OVERVIEW

The following table sets out information on our Directors and senior management:

Name	Age	Position	Date of joining our Group's business	Date of appointment as Director/senior management	Roles and responsibilities
Executive Directors					
LI Hung (李雄)[(1)]	74	Co-Chairman and executive Director	July 1978	14 October 1994	Overall daily operation and management of our Group as well as our strategic development
NG Kam Ming (伍錦明)[(1)]	76	Co-Chairman and executive Director	July 1978	14 October 1994	Overall daily operation and management of our Group as well as our strategic development
Alternate Director					
LEUNG Wai Kuen, Godfrey (梁偉權)	74	Alternate Director to Mr. Ng	July 1998	31 March 2024[(2)]	Acting as the alternate Director to Mr. Ng
Non-executive Directors					
MARTI Jean-Christophe, Michel	59	Non-executive Director	7 June 2023	7 June 2023	Supervising and reviewing the overall business development and strategic planning of our Group
CHUA Li Qin, Alicia (蔡莉琴)	30	Non-executive Director	8 September 2025	8 September 2025	Supervising and reviewing the overall business development and strategic planning of our Group
Independent non-executive Directors					
LAM Shiao Ning	53	Independent non-executive Director	25 June 2026	25 June 2026	Providing independent judgment on our strategies, policy, performance, accountability, resources, key appointments and standard of conduct
FONG Heng Boo (龐廷武)	76	Independent non-executive Director	25 June 2026	25 June 2026	Providing independent judgment on our strategies, policy, performance, accountability, resources, key appointments and standard of conduct
YANG Victor (楊岳明)	80	Independent non-executive Director	25 June 2026	25 June 2026	Providing independent judgment on our strategies, policy, performance, accountability, resources, key appointments and standard of conduct

Notes:

1 Mr. Li and Mr. Ng are brothers-in-law.

2 Mr. Leung was first appointed as a Director on 16 October 1998 and then resigned from such role and was appointed as an alternate Director on 31 March 2024.

Name	Age	Position	Date of joining our Group's business	Date of appointment as Director/senior management	Roles and responsibilities
Senior management[3]					
TAN Wee Hong	51	Regional general manager of Southeast Asia	January 1997	1 June 2016	Overseeing our Group's business in Singapore, Malaysia, Thailand and Vietnam
CHAN Tat-lee, Terry (陳達理)	58	Group marketing general manager	August 1992	1 July 2016	Client management and business development of our Group
KER Chung Wei (葛宗維)	57	Group financial controller	July 2007	July 2007	Overseeing the financial affairs of our Group
OOI Ying Kit (黃英傑)	60	Group information technology general manager	February 2012	1 April 2022	Managing the information technology functions of our Group
ZHANG Jianwei (張建偉)	57	General manager of (PRC) SH Keyun and (PRC) SH Yifa	August 1995	July 2001	Managing the daily operations of (PRC) SH Keyun and (PRC) SH Yifa

BOARD OF DIRECTORS

Our Board of Directors is the primary decision-making body of our Company, setting fundamental business strategies and policies for the management and operation of our business and monitoring their implementation. Our Board of Directors comprises seven Directors and one alternate Director, consisting of two executive Directors and one alternate Director, two non-executive Directors and three independent non-executive Directors. Our Directors are elected to serve terms of three years, which are renewable upon re-election and/or re-appointment.

Executive Directors

Mr. LI Hung (李雄), aged 74, is a founder of the Group, the Co-Chairman, an executive Director and a Controlling Shareholder of our Company. He was appointed as a Director in October 1994 and the Chairman in June 2023. He was redesignated as our executive Director and Co-Chairman on 21 May 2024. Mr. Li is responsible for the overall daily operation and management of our Group as well as our strategic and corporate development, finance and administration, new expansion location and set up, and leading the Singapore "Mega Depot" project team. Mr. Li is the brother-in-law of Mr. Ng, an executive Director and a Controlling Shareholder. Mr. Li is also a director of various of our subsidiaries, namely, (SG) EK Container, (SG) EK Logistics, (SG) EK Marketing, (SG) NEK, (MY) EK Johor, (MY) EK Logistics, (MY) EK Penang, (TH) EK, (HK) Best China, (HK) Gold Prime, (HK) MF Container, (HK) MF Reefer, (HK) PCL, (HK) Techni-Con, (PRC) MF, (PRC) SH Anxin, (PRC) QD Keyun, (PRC) TJ Keyun and (BVI) Double Creation.

Note:

3 For the business address of the senior management, please refer to the address of our corporate headquarters in the section headed "Corporate Information" in this document.

Mr. Li and Mr. Ng founded the Group in 1978, and Mr. Li has since accumulated nearly 50 years of experience in the container depot industry. Mr. Li has been overseeing all aspects of the Group's business including but not limited to its strategic and corporate development, finance and administration and expansion plans.

Mr. Li graduated from Carmel English School in Hong Kong in August 1970.

Mr. Li was a director of the following 15 companies established in Singapore that have been struck off: (i) Applegold Investments Pte Ltd, which was principally used as an investment holding company before it was struck off on 7 March 2012; (ii) Asia Environment Holdings Pte. Ltd., which was principally used as an investment holding company before it was struck off on 9 November 2022; (iii) E.K.F. Forwarding (Pte) Ltd, which was principally engaged in warehousing business before it was struck off on 22 September 2001; (iv) E.P. Holdings (Pte) Ltd, which was principally engaged in freight transportation business before it was struck off on 15 January 2010; (v) Eng Kong Container Services (S) Pte Ltd, which was principally engaged in ship building and repairing business before it was struck off on 31 December 2003; (vi) Eng Kong Corporation Pte Ltd, which was principally engaged in wholesale business before it was struck off on 14 April 2000; (vii) Eng Kong Development (Overseas) Pte Ltd, which was principally used as an investment holding company before it was struck off on 12 May 2014; (viii) Eng Kong Logistic Services Pte Ltd, which was principally engaged in warehousing business before it was struck off on 23 October 1999; (ix) Eng Kong Tech Park Pte Ltd, which was principally engaged in warehousing business before it was struck off on 7 March 2012; (x) Island Mobile Express Pte. Ltd., which was principally engaged in freight transportation business before it was struck off on 11 August 2010; (xi) OTLS Transport Pte Ltd, which was principally engaged in port operations business before it was struck off on 4 October 2002; (xii) PCL Container Services Pte Ltd, which was principally engaged in industrial machinery business before it was struck off on 3 November 2001; (xiii) Safariwood Trading (S) Pte Ltd, which was principally engaged in wholesale trading business before it was struck off on 14 July 2000; (xiv) Southern Star Agencies Pte Ltd, which was principally engaged in shipping business before it was struck off on 3 November 2001; and (xv) Trans Lease Agencies Pte Ltd, which was principally engaged in shipping business before it was struck off on 11 November 2008.

Mr. Li was also a director of the following 4 companies incorporated in Hong Kong that were later dissolved by deregistration: (i) EK Kooll Reefer Services Limited, which was principally engaged in the provision and operation of reefer container services in Hong Kong before it was dissolved on 25 March 2011; (ii) Grand Pacific Warehouse (1998) Limited, which was principally engaged in warehousing business before it was dissolved on 28 December 2001; (iii) Homley Container Services Limited, which was principally engaged in storage and repair of container business before it was dissolved on 28 March 2003; and (iv) (HK) Grand Pacific, which was principally engaged in warehousing and container businesses before it was dissolved on 5 September 2025.

Mr. Li confirmed that each of the above companies were solvent prior to being struck off or deregistered and it had not commenced business or had ceased to conduct business. He further confirmed that, as at the Latest Practicable Date, no claims have been made against him and he was not aware of any threatened or potential claims made against him and there are no outstanding claims and/or liabilities as a result of the striking off or deregistration of each of the above companies.

Mr. NG Kam Ming (伍錦明), aged 76, is a founder of the Group, an executive Director and a Controlling Shareholder of our Company. He was appointed as a Director in October 1994. He was redesignated as our executive Director and Co-Chairman on 21 May 2024. Mr. Ng is responsible for the overall daily operation and management of our Group as well as our strategic development, marketing, finance and administration, land development and planning and customer relations. Mr. Ng is the brother-in-law of Mr. Li, an executive Director and a Controlling Shareholder. Mr. Ng is also a director of various of our subsidiaries, namely, (SG) EK Container, (SG) EK Logistics, (SG) EK Marketing, (SG) NEK, (MY) EK Johor, (MY) EK Logistics, (MY) EK Penang, (MY) NEK, (TH) EK, (HK) Best China, (HK) Gold Prime, (HK) MF Container, (HK) MF Reefer, (HK) PCL, (HK) Techni-Con, (PRC) MF, (PRC) SH Anxin, (PRC) QD Keyun and (PRC) TJ Keyun.

Mr. Ng and Mr. Li founded the Group in 1978, and Mr. Ng has since accumulated nearly 50 years of experience in the container depot industry. Mr. Ng has been overseeing all aspects of the Group's business including but not limited to its strategic and corporate development, finance and administration and expansion plans.

Mr. Ng graduated from ST. Gabriel's School in Hong Kong in July 1967.

Mr. Ng was a director of the following 16 companies established in Singapore that were later struck off: (i) Applegold Investments Pte Ltd, which was principally used as an investment holding company before it was struck off on 7 March 2012; (ii) E.K.F. Forwarding (Pte) Ltd, which was principally engaged in warehousing business before it was struck off on 22 September 2001; (iii) E.P. Holdings (Pte) Ltd, which was principally engaged in freight transportation business before it was struck off on 15 January 2010; (iv) Eng Kong Container Services (S) Pte Ltd, which was principally engaged in ship building and repairing business before it was struck off on 31 December 2003; (v) Eng Kong Corporation Pte Ltd, which was principally engaged in wholesale business before it was struck off on 14 April 2000; (vi) Eng Kong Development (Overseas) Pte Ltd, which was principally used as an investment holding company before it was struck off on 12 May 2014; (vii) Eng Kong Logistic Services Pte Ltd, which was principally engaged in warehousing business before it was struck off on 23 October 1999; (viii) Eng Kong Tech Park Pte Ltd, which was principally engaged in warehousing business before it was struck off on 7 March 2012; (ix) Farspeed Contractor (S) Pte. Ltd., which was principally engaged in building construction business before it was struck off on 8 March 2018; (x) Island Mobile Express Pte. Ltd., which was principally engaged in freight transportation business before it was struck off on 11 August 2010; (xi) OTLS Transport Pte Ltd, which was principally engaged in port operations business before it was struck off on 4 October 2002; (xii) PCL Container Services Pte Ltd, which was principally engaged in industrial machinery business before it was struck off on 3 November 2001; (xiii) Safariwood Trading (S) Pte Ltd, which was principally engaged in wholesale trading business before it was struck off on 14 July 2000; (xiv) Southern Star Agencies Pte Ltd, which was principally engaged in shipping business before it was struck off on 3 November 2001; (xv) Trans Lease Agencies Pte Ltd, which was principally engaged in shipping business before it was struck off on 11 November 2008; and (xvi) Wing Lok (Pte) Limited, which was principally engaged in retail sale business before it was struck off on 8 November 2002.

Mr. Ng was also a director of the following 4 private companies incorporated in Hong Kong that were later dissolved by deregistration: (i) EK Kooll Reefer Services Limited, which was principally engaged in the provision and operation of reefer container services in Hong Kong before it was dissolved on 25 March 2011; (ii) Grand Pacific Warehouse (1998) Limited, which was principally engaged in warehousing business before it was dissolved on 28 December 2001; (iii) Homley Container Services Limited, which was principally engaged in storage and repair of container business before it was dissolved on 28 March 2003; and (iv) (HK) Grand Pacific, which was principally engaged in warehousing and container businesses before it was dissolved on 5 September 2025.

Mr. Ng confirmed that each of the above companies were solvent prior to being struck off or deregistered and it had not commenced business. He further confirmed that as at the Latest Practicable Date, no claims have been made against him and he was not aware of any threatened or potential claims made against him and there are no outstanding claims and/or liabilities as a result of the striking off or deregistration of each of the above companies.

Alternate Director

Mr. LEUNG Wai Kuen, Godfrey (梁偉權), aged 74, has been appointed as the alternate Director (as registered in our register of directors and reflected in relevant filings to relevant authorities) to Mr. Ng. Mr. Leung joined the Group in October 1998 as Director and then resigned from such role and was appointed as an alternate Director (which is considered as a director with the same duties and responsibilities under the laws of Singapore) on 31 March 2024. As an alternate Director to Mr. Ng, Mr. Leung has been appointed only to attend Board meetings on behalf of Mr. Ng in the event that Mr. Ng is otherwise unable to attend, and Mr. Leung does not have any executive roles in our day-to-day operations. Nevertheless, under the laws of Singapore and our Constitution, an alternate director is a full director and bears all the duties, responsibilities and liabilities of a director. Mr. Leung is also a director of two subsidiaries of our Company, namely, (HK) PCL and (HK) Techni-Con.

Mr. Leung has accumulated over 25 years of experience in management and operations in the container depot, container freight station and transportation industry.

Mr. Leung was a director of the following 5 private companies incorporated in Hong Kong that were later dissolved by deregistration: (i) EK Kooll Reefer Services Limited, which was principally engaged in the provision and operation of reefer container services in Hong Kong before it was dissolved on 25 March 2011; (ii) Grand Pacific Container Services Limited, which was principally engaged in agents and management business before it was dissolved on 28 December 2001; (iii) Grand Pacific Warehouse (1998) Limited, which was principally engaged in warehousing business before it was dissolved on 28 December 2001; (iv) Homley Container Services Limited, which was principally engaged in storage and repair of container business before it was dissolved on 28 March 2003; and (v) (HK) Grand Pacific, which was principally engaged in warehousing and container businesses before it was dissolved on 5 September 2025.

Mr. Leung confirmed that each of the above companies were solvent prior to dissolution and had ceased to conduct business. He further confirmed that, as at the Latest Practicable Date, no claims have been made against him and he was not aware of any threatened or potential claims made against him and there are no outstanding claims and/or liabilities as a result of the dissolution of each of the above companies.

Non-executive Director

Mr. MARTI Jean-Christophe, Michel, aged 59, is a non-executive Director of our Company. He was appointed as our Director on 7 June 2023 and re-designated as our non-executive Director on 21 May 2024. Mr. Marti is mainly responsible for supervising and reviewing the overall business development and strategic planning of our Group.

Prior to joining our Group, Mr. Marti had over 20 years of experience in finance. He served as a senior associate at Bechtel Enterprise, Inc in San Francisco from July 1998 to June 2000, and the vice president of investments at K1 Ventures Limited in Singapore in 2001, where he worked across financial restructuring, venture capital and infrastructure finance matters. Since March 2003, he has been working at Navis with his current role as senior partner, where he leads investment teams in making, monitoring and exiting investments and sits on the boards and/or executive committees of several Navis portfolio companies (including our Group). Mr. Marti obtained his university diploma of technology (Deutec) from University of Technology of Compiegne in France in July 1987. He obtained his diploma of engineering from University of Technology of Compiegne in France in April 1991, and his master of business administration degree from the University of California at Los Angeles in the United States in March 1998.

Mr. Marti was a director of Matahari Vision Topco Pte. Ltd., a special purpose vehicle incorporated in Singapore as a potential acquiror entity for a potential investment, which was aborted and voluntarily struck off on 8 May 2023. Mr. Marti confirmed that the above company was solvent prior to striking off voluntarily. He further confirmed that as at the Latest Practicable Date, no claims have been made against him and he was not aware of any threatened or potential claims made against him and there are no outstanding claims and/or liabilities as a result of the striking off of the above company.

Ms. CHUA Li Qin, Alicia (蔡莉琴), aged 30, is a non-executive Director of our Company. She was appointed as our Director on 8 September 2025 and re-designated as our non-executive Director on 31 March 2026. Ms. Chua is mainly responsible for supervising and reviewing the overall business development and strategic planning of our Group.

Prior to joining our Group, Ms. Chua had gained many years of experience in finance. From July 2018 to June 2021, she was an investment analyst at Navis Capital Partners (Singapore) Pte Ltd (a subsidiary of Navis). From August 2021 to May 2024, she was an investment associate at KKR & Co. Inc.. In June 2025, she rejoined Navis as an investment manager, being responsible for deal sourcing and execution as well as portfolio management.

Ms. Chua graduated summa cum laude with a bachelor of accountancy and business management degree from the Singapore Management University in June 2018.

Independent non-Executive Directors

Ms. LAM Shiao Ning, aged 53, is an independent non-executive Director of our Company. She was appointed as our independent non-executive Director on 25 June 2026. Ms. Lam is mainly responsible for providing independent judgment on our strategies, policy, performance, accountability, resources, key appointments and standard of conduct.

Prior to joining our Group, Ms. Lam had over 28 years of experience in the legal industry in Singapore, serving multiple roles including as an associate director and a director at Drew & Napier LLC from December 2004 to February 2016, and a partner at Oon & Bazul from March 2016 to March 2020. Since April 2020, she founded Rubicon Law LLC and has been its managing director, specialising in M&A and venture capital financings.

Ms. Lam was an independent director of ayondo Ltd. (a company that was incorporated in Singapore and principally engaged in the provision of social trading services and brokerage services based in Europe and the UK). ayondo Ltd. was previously listed on the Catalist of the SGX-ST (stock code: 115) and was subsequently delisted in December 2021 due to cessation of business, primarily due to regulatory changes by European and UK regulators which impacted the entire industry as a whole, as well as the company's inability to meet relevant capital requirements imposed by relevant regulators. Subsequent to its delisting, on 5 January 2022, ayondo Ltd. applied to the High Court of Singapore for a winding-up order on the ground that it was unable to pay its debts given its net current liability position of approximately S$2.9 million. Such winding-up commenced on 28 January 2022 and completed on 1 July 2024. Ms. Lam has confirmed that: (i) she was not involved in ayondo's daily operations; (ii) there was no wrongful act on her part leading to such winding up; and (iii) there is no claim against her as a result of such winding up. The Joint Sponsors are of the view that Ms. Lam is a suitable candidate to act as an independent non-executive Director on the basis that: (1) all material events leading to and relating to ayondo's delisting were beyond the control or area of expertise of Ms. Lam as an independent director (who is not responsible for day-to-day management and operations); (2) Ms. Lam had diligently discharged her duties as independent director and member of audit committee of ayondo, and her involvement in ayondo actually demonstrates that she is well suited to act as independent non-executive Director; (3) Ms. Lam has the requisite qualification, experience and capability to carry out her duties as an independent non-executive Director; and (4) no actions have been taken against ayondo or Ms. Lam.

Ms. Lam obtained her bachelor of law degree from the University of Hull in the United Kingdom in July 1995, and obtained her diploma in financial management (ACCA) in Singapore in December 1999. She has been a Barrister at Law (Inner Temple) in England & Wales since July 1996, an Advocate & Solicitor in Singapore and a member of the Law Society of Singapore and the Singapore Academy of Law since March 1998. She has been appointed as a member of the Inquiry Panel of the Law Society of Singapore for a term of 2 years with effect from 30 November 2023. She was a senior teaching fellow and adjunct lecturer at the Singapore Institute of Legal Education (previously the Board of Legal Education) from 2005 to 2022 and an adjunct faculty at the Singapore Management University's Yong Pung How School of Law from 2016 to 2019.

Mr. FONG Heng Boo (龐廷武), aged 76, is an independent non-executive Director of our Company. He was appointed as our independent non-executive Director on 25 June 2026. Mr. Fong is mainly responsible for providing independent judgment on our strategies, policy, performance, accountability, resources, key appointments and standard of conduct.

Prior to joining our Group, Mr. Fong had over 45 years of experience in auditing, finance, corporate governance, business development and management. He was with the Auditor-General's Office (AGO), Singapore between November 1975 and September 1993. He held the position of Assistant Auditor-General when he left the AGO. Prior to his retirement in December 2014, Mr. Fong was the Director (Special Duties) at the Singapore Totalisator Board and was responsible for the Finance, Investment and Corporate Services functions.

Mr. Fong has been appointed as (i) a lead independent Director of TA Corporation Ltd. (a company listed on SGX: stock code: PA3) since December 2017; (ii) an independent Director of Livingstone Health Holdings Limited (formerly known as Citicode Ltd., stock code: 5FH) (a company listed on SGX, stock code: PRH) since July 2018 and is currently a lead independent Director; and (iii) an independent non-executive director of Kwan Yong Holdings Limited (a company listed on the Stock Exchange, stock code: 9998) since April 2020. Mr. Fong was (i) a non-executive independent director of Colex Holdings Limited (a company that was listed on SGX, stock code: 567 which was delisted from SGX in March 2023) from March 1999 to April 2021; (ii) a non-executive independent director of CapitaLand China Trust Management Limited (formerly known as CapitaLand Retail China Trust Management Limited) (a company listed on SGX, stock code: AU8U) from January 2013 to December 2021; and (iii) an independent non-executive director of SY Holdings Group Limited (formerly known as Sheng Ye Capital Ltd., a company listed on the Stock Exchange, stock code: 8469) (a company listed on the Stock Exchange, stock code: 6069) from September 2018 to September 2025.

Mr. Fong obtained his bachelor of accountancy degree from the University of Singapore (now known as the National University of Singapore) in August 1973. Mr. Fong has been a fellow member of the Institute of Singapore Chartered Accountants since August 2004.

Notwithstanding Mr. Fong's concurrent directorship with the abovementioned companies, our Directors are of the view that Mr. Fong will be able to devote sufficient time to discharging his duties and responsibilities as an independent non-executive Director of our Company considering: (i) none of his commitments to such other listed or non-listed companies is of an executive or daily management nature and none of them requires his full-time involvement, (ii) Mr. Fong confirmed that he has fulfilled his obligation and attended most of the board meetings of the listed companies where he is an independent non-executive director, and (iii) based on Mr. Fong's years of concurrent directorship in other listed or non-listed companies, he has gained in-depth understanding in his role as a director and in estimating the time required for attending to the affairs of each company, which would enable him to properly discharge his responsibilities as a director for both listed and non-listed companies. Mr. Fong has undertaken to devote sufficient time to discharging his duties and responsibilities as an independent non-executive Director of our Company.

Mr. YANG Victor (楊岳明), whose former name was Mr. YANG Victor James Hung Ping (楊洪平), aged 80, is an independent non-executive Director of our Company. He was appointed as our independent non-executive Director on 25 June 2026. Mr. Yang is mainly responsible for providing independent judgment on our strategies, policy, performance, accountability, resources, key appointments and standard of conduct of our Group.

Prior to joining our Group, Mr. Yang has over 49 years of experience in legal practice, primarily in the areas of corporate finance, commercial law, mergers, acquisitions and private wealth. Mr. Yang was one of the founders of Boughton Peterson Yang Anderson and served as a managing partner from July 1996 to March 2015. Mr. Yang's partnership was continued under the name of Zhong Lun Law Firm in March 2015, when Boughton Peterson Yang Anderson changed its name to Zhong Lun Law Firm, and he continued to be a managing partner till March 2017 and remained as a partner till June 2019. In June 2019, Mr. Yang joined Yang Chan & Jamison LLP, a member firm of the Deloitte Legal network, as a managing partner until February 2023. After resigning from Yang Chan & Jamison LLP by the end of February 2023, Mr. Yang set up a new law firm Yang & Yang, Solicitors which commenced business in April 2023 and on 18 April 2024, the name of the firm was changed to YYC Legal LLP.

Mr. Yang was appointed as (i) an independent non-executive director of CHK Oil Limited (formerly known as China Merchants DiChain (Asia) Limited, Pearl Oriental Innovation Limited and Pearl Oriental Oil Limited) (a company listed on the Stock Exchange, stock code: 632) from September 2004 to June 2007; (ii) a non-executive director of Lei Shing Hong Limited (a company previously listed on the Stock Exchange, stock code: 238) from September 2004 to March 2008; (iii) an independent non-executive director of Media Chinese International Limited (formerly known as Ming Pao Enterprise Corporation Limited) (a company listed on the Stock Exchange, stock code: 685) from September 2004 to October 2009; (iv) an independent non-executive director of China Agri-Industries Holdings Limited (a company previously listed on the Stock Exchange, stock code: 606) from January 2007 to August 2015; (v) an independent non-executive director of Playmates Toys Limited (a company listed on the Stock Exchange, stock code: 869) from July 2007 to August 2019; (vi) an independent non-executive director of Singamas Container Holdings Limited (a company listed on the Stock Exchange, stock code: 716) from April 2008 to July 2019; (vii) an independent non-executive director of One Media Group Limited (a company listed on the Stock Exchange, stock code: 426) from April 2014 to August 2019; (viii) an independent non-executive director of China Hanking Holdings Limited (a company listed on the Stock Exchange, stock code: 3788) from May 2015 to January 2016; and (ix) an independent non-executive director of Risecomm Group Holdings Limited (a company listed on the Stock Exchange, stock code: 1679) since June 2023.

Mr. Yang is a qualified lawyer in Hong Kong, British Columbia, Canada and the United Kingdom. Mr. Yang is presently a governor of the Canadian Chambers of Commerce in Hong Kong.

Mr. Yang obtained a Juris Doctorate degree from University of British Columbia in Canada in May 1970. Mr. Yang obtained his bachelor degree in commerce from University of British Columbia in Canada in November 1972. Mr. Yang is also a Member of the Council of Advisor to the Dean of Law, the University of British Columbia, Canada.

Mr. Yang was a director of the following 4 private companies incorporated in Hong Kong that were later dissolved by deregistration: (i) Benenden School Hong Kong Limited, which was principally engaged in education business before it was dissolved on 26 October 2018; (ii) Free Duty Limited, which was principally engaged in duty-free retail business before it was dissolved on 7 December 2001; (iii) Gold Neworld Limited, which was principally engaged in duty-free retail business before it was dissolved on 24 March 2017; and (iv) Sky Connection (Shanghai) Limited, which was principally engaged in duty-free retail business before it was dissolved on 28 September 2001.

Mr. Yang was also a director of the following 2 private companies incorporated in Hong Kong that were later struck off: (i) Bunessan Company Limited, which was principally used as an investment holding company before it was struck off on 20 December 2002; and (ii) Rail Connection Limited, which was principally engaged in duty-free retail business before it was struck off on 7 June 2002.

Mr. Yang confirmed that each of the above companies were solvent prior to striking off/dissolution. He further confirmed that, as at the Latest Practicable Date, no claims have been made against him and he was not aware of any threatened or potential claims made against him and there are no outstanding claims and/or liabilities as a result of the striking off/dissolution of each of the above companies.

General

Save as disclosed above, none of our Directors:

(i) had any other relationship with any Directors, senior management or substantial Shareholders or Controlling Shareholders of our Company as at the Latest Practicable Date; and

(ii) has held any directorship in any other public companies the securities of which are listed on any securities market in Hong Kong or overseas in the three years prior to the Latest Practicable Date.

Except for such interests disclosed in the paragraphs headed "Appendix V – Statutory and General Information – C. Further Information about our Directors and Substantial Shareholders – 3. Interests and short position of our Directors and the chief executive in the shares, underlying shares or debentures of our Company and the associated corporations" in this document, none of our Directors has any interest in the Shares within the meaning of Part XV of the SFO or is a director or an employee of a company which has an interest or short position in the Shares and underlying Shares of our Company. Each of our Directors has confirmed that none of them or their respective close associates is engaged in, or interested in any business (other than our Group) which, directly or indirectly, competes or may compete with our business or has or may have any conflict of interests with our Group and requires disclosure under Rule 8.10 of the Listing Rules.

Save as disclosed above, to the best of the knowledge, information and belief of our Directors after having made all reasonable enquiries, there was no other matter with respect to the appointment of our Directors that needs to be brought to the attention of our Shareholders and there was no information relating to our Directors that is required to be disclosed pursuant to Rule 13.51(2) and paragraph 41 of Appendix D1A to the Listing Rules as at the Latest Practicable Date.

Each of our Directors: (i) has obtained legal advice from a firm of solicitors qualified to advise on Hong Kong law regarding the requirements under the Listing Rules that are applicable to him/her as a Director and the possible consequences of making a false declaration or giving false information to the Stock Exchange on 21 May 2024; and (ii) confirmed that he/she understands his/her obligations as a director of a company listed on the Stock Exchange.

Each of the independent non-executive Directors has confirmed: (i) his/her independence as regards each of the factors referred to in Rules 3.13(1) to (8) of the Listing Rules; (ii) that he/she has no past or present financial or other interest in the business of the Company or its subsidiaries or any connection with any core connected person of the Company under the Listing Rules as of the Latest Practicable Date; and (iii) that there are no other factors that may affect his/her independence at the time of his appointments.

SENIOR MANAGEMENT

The members of our senior management team are responsible for the management of our daily business operations.

Mr. TAN Wee Hong, aged 51, is the regional general manager of Southeast Asia of our Company. He was appointed to such position in June 2016 and is primarily responsible for the business development and operation for our Group's activities in Singapore, Malaysia, Thailand and Vietnam.

Mr. Tan joined our Group in January 1997 and has held various positions within our Group. Since January 1997, he has served as the accounts assistant of (MY) EK Logistics, assistant financial analyst of the Company, and assistant general manager, general manager of Malaysia and regional general manager of Malaysia and Thailand of (MY) EK Logistics, where he has been responsible for the overall management and financial performance of the Group's depot operation business in Malaysia and Thailand. He was later promoted to the position of the regional general manager of Southeast Asia of our Company in June 2016.

Mr. Tan obtained his master of business administration degree with a specialisation in international business from University of Southern Queensland in Australia in March 2006. He has been a member of the Association of Chartered Certified Accountants (ACCA) since June 2000 and a fellow of the Association of Chartered Certified Accountants (ACCA) since June 2005, and a chartered accountant of the Malaysian Institute of Accountants (MIA) since November 2004.

Mr. CHAN Terry Tat-lee (陳達理), aged 58, is the group marketing general manager of our Company. He was appointed to such position in July 2016 and is primarily responsible for the client management and business development of our Group.

Mr. Chan joined our Group in August 1992 and has held various positions within our Group. From August 1992 to October 1994, he served as the container controller at Eng Kong Container Services Pte Ltd, a previous subsidiary of our Company, where he was responsible for monitoring container movement and controlling and managing the container fleet system. From October 1994 to June 1999, he served as the assistant general manager at Tianjin Eng Kong Container Services Limited, a previous subsidiary of our Company, where he was in charge of the overall operation and performance of such subsidiary. From June 1999 to October 2001, he served as the general manager of (MY) EK Logistics, where he was responsible for the overall depot operations and development of new business of our Group in Malaysia. From November 2001 to June 2008, he served as the business development manager of our Company (where he was responsible for business development and setting up new depot venture locations for our Group). From November 2001 to May 2008, he also served as the general manager of sales and marketing at (SG) Reefertec, where he was responsible for expanding the reefer parts supply business of such subsidiary. From July 2008 to June 2016, he served as the general manager of marketing and commercial of our Company, where he was responsible for procuring customers. He was later promoted to the position of the group general manager of our Company in July 2016.

Mr. KER Chung Wei (葛宗維), aged 57, is the group financial controller of our Company. He was appointed to such position on 24 June 2025 and is primarily responsible for overseeing the financial affairs of our Group.

Prior to joining our Group, Mr. Ker had over 13 years of experience in finance. From 1994 to 2004, he served successively as an audit senior and audit supervisor at Stephen McLaren Consultants Pte Ltd, where he was responsible for planning and conducting the audit assignments for various international clients and others. He served as an experienced assistant manager at Horwath First Trust (currently known as Crowe Horwath First Trust LLP) and Pioneer Management Services Pte Ltd from 2005 to 2006 and 2006 to 2007, respectively, where he was responsible for its ad-hoc strategic finance assignments and others. Mr. Ker joined our Group in July 2007 and served as the group finance manager until his promotion to group financial controller in June 2025.

Mr. Ker has been a member of the Association of Chartered Certified Accountants (ACCA) since 2001, a fellow of the Association of Chartered Certified Accountants (ACCA) since 2006, and a member of the Institute of Singapore Chartered Accountants (ISCA) (formerly known as the Institute of Certified Public Accountants of Singapore) since 2002.

Mr. OOI Ying Kit (黄英傑), aged 60, is the group general manager of information technology of our Company. He was appointed to such position in April 2022 and is primarily responsible for managing the information technology functions of our Group.

Prior to joining our Group, Mr. Ooi had over 18 years of experience in information technology field. From February 1993 to July 1995, he served successively as a software engineer, a senior software engineer and a software development manager at SunTze Communications Engineering Pte Ltd, a computer systems integration company in Singapore, where he was responsible for software development. From December 2000 to August 2007, he served as the regional IT manager at MHE-Demag (S) Pte Ltd, a material handling equipment manufacturer in Singapore. From March 2008 to June 2011, he served as the group IT manager at Fu Yu Corporation Limited, a precision plastic components manufacturer in Singapore. He joined our Group in 2012 and served as the group information technology manager of our Company from February 2012 to March 2022, where he was responsible for overseeing the information technology functions of our Group. He was later promoted to the position of the group general manager of information technology of our Company in April 2022.

Mr. Ooi obtained his diploma in programming and systems analysis from Singapore Polytechnic/ Japan-Singapore Institute of Software Technology in Singapore in July 1990. He obtained his master of science degree in computer science (artificial intelligence) from University of Essex in the United Kingdom in December 1992.

Mr. ZHANG Jianwei (張建偉), aged 57, is the general manager of (PRC) SH Keyun and (PRC) SH Yifa. He was appointed as the general manager of (PRC) SH Yifa and (PRC) SH Keyun in July 2001 and May 2008, respectively, and is primarily responsible for the day-to-day operations of (PRC) SH Yifa and (PRC) SH Keyun.

Mr. Zhang has over 22 years of experience in management and operations in the container depot industry since joining our Group in July 2001 as a manager of (PRC) SH Yifa.

During the three years immediately preceding the date of this document, each of our senior management has not been a director of a public company with securities listed on any securities market in Hong Kong or overseas.

SINGAPORE COMPANY SECRETARY

Ms. CHAN Lai Yin is the Singapore company secretary of our Company. She was appointed on 30 April 2025.

Ms. Chan has been a director of the corporate secretarial team of Tricor Singapore Pte Ltd since April 2025, a company providing corporate services. Ms. Chan has over 25 years of experience in the corporate secretarial industry. She has offered her expertise to a diverse range of entities including private companies, charities, public listed companies, and offshore entities, in various corporate matters such as due diligence for mergers and acquisitions, company restructuring related to share capital and board changes, setting up and closing of entities in Singapore.

Ms. Chan has been an associate member and practising chartered secretary registered with the Chartered Secretaries Institute of Singapore (CSIS) since 2005. Prior to this, she was an associate member and chartered secretary registered with the Malaysian Association of The Institute of Chartered Secretaries and Administrators since 2001.

Before Ms. Chan graduated in February 2001 from the Institute of Chartered Secretaries and Administrators, she studied O-level and A-level at Bukit Bintang Girls' School and St. John's Institution respectively.

HONG KONG SECRETARY

Ms. AU-YEUNG, Nelly is the Hong Kong company secretary of our Company. She was appointed on 28 August 2023.

Ms. Au-Yeung is currently a senior manager of corporate services of Tricor Services Limited, a global professional services provider specializing in integrated business, corporate and investor services. Ms. Au-Yeung has over 10 years of experience in the corporate secretarial field. She has been providing professional corporate services to Hong Kong listed companies as well as multinational, private and offshore companies.

Ms. Au-Yeung is the company secretary/joint company secretary of several companies listed on the Stock Exchange. Ms. Au-Yeung is a chartered secretary, a chartered governance professional and an associate of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

She obtained her Bachelor of Arts in Economics and Finance from Hong Kong Shue Yan University in July 2011 and obtained her Master of Corporate Governance from The Hong Kong Polytechnic University in September 2018.

BOARD COMMITTEES

Our Company has established three committees under the Board pursuant to corporate governance practice requirements under the Listing Rules, namely the Audit Committee, Remuneration Committee and Nomination Committee.

Audit committee

We have established an audit committee in compliance with Rule 3.21 of the Listing Rules. The primary duties of the audit committee are to review and supervise the financial reporting process and internal controls system of the Group, and to advise the Board. The audit committee comprises three independent non-executive Directors, namely Mr. Fong, Ms. Lam and Mr. Yang. Mr. Fong, being the chairman of the committee, is appropriately qualified as required under Rules 3.10(2) and 3.21 of the Listing Rules.

Remuneration committee

We have established a remuneration committee in compliance with Rule 3.25 of the Listing Rules. The primary duties of the remuneration committee are to review and make recommendations to the Board regarding the terms of remuneration packages, bonuses and other compensation payable to our Directors and senior management. The remuneration committee comprises one executive Director, one non-executive Director and three independent non-executive Directors, namely Mr. Ng, Mr. Marti, Ms. Lam, Mr. Fong and Mr. Yang. Mr. Yang is the chairman of the committee.

Nomination committee

We have established a nomination committee in compliance with Rule 3.27A of the Listing Rules. The primary duties of the nomination committee are to make recommendations to our Board regarding the appointment of Directors and Board succession. The nomination committee comprises one executive Director, one non-executive Director and three independent non-executive Directors, namely Mr. Li, Mr. Marti, Ms. Lam, Mr. Fong and Mr. Yang. Mr. Li is the chairman of the committee.

COMPENSATION OF DIRECTORS AND MANAGEMENT

The compensation and remuneration of our Directors and members of the senior management of our Company are determined by the Shareholders' meetings and our Board of Directors as appropriate in the form of salaries and bonuses. Our Company also reimburses them for expenses which are necessary and reasonably incurred in providing services to our Company or discharging their duties in relation to the operations of our Company. When reviewing and determining the specific remuneration packages for our Directors and members of the senior management of our Company, the Shareholders' meetings and the Board of Directors take into account factors such as salaries paid by comparable companies, time commitment, level of responsibilities, employment elsewhere in our Group and desirability of performance-based remuneration.

Our Company offers executive Directors and senior management members, compensation in the form of salaries and bonuses. Our non-executive Directors do not receive any fees, salaries, allowances, discretionary bonus, pension schemes contribution or other benefits in kind. The independent non-executive Directors receive compensation based on their responsibilities.

The aggregate amounts of remuneration (including fees, salaries, contribution to pension schemes, housing allowances, other allowances and benefits-in-kind and discretionary bonuses) paid to our Directors for the years ended 31 December 2023, 2024 and 2025 were approximately S$4.2 million, S$2.9 million and S$2.9 million, respectively. As disclosed in the Accountants' Report in Appendix I to this document, S$7,000 was paid to each of the independent non-executive Directors in 2025, as they had been temporarily appointed as Directors between June and August 2025 as part of the Company's previous listing application.

The five highest paid individuals of our Group for each of the years ended 31 December 2023, 2024 and 2025 included 2, 2 and 2 Directors, respectively, whose remuneration are included in the aggregate amounts of remuneration paid to the relevant Directors as set out above. For each of the years ended 31 December 2023, 2024 and 2025, the aggregate amounts of remuneration (including fees, salaries, contribution to pension schemes, housing allowances, other allowances and benefits-in-kind and discretionary bonuses) paid to the remaining 3, 3 and 3 individuals were approximately S$1.9 million, S$1.5 million and S$1.0 million,, respectively. Further details on the remuneration of the five highest paid individuals during the Track Record Period are set out in the Accountants' Report in Appendix I to this document.

It is estimated that remuneration and benefits in kind (including estimated performance related bonus and share-based payment under any MIP) equivalent to approximately S$2.6 million in aggregate will be paid to our Directors by us for the year ending 31 December 2026, based on the arrangements in force as of the date of this document.

COMPLIANCE ADVISER

We have appointed Quam Capital Limited as our compliance adviser (the "**Compliance Adviser**") pursuant to Rule 3A.19 of the Listing Rules. Our Compliance Adviser will provide us with guidance and advice as to compliance with the Listing Rules and applicable Hong Kong laws. The compliance adviser fee payable to the Compliance Adviser is HK$240,000 per annum. Pursuant to Rule 3A.23 of the Listing Rules, our Compliance Adviser will advise our Company in certain circumstances including: (i) before the publication of any regulatory announcement, circular, or financial report; (ii) where a transaction, which might be a notifiable or connected transaction, is contemplated, including share issues and share repurchases; (iii) where our Group's business activities, development or results of operations deviate from any forecast, estimate or other information in this document; and (iv) where the Stock Exchange makes an inquiry to our Company regarding unusual movements in the price or trading volume of its [REDACTED] securities or any other matters in accordance with Rule 13.10 of the Listing Rules.

The term of appointment of our Compliance Adviser shall commence on the [REDACTED] and is expected to end on the date on which we comply with Rule 13.46 of the Listing Rules in respect of our financial results for the first full financial year commencing after the [REDACTED].

BOARD DIVERSITY

Our Board has adopted a board diversity policy in accordance with Rule 13.92 of the Listing Rules. With a view to achieving sustainable and balanced development, we are committed to increasing diversity in our Board in order to bring in innovation, fresh and broad business perspectives and enhance the decision-making process of our Board. Our Board is of the view that having diversity will help our Company better understand and meet the needs of the customers and maintain our competitive advantages in the project management service industry.

Selection of Director candidates will be based on a range of diversity perspectives, including but not limited to gender, age, cultural and educational background, professional experience, skills, knowledge and length of service. All Board appointments will be based on meritocracy and contribution that the selected candidates may bring to our Board, and candidates will be considered against objective criteria, having due regard to the benefits of diversity to our Board. Our Nomination Committee will monitor the implementation of our Board diversity policy on an ongoing basis. It shall report annually, in our corporate governance report, on our Board's composition under diversified perspectives together with a summary of our Board diversity policy, the measurable objectives for implementing this policy and the progress of achieving our objectives to achieve Board diversity.

Our Board comprises seven members and one alternate Director, including two female Directors, five male Directors and one male alternate Director with a balanced mix of knowledge and skills, including container depot, transportation and finance. We have three independent non-executive Directors who have different industry backgrounds, including audit, finance, corporate governance and law. Furthermore, our Board has a relatively wide range of ages, ranging from 34 to 78 years old.

With regards to gender diversity on the Board, we recognize the particular importance of gender diversity. Our Board currently comprises seven Directors and one alternate Director, including two female Directors. Our senior management also currently comprises four members, including one female member. We have taken and will continue to take steps to promote and enhance gender diversity at all levels of our Company. Our board diversity policy provides that our Board shall take opportunities when selecting and making recommendations on suitable candidates for Board appointments with the aim to increase the proportion of female members over time after the [REDACTED]. We will also ensure that there is gender diversity when recruiting staff at mid to senior level so that we will have a pipeline of female senior management and potential successors to our Board going forward. It is our objective to maintain an appropriate balance of gender diversity with reference to the stakeholders' expectation and international and local recommended best practices. The appointment of two female Directors out of a total of seven Directors and one alternate Director satisfies our current target gender ratio under our board diversity policy.

Taking into account our business model and specific needs and also the above (including our presence of two female Directors out of a total of seven Directors and one alternate Director), we consider that the composition of our Board satisfies our board diversity policy.