be reported to and approved by the Deputy Director General of Mines.	Complied
					(f) The maximum quantities of explosives which are allowed for each blasting are as below: (i) High explosives – 20 kg (ii) Detonators (Plain /Electric /Nonel) – 50 pieces (iii) Detonating cord – 500 metres (iv) Safety fuse – 20 metres Any changes to the usage of the explosives shall be approved by the Deputy Director General of Mines.	Complied
					(g) Blasting activities shall only be allowed on working days and shall not be carried out on Friday, Saturday, Sunday and Public Holiday from 12 pm to 5 pm. Any changes shall be approved by the Deputy Director General of Mines.	Complied

6. INFORMATION ON OUR GROUP (Cont'd)

<u>No.</u>	<u>Licencee</u>	<u>Issuing authority / Registration no.</u>	<u>Date of issue / Date of expiry</u>	<u>Nature of approval / Licences</u>	<u>Equity and/or major conditions imposed</u>	<u>Compliance status</u>
					(h) For the purpose of purchase and transportation of explosives, approval must be obtained from the Royal Malaysia Police as prescribed under the Explosives Act 1957.	Complied
(p)	Zantat Light	Ibu Pejabat Polis Diraja Malaysia Kontinjen Perak / LMAF 14 DLM. 61/5/6	22 January 2024 / 31 December 2024	Approval to purchase, carry and use explosives for the following explosives: <ul style="list-style-type: none"> • High explosives – 20 kg (kilogram) • Detonators – 50 pieces • Detonating cord – 500 metres • Safety fuse – 20 metres 	(a) The purchase of explosives shall not exceed the quantity as approved in the licence. (b) The purchase, carry and usage of explosives shall be escorted by armed security company. (c) Explosives purchased shall be used up on the same day of purchase without any leftover.	Complied Complied Complied
(q)	Zantat Light	PTG Perak / Licence No.: 67/2024	26 December 2023 / 31 December 2024	Mineral transfer licence at PT 22565, Mukim Sungai Raya, Daerah Kinta, Negeri Perak for the quantity of 200,000 metric ton limestone	(a) Activities of transfer and transportation of the mineral (quarry product) are not allowed on Sunday, Public Holiday or after the time period allowed unless with the written consent and special condition from the Director General. (b) Activities of transfer and transportation of mineral (quarry product) shall only be carried out from 8.00 am to 6.00 pm only.	Complied Complied

6. INFORMATION ON OUR GROUP (Cont'd)

<u>No.</u>	<u>Licencee</u>	<u>Issuing authority / Registration no.</u>	<u>Date of issue / Date of expiry</u>	<u>Nature of approval / Licences</u>	<u>Equity and/or major conditions imposed</u>	<u>Compliance status</u>
					(ii) when compensation is paid (as agreed and determined pursuant to Section 434 of the National Land Code) at any time before the expiry of the validity period.	
					<u>Major conditions set out in the approval letter dated 5 May 2023</u>	
					(a) This land can only be used for the purpose of processing of stone materials and not for any other purposes.	Complied
					(b) This licence will be revoked at any time without payment of compensation if the licence holder is found to have breached the conditions stated or when the land is required by the Government.	Complied
					(c) It is the responsibility of the licence holder to vacate the land immediately at his own costs if this licence is revoked.	Noted
					(d) This licence shall not be rented, transferred or leased to any person.	Complied

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Licencee	Issuing authority / Registration no.	Date of issue / Date of expiry	Nature of approval / Licences	Equity and/or major conditions imposed	Compliance status
(s)	Zantat Light	PTG Perak / Certificate No.: A 000014 Licence No.: PML12/2018	28 December 2018 / 26 December 2048	Proprietary mining licence for small-scale mining of mineral of limestone / granite at HSD 190127, PT 22565, Mukim Sungai Raya, Daerah Kinta, Negeri Perak	<p>(a) The licence holder shall obtain the Approval Letter of Operational Mining Scheme (SKSPM) from Jabatan Mineral & Geosains Perak prior to the commencement of any activities of development or mining at the approved location.</p> <p>(b) The licence holder shall commence the development and mining activities within 9 months from the date of registration of the lease.</p> <p>(c) The right to the usage of the water found on the leased land shall be subject to Part VIII of the Mineral (Perak) Enactment 2003.</p> <p>(d) The licence holder shall not change or disrupt the riverbank, stream or water flow unless with the application of water licence (Form 12A) to the Director General under Section 100 of the Mineral (Perak) Enactment 2003 or the water permit (Form 12B) to the Superintendent of Mines under Section 101 of the Mineral (Perak) Enactment 2003.</p>	<p>Complied</p> <p>Complied</p> <p>Complied</p> <p>Please refer to Note (6) below</p>

6. INFORMATION ON OUR GROUP (Cont'd)

Notes:

- * Our Group plans to submit the renewal application for this licence 60 days before the expiry date.
- # Our Group plans to submit the renewal application for this licence 3 months before the expiry date.
- (1) The previous licences issued by MDBG are valid until 28 February 2024.
- (2) Zantat has obtained a manufacturing licence dated 23 June 2017 from MITI with an effective date of 27 April 2017 for the manufacturing of uncoated and coated calcium carbonate at PT 21289, Kaw. Industri Batu Kapur Keramat Pulai, 31300 Kampung Kepayang, Perak. The manufacturing licence was subsequently amended and the latest manufacturing licence was issued on 5 April 2022 to reflect the current address of Zantat Perak Plant 1 and Zantat Perak Plant 2.
- (3) Zantat has obtained a manufacturing licence dated 14 July 1986 from MITI with an effective date of 11 October 1985 for the manufacturing of coated and uncoated calcium carbonate powder at Lot 1013-B, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur. The manufacturing licence was subsequently amended and the latest manufacturing licence was issued on 15 January 2018 with an effective date of 4 December 2017 to reflect the current address of the KL Plant.
- (4) Pursuant to the announcement made by MITI on 18 July 2022, relaxation from compliance with this condition of at least 80% Malaysians from the total full-time workforce as stated in the manufacturing licences is given until 31 December 2024.

As at LPD, Zantat has a total workforce of 202 employees, comprising 95 Malaysian employees (47.0%) and 107 foreign employees (53.0%). As at LPD, Calrock has a total workforce of 13 employees, comprising 10 Malaysian employees (76.9%) and 3 foreign employees (23.1%). Our foreign employees are involved mainly in our manufacturing operations which involve manual labour.

Based on our Group's experience, it is difficult to recruit and retain local employees to fill positions which involve manual labour. However, our Group will continue its efforts to recruit and retain local employees such as offering competitive remuneration packages, providing staff accommodation for outstation local employees, and providing training to unexperienced local employees. Our Group expects to be able to comply with this requirement by the end of 2024 and the estimated costs to increase its Malaysian workforce would be approximately RM0.4 million.

Pursuant to Section 6(a) of the Industrial Co-Ordination Act 1975 ("**ICA 1975**"), the licensing officer may in his discretion revoke a manufacturing licence if the manufacturer has not complied with any condition imposed in the manufacturing licence. Upon revocation, any person who engages in manufacturing activity without a licence is guilty of an offence under the ICA 1975 and is liable on conviction to a fine not exceeding RM2,000 or to a term of imprisonment not exceeding 6 months and to a further fine not exceeding RM1,000 for every day during which such default continues.

6. INFORMATION ON OUR GROUP (Cont'd)

In the event the manufacturing licences are revoked by MITI, Zantat and Calrock will need to cease their manufacturing operations at the Perak Plants. This will have a material adverse impact to our Group's business operation and financial condition.

Our Sponsor is of the view that our Group is likely able to fulfil the condition as it is given a reasonable timeframe of up to 31 December 2024 to do so.

- (5) Zantat Light has submitted the application for the renewal of the TOL for year 2024 on 3 January 2024, and as at LPD, it is pending the issuance of the renewed TOL by PDT, Batu Gajah. Although our Group has been processing limestone on the TOL land since the expiry of the TOL, our Sponsor is of the view that the likelihood of penalty being imposed by PDT, Batu Gajah pending issuance of the renewed TOL is remote as approval from PDT, Batu Gajah has been obtained in March 2021 to renew the TOL for 5 times subject to it being satisfied with the development on the TOL, and we have renewed the TOL twice without penalty or impact to our operations. In the unlikely event of absence of a TOL license, we will not be allowed to operate our quarry business, and in such case, we are able to source for our limestone elsewhere without compromise on quality. In this regard, our Group does not expect this to have any impact to the operations or financial performance of our Group as there are ready suppliers of limestone within the vicinity. Additionally, our Promoters, Chan Bin Iuan and Chan Jee Chet, being chiefly responsible for the operations of our Group, have jointly and severally agreed to fully indemnify our Group for any potential penalties and/or losses which may arise due to the non-renewal of the TOL. This includes any impact to the operations or financial performance of our Group. Chan Bin Iuan and Chan Jee Chet may use the proceeds which they will receive as Selling Shareholders under the Offer for Sale or their personal funds, for this purpose. For avoidance of doubt, should the Offer for Sale not materialise, the Promoters are obliged to source for the necessary funds personally to fulfil their indemnity.
- (6) Mining operation requires water usage. Pursuant to Section 99 of the Mineral (Perak) Enactment 2003, a holder of a mineral tenement is entitled to the enjoyment of water as may be found on the land which is the subject of the mineral tenement for the purposes of such tenement and no holder of a mineral tenement shall obtain or cause to be obtained any water supply from any river, stream or water course flowing over or under the land which is the subject of a mineral tenement except under the authority and in accordance with the terms of a licence or permit under Part VIII of the Mineral (Perak) Enactment 2003. As there is no river, stream or water course flowing over or under the TOL land, Zantat Light consumes water from Sungai Raya which is situated next to our Group's TOL land via the water pump since June 2015, for washing the raw stone from quarry face. Average water consumption of Zantat Light from the river is around 28m³ to 30m³ per day. No chemical is added or used in the washing process. The water after washing will pass through a concrete siltation pond (20ft x 10ft x 4ft) with a capacity of 42m³. It is for the settlement of silt or clay particles before the clean water is discharged back into the river. The concrete siltation pond will be desilted every two weeks in order to maintain its function and capacity. The desilted materials will be dried and later used as back filling for quarry road maintenance purpose.

6. INFORMATION ON OUR GROUP (Cont'd)

Pursuant to Section 7 of the Waters Act 1920, save as may be expressly authorised under any other law, no person shall, except under and in accordance with the terms of a licence under the Waters Act 1920, by means of any ditch, drain, channel, pipe, or otherwise divert water of any river from its natural course. Licences to divert water from a river in any district for use for industrial and other purposes may be granted by the district officer of such district with the approval of the state authority. As directed by PDT, Batu Gajah, an application for the water abstraction licence has been submitted by Zantat Light on 13 April 2021 under the Waters (Amendment) Enactment 2009 in which PDT, Batu Gajah via its letter dated 12 May 2022 has confirmed that the approval for the water abstraction licence is in process. Pending approval of the water abstraction licence, a water meter has been installed on 1 August 2022 under the instruction of PDT, Batu Gajah to record the water consumption by Zantat Light for its mining operations. On 29 May 2023, Zantat Light has received the approval from PDT, Batu Gajah via its letter dated 26 May 2023 for the water abstraction licence with a validity period from 1 January 2023 to 31 December 2023. Our Group has on 2 June 2023 made payment for the water charges for year 2023 stipulated in the approval letter and is currently pending issuance of the water abstraction licence by PDT, Batu Gajah.

On 3 January 2024, Zantat Light has applied for the renewal of the approval for the water abstraction licence for year 2024. On 9 February 2024, Zantat Light has received the approval from PDT, Batu Gajah via its letter dated 7 February 2024 for the water abstraction licence with a validity period from 1 January 2024 to 31 December 2025. Zantat Light has on 16 February 2024 made payment for the licensing and processing fees and is currently pending the issuance of the water abstraction licence by PDT, Batu Gajah.

As at LPD, no penalty has been imposed by any authorities for such water consumption thus far. Our Group is of the view that this will not have a material adverse impact to our Group's business operation and financial condition should there be any back charge by the relevant authority for the water consumption prior to 2023.

Our Sponsor is of the view that the pending issuance of the water abstraction licence should not affect the mining operation of our Group at the TOL land as the approval for the water abstraction licence has been granted by PDT, Batu Gajah via its letter dated 7 February 2024 with no penalties imposed by PDT, Batu Gajah on our Group. Notwithstanding the approval for the water abstraction licence being granted, in the unlikely event of non-renewal of the water abstraction licence, our Group will not be allowed to use any water in the area for its mining operation, and in such case, our Group will have to source for water elsewhere, or buy the limestone from other suppliers. Nonetheless, our Group does not expect this to have any material impact to the operations of our Group as there are ready suppliers of limestone within the vicinity.





Premised on the above, our Sponsor is satisfied that our Group has fulfilled the condition imposed by PTG Perak on Zantat Light for its proprietary mining licence by obtaining the water abstraction licence to be issued by PDT, Batu Gajah.

Save as disclosed above, our Group has not faced any difficulties or issues in renewing the major approvals, licences and permits obtained by our Group.


6. INFORMATION ON OUR GROUP (Cont'd)

6.8 INTELLECTUAL PROPERTIES


As at LPD, our Group does not own and has not applied for the registration of any other intellectual properties other than those disclosed below:

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
1.		Zantat	2016071457 / Calcium carbonate powder; Calcium carbonate suspensions; Compounds containing calcium carbonate; Fillers derived from calcium carbonate; Fillers derived from white minerals	1	MyIPO / Malaysia	14 November 2016 to 14 November 2026	Registered
2.		Zantat	2016071461 / Calcium carbonate powder; Calcium carbonate suspensions; Compounds containing calcium carbonate; Fillers derived from calcium carbonate; Fillers derived from white minerals	1	MyIPO / Malaysia	14 November 2016 to 14 November 2026	Registered
3.		Zantat	2637273 / Calcium carbonate powder; calcium carbonate suspensions; compounds containing calcium carbonate; fillers derived from calcium carbonate; and fillers derived from white minerals	1	Intellectual Property India / India	4 December 2013 to 4 December 2033	Registered
4.		Zantat	2637274 / Calcium carbonate powder; calcium carbonate suspensions; compounds containing calcium carbonate; fillers derived from calcium carbonate; and fillers derived from white minerals	1	Intellectual Property India / India	4 December 2013 to 4 December 2033	Registered


6. INFORMATION ON OUR GROUP (Cont'd)

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
5.		Zaneco	018930130 / Biodegradable polymer compounds for use in manufacture; unprocessed biodegradable plastics for industrial use; biopolymer compounds for use in manufacture; chemicals for use in the processing of biodegradable plastics; plastics, unprocessed; precursors for polymer composites; polymer compounds for use in industry; biodegradable compounds containing calcium carbonate; fillers derived from minerals; fillers derived from calcium carbonate; reinforcing fillers derived from minerals; catalysts for use in the manufacture of plastics; additives (Chemical -) for use in the processing of plastics; dispersions of plastics; plastic adhesives for industrial purposes; unprocessed protein plastics	1	European Union Intellectual Property Office / European Union	26 September 2023 to 26 September 2033	Registered


6. INFORMATION ON OUR GROUP (Cont'd)

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
6.		Zaneco	TM2023027520 / Biodegradable polymer compounds for use in manufacture; unprocessed biodegradable plastics for industrial use; biopolymer compounds for use in manufacture; chemicals for use in the processing of biodegradable plastics; plastics, unprocessed; precursors for polymer composites; polymer compounds for use in industry; biodegradable compounds containing calcium carbonate; fillers derived from minerals; fillers derived from calcium carbonate; reinforcing fillers derived from minerals; catalysts for use in the manufacture of plastics; chemicals for use in the processing of plastics; dispersions of plastics; plastic adhesives for industrial purposes; protein plastics, unprocessed	1	MyIPO / Malaysia	Application for registration has been filed on 12 September 2023	Pending registration


6. INFORMATION ON OUR GROUP (Cont'd)

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
7.		Zaneco	TM2023027522 / Bags for packaging made of biodegradable plastic; biodegradable plastic bags for household use; biodegradable plastic film for wrapping; biodegradable paper pulp-based to-go containers for food; biodegradable plastic wraps; biodegradable food storage bags of plastic for household use; biodegradable general purpose plastic bags; biodegradable plastic garbage bags; biodegradable plastic waste bags for pet waste disposal and undergarment disposal; biodegradable plastic film roll stock for packaging; biodegradable plastic flexible packaging film; plastic bags for household use; plastic bags for packaging; plastic materials for packaging; plastic sheets, films and bags for wrapping and packaging; general purpose plastic bags, plastic garbage bags, disposal bags and waste bags; plastic flexible packaging film sold in bulk to industrial and commercial manufacturers	16	MyIPO / Malaysia	Application for registration has been filed on 12 September 2023	Pending registration


6. INFORMATION ON OUR GROUP (Cont'd)

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
8.		Zaneco	TM2023027527 / Presentation of goods on communication media, for retail purposes; retail services featuring a wide variety of consumer goods; retail services or wholesale services for bags and pouches; providing business information via a website; import-export agency services; providing information about products via telecommunication networks for advertising and sales purposes; the bringing together, for the benefit of others, of a variety of goods, excluding the transport thereof, enabling customers to conveniently view and purchase those goods	35	MyIPO / Malaysia	Application for registration has been filed on 12 September 2023	Pending registration

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
9.		Zaneco	2392057 / Biodegradable polymer compounds for use in manufacture; unprocessed biodegradable plastics; biopolymer compounds for use in manufacture; chemical products for use in the processing of biodegradable plastic; plastics, unprocessed; precursors for polymer materials; polymer compounds for use in manufacture; biodegradable compounds containing calcium carbonate; fillers derived from minerals; fillers derived from calcium carbonate; reinforcing fillers derived from minerals; catalysts for use in the manufacture of plastics; additives (chemical -) for use in the processing of plastics; dispersions of plastics; plastic adhesives for industrial purposes; unprocessed protein plastics	1	IP Australia / Australia	Application for registration has been filed on 27 September 2023	Pending registration

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Trademark	Registered owner	Trademark No. / Description	Class	Approving authority / Place of application or registration	Validity Period	Status
10.		Zaneco	6130864 / Biodegradable polymer compounds for use in manufacture; unprocessed biodegradable plastics for industrial use; biopolymer compounds for use in manufacture; chemicals for use in the processing of biodegradable plastics; plastics, unprocessed; precursors for polymer composites; polymer compounds for use in industry; biodegradable compounds containing calcium carbonate; fillers derived from minerals; fillers derived from calcium carbonate; reinforcing fillers derived from minerals; catalysts for use in the manufacture of plastics; additives (Chemical -) for use in the processing of plastics; dispersions of plastics; plastic adhesives for industrial purposes; unprocessed protein plastics	1	Intellectual Property India / India	Application for registration has been filed on 29 September 2023	Pending registration

Our Group's business and profitability are not materially dependent on the trademarks listed above.

6. INFORMATION ON OUR GROUP *(Cont'd)*

6.9 PROPERTY, PLANT AND EQUIPMENT

6.9.1 Properties owned by our Group

The summary of the material properties owned by our Group as at LPD are set out below:

(a) Zantat

No.	Postal address / Title details	Description of property / Existing use / Expiry of lease (if any) / Category of land use (if any)	Approximate land area / Approximate built-up area	Date of CCC or CFO	Restrictions in interest / Encumbrance	Audited NBV as at 30 September 2023 RM'000
(a)	PT 24571 Kaw. Industri Batu Kapur Keramat Pulau, 31300 Kampung Kepayang, Perak / H.S.(D) 229426, PT 24571, Mukim Sungai Raya, Daerah Kinta, Negeri Perak	A single-storey manufacturing facility annexed with a single-storey office building and warehouse and a double-storey hostel accommodation ⁽¹⁾ / Manufacturing plant / Leasehold for 99 years expiring on 3 July 2115 / Industry	21,410 m ² / 118,000 sq ft	12 October 2016 (manufacturing facility) and 29 April 2022 (hostel)	This land can only be transferred, leased, charged with the written consent of the State Authority / Charged to Hong Leong Bank Berhad	11,068

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Postal address / Title details	Description of property / Existing use / Expiry of lease (if any) / Category of land use (if any)	Approximate land area / Approximate built-up area	Date of CCC or CFO	Restrictions in interest / Encumbrance	Audited NBV as at 30 September 2023 RM'000
(b)	PT 21289 (Lot 335978), Kaw. Industri Batu Kapur Keramat Pulau, 31300 Kampung Kepayang, Perak / PN 1066053, Lot 335978, Mukim Sungai Raya, Daerah Kinta, Negeri Perak	A single-storey manufacturing facility annexed with a double-storey office building and warehouse / Manufacturing plant / Leasehold for 99 years expiring on 25 September 2107 / Industry	18,979 m ² / 107,000 sq ft	28 July 2018	This land can only be transferred, leased, or charged to person with the written consent of the State Authority / Charged to Hong Leong Bank Berhad	14,791
(c)	PT 21294 (Lot 335983) Kaw. Industri Batu Kapur Keramat Pulau, 31300 Kampung Kepayang, Perak / PN 1066057, Lot 335983, Mukim Sungai Raya, Daerah Kinta, Negeri Perak	Quarry land / No quarrying operations currently / Leasehold for 60 years expiring on 25 September 2068 / Industry	59,790 m ² / N/A	N/A	This land can only be transferred, leased or charged to person with the written consent approval of the State Authority / Charged to Hong Leong Bank Berhad	2,796

6. INFORMATION ON OUR GROUP (Cont'd)

(b) Zantat Light

No.	Postal address / Title details	Description of property / Existing use / Expiry of lease (if any) / Category of land use (if any)	Approximate land area / Approximate built-up area	Date of CCC or CFO	Restriction in interest / Encumbrance	Audited NBV as at 30 September 2023 RM'000
(a)	PT 22565, Kaw. Industri Batu Kapur, Keramat Pulai, 31300 Kampung Kepayang, Perak / H.S.(D) 190127, PT 22565, Mukim Sungai Raya, Daerah Kinta, Negeri Perak	Quarry land / Quarry operations / Leasehold for 60 years expiring on 14 March 2070 / Industry	40,440 m ² / N/A	N/A	This land can be transferred or leased with the written approval of the Perak State Authority / Charged to HSBC Bank Malaysia Berhad	440

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6. INFORMATION ON OUR GROUP (Cont'd)**(c) Calrock**

No.	Postal address / Title details	Description of property / Existing use / Expiry of lease (if any) / Category of land use (if any)	Approximate land area / Approximate built-up area	Date of CCC or CFO	Restriction in interest / Encumbrance	Audited NBV as at 30 September 2023 RM'000
(a)	60, Persiaran Portland, Kawasan Perindustrian Tasek, 31400, Ipoh, Perak / PN 289294, Lot 60997, Mukim Hulu Kinta, Daerah Kinta, Negeri Perak	A single-storey manufacturing facility annexed with 2 single- storey office building / Manufacturing plant / Leasehold for 99 years expiring on 30 June 2076 / Industry	7,572 m ² / 54,240 sq ft	25 July 2001 and 14 March 2023	This land cannot be transferred or leased unless with the approval of the Menteri Besar Perak. This land cannot be subdivided in accordance with Section 135 of the National Land Code without the approval of the Menteri Besar Perak / Charged to HSBC Bank Malaysia Berhad	1,091

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Postal address / Title details	Description of property / Existing use / Expiry of lease (if any) / Category of land use (if any)	Approximate land area / Approximate built-up area	Date of CCC or CFO	Restriction in interest / Encumbrance	Audited NBV as at 30 September 2023 RM'000
(b)	30, Persiaran Taman Tasek 1, Taman Tasek Baru, 31400 Ipoh, Perak / PN 374167, Lot 177880, Mukim Hulu Kinta, Daerah Kinta, Negeri Perak	Double-storey terrace house (corner house) / Hostel for foreign workers ⁽¹⁾ / Leasehold for 99 years expiring on 3 July 2113 / Building	317 m ² / 2,182 sq ft	8 November 2017	Nil / Charged to HSBC Bank Malaysia Berhad	413

Note:

- ⁽¹⁾ Under the EMSH 1990, all employers who provide accommodation to their employees must obtain a CFA from the Director General of Labour to accommodate the employees in the premises. As at LPD, we have obtained the CFA for such workers' accommodation with a validity period of 3 years.

The properties owned by our Group are not in breach of any other land use conditions and/or non-compliance with current statutory requirements, land rules or building regulations/by-laws, which will have material adverse impact on our operations as at LPD.

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6. INFORMATION ON OUR GROUP (Cont'd)

6.9.2 Properties rented by our Group

The summary of the material properties rented by our Group as at LPD are set out below:

No.	Address	Landlord / Tenant	Description / Existing use	Date of CCC or CFO	Approximate rented area	Period of tenancy / Rental per annum
1.	Lot 1013-A & A1, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur	Wong Kee Sing Realty Sdn Bhd / Zantat	A single-storey manufacturing facility annexed with a 3-storey office building / Manufacturing Plant & Office	18 January 2011	15,726 sq ft	1 January 2024 to 31 December 2024 / RM180,000
2.	Lot 1013-B & B1, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur	Wong Kee Sing Realty Sdn Bhd / Zantat	A single-storey manufacturing facility annexed with a 3-storey office building / Manufacturing Plant & Office	18 January 2011	15,726 sq ft	1 January 2024 to 31 December 2024 / RM180,000
3.	Lot 12-A1, Mukim Batu, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur	Perusahaan Tunku Farid (M) Sdn Bhd / Zantat	A single storey factory building / Manufacturing Plant	21 June 1988	4,880 sq ft	1 January 2024 to 31 December 2024 / RM60,000
4.	2-6-4, Greenview Apartment, Blok 2, Jalan 2/40 Taman Pusat Kepong, 52100 Kuala Lumpur	Oh Guat Beng and Tan Teck Kuan / Zantat	Apartment / Hostel for foreign workers ⁽¹⁾	26 April 2000 ⁽²⁾	735 sq ft	1 January 2024 to 31 December 2024 / RM10,800
5.	5-3-23, Greenview Apartment, Blok 5, Jalan 2/40 Taman Pusat Kepong, 52100 Kuala Lumpur	Ng Hock Huat / Zantat	Apartment / Hostel for foreign workers ⁽¹⁾	26 April 2000 ⁽²⁾	735 sq ft	1 January 2024 to 31 December 2024 / RM9,600
6.	2-2-18, Greenview Apartment, Blok 2, Jalan 2/40 Taman Pusat Kepong, 52100 Kuala Lumpur	Guok Soon Yean / Zantat	Apartment / Hostel for foreign workers ⁽¹⁾	26 April 2000 ⁽²⁾	735 sq ft	1 April 2023 to 31 March 2024 ⁽³⁾ / RM10,320

6. INFORMATION ON OUR GROUP (Cont'd)

No.	Address	Landlord / Tenant	Description / Existing use	Date of CCC or CFO	Approximate rented area	Period of tenancy / Rental per annum
7.	Blok A, No. A-09-07, Vista Mutiara Apartment, Jalan Vista Mutiara 1 Off Jalan Kepong, 52000 Kuala Lumpur	Leow Kien Hoong / Zantat	Apartment / Hostel for foreign workers ⁽¹⁾	15 September 2011	1,080 sq ft	1 June 2023 to 31 May 2026 / RM13,200

Notes:

- (1) As at LPD, we have obtained the CFA for such workers' accommodation with a validity period of 3 years. These rented properties stated in items items (4), (5), (6) and (7) above are currently occupied by 17 foreign workers as workers' accommodation.
- (2) The owners of these properties have not been able to provide or confirm the availability of the CFO/CCC of these properties. However, our Group was provided with (i) the Certificate of Completion of Inspection ("CCI") issued by DBKL dated 14 August 2019 that inspection under section 85(3)(a) of Street, Drainage and Building Act 1974 to assess the building conditions has been carried out for Greenview Apartment by a professional engineer and the joint management body is required to arrange for the next periodical inspection of the buildings after 10 years from the issuance date of the CCI (i.e., 14 August 2019) or whenever necessary; and (ii) the letters issued by DBKL dated 6 June 2023 and 21 June 2023 confirming that based on their records, CFO for the said properties has been issued on 26 April 2000, although they do not possess a copy of the CFO for the said properties.
- (3) On 26 October 2023, our Group has entered into a renewal agreement to renew the tenancy from 1 April 2024 to 31 December 2024 at the same monthly rental.

Save as disclosed above, the properties rented by our Group are not in breach of any other land use conditions and/or non-compliance with current statutory requirements, land rules or building regulations/by-laws, which will have material adverse impact on our operations as at LPD.

6. INFORMATION ON OUR GROUP (Cont'd)

6.9.3 Occupied property

As at LPD, our Group is occupying the following property pursuant to a TOL issued by PDT under Section 65 of the National Land Code as stated in item (r), Section 6.7 of this Prospectus:

No.	Licence No / Issue Date	Licensee	Address	Description / Existing use	Approximate land area	Validity period / Licence fee
1.	A03/2021/38/1 / 2 August 2021 (first issuance)	Zantat Light	A parcel of land located at Keramat Pulai, Mukim Sungai Raya, Daerah Kinta, Perak	TOL land / Processing of stone materials	5,652 m ²	1 January 2023 to 31 December 2023 (second renewal) ⁽¹⁾ / RM5,652

Note:

⁽¹⁾ Zantat Light has obtained approval from PDT, Batu Gajah in March 2021 to renew the TOL for 5 times subject to it being satisfied with the development on the TOL. On 3 January 2024, Zantat Light has submitted its application for the renewal of the TOL for 2024 and is pending the approval and issuance of the renewed TOL by PDT, Batu Gajah, as at the LPD.

6.9.4 Acquisition of properties

Save as disclosed in Section 6.5 of this Prospectus, we have not acquired nor entered into any agreements to acquire any properties during FYE 2020 to 2022, FPE 2023 and up to LPD.

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6. INFORMATION ON OUR GROUP (Cont'd)

6.9.5 Key machinery and equipment

Details of our Group's key machinery and equipment are as follows:

No.	Key machinery and equipment	Average useful life (years)	Year of purchase	As at 30 September 2023		Audited NBV RM'000
				No. of unit(s)	No. of units fully depreciated	
Production of GCC						
Zantat Perak Plant 1 and 2						
(a)	Hammer mill	10	2015 to 2016	3	-	85
(b)	Vertical roller mill	10	2011 to 2018	8	3	622
(c)	Ball mill	10	2018	1	-	10,500
(d)	Secondary crushing plant	10	2020 to 2021	1	-	877
(e)	Air compressor	10	2005 to 2018	9	3	219
(f)	Automatic electronic bag filling machine	10	2011 to 2017	9	3	24
(g)	Robotic arm palletising system	10	2016 to 2021	2	-	496
(h)	Rotary arm wrapping machine	10	2019 to 2021	3	-	57
Calrock Perak Plant						
(a)	Hammer mill	10	2005	1	1	-
(b)	Vertical roller mill	10	1992 to 2010	5	5	-
Production of CC and kaolin dispersion (KL Plant)						
(a)	Grinding mill	10	2004 to 2019	19	17	242
Production of bioplastic compounding (Zantat Perak Plant 2)						
(a)	Compounding line	10	2022 to 2023	1	-	5,052

6. INFORMATION ON OUR GROUP (Cont'd)

We conduct periodic inspections and maintenance of our machinery and undertake certain repair works when necessary. Our maintenance procedures include oiling, corrosion prevention and cleaning. The machinery that we own are commonly used in the production of calcium carbonate products and are generally available from the local and overseas market. Machinery which is fully depreciated would have surpassed its useful life. However, although certain machinery (such as the 32 units disclosed above) are fully depreciated, they can still operate effectively and efficiently as they are regularly maintained and consumable parts are regularly replaced. If the machinery is well maintained and can operate efficiently and effectively, it will not be disposed. Fully depreciated machineries are disposed when they cannot operate effectively, or are functionally obsolete.

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6. INFORMATION ON OUR GROUP (Cont'd)**6.9.6 Material capital expenditures and divestitures****(a) Material capital expenditures**

Save for the expenditures disclosed below, there were no other capital expenditures (including interests in other corporations) made by us for FYE 2020 to 2022, FPE 2023 and up to LPD:

Capital expenditures	At Cost				1 October
	FYE 2020	FYE 2021	FYE 2022	FPE 2023	2023 up to LPD
	RM'000	RM'000	RM'000	RM'000	RM'000
Buildings	294	436	203	2	61
Buildings-in-progress	235	574	269	14	-
Plant and machinery	44	454	106	124	88
Plant and machinery under installation	1,428	302	5,152	776	33
Factory tools and equipment	138	134	341	64	11
Motor vehicles	-	85	135	-	339
Forklifts and lorries	-	250	198	380	15
Office equipment	54	34	84	108	26
Furniture and fittings	86	5	160	53	8
Air-conditioners	8	5	2	9	7
Electrical equipment and fittings	23	52	110	29	45
Renovation	35	-	-	5	-
Software	-	-	-	-	-
	2,345	2,331	6,760	1,564	633

FYE 2020

For FYE 2020, our capital expenditures mainly related to the purchase of:

- (i) Building amounting to RM0.3 million comprising the renovation and upgrading work carried out at Zantat Perak Plant 1 and 2 office; and
- (ii) Plant and machinery amounting to RM1.4 million mainly comprising the purchase of crushing plant at Zantat Perak Plant 2, 1 unit of automatic robotic palletising system, 1 unit of digital weighbridge system, 1 unit of thermal analyser and 1 unit of humidity chamber.

FYE 2021

In FYE 2021, our capital expenditures mainly related to the purchase of:

- (i) Building amounting to RM0.4 million comprising the purchase a double-storey house for workers' accommodation at Tasek, Ipoh, Perak;
- (ii) Building-in-progress amounting to RM0.6 million comprising the construction of a workers' hostel building at our Zantat Perak Plant 1; and

6. INFORMATION ON OUR GROUP (Cont'd)

- (iii) Plant and machinery amounting to RM0.5 million comprising mainly 1 unit of wheel loader, 1 unit of jaw crusher, 1 unit of rotary arm pallet wrapper, and 1 unit of furnace with dryer.

FYE 2022

In FYE 2022, our capital expenditures mainly related to the purchase of:

- (i) Plant and machinery under installation amounting to RM5.2 million comprising mainly machinery and equipment for our bioplastic compounding activity; and
- (ii) Factory tools and equipment amounting to RM0.3 million comprising mainly infrastructure works for our crusher plant.

FPE 2023

In FPE 2023, our capital expenditures mainly related to the purchase of:

- (i) Plant and machinery amounting to RM0.8 million comprising mainly machinery and equipment for our bioplastic compounding activity; and
- (ii) Forklifts and lorries amounting to RM0.4 million comprising 4 units of forklifts.

The above capital expenditures were primarily financed by a combination of bank borrowings and internally generated funds. Our capital expenditures are mainly driven by our business growth as well as for replacement purposes.

(b) Material capital divestitures

Save for the divestitures disclosed below, there were no other capital divestitures (including interests in other corporations) made by us for FYE 2020 to 2022, FPE 2023 and up to LPD:

	At Cost				1 October 2023 up to LPD
	FYE 2020 RM'000	FYE 2021 RM'000	FYE 2022 RM'000	FPE 2023 RM'000	RM'000
Capital divestitures					
Buildings	-	-	11	29	-
Plant and machinery	-	255	⁽¹⁾ 1,560	-	-
Factory tools and equipment	163	4	-	41	-
Motor vehicles	-	102	396	457	568
Forklifts and lorries	92	102	246	156	-
Office equipment	4	9	81	2	4
Furniture and fittings	1	7	7	-	-
Air-conditioners	2	1	7	1	3
Electrical equipment and fittings	2	2	191	-	-
	264	476	2,499	686	575

Note:

- (1) Mainly being written off of 1 unit of vertical roller mill and 1 unit of ball mill (acquired in 1986).

6. INFORMATION ON OUR GROUP (Cont'd)

All our capital divestitures were carried out in the ordinary course of business as part of the periodic review of our fixed asset register to identify and eliminate those assets which have been fully depreciated or no longer in use or obsolete or surpassed their useful lives.

Moving forward, other than the proposed utilisation of proceeds from our Public Issue for our capital expenditure as disclosed in Section 4.9.1 of this Prospectus, we do not have any material capital expenditures and divestitures currently in progress, within or outside Malaysia.

6.9.7 Material plans to construct, expand or improve our facilities

Save for the proposed utilisation of proceeds from our IPO to finance the capital expenditure as set out in Section 4.9.1 of this Prospectus and the capital commitment as set out in Section 12.6 of this Prospectus, our Group does not have any other immediate material plans to construct, expand and improve our facilities as at LPD.

6.10 RELEVANT LAWS, REGULATIONS, RULES OR REQUIREMENTS

The following is an overview of the major laws, regulations, rules and requirements governing the conduct of our Group's business and environmental issue which may materially affect our business operations:

(a) ICA 1975

Pursuant to Section 3(1) of the ICA 1975, no person shall engage in any manufacturing activity unless he is issued a licence in respect of such manufacturing activity. Failure to comply is an offence and such person shall be liable on conviction to a fine not exceeding RM2,000 or to a term of imprisonment not exceeding 6 months and to a further fine not exceeding RM1,000 for every day during which such default continues.

"Manufacturing activity" is defined under the ICA 1975 as the "making, altering, blending, ornamenting, finishing or otherwise treating or adapting any articles or substance with a view to its use, sale, transport, delivery or disposal and includes the assembly of parts and ship repairing but shall not include any activity normally associated with retail or wholesale trade".

Manufacturing companies with shareholders' funds of RM2.5 million and above or engaging 75 or more full-time paid employees are required to apply to the MITI for a manufacturing licence.

As at LPD, our subsidiaries, Zantat and Calrock, which carry out manufacturing activity, hold valid manufacturing licences issued by the MITI and our subsidiary, Zaneco, has obtained an exemption from MIDA to obtain manufacturing licence to carry out the production of compostable bioplastic.

(b) EMSH 1990

The EMSH 1990 prescribes the minimum standards of housing, nurseries and accommodation for employees (and their dependents, if applicable) as well as health, hospital, medical and social amenities to be provided by the employers to their employees.

6. INFORMATION ON OUR GROUP (Cont'd)

The EMSH 1990 was amended by the Workers' Minimum Standards of Housing and Amenities (Amendment) Act 2019 ("**Amended Act**") where effective from 1 June 2020, employers must abide by enhanced minimum standards on accommodation for employees which includes obtaining a CFA from the Department of Labour Peninsular Malaysia. To obtain the CFA, Section 24F of the EMSH 1990 provides that an employer is required to ensure that every accommodation provided for employees complies with the minimum standards required under EMSH 1990 or any regulations made thereunder which includes the Employees' Minimum Standards of Housing, Accommodations and Amenities (Accommodation and Centralized Accommodation) Regulations 2020 ("**Regulations 2020**").

The Regulations 2020 came into force on 1 September 2020, giving three months grace period from the enforcement of the Amended Act i.e. 1 June 2020 to allow employers to making necessary arrangements to ensure compliance with the EMSH 1990.

Absence of CFA for accommodation provided by employers to their employees is an offence under Section 24D of the EMSH 1990 and the employer shall, on conviction, be liable to a fine not exceeding RM50,000.

As at LPD, we have obtained the CFA for all 6 of our workers' accommodations occupied by our foreign workers.

Please refer to Sections 6.9.1 and 6.9.2 of this Prospectus for further details of these accommodations and the CFA issued in relation to these accommodations.

(c) Environmental Quality Act 1974 ("**EQA 1974**")

Due to the nature of our Group's business activities, we are required to comply with the EQA 1974 and its regulations, among others, the Environmental Quality (Scheduled Wastes) Regulation 2005 ("**Scheduled Waste Regulations**") with respect to the disposal of scheduled waste in Malaysia and the Environmental Quality (Industrial Effluent) Regulations 2009 with respect to the discharge or release of industrial effluent or mixed effluent, onto or into any soil, or into inland waters or Malaysian waters.

It is an offence under EQA 1974 to dispose scheduled wastes on land or into Malaysian water unless with the approval of the DOE. A breach of this provision would subject the offender to a fine of not more than RM500,000 or imprisonment of not more than 5 years or both. Among others, the EQA 1974 and the Scheduled Waste Regulations also requires only licenced holders are allowed to transport and/or dispose of scheduled wastes.

Further, an owner or occupier of a premises shall ensure that a competent person is on duty at any time the industrial effluent treatment system is in operation. Any person who contravenes such regulation shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM100,000 or to a term of imprisonment for a period not exceeding 5 years or to both and to a further fine not exceeding RM1,000 a day for every day that the offence is continued after the notice by the Director General requiring him to cease the act as specified in the notice has been served upon him.

As at LPD, our Group's disposal of scheduled wastes is carried out by the licenced competent person and/or licenced service provider.

6. INFORMATION ON OUR GROUP (Cont'd)

Since our inception and up to LPD, our Group has not been issued with any material penalties pursuant to the EQA 1974 and any regulations issued under EQA 1974 in relation to the disposal of our scheduled wastes. As at LPD, our Group has observed and will continue to ensure we comply with the provisions of EQA 1974 and its regulations.

(d) Occupational Safety and Health Act 1994 ("OSHA 1994")

OSHA 1994 regulates, among others, the safety, health and welfare of persons at work, protecting others against the risks to safety or health in connection with the activities of the persons at work in various industries including the manufacturing industry.

Under the OSHA 1994, employers must, so far as is practicable, ensure the safety, health and welfare of all the employees at work, in particular:

- (i) the provision and maintenance of plants and systems of work that are, so far as is practicable, safe and without risks to health;
- (ii) the making of arrangements for ensuring, so far as is practicable, safety and absence of risks to health in connection with the use or operation, handling, storage and transport of plant and substances;
- (iii) the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is practicable, the safety and health at work of all its employees;
- (iv) so far as is practicable, the maintenance of a place of work that is in a safe condition and without risks to health; and
- (v) the provision and maintenance of a working environment that is, so far as practicable, without risks to health, and adequate facilities for the welfare of employees at work.

Failure to carry out the aforementioned duties shall constitute an offence and the employer is liable to a fine not exceeding RM50,000 or to imprisonment for term not exceeding 2 years or to both. The employer shall also notify the nearest occupational safety and health office of any accident, dangerous occurrence, occupational poisoning or occupational disease which has occurred or is likely to occur at the place of work.

Since our inception and up to LPD, our Group has not been issued with any penalties pursuant to the OSHA 1994 and any regulations issued under the OSHA 1994. Our Group has observed and will continue to ensure that we comply with the provisions of the OSHA 1994.

(e) Factories and Machinery Act 1967 ("FMA 1967")

FMA 1967 provides for the control of factories with respect to matters relating to the safety, health and welfare of persons working in a factory and matters connected therein.

6. INFORMATION ON OUR GROUP (Cont'd)

An occupier of a factory has a duty to maintain the standards of safety, health and welfare of its factories and factory workers, and these includes provisions requiring the taking of precautions against fire, the proper maintenance of machinery, that every factory shall be kept in a clean state, the taking of effective and suitable provisions for securing and maintaining adequate ventilation and that effective provision shall be made for securing and maintaining sufficient and suitable lighting and the mandatory reporting of accidents and dangerous occurrences to the inspector of factories and machineries of Malaysia having jurisdiction for the area in which the accident or dangerous occurrence has taken place.

Factories and Machinery (Notification, Certificate of Fitness and Inspection) Regulations 1970 provides that the owner of every steam boiler, unfired pressure vessel or hoisting machine other than a hoisting machine driven by manual power shall hold a valid certificate of fitness in respect thereof so long as such machinery remains in service.

No person shall operate or cause or permit to be operated any machinery in respect of which a certificate of fitness is prescribed, unless there is in force in relation to the operation of the machinery a valid certificate of fitness issued under the FMA 1967. Any person who contravenes this shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM150,000 or to imprisonment for a term not exceeding 3 years, or both.

As at LPD, our Group has obtained certificates of fitness for all its machineries located in Perak Plants, Calrock Plant and KL Plant that require issuance of certificate of fitness by Department of Occupational Safety and Health under the FMA 1967 and its regulations.

Since our inception and up to LPD, our Group has not been issued with any material penalties pursuant to the FMA 1967 and any regulations issued under the FMA 1967. As at LPD, our Group has observed and will continue to ensure that we comply with the provisions of the FMA 1967.

(f) Mineral Development Act 1994 ("MDA 1994")

MDA 1994 provides for the inspection and regulation of the exploration and mining of minerals and mineral ores and for other related matters. State Mineral Enactment provides the States with the powers and rights to issue mineral prospecting and exploration licences, mining leases and other related matters. Our Group's quarrying operations are carried out in Kampung Kepayang, Perak and hence, we are subject to the provisions under the Mineral (Perak) Enactment 2003.

Subject to the rights of the holder of any mineral tenement provided under any written law, no person shall -

- (i) possess, purchase, sell or store any minerals unless the person holds a mineral licence;
- (ii) carry out any mineral processing activities unless the person holds a mineral processing licence; or
- (iii) transport any mineral unless the person holds a licence to transport mineral.

6. INFORMATION ON OUR GROUP (Cont'd)

Any person who contravenes paragraphs (i) or (ii) commits an offence and shall, on conviction, be liable to a fine not exceeding RM100,000 or to imprisonment for a term not exceeding 5 years or to both, while any person who contravenes paragraph (iii) commits an offence and shall, on conviction, be liable to a fine not exceeding RM50,000 or to imprisonment for a term not exceeding 3 years or to both.

As at LPD, our Group has obtained the relevant licences for its mining operations, further details of which are set out in items (o), (p), (q), (r) and (s), Section 6.7 of this Prospectus.

Since our inception and up to LPD, our Group has not been issued with any material penalties pursuant to the MDA 1994 and any regulations issued under the MDA 1994. As at LPD, our Group has observed and will continue to ensure that we comply with the provisions of the MDA 1994.

(g) Local Government Act 1976 ("LGA 1976")

Pursuant to Section 102 of the LGA 1976, local authorities are empowered to make, amend and revoke bylaws. Presently, our Group's business activities are carried out in Kuala Lumpur, Kampung Kepayang and Ipoh and as such, we come under the jurisdiction of DBKL, MDBG and MBI.

- (i) The Licensing of Trades, Businesses and Industries (Federal Territory of Kuala Lumpur) By-Laws 2016 ("**DBKL By-Laws**") provides that any person who uses any premises for operating any business activity must have a business license issued pertaining to the said premises by under the DBKL By-Laws. Any person who contravenes any provision of the DBKL By-Laws, shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM2,000 or to imprisonment for a term not exceeding 1 year or to both, and in the case of a continuing offence, to a fine not exceeding RM200 for each day during which the offence is continued after conviction.
- (ii) The Licensing of Trades, Businesses and Industries (Batu Gajah District Council) By-Laws 2017 ("**MDBG By-Laws**") provides that no person shall operate any activity of trade, business or industry or use any place or premises in the local area of MDBG for any activity of trade, business or industry without the licence issued. Any person without first having obtained a valid licence operates or cause to be operated in his premises in which he has control over it shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM2,000 or to imprisonment for a term not exceeding 1 year or to both, and in the case of a continuing offence, to a fine not exceeding RM200 for each day during which the offence is continued after conviction.
- (iii) Licensing of Trades, Businesses and Industries (Ipoh City Council) By-Laws 2017 ("**MBI By-Laws**") provides that no person shall operate any activity of trade, business or industry or use any place or premises in the local area of MBI for any activity or trade, business or industry without the licence issued. Any person without first having obtained a valid licence operates or cause to be operated in his premises upon which he has control over it shall be guilty of an offence and shall, on conviction, be liable to a fine not exceeding RM2,000 or to imprisonment for a term not exceeding 1 year or to both, and in the case of a continuing offence, to a fine not exceeding RM200 for each day during which the offence is continued after conviction.

6. INFORMATION ON OUR GROUP (Cont'd)

As at LPD, our Group has obtained valid licences issued by DBKL, MDBG and MBI for our business premises, further details of which are set out in items (a) to (h), Section 6.7 of this Prospectus.

Since our inception and up to LPD, our Group has not been issued with any material penalties pursuant to the LGA 1976 and the applicable bylaws. As at LPD, our Group has observed and will continue to ensure that we comply with the provisions of the LGA 1976 and the applicable bylaws.

Details of the major approvals, licences and permits issued to our Group in order for us to carry out our operations are set out in Section 6.7 of this Prospectus. Save as disclosed therein, as at LPD, there are no other material laws, regulations, rules or requirements governing the conduct of our business and/or major environmental issue which may materially affect our operations.

6.11 ENVIRONMENTAL, SOCIAL AND GOVERNANCE ("ESG") PRACTICES

Zantat recognises the importance of a strong sustainability governance structure to manage accountability, discipline, and effective management of sustainability matters. In the year 2022, our Group established a three-tier sustainability governance system comprising our Board of Directors, the Sustainability Steering Committee ("**SSC**"), and the Sustainability Working Group ("**SWG**"). Our Board sets the overall sustainability direction, while the SSC oversees sustainability strategies and policies. The SWG is responsible for implementing approved sustainability initiatives. This is a governance structure with integrated sustainability at all levels of the organisation and facilitates the coordination and execution of sustainability efforts. The roles and responsibilities of the three-tier sustainability governance system are as follows:

Board of Directors

- (a) Develops the overarching sustainability strategy for our Group.
- (b) Approves proposed material sustainability matters and validates the materiality matrix proposed by the SSC.
- (c) Approves sustainability disclosures prepared by the SSC.
- (d) Reviews all ESG-related risks and opportunities that incorporated into our Group's strategy.

Sustainability Steering Committee

- (a) Reviews the sustainability statement which is prepared in accordance with the Bursa Malaysia Sustainability Reporting Guide prior to presenting it to our Board for approval.
- (b) Proposes the sustainability strategies, policies, and targets that are in line with our Group's overall business strategy for our Board's approval.
- (c) Assesses and manages our Group's material sustainability matters, such as corporate governance and transparency, climate resilience and energy efficiency, occupational health and safety and other pertinent risks and opportunities.
- (d) Provides oversight and monitors the implementation of sustainability initiatives and the progress of sustainability strategies approved by our Board.
- (e) Develops communication strategies and mechanisms to engage stakeholders on sustainability and periodically conduct materiality assessments to assess and identify stakeholders' priorities.

6. INFORMATION ON OUR GROUP (Cont'd)

Sustainability Working Group

- (a) Assists the SSC in coordinating and implementing our Group's sustainability strategies and initiatives in daily operations and reports their progress and performance to the SSC.
- (b) Compiles and monitors ESG-related data and information for sustainability reporting for the SSC's review and approval.
- (c) Oversees and monitors sustainability trends, climate-related issues and key sustainability risks and opportunities.
- (d) Identifies ESG risks and opportunities relevant to business operations to the SSC based on stakeholders' expectations.

Our Group adopts the sustainability standards with reference made to Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) and the Global Reporting Initiative ("**GRI**") standards to prepare meaningful reporting of our ESG matters. The disclosures are aligned with the chosen Sustainable Development Goals (also known as "**SDGs**" or "**UN SDGs**"). Our Group also began the adoption of Task Force on Climate-related Financial Disclosures ("**TCFD**") recommendations.

Our Group has implemented, and are in the midst of implementing, the following practices:

(a) Environmental

Our Group believes in preserving and caring for the environment by adopting sustainable practices in our business activities. The measures that we have taken or plan to take (as the case may be) include the following:

- (i) Our Group has initiatives to promote efficient raw material usage and sustainable use of raw materials. The usage of our GCC is currently being promoted as a filler to replace other more costly materials, and less environmentally conscious materials, particularly plastic, which has seen pressures globally to be reduced in production. We have thus placed more focus of our R&D to develop new uses of GCC as a replacement raw material in support of such substitution.
- (ii) As part of the efforts to manage and facilitate climate resilience and energy efficiency, our Group installed solar panels at Zantat Perak Plant 1 that generated 1,274 MWh of electricity for the FPE 2023.
- (iii) In compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005 enforced by the Department of Environment, Zantat has recorded the total domestic waste, metal waste, and scheduled waste generated from the year 2020 to 2023 to comply with legal requirements. Out of all the waste generated, we recycled 64.3 tonnes of metal waste through a third-party metal recycler.

(b) Social

Our Group is committed to act responsibly to all our stakeholders in our business operations as well as to the community in which we operate in.

Zantat has established a Safety, Health and Environment ("**SHE**") Committee, which the committee members meet once every quarter to develop and initiate recommended plans of action related to Occupational Health and Safety management. The discussions and outcomes are recorded in meeting minutes and a copy of it is also shared with the employees to communicate the discussed information related to safety.

6. INFORMATION ON OUR GROUP (Cont'd)

Our Group has also established an Emergency Response Team (“ERT”), which consists of firefighting, rescue, and first-aid teams that facilitate proper prevention, mitigation, and recovery steps taken in case of emergencies. Our Group has also developed safe operating procedures for emergencies.

In view of implementing the SHE Committee and ERT team, our Group also provides health and safety training for its employees, as follows:

Health and safety training in Zantat Perak Plants	Health and safety training in KL Plant
Personal protective equipment training	Forklift safety
Forklift safety	Occupational first aid skills and cardiopulmonary resuscitation training
Protection against noise	Fire drill
Proper chemicals handling	Chemical handling and chemical spillage response training
Fire drill	Chemical spillage training
Emergency response plan	
Mass toolbox meetings	

In the year 2023, our Group invested RM113,000 in employee development, with a total of 21 new training programs for employees at Zantat Perak Plant 1 and Zantat Perak Plant 2, 17 programs at KL Plant, and 8 at Calrock Perak Plant. The training programs covered various areas relating to safety, technical skills, management, and soft skills.

In terms of gender diversity and inclusion, 14% of our Board of Directors is comprised of women. In the year 2023, our Group has hired a total of 216 employees, where 172 are men and 44 are women. The majority of employees are men (80%), and most of them are within the age group of 30 to 50 years old (60%). This is attributed to the intensive manual labour and safety concerns that arise from daily operations. The majority of employees at the management, executive, and non-executive levels are between the ages of 30 and 50. However, senior management has a greater number of employees aged 50 or older. Our Group also has a record of zero cases of discrimination in the year 2023.

Besides that, we also participate in corporate social responsibility initiatives and has donated approximately RM17,216 to various elderly and children welfare homes. We have also donated school uniforms worth RM2,911 to Ipoh, Perak’s SJK (C) Phui Ying Simpang Pulau and SK Sungai Raia in December 2023. The donation was for students from families with a Bottom 40% (“B40”) Malaysia household income, benefiting 15 SJK (C) Phui Ying students and 15 SK Sungai Raia students. We also sponsored approximately RM2,347 and collaborated with Hospital Raja Permaisuri Bainun and Aeon Mall Kinta City to provide a platform for people to make a blood donation.

6. INFORMATION ON OUR GROUP (Cont'd)

(c) Governance

Our Group is committed to conduct our business ethically and in compliance with all relevant laws, regulations, rules and requirements as disclosed in Section 6.10 of this Prospectus.

We strive to uphold the highest standards of integrity, transparency and accountability in our business operations. We are dedicated to conducting business in compliance with all applicable laws, rules and regulations, including the Malaysian Anti-Corruption Commission ("**MACC**") Act 2009, the MACC (Amendment) Act 2018, and other applicable local anti-bribery or anti-corruption laws. All employees are expected to abide by applicable laws and regulations.

We have also developed the following ethical policies that serve as an overarching guide. These policies assist us in navigating our long-term sustainability commitments and are listed below:

- (i) Code of conduct and ethics
- (ii) Fit and proper policy
- (iii) Whistleblowing policy
- (iv) Conflict of interest policy
- (v) Anti-money laundering policy
- (vi) Health and safety policy
- (vii) Equal employment policy and equal ratio of salaries between genders

In addition to the above, we have formalised a sustainability policy that represents our efforts and addresses the governance, economic, environmental and social facets of our business activities. The sustainability policy will be periodically reviewed to maintain its applicability and efficacy.

6.12 EMPLOYEES

As at LPD, we have a total workforce of 220 employees, of which 110 are local employees, comprising 100 permanent employees and 10 contractual employees. The Group has currently 110 foreign employees, all of whom have valid working permits.

The breakdown of our employees as at 30 September 2023 and LPD are as follows:

	No. of employees				Total employees
	Permanent		Contract/Temporary		
	Local (Malaysian)	Foreign	Local (Malaysian)	Foreign	
As at 30 September 2023					
Department					
Management / Managerial	11	-	-	-	11
Production & Operation	29	93	5	-	127
Purchase & Inventory	4	-	-	-	4
Logistic & Customer	13	-	-	-	13
Maintenance & Engineer	8	4	-	-	12
Quality Assurance	11	10	-	-	21
Sales & Marketing	4	-	-	-	4
Quarry	-	-	1	-	1
R&D	3	-	-	-	3
Finance & Accounts	11	-	-	-	11

6. INFORMATION ON OUR GROUP (Cont'd)

	No. of employees				Total employees
	Permanent		Contract/Temporary		
	Local (Malaysian)	Foreign	Local (Malaysian)	Foreign	
Human Resources & Administration	6	1	2	-	9
Total	100	108	8	-	216

As at LPD

Department	Local (Malaysian)	Foreign	Local (Malaysian)	Foreign	Total
Management / Managerial	11	-	-	-	11
Production & Operation	27	95	6	-	128
Purchase & Inventory	4	-	-	-	4
Logistic & Customer	12	-	1	-	13
Maintenance & Engineer	8	4	-	-	12
Quality Assurance	12	10	-	-	22
Sales & Marketing	4	-	-	-	4
Quarry	-	-	1	-	1
R&D	4	-	-	-	4
Finance & Accounts	11	-	-	-	11
Human Resources & Administration	7	1	2	-	10
Total	100	110	10	-	220

The breakdown of our employees by company as at 30 September 2023 and LPD are as follows:

Company	No. of employees	
	As at 30 September 2023	As at LPD
Zantat Holdings	4	4
Zantat	195	202
Zantat Light	-	-
Calrock	15	13
Zaneco	2	1
	216	220

There were no significant changes in the number of employees of our Group from 30 September 2023 up to LPD.

None of our employees belong to any labour union and over FYE 2020 to 2022, FPE 2023 and up to LPD, there is no labour dispute between our management and our employees. Additionally, over FYE 2020 to 2022, FPE 2023 and up to LPD, there has not been any incident of work stoppage that has materially affected our operations.

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7. BUSINESS OVERVIEW

7.1 OUR HISTORY

Our Company was incorporated under the name of Zantat Holdings Sdn Bhd in Malaysia on 30 November 2021 under the Act as a private limited company and was subsequently converted to a public limited company on 25 May 2023.

The principal activity of our Company is investment holding, while through our subsidiaries, our Group is principally involved in the production of calcium carbonate namely GCC and CC dispersions. We are also involved in the production of kaolin dispersion, processing of ultrafine PCC powder, trading of other industrial minerals and sales of limestone quarry products. We also operate our own limestone quarry mainly for internal use of limestone.

Our history can be traced back to 1985 when our Promoters and founders, Chan Hup Ooi and Teh Ah Soon @ Teh Soon Tick, as well as 5 other shareholders acquired and allotted new shares in our subsidiary, Zantat, which was inactive at the time of acquisition. In 1985, Chan Hup Ooi and Teh Ah Soon @ Teh Soon Tick held 19.6% and 12.5% equity stakes in Zantat, respectively, while the remaining 67.9% was held by the 5 other shareholders comprising 1 family member and 4 third-party individuals. In 1986, Zantat commenced operations to produce GCC in Kuala Lumpur.

Subsequently, between 1992 and 2000, the 5 other shareholders sold off their equity interests in Zantat gradually to Chan Hup Ooi and Teh Ah Soon @ Teh Soon Tick. In 2000, Chan Eng Hue, brother of Chan Hup Ooi, became a minority shareholder with a 3.9% stake in Zantat. He joined Zantat in 1986 as a Production Supervisor and gradually worked his way up to become our Chief Operating Officer for KL Plant in 2022 up to LPD.

In the same year, in 2000, Chan Hup Ooi acquired a 50.0% stake in Calrock from a third-party individual. The remaining 50.0% equity stake was held by Asia Quest Industrial Sdn Bhd ("**Asia Quest**"), a third-party investor with no involvement in the day-to-day operations of Calrock. The total purchase consideration for the entire shares in Calrock was RM2.4 million. At the time of acquisition, Calrock, incorporated in 1970, was a producer of uncoated GCC based in Tasek Industrial Estate in Ipoh, Perak. Subsequently, in 2016, Chan Hup Ooi purchased the 50.0% equity stake in Calrock from Asia Quest at RM3.6 million based on the NA of Calrock as at August 2016.

Additionally, during the same year, in 2000, Zantat Light, was incorporated by our Promoters, Chan Hup Ooi and Teh Ah Soon @ Teh Soon Tick. In 2002, Zantat Light became a wholly-owned subsidiary of Zantat.

Subsequently, in 2008, Chan Bin Iuan, our Managing Director, became a minority shareholder with a 2.0% stake in Zantat. He joined Zantat in 2007 as a Business Development Executive. Since 2008, he helped Chan Hup Ooi, his father, and Teh Ah Soon @ Teh Soon Tick to oversee the production operations of Zantat and was promoted to Chief Executive Officer of Zantat in 2022. Chan Jee Chet, our Executive Director, became a minority shareholder with a 2.0% stake in 2015. He joined Zantat in 2012 as a Business Development Executive and assisted his brother, Chan Bin Iuan, to expand Zantat's business to the India market and was promoted to Chief Operating Officer of Perak Plants in 2022.

In 2022, Chan Hup Ooi and Teh Ah Soon @ Teh Soon Tick officially retired and handed over the operations of our Group to Chan Bin Iuan, Chan Eng Hue and Chan Jee Chet. Thereafter, they continue to advise our Company on strategic matters, and are no longer involved in the daily operations of our Group.

7. BUSINESS OVERVIEW (Cont'd)

As at LPD, our Group has 4 production plants of which 3 are located in Perak and 1 is located in Kuala Lumpur, as well as 2 pieces of leasehold lands with limestone reserves in Perak serving approximately 300 customers in India, Malaysia, Thailand, Indonesia, the Philippines, Australia, Sri Lanka, Nepal, China, Singapore, Papua New Guinea, Hong Kong, Vietnam, Oman, Taiwan, Fiji, South Korea, Brunei, Cambodia and Egypt.

Our history and key milestones are further elaborated in Section 7.2 of this Prospectus.

7.2 KEY ACHIEVEMENTS AND MILESTONES

The table below sets out the key events and milestones in the history and development of our business:

Year	Key events and milestones
1985	<ul style="list-style-type: none"> Chan Hup Ooi and Teh Ah Soon @ Teh Soon Tick, our Promoters and founders, as well as 5 third-party shareholders acquired and allotted new shares in Zantat.
1986	<ul style="list-style-type: none"> Zantat commenced operations to produce GCC at KL Plant. We invested in a ball milling machine to produce coated and uncoated GCC. Our customers were manufacturers of PVC pipes and cables, as well as rubber and rubber products.
1987	<ul style="list-style-type: none"> We made our first export of coated GCC to Singapore serving customers involved in the manufacturing of PVC pipes and cables.
1997	<ul style="list-style-type: none"> We introduced a new product, namely ultrafine PCC powder, which functions as a release or anti-tack agent in the production of rubber gloves.
2000	<ul style="list-style-type: none"> Chan Hup Ooi acquired a 50.0% equity stake in Calrock while the remaining 50.0% equity stake was held by a third party, Asia Quest. At the time of acquisition, Calrock, incorporated in 1970, was a producer of uncoated GCC at the Calrock Perak Plant. Its customers were mainly manufacturers of paint, ceramic, glass, plywood and plaster as well as operators from the construction sector.
2002	<ul style="list-style-type: none"> We relocated Zantat's ball milling machine from the KL Plant to Calrock Perak Plant for the production of GCC to be closer to the source of raw materials in Perak to reduce transportation costs. Meanwhile, we invested and installed a wet milling machine at KL Plant to develop a new range of calcium carbonate products. We successfully commercialised the production of PCC dispersion at our KL Plant, whereby PCC dispersion is used as filler in the production of rubber gloves.
2003	<ul style="list-style-type: none"> Zantat Light, incorporated in 2000. Zantat Light acquired a 10-acres leasehold land with limestone reserves located in Keramat Pulai, Perak ("Perak Quarry 1"). At the time of the acquisition, it was inactive and had a lease expiring in 2015.
2004	<ul style="list-style-type: none"> We invested in another wet milling machine and started the production of GCC dispersion at our KL Plant for the rubber glove manufacturing industry.

7. BUSINESS OVERVIEW (Cont'd)

Year	Key events and milestones
2005	<ul style="list-style-type: none"> As part of our expansion, Zantat acquired a 5-acre vacant land in Keramat Pulai, Perak to set up a calcium carbonate production plant. The said land is located at approximately 6 km away from Perak Quarry 1.
2006	<ul style="list-style-type: none"> Zantat Light obtained the Approval Letter of Quarry Operations (currently known as Approval Letter of Operational Mining Scheme), a compulsory licence to commence quarry operations from the Jabatan Mineral dan Geosains Negeri Perak and commenced quarry operations by engaging an external quarry contractor to carry out limestone extraction and crushing activities.
2010	<ul style="list-style-type: none"> We were granted 60 years lease extension for Perak Quarry 1 till 2070. We started the construction of a factory building comprising a warehouse and office with a built-up area of approximately 65,500 sq ft at our 5-acre vacant land in Keramat Pulai, Perak (Zantat Perak Plant 1). The first phase of Zantat Perak Plant 1 was completed in 2012.
2011	<ul style="list-style-type: none"> We installed 3 production lines comprising 1 hammer mill and 3 vertical roller mills for the production of GCC at Zantat Perak Plant 1 with an annual production capacity of approximately 78,000 tonnes of GCC.
2012	<ul style="list-style-type: none"> We started to export coated GCC to India mainly serving customers involved in the manufacturing of plastic masterbatch, a raw material used for the manufacturing of plastics and plastic products. We also started exporting coated GCC to Australia mainly serving customers involved in the manufacturing of PVC pipes.
2013	<ul style="list-style-type: none"> Due to increasing demand from India and Australia, we invested in a fourth GCC production line at our Zantat Perak Plant 1 increasing our annual production capacity for GCC at Zantat Perak Plant 1 to approximately 104,000 tonnes. We started the construction of the second phase of development of our Zantat Perak Plant 1 with a built-up area of approximately 52,500 sq ft.
2014	<ul style="list-style-type: none"> The second phase of development of the Zantat Perak Plant 1 was completed in 2014 and we installed 2 additional vertical roller mills and 1 hammer mill.
2015	<ul style="list-style-type: none"> In 2015, we further installed 2 additional vertical roller mills at our Zantat Perak Plant 1, increasing the annual production capacity of GCC powder at our Zantat Perak Plant 1 to approximately 208,000 tonnes. The additional capacity is to support the increased demand from export markets where our total export quantity for the year reached 140,000 tonnes. We acquired a 4.7-acre leasehold land and a 14.8-acre leasehold land with limestone reserves ("Perak Quarry 2"), both of which are situated next to our Zantat Perak Plant 1. At the time of acquisition, Perak Quarry 2 was inactive with the lease expiring in 2068.
2016	<ul style="list-style-type: none"> Chan Hup Ooi purchased the remaining 50.0% equity stake in Calrock from Asia Quest at RM3.6 million based on the NA of Calrock as at August 2016.

7. BUSINESS OVERVIEW (Cont'd)

Year	Key events and milestones
2017	<ul style="list-style-type: none"> We started the construction of a factory building comprising a warehouse and office with a built-up area of approximately 107,000 sq ft on the newly acquired 4.7-acre land (Zantat Perak Plant 2).
2018	<ul style="list-style-type: none"> Zantat Perak Plant 2 was completed and we installed a new ball milling system mainly to manufacture our ultrafine grade GCC powder namely "Zanelite" with a production capacity of 45,000 tonnes annually.
2020	<ul style="list-style-type: none"> We developed and commenced the production of kaolin dispersion which functions as a filler to produce synthetic rubber gloves. We set-up a crushing plant at Zantat Perak Plant 2 to crush and reduce the size of the 6" x 9" limestone rocks produced by our external quarry contractor for our GCC production.
2021	<ul style="list-style-type: none"> We incorporated Zaneco to undertake bioplastic compounding.
2022	<ul style="list-style-type: none"> We commenced R&D on the formulation for the bioplastic compound where we mix PLA (imported from China and USA) and PBAT (imported from China and Taiwan) with our GCC as fillers and other additives, to form bioplastic pellets. We intend to sell these bioplastic pellets to plastic product manufacturers for the production of biodegradable plastic products such as disposable gloves, and plastic packaging bags and films. Zaneco purchased and installed a bioplastic compounding production line with a monthly production capacity of 300 tonnes at Zantat Perak Plant 2. In April 2023, we obtained the OK compost INDUSTRIAL certification from TUV Austria Cert GmbH for our first bioplastic compound namely a compostable packaging film compound. We are in the process of discussion with several potential customers and intend to commercialise the said bioplastic compound by the first quarter of 2024. In this regard, potential customers have been identified with samples provided for testing. Upon completion of testing, the customers' orders are expected to commence.

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7. BUSINESS OVERVIEW (Cont'd)

7.2.1 Accreditations

As at LPD, we have been accredited with the following accreditations:

Company within our Group	Accreditation	Scope	Issuing party	Validity period
Zantat (Perak Plants)	Quality Management System ISO 9001:2015	Manufacture of calcium carbonate products	Guardian Independent Certification Ltd	30 November 2023 to 8 December 2026
	Environmental Management System ISO 14001:2004	Manufacture of calcium carbonate products	Guardian Independent Certification Ltd	29 December 2021 to 23 January 2025
	HACCP ⁽¹⁾	Production of calcium carbonate for food contact surface	VE International Certification Group of Companies	1 November 2022 to 1 November 2025
	GMP ⁽²⁾	Production of calcium carbonate for food contact surface	VE International Certification Group of Companies	1 November 2022 to 1 November 2025
Zantat (KL Plant)	Quality Management System ISO 9001:2015	Manufacture of calcium carbonate products	Guardian Independent Certification Ltd	30 November 2023 to 8 December 2026
	Environmental Management System ISO 14001:2004	Manufacture of calcium carbonate products	Guardian Independent Certification Ltd	29 December 2021 to 23 January 2025
Calrock	Quality Management System ISO 9001:2015	Manufacture of calcium carbonate products	VE International Certification Group of Companies	2 December 2023 to 2 December 2026

Notes:

- (1) HACCP refers to Hazard Analysis Critical Control Point.
- (2) GMP refers to Good Manufacturing Practice.

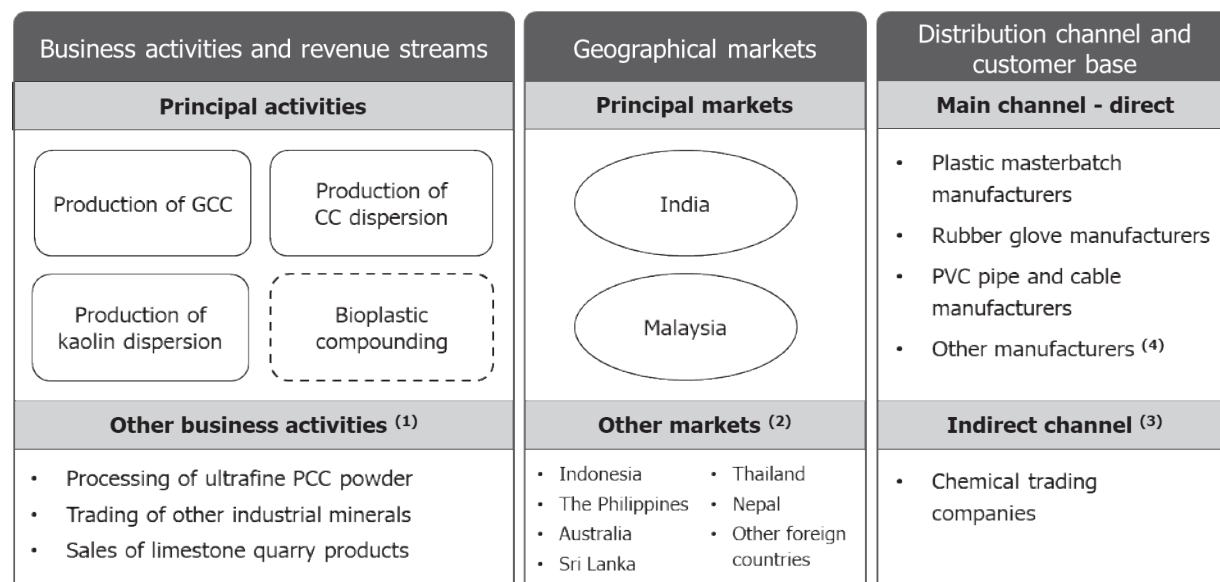
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7. BUSINESS OVERVIEW (Cont'd)

7.3 PRINCIPAL ACTIVITIES

7.3.1 Our business model

Our business model is depicted in the following diagram:



 In the process of commercialisation

Notes:

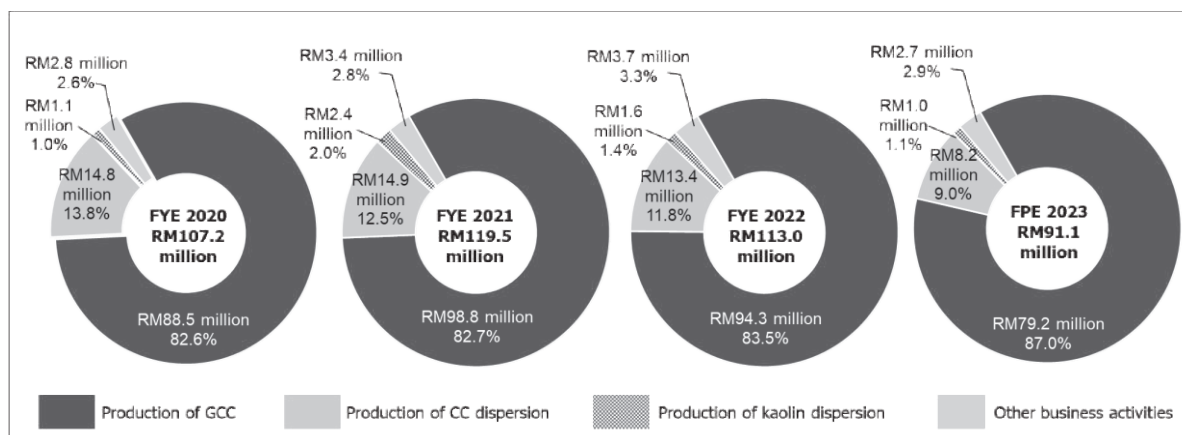
- (1) Other business activities accounted for 2.6%, 2.8%, 3.3% and 2.9% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively.
- (2) Other geographical markets accounted for 8.8%, 9.3%, 9.3% and 8.6% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively.
- (3) Indirect distribution channel accounted for 9.4%, 12.5%, 8.5% and 6.3% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively.
- (4) Other manufacturers include, among others, manufacturers of paints and coatings, rubber products, sheet moulding compounds, ceramic and pottery, adhesive, plaster and furniture.

7.3.2 Business activities and revenue streams

We are primarily involved in the production of calcium carbonate products, namely GCC and CC dispersions. For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, the production of GCC was the largest revenue contributor to our Group which accounted for 82.6%, 82.7%, 83.5% and 87.0% of our total revenue, respectively. This was followed by the production of CC dispersion, and kaolin dispersion, a new product we introduced in 2020 for use as fillers in the production of synthetic rubber gloves. Our Group is also involved in other business activities such as the processing of ultrafine PCC powder, trading of other industrial minerals, and sales of limestone quarry products. These industrial minerals are used for various industrial applications, namely for the manufacturing of plastics, gloves, paints and coatings, and rubber products.

7. BUSINESS OVERVIEW (Cont'd)

Our revenue segmentation by business activities are as follows:



(a) Production of GCC

For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, production of GCC accounted for RM88.5 million (82.6%), RM98.8 million (82.7%), RM94.3 million (83.5%) and RM79.2 million (87.0%) of our total revenue, respectively.

GCC is limestone powder. The production of GCC involves crushing and grinding limestone into various particle sizes. We produce a diverse range of GCC average particle sizes ranging from 1.5 microns up to 25 microns.

We obtain limestone from our limestone reserves in Perak as well as purchase from third-party quarries for the production of GCC. All the input materials including limestone rocks and chips for our GCC production are sourced from Perak including those from our limestone reserves. Several limestone reserves in Perak including ours, are suitable for the production of GCC due to their higher purity content of calcium carbonate and a higher level of whiteness compared to limestone used for aggregates used in road works and construction. GCC is naturally white and commonly used as fillers or pigments by users, particularly plastic product manufacturers who prefer GCC with high whiteness. Our production of GCC is carried out at our Perak Plants.

In addition, we have 2 pieces of leasehold lands with limestone reserves each in our Perak Quarry 1 and Perak Quarry 2. The details of Perak Quarry 1 and Perak Quarry 2 are set out in Section 7.5 of this Prospectus. As at LPD, we are operating Perak Quarry 1 to produce GCC while there are no activities on Perak Quarry 2. We do not have in-house expertise and relevant equipment to undertake the primary crushing and quarrying operations. In this respect, we engage a third-party contractor, namely Britestone Sdn Bhd ("**Britestone**"), to undertake the quarrying and primary crushing process for us. This is mainly because the quarrying process requires specialised equipment such as excavators, hydraulic breakers and wheel loaders as well as a qualified person to handle explosives. We also have our crusher plant at Zantat Perak Plant 2 to carry out the secondary crushing process. Generally, our production of GCC involve primary crushing to crush the blasted rocks, and secondary crushing to crush the limestone rocks (from primary crushing process) prior to the grinding process.

7. BUSINESS OVERVIEW (Cont'd)

For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, approximately 29.0%, 32.0%, 30.0% and 25.6% of the limestone rocks and chips were sourced internally from our limestone reserves, while 71.0%, 68.0%, 70.0% and 74.4% were purchased from third parties namely Zillion Freight Sdn Bhd, CI Limestone Marketing Sdn Bhd as well as 10 other suppliers, respectively where their limestone rocks and chips were also from Perak.

As at LPD, despite owning 2 leasehold lands with limestone reserves, we choose to purchase limestone rocks and chips from third parties as it is not our focus to carry out quarrying operations and we do not have in-house expertise and equipment in quarry operations. Purchasing externally provides us with the flexibility of choosing suitable raw materials in terms of whiteness, brightness and purity content that meets our product composition requirements which are readily available from a wide array of suppliers. For the FYE 2020 to 2022 and FPE 2023, we have 12 suppliers of the limestone rocks and chips.

During the quarry operations, the extracted limestone comprises various purity level of calcium carbonate including limestones that are suitable for GCC production and other lower purity level limestone which are then use as aggregates for road works and construction. In this respect, not all extracted limestone is suitable for use in our production, by purchasing externally, we also would not have to incur more time and labour costs in handling the by-products of quarrying such as aggregates, quarry fines and dusts which are not used for the production of our calcium carbonate products.

As at LPD, although the cost of extracting limestone is approximately 15% to 25% lower than externally purchased limestone, external limestone prices are reasonable enough for us to continue purchasing for the conveniences mentioned above, so that we can spend more efforts focused on our calcium carbonate production, R&D, whilst preserving the limestone reserves for situations where external prices are unfavourable.

(b) Production of CC dispersions

For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, production of CC dispersions accounted for RM14.8 million (13.8%), RM14.9 million (12.5%), RM13.4 million (11.8%) and RM8.2 million (9.0%) of our total revenue respectively.

Our CC dispersions are GCC or PCC power with added water or solvents. The production of CC dispersions involves GCC or PCC powder that has gone through a wet grinding process and the final products are in slurry form. The GCC powder is sourced internally, while the PCC powder is imported from China. PCC is a type of calcium carbonate that has undergone a chemical process for refinement and to obtain certain desired shapes and sizes of the PCC particles. As such, PCC's purity level is higher and has a uniform particle shape and size compared to GCC. Our production of CC dispersions is carried out at our KL Plant.

(c) Production of kaolin dispersion

For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, production of kaolin dispersion accounted for RM1.1 million (1.0%), RM2.4 million (2.0%), RM1.6 million (1.4%) and RM1.0 million (1.1%) of our total revenue respectively.

7. BUSINESS OVERVIEW (Cont'd)

Kaolin dispersions are kaolin with added water or solvents. Kaolin is hydrated aluminosilicate, and it occurs naturally as clay. Alumina, the raw material for aluminium, is commercially extracted from kaolin. Kaolin dispersion functions as a filler to produce synthetic rubber gloves. We source the kaolin powder from China, Indonesia and Malaysia, and produce the kaolin dispersion at our KL Plant.

(d) Bioplastic compounding

Bioplastic compounds are formulated input materials comprising bioplastic resins and additives such as calcium carbonate and/or pigments used to make bioplastic products. We are in the process of expanding our business downstream into manufacturing bioplastic compounds. This will leverage our core competencies as a producer of calcium carbonate products as well as our customer base which includes plastic product manufacturers. In addition, it allows us to value-add on the calcium carbonate that we produce. The bioplastic materials that we use are a combination of plant-based and fossil-based materials and which is fully biodegradable. This will be combined with our calcium carbonate to become a bioplastic compound.

As at LPD, we have installed the bioplastic compounding production lines and is undergoing the product testing phase. In April 2023, we obtained the "OK compost INDUSTRIAL" certification from TUV Austria Cert GmbH for our first bioplastic compound, namely a compostable packaging film compound. TUV Austria Cert GmbH is an independent party to certify that our bioplastic compound is a biodegradable product in an industrial composting facility. This certification is only applicable to our bioplastic compounds and not for other products. We are also in the process of discussing with several potential customers and intend to commercialise our bioplastic compound by the first quarter of 2024. In September 2023, we have started providing samples to customers for testing. Upon completion of testing, the customers' orders are expected to commence during first quarter of 2024.

This business segment is to provide product diversification through higher value-adding to our existing products to enlarge our target market and customer base. Please refer to Section 7.18.2 of this Prospectus for further details on our plans.

(e) Other business activities

For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, other business activities accounted for RM2.8 million (2.6%), RM3.4 million (2.8%), RM3.7 million (3.3%) and RM2.7 million (2.9%) of our total revenue respectively.

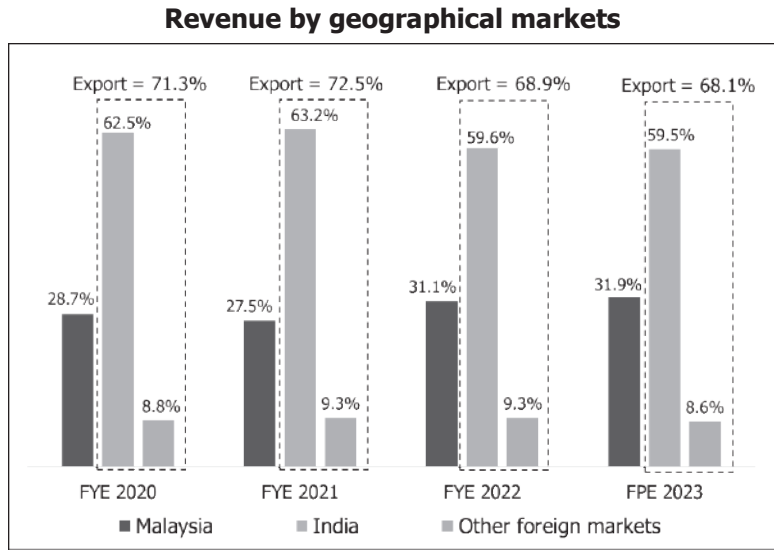
Our other business activities include the processing of ultrafine PCC powder, trading of other industrial minerals such as talcum powder, and sales of limestone quarry products.

7. BUSINESS OVERVIEW (Cont'd)

7.3.3 Geographical markets

Our products are mainly sold to countries in the Asia Pacific region. Our largest market is India which accounted for 62.5%, 63.2%, 59.6% and 59.5% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023 respectively.

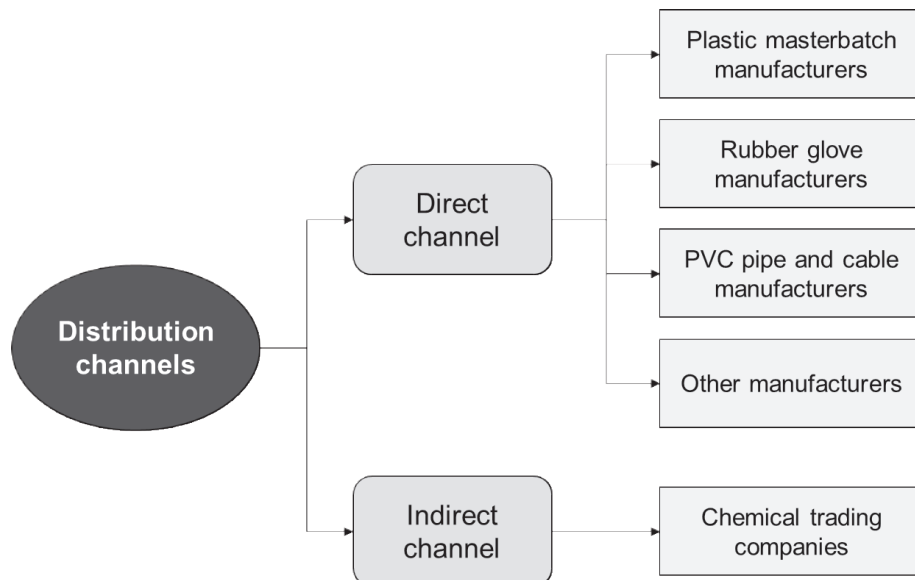
This is followed by Malaysia, which accounted for 28.7%, 27.5%, 31.1% and 31.9% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023 respectively.



The remaining 8.8%, 9.3%, 9.3% and 8.6% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023 were generated from sales to customers in 18 other foreign markets including Indonesia, the Philippines, Australia, Sri Lanka, Thailand, Nepal, Vietnam, Cambodia, Singapore, Papua New Guinea, Fiji, Egypt, Hong Kong, Taiwan, Brunei, China, Oman, and South Korea (contribution of each country represents less than 5% of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023).

7.3.4 Distribution channel and customer base

We use both direct and indirect distribution channels as depicted below:



7. BUSINESS OVERVIEW (Cont'd)

We mainly utilise direct distribution channels where we market and sell our products directly to users of our products. Our direct distribution channel strategy enables us to work closely with users of our products to better understand their needs as well as obtain feedback to enhance our products or develop new products. Within our direct distribution channel, our largest group of customers are plastic masterbatch manufacturers who mainly use our calcium carbonate products as fillers to produce plastic masterbatch. This is followed by rubber glove manufacturers, PVC pipe and cable manufacturers, and other manufacturers including paints and coatings, other rubber products, sheet moulding compound, ceramic and pottery, adhesive, plaster and furniture, among others.

We also use an indirect distribution channel where we sell our products to chemical trading companies who will then resell them to end-user industries such as rubber glove manufacturers in Malaysia.

For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, our customer base comprises approximately 350, 340, 320 and 315 customers, respectively. Our revenue segmented by type of customers are as follows:

	FYE 2020		FYE 2021		FYE 2022		FPE 2023	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
Direct channel – Manufacturers	97,158	90.6	104,523	87.5	103,371	91.5	85,383	93.7
Plastic masterbatch	72,481	67.6	80,052	67.0	77,711	68.8	64,098	70.3
Rubber gloves	11,393	10.6	11,554	9.7	12,526	11.1	7,718	8.5
PVC pipes and cables	7,103	6.6	7,208	6.0	6,354	5.6	5,641	6.2
Others ⁽¹⁾	6,181	5.8	5,709	4.8	6,780	6.0	7,926	8.7
Indirect channel	10,051	9.4	14,941	12.5	9,652	8.5	5,706	6.3
Chemical trading companies	10,051	9.4	14,941	12.5	9,652	8.5	5,706	6.3
Total revenue	107,209	100.0	119,464	100.0	113,023	100.0	91,089	100.0

Note:

- (1) Includes manufacturers of paints and coatings, other rubber products, sheet moulding compound, ceramic and pottery, adhesive, plaster and furniture, among others.

7.3.5 Our mode of operations

We do not have any long-term agreements with our customers. We operate based on purchase orders issued by our customers as and when they require our products. We manufacture to stock and purchase orders are filled from our stocks and delivered to destinations specified by our customers.

Invoices are issued upon delivery of our products. We maintain an inventory level of 1 month which allows us to deliver most of our products to our domestic customers within 7 days and foreign customers between 2 weeks to 4 weeks from the purchase order date.

For sales to domestic customers, the pricing of our products is ex-factory or including delivery.

For sales to foreign customers, the pricing of our products is mainly based on CIF which comprises cost of goods, insurance and freight of the customer's shipment while in transit. Under the CIF pricing, we are responsible and liable for the goods during transit. Meanwhile, a small proportion of our export sales are based on FOB where the customer is responsible and liable for the goods during transit.

7. BUSINESS OVERVIEW (Cont'd)

We do not provide any warranty for our products.

7.4 OUR PRODUCTS

Our business activities are as follows:

- Production of GCC;
- Production of CC dispersions;
- Production of kaolin dispersions; and
- Other business activities.

7.4.1 Overview of calcium carbonate

7.4.1.1 Source, types and applications of calcium carbonate

Our business is mainly involved in the production of calcium carbonate products. Calcium carbonate is a naturally formed material found in limestone. Generally, rocks from limestone reserves are quarried and ground to become calcium carbonate powder or ground calcium carbonate (GCC).

Limestone is a useful and flexible mineral. It is widely used in many applications including construction and non-construction-related applications. For construction applications, limestone can be cut and polished to become marble slabs and tiles and are used for flooring, walling and surfaces of furniture and structures. When limestone is crushed into aggregates, they are used for road construction and the manufacturing of concrete and building materials. Limestone aggregates are also used to manufacture cement and lime.

For non-construction-related applications, limestone is commonly crushed and ground into a powder used in many applications. The type of limestone used to produce GCC has fewer impurities and is whiter in colour compared to those used for building materials, road construction and cement. Thus, not all limestones are suitable for the production of GCC.

Generally, calcium carbonate products that are produced from limestone deposits that are of higher purity are considered to be more valuable. Based on different usage, calcium carbonate extracted from limestone deposits needs to meet certain chemical and physical requirements such as purity, particle size distribution, brightness or whiteness and many other factors.

In Malaysia, the largest amount of limestone deposits is located in Perak. Therefore, this has made Perak a major producer of limestone products such as calcium carbonate powder, dolomite, lime, marble slabs and tiles, aggregates and cement in Malaysia. A number of these limestone reserves in Perak are suitable for the production of GCC due to their higher purity content of calcium carbonate and a higher level of whiteness compared to limestone hills in other parts of Malaysia. We obtain our limestone from limestone reserves in Perak for the production of GCC and GCC dispersions.

7. BUSINESS OVERVIEW (Cont'd)**Limestone used for road construction, building materials and cement****Limestone used to produce ground calcium carbonate**

There is another type of calcium carbonate called precipitated calcium carbonate (PCC). PCC is known as a purified, refined or synthetic calcium carbonate. PCC is manufactured through a chemical process which involves burning crushed limestones at a high temperature of approximately 1,250 degrees centigrade (calcination) and subsequently, water and carbon dioxide are added to produce PCC. As PCC is manufactured through a chemical process, the purity level is very high, commonly above 98.0% content of calcium carbonate. By controlling certain variables in the manufacturing process, PCC can be synthesised to provide desired uniformed particle size and shape. Due to the additional processing, PCC is more expensive compared to GCC. We import PCC as input material to produce PCC dispersions and processing of ultrafine PCC.

**GCC****PCC**

The following are some of the differences between PCC and GCC:

- PCC is generally of higher purity compared to GCC as the manufacturing process removes a significant amount of impurities which makes it suitable for food and pharmaceutical products;
- PCC is whiter in colour compared to GCC which is a desirable characteristic for some products, especially paints and coatings;
- PCC can be manufactured into very fine particles, much finer compared to GCC which is derived from the mechanical grinding of limestone; and
- PCC is generally more expensive compared to GCC.

Both GCC and PCC can be used for a wide range of applications depending on the technical requirements of the user industry.

7. BUSINESS OVERVIEW (Cont'd)

Calcium carbonate has very wide applications. One of the most common usages for calcium carbonate is used as a filler. Filler is used for reducing the use of more expensive raw materials in each formulation without materially compromising the properties and characteristics of the final manufactured products. For example, instead of using 100% of plastic raw material, the formulation may be changed to 20% calcium carbonate and 80% of plastic raw material. Using calcium carbonate as filler provides significant cost savings as calcium carbonate usually costs less compared to the main raw material.

Calcium carbonate is also sometimes used as a whitener due to its natural white colour. As a whitener, it is used to replace some of the more expensive white pigments like titanium dioxide commonly used in paints and coatings.

Calcium carbonate also has its characteristics and properties that when mixed with other materials may result in improved or provide desired characteristics and properties. In this situation, calcium carbonate functions as an additive.

Calcium carbonate is used across many industries including plastics, rubber gloves, other rubber products, paper, paints and coatings, and adhesives.

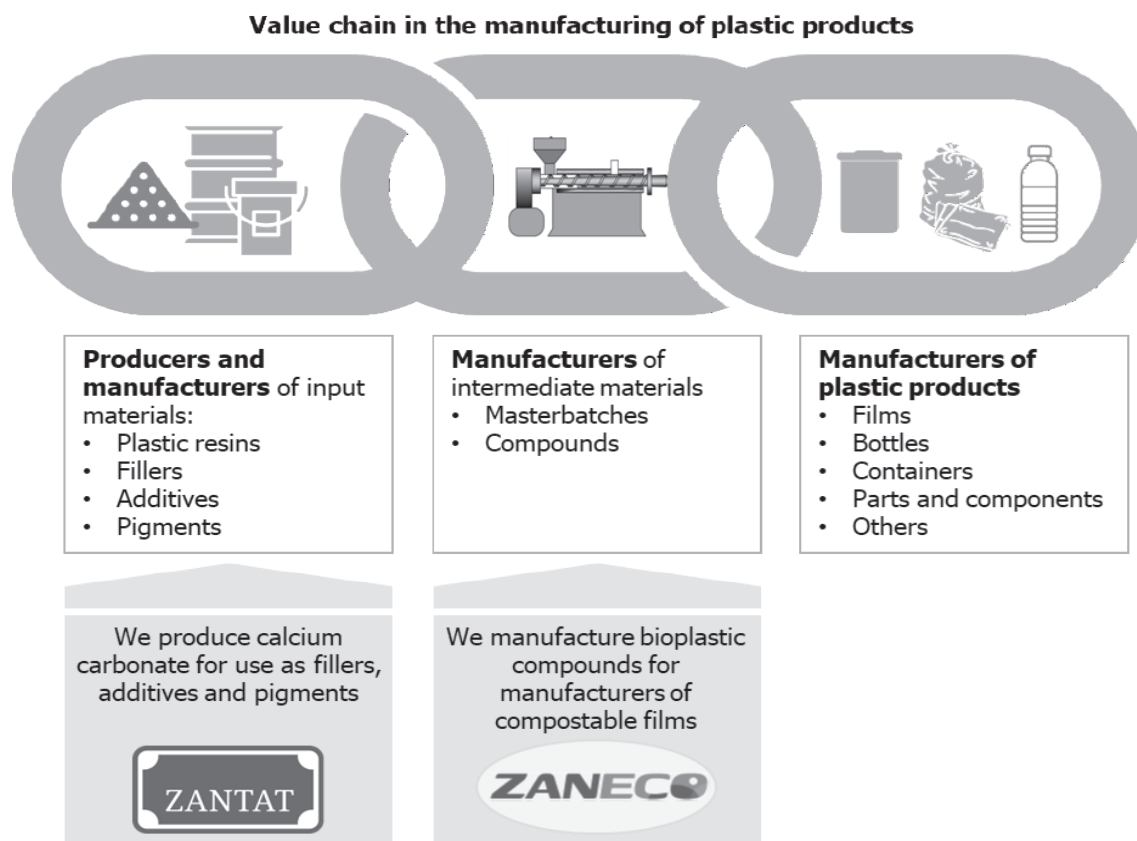
Our calcium carbonate products are sold for use in non-food and non-pharmaceutical applications.

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7. BUSINESS OVERVIEW (Cont'd)

7.4.1.2 Our position in the value chain of manufacturing of plastic products

Our position in the value chain of manufacturing of plastic products is depicted in the diagram below:



We produce calcium carbonate which serves as fillers, additives and/or pigments which are combined with the key ingredient, namely plastic resins, to serve as input materials in the manufacturing of plastic products. Our calcium carbonate products are sold to plastic masterbatch manufacturers, which accounted for our largest revenue contribution for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, to be combined with other input materials for plastic product manufacturers.

As at LPD, we are in the process of manufacturing bioplastic compounds for manufacturers of compostable packaging film. Please refer to Section 7.18.2 of this Prospectus for further details on our bioplastic compounding business.

7.4.2 Production of GCC

7.4.2.1 Overview

Our main business is in the production of GCC including coated and uncoated GCC. We produce uncoated GCC by crushing and dry-grinding limestone rocks into various particle sizes. Coated GCC is produced using uncoated GCC with an additional chemical surface treatment process.

7. BUSINESS OVERVIEW (Cont'd)

The revenue generated from the production of GCC is set out below:

	FYE 2020		FYE 2021		FYE 2022		FPE 2023	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
GCC								
- Coated GCC	78,779	73.5	88,117	73.8	83,735	74.1	70,079	76.9
- Uncoated GCC	9,717	9.1	10,678	8.9	10,618	9.4	9,157	10.1
Total revenue from the production of GCC	88,496	82.6	98,795	82.7	94,353	83.5	79,236	87.0

7.4.2.2 Properties of our GCC

The GCC that we produce has the following properties:

(a) High purity

The GCC that we produce has high-purity calcium carbonate content (up to 97% or more by weight). This is because we source limestone with the required calcium carbonate purity specification to produce our calcium carbonate products. We source these limestones directly from our limestone reserve as well as from third-party limestone quarries nearby. In FYE 2020, FYE 2021, FYE 2022 and FPE 2023, approximately 29%, 32%, 30% and 26% of the limestone rocks and chips were sourced internally from our limestone reserves while 71%, 68%, 70% and 74% were purchased from external parties, respectively.

Sample of the calcium carbonate that we use in our production of GCC



(b) Diverse range of particle size and particle size distribution

GCC consist of numerous particles and their sizes can vary significantly. Particle size distribution refers to the range of particle sizes present in the given sample.

We produce GCC across a range of particle sizes from an average particle size of as low as 1.5 microns up to 25 microns.

For GCC, particle-size distribution is used to indicate the particles' range of sizes in a sample measured. The most widely used method of describing particle size distribution is the "D" value. Average particle size (D50) and top cut (D97) are commonly used to represent the midpoint and the upper limit of particle sizes respectively in a given sample. For example, D50 of 1.5 microns means that in a GCC sample, 50% of the particles have sizes smaller than 1.5 microns.

For GCC, particle size is an essential characteristic that affects various properties and performance of the material as brightness, dispersibility and other physical properties are closely related to fineness of the GCC powder.

7. BUSINESS OVERVIEW (Cont'd)

(c) High brightness or whiteness

GCC is naturally white. The finer the GCC, the brighter or whiter the GCC becomes. Manufacturers using GCC as fillers or pigments would prefer the GCC to be as bright or white as possible.

Brightness or whiteness is measured using an index developed by the France-base Commission Internationale de l'Eclairage (International Commission on Illumination) called the CIE or Whiteness Index. The CIE Index measures the rate of reflection of a specific wavelength of blue light, ranging from a scale of 0 to 100. The higher the CIE Index, the higher the rate of reflection or whiteness of the product. Our GCC has a high brightness or whiteness CIE Index ranging from 93 to 98.

(d) Low oil absorption

GCC has low oil absorption properties. Generally, low oil absorption is an important property for many manufacturing processes including plastics, paints and coatings. Oil absorption relates to how much of the resin used in plastics, paints and coatings will be absorbed by the calcium carbonate. A higher oil absorption value of the filler means that the product formulation will require more lubricants and adhesives to produce an acceptable quality product thereby increasing the cost of production. Filler such as GCC which has a low oil absorption value can replace a higher proportion of the more expensive materials, thus reducing production costs.

(e) Filler grade used in the manufacturing of many industrial products

Our GCC is filler grade mainly used in the manufacturing of plastics, rubber gloves, other rubber products, paints and coatings, paper, and adhesives. A filler is a material added to bulk up the volume or replace some of the more expensive input materials, thus lowering the overall cost of materials while maintaining or improving the properties of the final product. However, the term "filler grade" is used to denote the suitability of the grade of GCC to be used as fillers, additives and pigments in industrial applications, and not for use in food or pharmaceutical products.

Specifications for GCC used in paper, plastics, paints and coatings typically require closely controlled particle-size distribution and high brightness values, together with a good ability to flow and low oil absorption.

7.4.2.3 Differences between uncoated and coated GCC

GCC in its natural form, which is also known as uncoated GCC, mixes well or dissolves easily in water. However, when uncoated GCC is exposed to moisture, it becomes sticky and clumps up easily. This is not a good property when applied in the manufacturing of certain products such as plastics. For the manufacturing of such products, coated GCC is used as it repels water and hence allowing it to be evenly distributed when used as a filler in the manufacturing of products such as plastics.

The following are some of the different characteristics between uncoated and coated GCC:

Preferred characteristics	Coated GCC compared to uncoated GCC
Repels or does not mix well with water	Coated GCC repels water or does not mix with water while uncoated GCC mixes well with water
High flowability (ability for a substance to flow freely)	Coated GCC has higher flowability compared to uncoated GCC

7. BUSINESS OVERVIEW (Cont'd)

Preferred characteristics

High dispersibility (less clumps forming)

Low oil absorption

Coated GCC compared to uncoated GCC

Coated GCC has higher dispersibility compared to uncoated GCC

Coated GCC has lower oil absorption compared to uncoated GCC

Please refer to Section 7.6.1 of this Prospectus for detailed information on our GCC production process.

7.4.2.4 Our product range, branding and packaging of GCC

Our current portfolio of GCC comprises coated and uncoated GCC in 3 grades, namely coarse-grade GCC, fine-grade GCC and ultrafine-grade GCC, as follows:

Size Grade	Average Particle Size (D50)
Coarse to medium	greater than 4 microns
Fine	greater than 2 and up to 4 microns
Ultrafine	less than or equal to 2 microns

- Coarse-grade GCC does not have any branding and is mainly used as fillers for the manufacturing of plaster and paper board.
- Fine-grade GCC is mostly packed and sold under our "Zancarb" brand and is mainly used as fillers for the manufacturing of plastic masterbatch, PVC pipes and paints.
- Ultrafine-grade GCC is mostly packed and sold under our "Zanelite" brand and is mainly used as an additive to provide desired characteristics such as opacity and glossiness for the manufacturing of breathable films, paints and plastic products.

Our GCC are sold in a variety of packaging sizes comprising 25 kg paper bags, 50 kg PP bags (typically coarse-grade GCC for domestic market), as well as 500 kg, 1 tonne, 1.25 and 1.30 tonne jumbo bags.

The following are some of the types of packaging for our GCC:

25-kg paper bags



50-kg PP bags



1.25-tonne jumbo bags



7. BUSINESS OVERVIEW (Cont'd)

7.4.2.5 Usage of our GCC in industrial applications

The following are some of the main industrial applications of our GCC.

(a) Plastics products

GCC is used as fillers in plastics mainly to reduce manufacturing costs. For some plastics, GCC can also improve properties such as impact strength and surface gloss.

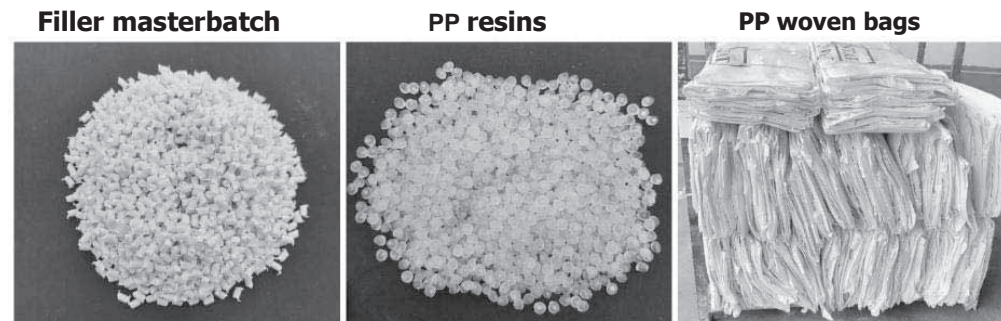
GCC is commonly used as fillers in plastic products because it is widely available, easy to grind, economical, non-toxic, odourless, tasteless and conforms to food regulations in plastic packaging. Furthermore, because of its high whiteness, it can replace expensive pigments such as titanium dioxide in plastics. Additionally, it has high thermal conductivity providing it with a good ability to melt when compounded with plastic resins. This improves manufacturing productivity as raw materials blend faster during the extrusion process and the output plastic product cools quicker.

Our GCC products are commonly used as fillers in the manufacturing of the following types of plastics:

Plastic types	Examples of applications of our GCC products
Low-density polyethylene (LDPE)	Film packaging such as plastic shopping bags, shrink wrap and clean films
High-density polyethylene (HDPE)	Blow and injection moulding into bottles, containers, toys and utensils
Polypropylene (PP)	Film for packaging, fibres for carpets and clothing, rigid packaging, consumer products and technical parts
Rigid PVC	Pipes and profiles
Plasticised PVC	Wires and cables, films and sheets, coated fabrics and leathercloth

We mainly supply our GCC products to:

- masterbatch manufacturers for the plastics industry; and
- PVC pipes and cable manufacturers.



Our GCC is mainly for filler masterbatch used in the manufacturing of plastics products, such as PP woven bags. For example, filler masterbatch is used to replace some of the more expensive PP resin in the manufacturing of PP woven bags.

7. BUSINESS OVERVIEW (Cont'd)

In some situations, GCC is used directly in the manufacturing of some plastic products such as PVC plastic products. This is because PVC resin is processed and sold in powder form and can blend with calcium carbonate powder during the manufacturing process.

The filler content in plastics varies between 2% and 30% depending on the properties that the manufacturer wants to achieve. Among all types of plastics, PVC contains the highest filler content. Generally, the finer the powder's particle size, the greater the reinforcing properties. Therefore, to produce a plastic that requires more strength, finer particle size is usually chosen.

(b) Paints and coatings

Our GCC is used in the manufacturing of paints and coatings as fillers to reduce production costs. It is preferred in paints and coatings mainly because of its high degree of whiteness, and it is non-toxic, weather resistance, anti-corrosion and low density. There are many varieties of paints and coatings such as emulsion paints, primers, industrial paints, textured paints, powder coatings, printing inks and plasters. Particle size and particle size distribution of the calcium carbonate are the main difference between the various grades of calcium carbonate used in the manufacturing of these different types of paints and coatings. For example, printing inks require ultrafine grade (that is, D50 less than 1.5 microns) compared to plasters which use coarse-grade (that is, D50 above 10 microns).

7.4.2.6 Our production of GCC

The production of GCC is currently undertaken by our subsidiaries, Zantat and Calrock, where Zantat focuses on producing coated GCC and Calrock focuses on producing uncoated GCC.

As at LPD, our GCC production operations are supported by the following facilities:

Coarse-grade GCC – Calrock Perak Plant

- 5 GCC production lines using vertical roller mills and 1 raw material feeding and preparation system at our Calrock Perak Plant mainly for the production of uncoated coarse-grade GCC; and
- In-house quality control and testing facilities to monitor and control our processes and products.

Fine-grade GCC – Zantat Perak Plant 1

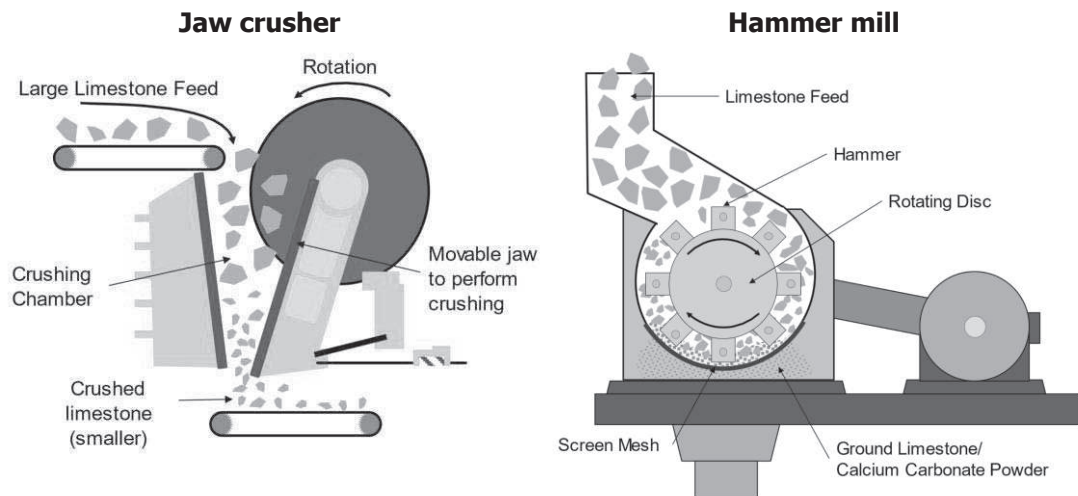
- 8 GCC production lines using vertical roller mills and coating machines, as well as 2 raw material feeding and preparation systems mainly for the production of coated and uncoated fine grade GCC; and
- In-house quality control and testing facilities to monitor and control our processes and products.

7. BUSINESS OVERVIEW (Cont'd)

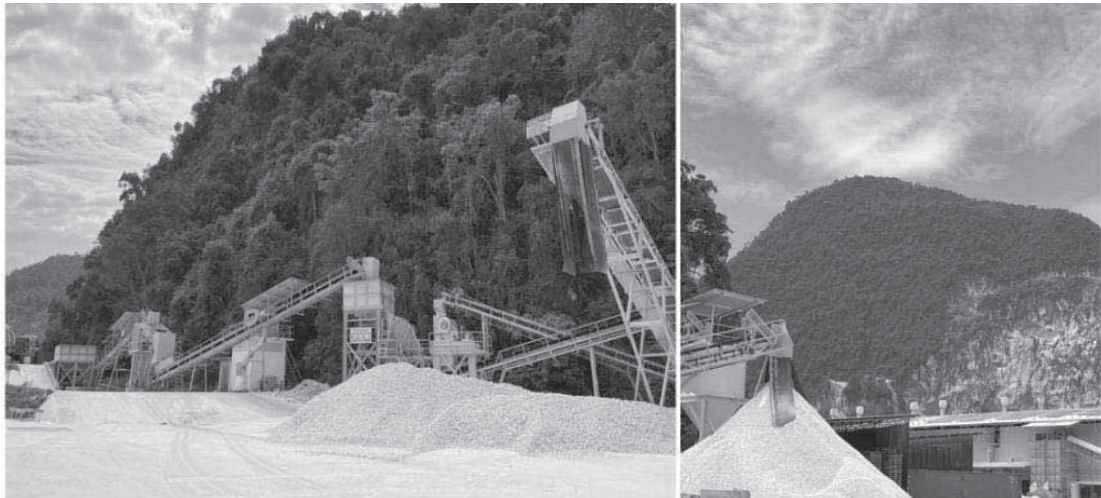
Ultrafine-grade GCC – Zantat Perak Plant 2

- 1 crushing plant used for secondary crushing;
- 1 GCC production line using a ball mill and coating machine, as well as 1 raw material feeding and preparation system mainly for the production of coated and uncoated ultrafine grade GCC; and
- In-house quality control and testing facilities to monitor and control our processes and products.

Our crushing plant and GCC production lines are equipped with crushers such as jaw crushers and hammer mills to reduce the size of the limestone rocks.

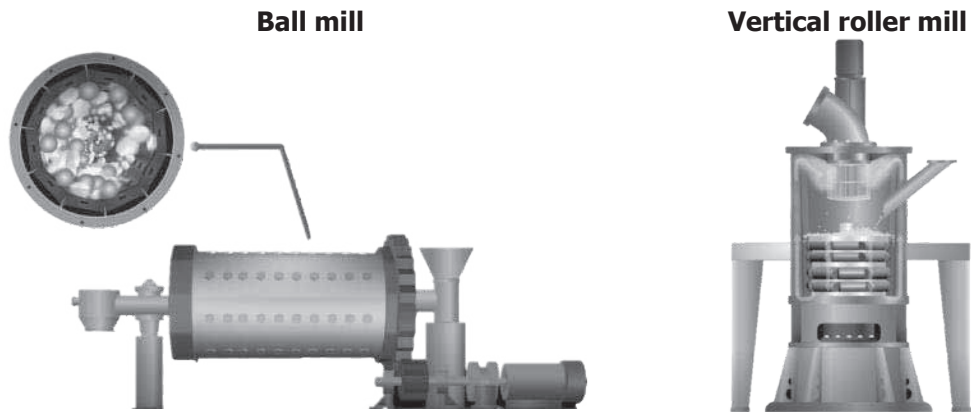


Our crushing plant at Zantat Perak Plant 2



After the crushing process, these limestones will undergo a dry grinding process to reduce them into various particle sizes ranging from coarse, medium, fine and ultrafine. Our plants are equipped with a ball mill and vertical roller mill for the dry grinding process.

7. BUSINESS OVERVIEW (Cont'd)



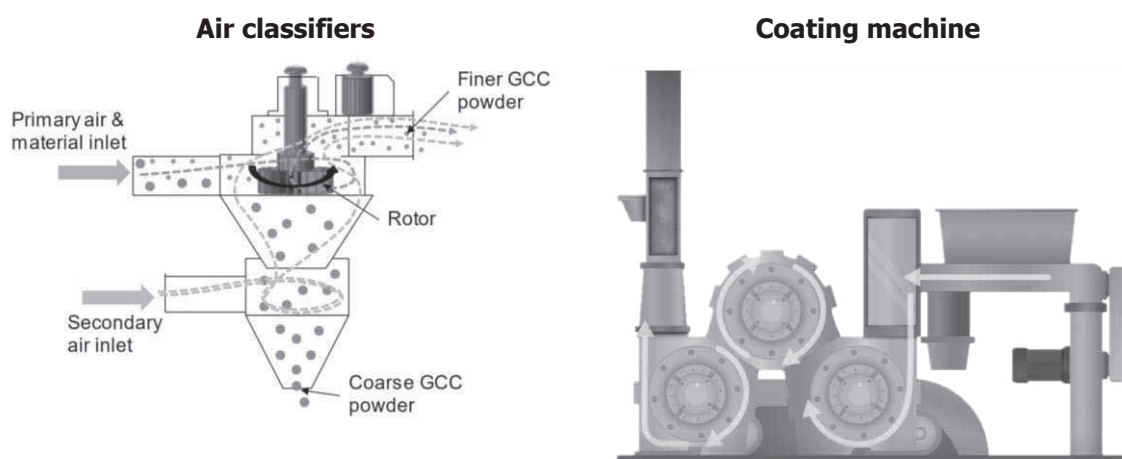
Our ball milling system at Zantat Perak Plant 2



Our GCC production lines are equipped with air classifiers to separate the GCC into different size classes. The air classifier uses an air cyclone and gravitational force within the machine to separate light weight ultrafine particles and heavy coarser particles.

The output from the air classifier is our uncoated GCC product in various sizes. Meanwhile, for our coated GCC product, the classified uncoated GCC will undergo an additional surface treatment process in a coating machine where stearic acid is sprayed onto the surface of the GCC particle, creating a water-repellent layer.

7. BUSINESS OVERVIEW (Cont'd)



7.4.3 Production of CC dispersions

7.4.3.1 Overview

We produce CC dispersion which is a calcium carbonate that has gone through a wet grinding process and the final product is in slurry form. We produce 2 types of CC dispersions, namely GCC dispersions and PCC dispersions.

The revenue contribution of our CC dispersions is set out below:

	FYE 2020		FYE 2021		FYE 2022		FPE 2023	
	RM'000	%	RM'000	%	RM'000	%	RM'000	%
CC dispersion								
- GCC dispersion	6,736	6.3	7,480	6.3	7,550	6.7	5,229	5.7
- PCC dispersion	8,084	7.5	7,429	6.2	5,837	5.1	2,949	3.2
Total revenue of CC dispersions	14,820	13.8	14,909	12.5	13,387	11.8	8,178	9.0

7.4.3.2 Our product range, branding and packaging of CC dispersion

Our GCC dispersion is packed and sold under our brand "Zancarb" while we use our "Superlite" brand for PCC dispersion. As at LPD, we have 3 types of GCC dispersions and 2 types of PCC dispersions.

Our PCC dispersions are mainly used as fillers in the manufacturing of powder-free natural rubber examination and surgical gloves. Generally, PCC dispersions are the preferred choice for manufacturing surgical or higher-quality examination gloves because of their higher purity compared to GCC dispersions.

7. BUSINESS OVERVIEW (Cont'd)

Our CC dispersions products are sold in a variety of packaging sizes comprising 275 kg and 300 kg metal drums, 1.1-tonne and 1.2-tonne intermediate bulk containers (IBC), as well as 6.5-tonne tankers, as follows:



7.4.3.3 Usage of our CC dispersions in industrial applications

Our CC dispersions are mainly used as fillers in the production of rubber gloves to reduce the production cost in terms of replacing the more expensive liquid rubber (latex) and pigments such as titanium dioxide. Besides being used as a filler, it also acts as an anti-tack agent to prevent the rubber glove from sticking to the surface of the former (a mould in the shape of a hand), thus making it easier to strip the glove from the former.

Typically, GCC dispersions are used for the production of natural rubber gloves, as opposed to GCC in powder form, so they could be mixed and added into the dipping tank with the liquid rubber.

Within the rubber glove industry, there are several types of rubber gloves including natural and synthetic rubber examination gloves and surgical gloves, as well as industrial gloves and household gloves. The properties of fillers used in the manufacturing of different types of rubber gloves may differ as it needs to meet certain regulatory requirements and standards. For example, fillers with finer particle size are used for the manufacturing of surgical gloves as it needs to meet stricter requirements compared to examination gloves.

7.4.3.4 Our production of CC dispersions

The production of CC dispersions is currently undertaken by our subsidiary, Zantat at our KL Plant. As at LPD, we have 4 GCC dispersion production lines and 2 PCC dispersion production lines at our KL Plant.

Our CC dispersions are produced using the wet grinding process. This process can achieve a much finer particle size compared to dry grinding. Our CC dispersions are ground down to a D50 of less than 1.2 microns.

We use uncoated coarse-grade GCC powder from our Calrock Perak Plant to produce GCC dispersion and we use PCC powder imported from China to produce PCC dispersion.

7. BUSINESS OVERVIEW (Cont'd)

The following are some of the production lines at our KL Plant:

Our GCC dispersion wet grinding line



Our PCC dispersion wet grinding line



During the wet grinding process, we add several types of chemicals such as dispersing and binding agents into the mixture based on our formulation. These chemicals are added to ensure that the calcium carbonate particles remain dispersed for a certain time in the liquid mixture. Our CC dispersions have a shelf life of 4 months before the particles start to settle down and coagulate.

Please refer to Section 7.6.2 of this Prospectus for detailed information on our CC dispersions production process.

7.4.4 Production of kaolin dispersions

7.4.4.1 Overview

We produce kaolin dispersions which are kaolin that has gone through a wet grinding process and the final products are in slurry form. Kaolin is a hydrated aluminium silicate, and it occurs naturally as clay.

We commenced the production of kaolin dispersions in 2020. Revenue from the production of kaolin dispersions amounted to RM1.1 million (1.0%), RM2.4 million (2.0%), RM1.6 million (1.4%) and RM1.0 million (1.1%) of our total revenue in FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively.

7.4.4.2 Our product range, branding and packaging of kaolin dispersion

Our kaolin dispersion is packed and sold under our "Zanatech" brand where they are mainly used as fillers for the manufacture of synthetic rubber gloves.

Our kaolin dispersions are sold in a variety of packaging sizes comprising 1.1-tonne and 1.2-tonne IBC, as well as 6.5-tonne tankers.

7.4.4.3 Usage of our kaolin dispersions in industrial applications

Our kaolin dispersions are mainly used as a filler in the production of synthetic rubber gloves to reduce the production cost in terms of replacing the more expensive synthetic rubber and pigments.

7. BUSINESS OVERVIEW (Cont'd)

7.4.4.4 Our production of kaolin dispersions

The production of kaolin dispersions is undertaken by our subsidiary, Zantat, at our KL Plant. As at LPD, we have 2 kaolin dispersion production lines at our KL Plant.

Our kaolin dispersions are produced using the wet grinding process, where it is ground down to a D50 of less than 4 microns. We purchase kaolin in powder and cake from China, Indonesia and Malaysia to produce the kaolin dispersion.

Our kaolin dispersion wet grinding line



During the wet grinding process, we add several types of chemicals such as dispersing and binding agents into the mixture based on our formulation. These chemicals are added to ensure that the kaolin particles remain dispersed for a certain time in the liquid mixture. Our kaolin dispersions have a shelf life of 4 months before the particles start to settle down and coagulate.

7.4.5 Other business activities

Our other business activities are complementary to our main business as follows:

- (a) processing of ultrafine PCC powder;
- (b) trading of other industrial minerals; and
- (c) sales of limestone quarry products.

These business activities are complementary either from the perspective that the activities involve calcium carbonate products or we sell these products to customers in the same or related sectors to our main business activities.

7.4.5.1 Processing of ultrafine PCC powder

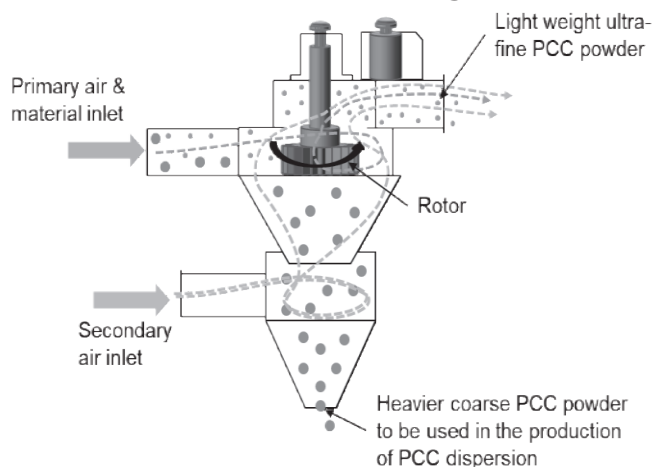
For the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, revenue contributed from the processing of ultrafine PCC powder amounted to RM1.6 million (1.5%), RM1.7 million (1.5%), RM2.3 million (2.0%) and RM1.7 million (1.8%) of our total revenue, respectively.

We process ultrafine PCC powder which is packed and sold under our "Superlite" brand. We purchase PCC powder from China and process it through an air classifier to obtain ultrafine PCC powder. We sell ultrafine PCC powder in 25 kg paper bags. The majority of our ultrafine PCC powder is sold to rubber glove manufacturers.

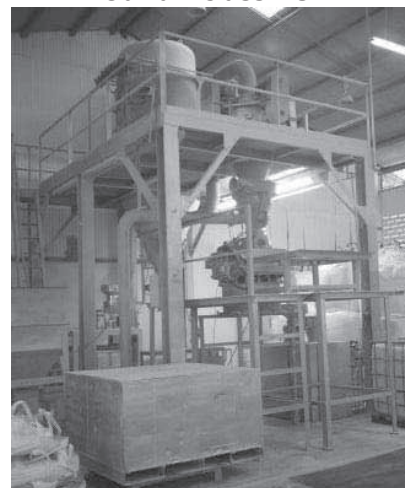
7. BUSINESS OVERVIEW (Cont'd)

Our processing of ultrafine PCC is through the use of air classifiers to separate light weight ultrafine particles and the heavier particles. The following is a diagram depicting the classification process using an air classifier:

An air classifier used in obtaining ultrafine PCC



Our air classifier



7.4.5.2 Trading of other industrial minerals

Revenue contribution from trading of other industrial minerals amounted to RM0.8 million (0.8%), RM1.2 million (1.0%), RM1.2 million (1.1%) and RM0.6 million (0.6%) of our total revenue for FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively.

To capitalise on our existing customer base, we supply other industrial minerals such as talcum powder, limestone chips and others. These are also raw or input materials which are commonly used in the manufacturing of gloves, paints and coatings, plastics and paper.

7.4.5.3 Sales of limestone quarry products

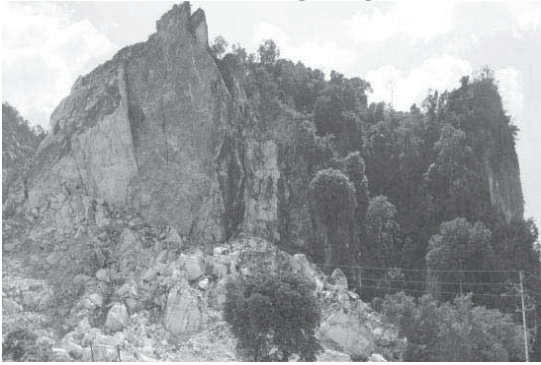
Revenue contributed from sales of quarry products amounted to RM0.4 million (0.3%), RM0.5 million (0.3%), RM0.2 million (0.2%) and RM0.4 million (0.4%) of our total revenue for the FYE 2020, FYE 2021, FYE 2022 and FPE 2023, respectively.

We produce limestone quarry products in our quarry in Keramat Pulai, Perak. As at LPD, we operate only 1 limestone quarry namely Perak Quarry 1. We appoint a contractor to carry out the quarrying and primary crushing process. Our contractor set up a primary crushing plant at Perak Quarry 1 comprising their own machinery and equipment such as drilling machines, hydraulic breakers, excavators, wheel loaders, dump trucks, and a crushing and screening plant to carry out the extraction and crushing of limestones.

Our main output is 6-inch by 9-inch (6" x 9") limestone rocks. In FYE 2020, FYE 2021, FYE 2022 and FPE 2023, approximately 68%, 64%, 77% and 62% of the limestone extracted from our quarry were used internally as raw materials for the production of GCC. The remaining quarry products were sold to external customers. The quarry products that we sell include 6" x 9" limestone rocks as well as lower-quality limestones which are mainly used for construction purposes.

7. BUSINESS OVERVIEW (Cont'd)

Our Perak Quarry 1



6" x 9" limestone rocks



Our contractor's primary crushing plant at Perak Quarry 1



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7. BUSINESS OVERVIEW (Cont'd)

7.5 OPERATIONAL FACILITIES

As at LPD, we have 4 production plants of which 3 are located in Perak (Zantat Perak Plant 1 and 2, and Calrock Perak Plant) and 1 is located in Kuala Lumpur (KL Plant).

Zantat Perak Plant 1 and 2



Main function	:	Head office, warehouse and production of GCC
Approximate built-up area (sq ft)	:	225,000
Location	:	PT 24571 & PT 21289 (Lot 35978), Kaw. Industri Batu Kapur Keramat Pulai 31300 Kampung Kepayang, Perak

7. BUSINESS OVERVIEW (Cont'd)

Calrock Perak Plant



Main function	: Office, warehouse and production of GCC
Approximate built-up area (sq ft)	: 54,240
Location	: 60, Persiaran Portland, Kawasan Perindustrian Tasek, 31400 Ipoh, Perak

KL Plant



Main function	: Office, warehouse, production of calcium carbonate and kaolin dispersions, and processing of ultrafine PCC powder
Approximate built-up area (sq ft)	: 36,332
Location	: Lot 12-A1, 1013-A & A1 and Lot 1013-B & B1, Jalan 2/32A, 6 ½ Miles, Off Jalan Kepong, 52100 Kuala Lumpur

7. BUSINESS OVERVIEW (Cont'd)

As at LPD, we leased 2 pieces of leasehold lands with limestone reserves in Malaysia:

Description	Approximate land area (acre)	Location of quarry
Perak Quarry 1	10	PT 22565, Kaw. Industri Batu Kapur, Keramat Pulai, 31300 Kampung Kepayang, Perak
Perak Quarry 2 ⁽¹⁾	14.8	PT 21294 (Lot 335983), Kaw. Industri Batu Kapur, Keramat Pulai, 31300 Kampung Kepayang, Perak

Note:

⁽¹⁾ Perak Quarry 2 has yet to commence its quarrying operations.

Perak Quarry 1 as at LPD

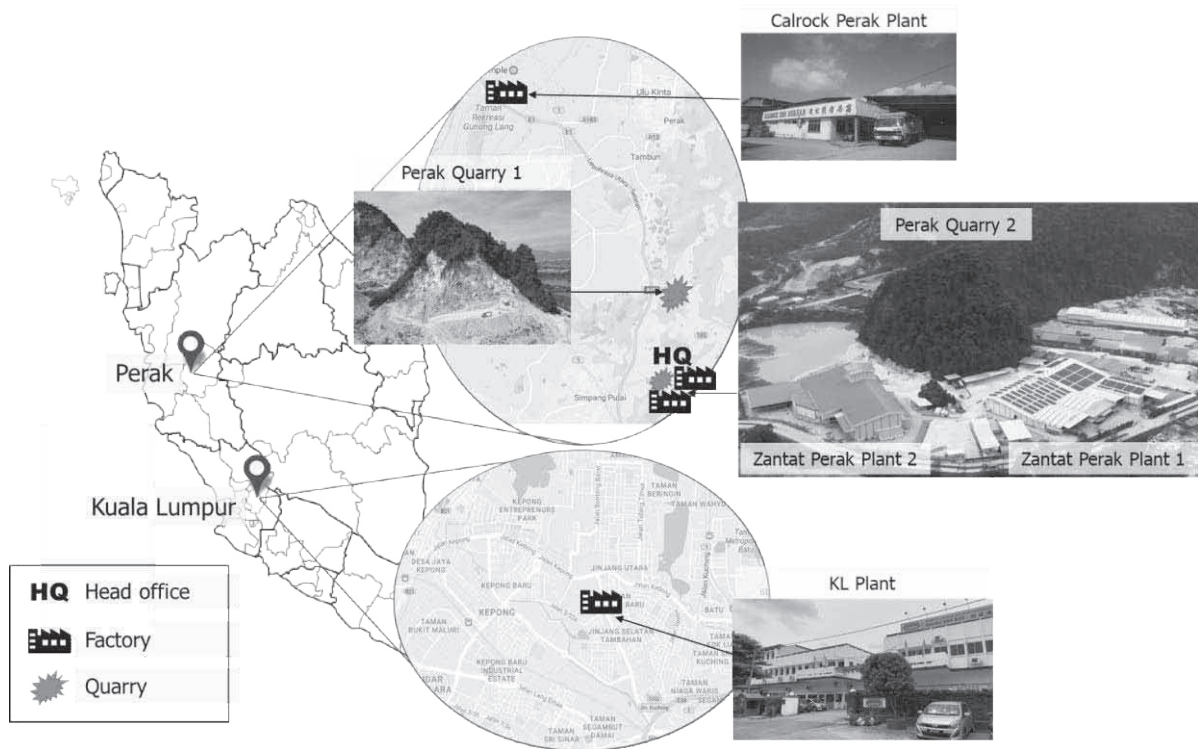


Perak Quarry 2 as at LPD



7. BUSINESS OVERVIEW (Cont'd)

The following is a map diagram displaying our operational facilities in Malaysia, as at LPD:



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