

KIM HIN JOO
(MALAYSIA) BERHAD
197801000642 (37655-U)

A FAMILY THAT GROWS TOGETHER



mothercare



**early
learning
centre**



Annual Report 2022







CONTENTS

CORPORATE OVERVIEW

- 03 Who We Are
- 12 Corporate Information
- 13 Group Structure
- 14 Financial Highlights
- 17 Board of Directors
- 18 Profile of Directors
- 25 Key Senior Management
- 26 Profile of Key Senior Management
- 29 Chairman's Statement
- 31 Management Discussion & Analysis
- 38 Sustainability Statement

CORPORATE GOVERNANCE

- 47 Corporate Governance Overview Statement
- 62 Additional Compliance Information
- 64 Audit Committee Report
- 68 Statement on Risk Management and Internal Control
- 71 Statement of Directors' Responsibility in respect of the preparation of financial statements

FINANCIAL STATEMENTS

- 72 Financial Statements

STAKEHOLDER INFORMATION

- 130 Analysis of Shareholdings
- 132 Notice of 42nd Annual General Meeting
- Proxy Form

WHO WE ARE

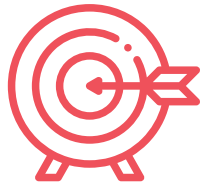


VISION

We are experts in the creation, retail, marketing and distribution of products & services that enable families to flourish.



MISSION



“A Family that grows together”

We create value for our community of customers, employees, partners and owners by growing together through a positive family culture.

We see everyone we work and serve as family; seeking to Honour, Nurture & Unite our community for the mutual benefit of all.

WHO WE ARE

cont'd

Our Products and Services



Clothing

- Baby & children's clothing and accessories
- Maternity clothing



Home & Travel

- Feeding
- Maternity care essentials and baby care essentials
- Toiletries, bathing and changing products
- Bedding, home safety and nursery furniture
- Strollers, car seats and baby carriers



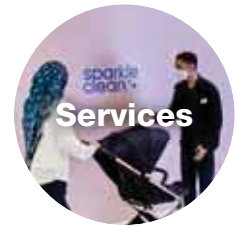
Toys

- Baby and children's toys



Experience Zones

- Stroller test track
- Babywearing zone
- Dream nursery corner



Services

- Sparkle clean - baby gear cleaning services
- Nursery advisors

Our Competitive Strengths



Exclusive Rights to Strong Heritage Brand

Trusted quality products for parents, babies, toddlers and young children



Established Track Record

Experienced in the retail and distribution of baby, children and maternity products



Large Portfolio

Baby and children products built on strong established relationships with our franchisors and other branded product suppliers

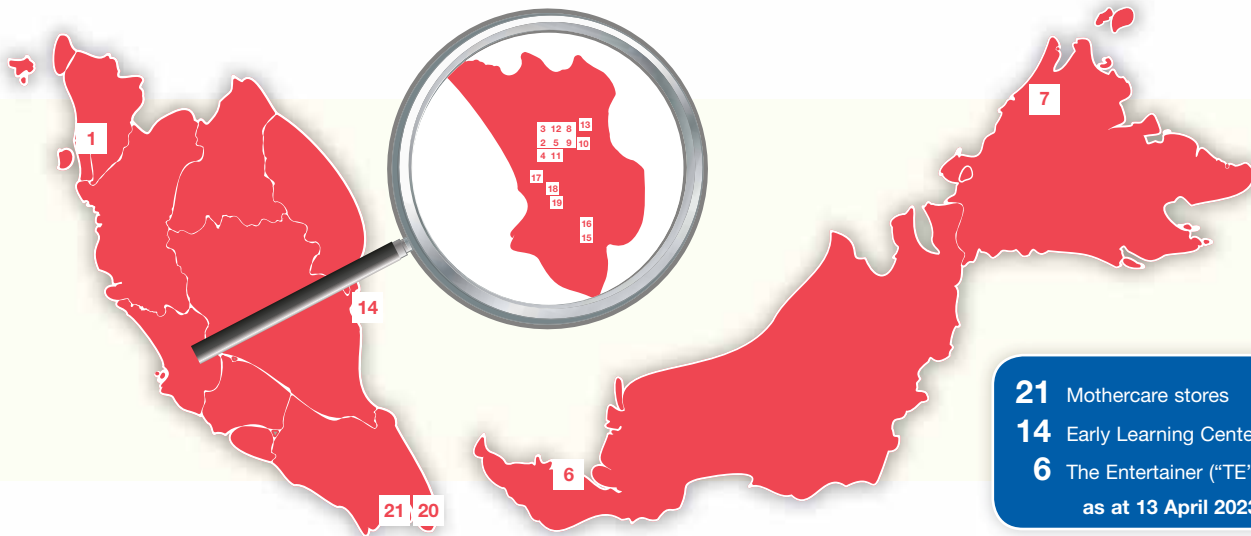


Dynamic Experienced Management Team

Expertise in retail, distribution, marketing and finance

WHO WE ARE

cont'd



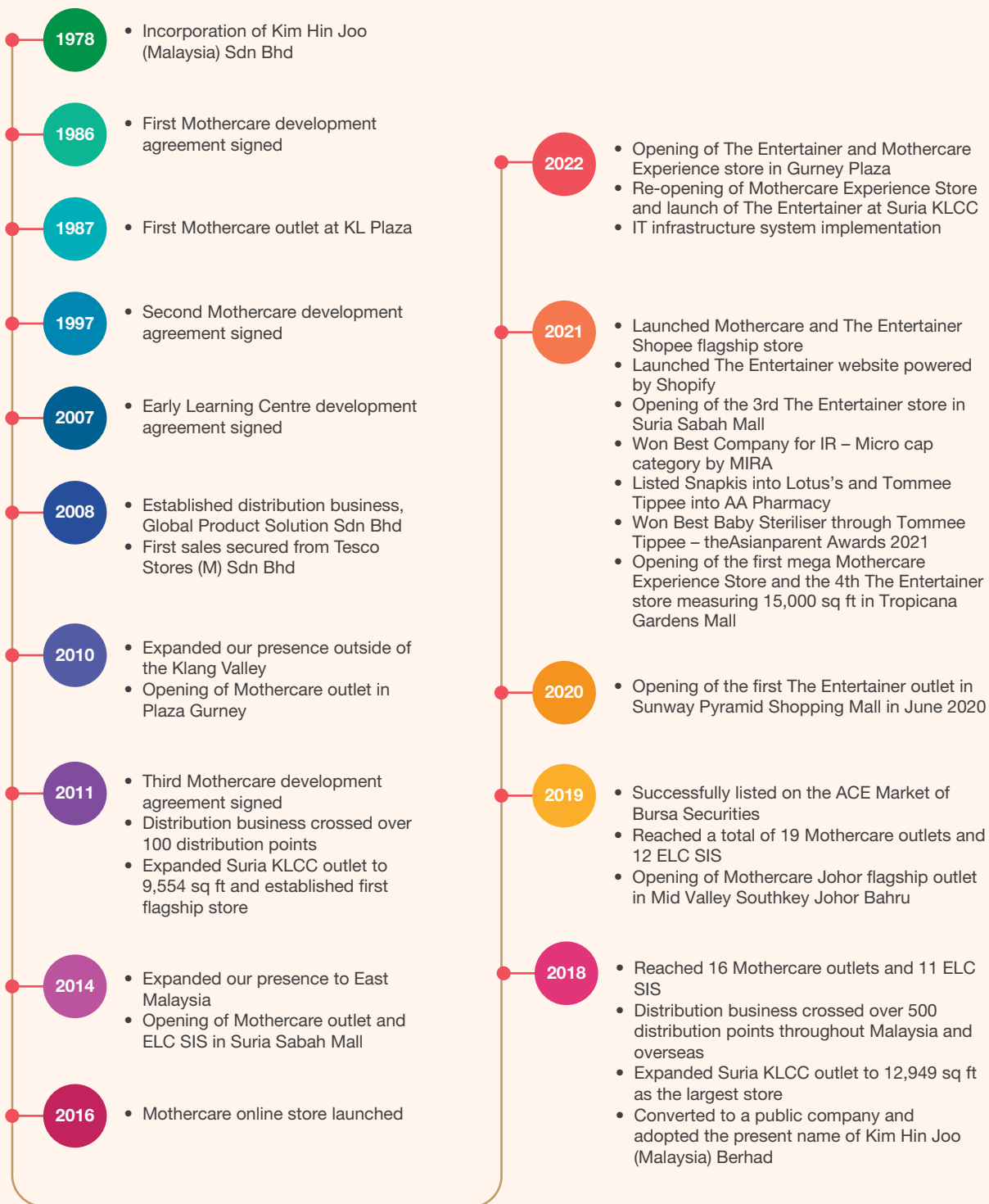
MAP OF STORE LOCATION

- 1 Gurney Plaza**
Mothercare | TE
170-04-15 & 12B, 4th Floor,
Plaza Gurney, Persiaran Gurney,
10250 Penang
- 2 1 Utama Shopping Centre**
Mothercare
Lot S135, 2nd Floor,
1 Utama Shopping Centre,
No. 1 Lebuhr Bandar Utama,
Bandar Utama,
47800 Petaling Jaya, Selangor
- 3 The Curve**
Mothercare | ELC
Lot 173, 178 & 179, 1st Floor,
The Curve,
6 Jalan PJU 7/3,
Mutiara Damansara,
47810 Petaling Jaya, Selangor
- 4 Atria Shopping Gallery**
Mothercare | ELC
S29, Second Floor,
Atria Shopping Gallery,
Jalan SS22/23, Damansara Jaya,
47400 Petaling Jaya, Selangor
- 5 Tropicana Gardens Mall**
Mothercare | ELC | TE
Lot G-23 & 23A, Ground Floor,
Tropicana Gardens Mall,
2A Persiaran Surian, Tropicana Indah,
47810 Petaling Jaya, Selangor
- 6 Vivacity Megamall**
Mothercare | ELC
L1-015 & L1-016, level 1,
Vivacity Megamall,
Jalan Wan Alwi,
93350 Kuching, Sarawak
- 7 Suria Sabah Mall**
Mothercare | ELC | TE
Unit 3-4 & 3-10, 3rd Floor,
Suria Sabah Mall,
Jalan Tun Fuad Stephens,
88000 Kota Kinabalu, Sabah
- 8 Suria KLCC**
Mothercare | ELC | TE
Lot LC204-207, 2nd Floor,
Suria KLCC
Kuala Lumpur City Centre,
50088 Kuala Lumpur, WP
- 9 Pavilion KL**
Mothercare
Lot 5.43, Level 5,
Pavilion Kuala Lumpur,
168, Jalan Bukit Bintang,
55100 Kuala Lumpur, WP
- 10 Sunway Velocity**
Mothercare
Lot 2-52, 2nd Floor,
Sunway Velocity Mall,
Lingkaran SV, Sunway Velocity,
55100 Kuala Lumpur, WP
- 11 Mid Valley Megamall**
Mothercare | ELC
Lot F-027, 1st Floor,
Mid Valley Megamall,
Lingkaran Syed Putra,
59200 Kuala Lumpur, WP
- 12 Bangsar Shopping Centre**
Mothercare | ELC
Lot S2, 2nd Floor,
Bangsar Shopping Centre,
285 Jalan Maarof, Bukit Bandaraya,
59000 Kuala Lumpur, WP
- 13 Melawati Mall**
Mothercare
Unit L2-38, Level 2, Melawati Mall,
355 Jalan Bandar Melawati,
Pusat Bandar Melawati,
53100 Kuala Lumpur, WP
- 14 East Coast Mall**
Mothercare | ELC | TE
L1-03 (A) & (B), Level 1,
East Coast Mall,
Jalan Putra Square 6, Putra Square,
25200 Kuantan, Pahang
- 15 Alamanda Shopping Centre**
Mothercare
G77-79, Ground Floor,
Alamanda Shopping Centre,
Jalan Alamanda, Precinct 1,
62000 Putrajaya, WP
- 16 IOI City Mall**
Mothercare | ELC
No. L1-045 & L1-046, Level 1,
IOI City Mall, IOI Resort,
62502 Putrajaya, WP
- 17 Setia City Mall**
Mothercare | ELC
L1-50 & 51, Level 1, Setia City Mall
No. 7 Persiaran Setia Dagang,
Bandar Setia Alam, Seksyen U13,
40170 Shah Alam, Selangor
- 18 Empire Shopping Gallery**
Mothercare
Lot LG-13A & 15
Empire Shopping Gallery,
Jalan SS16/1,
47500 Subang Jaya, Selangor
- 19 Sunway Pyramid**
Mothercare | ELC | TE
Lot LG 1-105 & 106,
Lower Ground 1, Sunway Pyramid
No 3, Jalan PJS11/15, Sunway City,
47500 Petaling Jaya, Selangor
- 20 AEON Tebrau City**
Mothercare | ELC
Lot S135, 2nd Floor
AEON Tebrau City,
1 Jalan Desa Tebrau,
81100 Johor Bahru, Johor
- 21 Mid Valley Southkey**
Mothercare | ELC
LG-060, The Mall, Mid Valley Southkey,
1, Persiaran Southkey 1, Southkey,
80150 Johor Bahru, Johor

WHO WE ARE

cont'd

OUR MILESTONES



WHO WE ARE

cont'd

For more than three decades, Kim Hin Joo (Malaysia) Berhad (“KHJ”) has been at the forefront of delivering quality baby, children and maternity products that have become household brands among many new parents in Malaysia.

Guided by our passion to help families thrive, and our philosophy of “Quality First, Customer First”, our Group has grown significantly over the years in terms of sales, customer base and brand offering since the opening of the first Mothercare outlet in Malaysia in KL Plaza (now known as Fahrenheit88) in 1987.

Our market leadership has also strengthened since then as a result of our long-standing commitment to operational excellence and customer experience.

Today, we are regarded as an expert in the creation, retail, marketing and distribution of products and services that enable families to flourish.

This progress is reflective of our corporate mission, which is to create value for the community around us – from our customers to our employees and our business partners and owners.

The turning point for our Group came in 1986, when our founder and chairman, Mr Pang Kim Hin, took a significant step to spearhead our venture into the franchise retail business of baby, children and maternity products. This followed his success in securing an exclusive deal with UK-based Mothercare chain of stores to bring the specialist brand into Malaysia, which led to the opening of our Mothercare outlet in KL Plaza – the first in the country – in 1987.

Under his leadership, our Group expanded and went on to become a public-listed company on 8 July 2019, with our debut on the ACE Market of Bursa Malaysia Securities Berhad (“Bursa Securities”).

As at 31 December 2022, our Group had 21 Mothercare outlets, 14 Early Learning Centre store-in-store (“ELC SIS”) outlets and 6 The Entertainer stores throughout Malaysia offering approximately 336 brands of clothing, home & travel-related products as well as toys, with more than 40,000 Stock Keeping Units (“SKU”). In addition, we had 427 distribution points, of which 425 are located in Malaysia.

Going forward, we will continue to reinforce our market leadership position through 4 key strategic approaches, or “4Es”, as follows:



Enhance shopping experience through Mothercare experience stores and The Entertainer toy shops;



Enlarge business footprint and channels;



Enable greater efficiency through upgraded back-end IT infrastructure



Enrich the quality of life for the community.



Enhance shopping experience through Mothercare experience stores and The Entertainer toy shops

At KHJ, we believe experiential retail is the future. As such, we aim to convert more of our existing conventional Mothercare stores into experience stores to enhance the in-store shopping experience for customers and generate increased sales for our Group.

Our Mothercare experience stores allow new parents to see, touch, feel and try out our products and services, with dedicated zones for testing them under different scenarios. This is to enable them to experience and understand the products they intend to purchase, as well as to appreciate the differences between competing products and their price differentials in order to make better purchasing decisions.

The experience-store concept also provides new customers with first-hand experience of our customer service from our trained staff.

To complement our Mothercare outlets, we intend to set up additional The Entertainer stores to expand our toy market share in Malaysia. This is in line with our plan to have the toy segment driving our growth for the next few years.

The Entertainer stores have been a huge value add to our business and customers. Since the opening of the first The Entertainer outlet in 2020, not only has our toy segment grown, but our customers have also been afforded more options of children's toys in the market.





Enlarge business footprint and channels

To take our business to the next level of growth, our Group believes expanding our omnichannel presence is key. This will enable us to widen our customer reach through multiple touchpoints.

As such, we will work on enlarging both our physical and online presence in Malaysia.

For our physical presence, we will remain selective in terms of location, focusing on expanding only in strategic locations with high footfall potential, while at the same time, being mindful of the capital expenditure (capex) requirement. This is to ensure that our expansion is done in a prudent manner to safeguard our long-term sustainability.

As for our online presence, we will grow our virtual stores by increasing the product and brand offering on various platforms. In addition, we will increase our brand-building exercise through social media to generate greater awareness of our products and services.

The plan to strengthen our digital presence has a two-pronged objective to boost our online sales and subsequently to convert our online customers to in-store arrivals and sales, which typically generate higher margins for our Group.





Enable greater efficiency through our upgraded back-end IT infrastructure

To achieve higher operational efficiency and productivity, we believe continuous investment in technology and digitalisation is a necessity, and key to help our business remain competitive and sustainable for the long term.

As such, our back-end IT infrastructure is constantly upgraded to ensure it is capable of supporting our evolving business process requirements.

Our recently upgraded system, for instance, enables us to keep track of live data such as inventory count, store sales and product movement. The improved system is also able to generate retail analytics that will give us insights into our customers' purchasing trend and preferences. This will help us develop effective and actionable initiatives to serve our customers better.

Above all, the upgraded system will enable us to improve our efficiency and performance, going forward.





Enrich the quality of life for the community around us

As a company that values family, community and the environment, KHJ is committed to enriching the quality of life for the community in which our Group operates. We see this as our social responsibility and an important driver of business sustainability.

Our focus is mainly on cultivating our people's application of knowledge and experience to add value to society. Towards this end, we encourage our people to serve and take up leadership in various social programmes or initiatives aimed at improving the well-being of others.

In addition, our Group is focused on using our resources wisely by encouraging the reduce, reuse and recycle concept to avoid wastage of resources and ensure protection and conservation of the natural environment. We also have ongoing programmes to raise awareness of environmental issues and the importance of optimum resource consumption.



CORPORATE INFORMATION

BOARD OF DIRECTORS

Pang Kim Hin
Non-Independent
Non-Executive Chairman

Pang Fu Wei
Managing Director

Goh Poh Teng
Executive Director

Chew Soo Lin
Senior Independent
Non-Executive Director

Yen Se-Hua Stewart
Independent
Non-Executive Director

Kor Yann Ning
Independent
Non-Executive Director

Hew Moh Yung
Independent
Non-Executive Director

AUDIT COMMITTEE

Chew Soo Lin (*Chairman*)
Yen Se-Hua Stewart
Kor Yann Ning
Hew Moh Yung

REMUNERATION COMMITTEE

Yen Se-Hua Stewart (*Chairman*)
Chew Soo Lin
Kor Yann Ning
Hew Moh Yung

NOMINATION COMMITTEE

Chew Soo Lin (*Chairman*)
Yen Se-Hua Stewart
Kor Yann Ning
Hew Moh Yung

RISK MANAGEMENT COMMITTEE

Hew Moh Yung (*Chairman*)
Pang Fu Wei
Goh Poh Teng
Chew Soo Lin
Yen Se-Hua Stewart
Kor Yann Ning

COMPANY SECRETARIES

Tai Yit Chan
(MAICSA No. 7009143)
SSM Practicing Certificate
No 202008001023)

Tan Ai Ning
(MAICSA No. 7015852)
SSM Practicing Certificate
No 202008000067)

REGISTERED OFFICE/ PRINCIPAL PLACE OF BUSINESS

Wisma Pang Cheng Yean
Lot 5205C, Jalan Perindustrian
Balakong Jaya 1/3
Kawasan Perindustrian
Balakong Jaya
43300 Seri Kembangan
Selangor Darul Ehsan
Tel : +603-8940 6638
Fax : +603-8940 6637
Website : www.khj-my.com
Email : investor.relations@khj-my.com

AUDITORS

Deloitte PLT
(LLP0010145-LCA) (AF0080)
Level 16, Menara LGB
No. 1, Jalan Wan Kadir
Taman Tun Dr Ismail
60000 Kuala Lumpur
Tel : +603-7610 8888
Fax : +603-7726 8986

PRINCIPAL BANKERS

AmBank (M) Berhad
[196901000166 (8515-D)]
Hong Leong Bank Berhad
[193401000023 (97141-X)]
OCBC Bank (Malaysia) Berhad
[199401009721 (295400-W)]
Malayan Banking Berhad
[196001000142 (3813-K)]

SPONSOR

(ceased on 3 January 2023)

UOB Kay Hian Securities (M)
Sdn Bhd
Suite 19.03, 19th Floor
Menara Keck Seng
203 Jalan Bukit Bintang
55100 Kuala Lumpur
Tel : +603-2147 1888
Fax : +603-2147 1950

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Professor Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Tel : +603 7890 4700
Fax : +603 7890 4670

STOCK EXCHANGE LISTING

ACE Market of Bursa Malaysia
Securities Berhad

Listing Date : 8 July 2019
Stock Name : KHJB
Stock Code : 0210



GROUP STRUCTURE

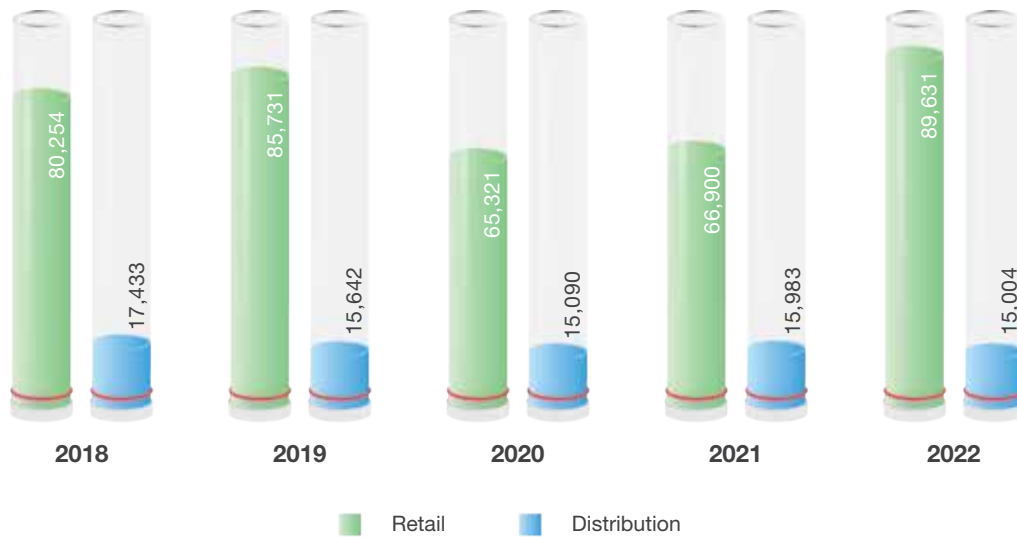
The Group Structure of KHJ for the financial year ended 31 December ("FYE") 2022 was as follows:



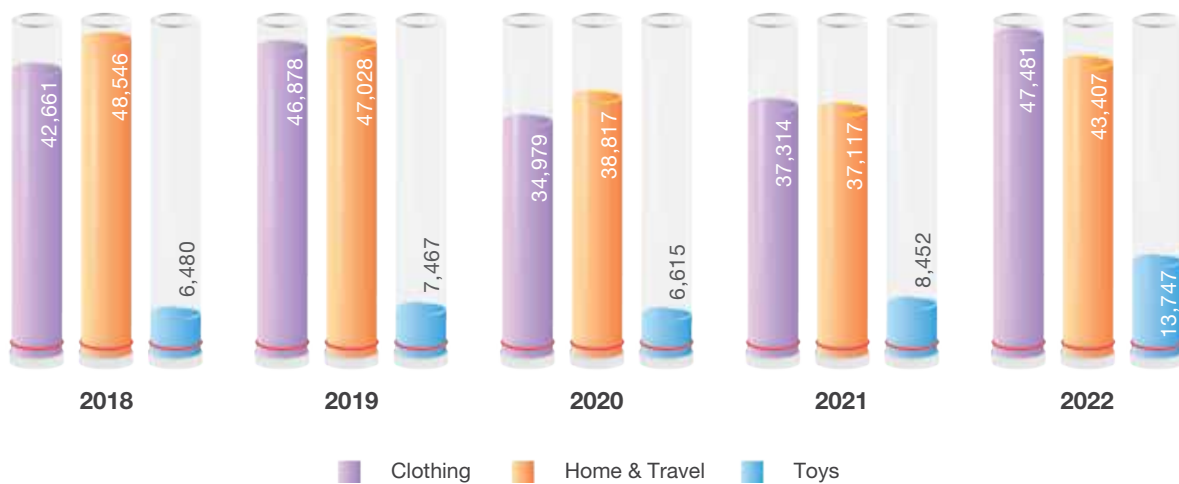
FINANCIAL HIGHLIGHTS

5 Years Financial Performance

Revenue by Business Segment
(RM'000)



Revenue by Product Categories
(RM'000)



FINANCIAL HIGHLIGHTS5 Years Financial Performance
cont'd

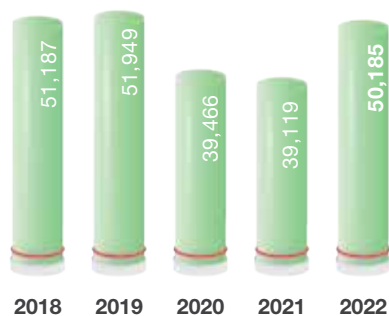
	Financial Year Ended 31 December ("FYE")				
	2018	2019	2020	2021	2022
	RM'000	RM'000	RM'000	RM'000	RM'000
STATEMENT OF PROFIT OR LOSS					
Revenue	97,687	101,373	80,411	82,883	104,635
Gross Profit	51,187	51,949	39,466	39,119	50,185
Profit before taxation ("PBT")	15,451	13,449	7,413	6,764	6,801
Profit attributable to owners of the Company ("PAT")	11,112	9,420	5,348	4,593	4,837
STATEMENT OF FINANCIAL POSITION					
Total equity attributable to owners of the Company	38,747	75,962	77,509	78,302	79,339
Total assets	53,127	110,917	110,101	114,334	119,661
Cash and bank balances, fixed deposits with licensed banks	7,590	40,236	31,796	25,221	19,077
Borrowings	-	-	-	-	-
FINANCIAL RATIOS					
GP Margin (%)	52.40	51.24	49.08	47.20	47.96
* Basic earnings per share ("EPS") (sen)	2.92	2.48	1.41	1.21	1.27
* Dividends per share (sen)	9.07	1.50	1.00	1.00	0.60
* Net assets per share (sen)	10.20	19.99	20.40	20.61	20.88

Note : * computed based on 380,000,000 shares in KHJ Group

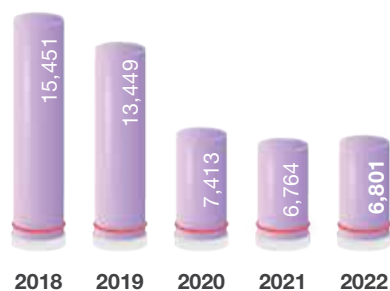
FINANCIAL HIGHLIGHTS

5 Years Financial Performance
cont'd

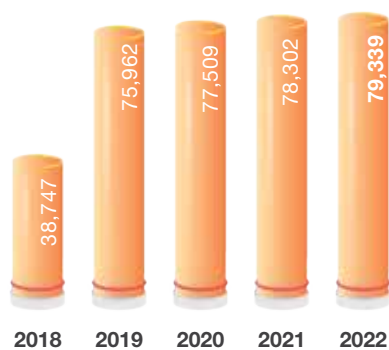
Gross Profit
(RM'000)



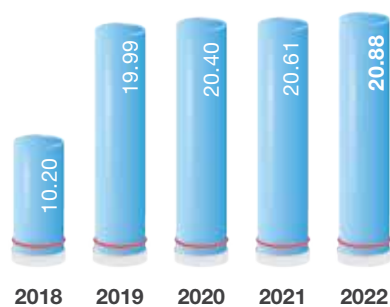
Profit Before Taxation (PBT)
(RM'000)



Net Assets
(RM'000)



Net Assets per Share
(Sen)



BOARD OF DIRECTORS

Chew Soo Lin

Kor Yann Ning

Pang Fu Wei

Pang Kim Hin

Goh Poh Teng

Hew Moh Yung

Yen Se-Hua Stewart

PROFILE OF DIRECTORS

PANG KIM HIN

Non-Independent Non-Executive Chairman
Singaporean / aged 73 / Male

② Date of Appointment as Director:

15 September 1986 (Re-designated as Non-Independent Non-Executive Chairman on 3 October 2018)

② Length of Service as Director since Appointment:

36 years

② Board Committee(s) Membership:

Chairman of Board of Directors

② Academic/Professional Qualification(s):

Bachelor of Engineering – Mechanical from McGill University, Canada

② Present Directorship(s) in other Public Companies and Listed Companies:

Mr Pang Kim Hin does not hold any directorship in other public companies and listed corporations.

② Family Relationship with any Director and/or Major Shareholder of the Company:

Mr Pang Kim Hin is the father of Mr Pang Fu Wei, who is our Managing Director. Mr Pang Kim Hin is a major shareholder of KHJ and also a director and major shareholder of Kim Hin International Pte Ltd ("KHI"), a major shareholder of KHJ.

② Working Experience:

Mr Pang Kim Hin has over 42 years of working experience across a wide range of industries.

An engineer by training, he started his career with Guthrie Engineering (S) Pte Ltd in Singapore before leaving the company in 1981 to join his family-owned investment holding business, Kim Hin Joo Pte Ltd. He was subsequently appointed as director of Kim Hin Joo Pte Ltd in May 1987, where he still serves as a board member.

He founded Mothercare (S) Pte Ltd ("Mothercare SG") in March 1985, and opened the first Mothercare outlet in Singapore in The Centrepont shopping mall that year.

He was appointed as Director of Kim Hin Joo (Malaysia) Berhad ("KHJ") in September 1986, and opened the first Mothercare outlet in Malaysia in KL Plaza, Kuala Lumpur, in April 1987.

In 2015, he relinquished all his roles in Mothercare SG to his son, Mr Pang Fu Wei, as well as his executive roles in KHJ to his daughter, Ms Pang Shu Ming. He has since maintained a non-executive role in KHJ. Subsequently, on 1 July 2020, Mr Pang Fu Wei took over the role of Managing Director of KHJ.

Mr Pang Kim Hin continues to helm the overall operations of Mother and Child Ltd, the franchise holder of the Mothercare brand in Hong Kong, after taking over the company in March 1992.

He founded Global Outsource Solutions Pte Ltd ("Global Outsourced") in 2003 to foray into the distribution business of baby, children, and maternity products in Singapore. He subsequently introduced the distribution business to Malaysia and Hong Kong by establishing Global Product Solutions Sdn Bhd in 2008 ("GPSSB") and Trade Solutions Ltd in 2017.

Mr Pang Kim Hin previously served as a board member of the National Trades Union Congress and Co-operative Commonwealth for Transport Ltd as well as the Public Utilities Board in Singapore. He also served as a non-executive board member of Comfort Group Ltd, a company that was listed on the Singapore Exchange Limited from July 1993 until its delisting and subsequent merger with DelGro Corporation Limited in April 2003.

② Time Committed:

Mr Pang Kim Hin attended 5 out of 5 Board of Directors' Meetings held during the financial year ended 31 December 2022 ("FYE2022").

PROFILE OF DIRECTORS

cont'd

PANG FU WEI

Managing Director
Singaporean / aged 34 / Male

② **Date of Appointment as Director:**

27 February 2020

② **Length of Service as Director since Appointment:**

3 years

② **Board Committee(s) Membership:**

Member of Risk Management Committee

② **Academic/Professional Qualification(s):**

- Bachelor's Degree in Science, Neuroscience & Behavioural Biology, Chinese Language & Culture from Emory University, Atlanta, Georgia, United States of America

② **Present Directorship(s) in other Public Companies and Listed Companies:**

Mr Pang Fu Wei does not hold any directorship in other public companies and listed corporations but holds directorships in several private limited companies.

② **Family Relationship with any Director and/or Major Shareholder of the Company:**

Mr Pang Fu Wei is the son of Mr Pang Kim Hin and also a director of KHL, a major shareholder of KHJ.

② **Working Experience:**

Mr Pang Fu Wei was appointed as the Managing Director of our Group on 1 July 2020.

He has 10 years of working experience in the areas of business development, marketing, retail and distribution segments from his involvement in Mothercare SG, where he is still attached.

He started his career in Mothercare SG in 2013 as a Business Development Manager and took on the role of Store Manager in their flagship retail outlet. During his tenure there, he implemented their e-Commerce strategy and introduced a retail diagnostics framework to drive business decisions for Mothercare SG.

In 2015, he was appointed to Executive Director and took on the responsibility as the Head of Merchandising and Marketing. During his tenure in this role, he successfully expanded the flagship store from 6,500 sq ft to 10,000 sq ft, and secured new brands for their distribution business. He also implemented the Emarsys system, a marketing CRM and automation system that supports Mothercare SG in sales management, delivering actionable insights and sales strategy.

In 2017, he was named as the Managing Director for Mothercare SG where he heads the retail and distribution business in Singapore. He spearheaded Retail 2.0, a project that includes digitisation of the business, process redesign and brand repositioning for Mothercare SG.

② **Time Committed:**

Mr Pang Fu Wei attended 5 out of 5 Board of Directors' Meetings held during the FYE2022.

PROFILE OF DIRECTORS

cont'd

GOH POH TENG

Executive Director

Malaysian / aged 62 / Female

② Date of Appointment as Director:

26 June 2014 (Re-designated as Executive Director on 3 October 2018)

② Length of Service as Director since Appointment:

9 years

② Board Committee(s) Membership:

Member of Risk Management Committee

② Academic/Professional Qualification(s):

Bachelor of Economics from the University of Malaya, Malaysia

② Present Directorship(s) in other Public Companies and Listed Companies:

Ms Goh does not hold any directorship in other public companies and listed corporations.

② Family Relationship with any Director and/or Major Shareholder of the Company:

None

② Working Experience:

Ms Goh Poh Teng joined our Group as an Assistant Store Manager in February 1987, where she assisted Mr Pang Kim Hin in setting-up our first Mothercare outlet in KL Plaza.

Working her way up within our Group, she was promoted to Retail Manager in January 1997. She was responsible for overseeing the overall operations of all our Mothercare outlets, including financial, inventory management, human resource and merchandising. She was also tasked to set up new Mothercare outlets for our Group.

Ms Goh was promoted to General Manager in January 2012 and was subsequently appointed as our Director in June 2014. Besides being responsible for managing the overall day-to-day operations of our Group, she is also involved in driving the strategic business direction of our retail and distribution businesses, together with our Managing Director.

② Time Committed:

Ms Goh Poh Teng attended 5 out of 5 Board of Directors' Meetings held during the FYE2022.

PROFILE OF DIRECTORS

cont'd

CHEW SOO LIN

Senior Independent Non-Executive Director
Singaporean / aged 75 / Male

② **Date of Appointment as Director:**

3 October 2018

② **Length of Service as Director since Appointment:**

4 years

② **Board Committee(s) Membership:**

- Chairman of Audit Committee
- Chairman of Nomination Committee
- Member of Remuneration Committee
- Member of Risk Management Committee

② **Academic/Professional Qualification(s):**

Institute of Chartered Accountants in England and Wales

② **Present Directorship(s) in other Public Companies and Listed Companies:**

Mr Chew is currently the Executive Chairman of Khong Guan Limited. He is also acting as an Independent Director for Asia-Pacific Strategic Investments Limited, Duty Free International Limited and MTQ Corporation Limited all of which are companies listed on the Singapore Exchange Limited.

② **Family Relationship with any Director and/or Major Shareholder of the Company:**

None

② **Working Experience:**

Mr Chew Soo Lin began his career in 1966 working in various audit firms in England. In 1971, he qualified as a UK Chartered Accountant and became a member of the Institute of Chartered Accountants in England and Wales until 1996.

He joined Arthur Andersen & Co in Singapore in 1972, where he was subsequently promoted to Audit Manager in 1976.

He joined the Khong Guan group of companies in 1978. In September 1998, he was appointed an Executive Director of Khong Guan Limited and was subsequently re-designated as its Executive Chairman in August 2007.

② **Time Committed:**

Mr Chew Soo Lin attended 5 out of 5 Board of Directors' Meetings held during the FYE2022.

PROFILE OF DIRECTORS

cont'd

YEN SE-HUA STEWART

Independent Non-Executive Director
Singaporean / aged 73 / Male

② Date of Appointment as Director:

3 October 2018

② Length of Service as Director since Appointment:

4 years

② Board Committee(s) Membership:

- Chairman of Remuneration Committee
- Member of Nomination Committee
- Member of Audit Committee
- Member of Risk Management Committee

② Academic/Professional Qualification(s):

Bachelor's Degree in Engineering from McMaster University, Canada

② Present Directorship(s) in other Public Companies and Listed Companies:

Mr Yen does not hold any directorship in other public companies and listed corporations.

② Family Relationship with any Director and/or Major Shareholder of the Company:

None

② Working Experience:

Mr Yen Se-Hua began his career in January 1973 as a Systems Engineer with the Ministry of Defence, Singapore. In June 1977, he was posted to the Singapore Embassy in Washington, D.C., United States of America, as Second Secretary (Logistics), where he was tasked to manage defence procurement.

In July 1979, he left the Ministry of Defence, Singapore, and joined the private sector, working for several companies, including Unicorn International Pte Ltd, Duce International Pte Ltd, CDC-Construction & Development Pte Ltd and re-joined Unicorn International as General Manager.

He then left Unicorn International in October 1999 and founded SECOM (Singapore) Pte Ltd ("SECOM") in April 1992 and serving as its Chief Executive Officer. He was subsequently redesignated as the Executive Chairman of SECOM in 2017 and is presently a board member in the company.

② Time Committed:

Mr Yen Se-Hua attended 5 out of 5 Board of Directors' Meetings held during the FYE2022.

PROFILE OF DIRECTORS

cont'd

KOR YANN NING

Independent Non-Executive Director
Malaysian / aged 39 / Female

② **Date of Appointment as Director:**

3 October 2018

② **Length of Service as Director since Appointment:**

4 years

② **Board Committee(s) Membership:**

- Member of Remuneration Committee
- Member of Nomination Committee
- Member of Audit Committee
- Member of Risk Management Committee

② **Academic/Professional Qualification(s):**

- Bachelor of Commerce majoring in Accounting and Commercial Law from University of Sydney, Australia
- Member of Malaysia Institute of Accountants and Certified Practising Accountants Australia

② **Present Directorship(s) in other Public Companies and Listed Companies:**

Ms Kor is currently an independent Non-Executive Director of UMS Holdings Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

② **Family Relationship with any Director and/or Major Shareholder of the Company:**

None

② **Working Experience:**

Ms Kor Yann Ning began her career in October 2005 with GJ Fong & Co, an accounting and law firm based in Sydney, Australia. In July 2010, she joined Fusion Partners Pty Ltd in Malaysia to set up its outsourced accounting function in Malaysia and to head a new service line specialising in taxation and audit.

She joined OSK Investment Bank Berhad ("OSK") in May 2012 as a Vice President and Financial Product Controller for its finance department, and was subsequently redesignated as Senior Manager in April 2013 under RHB Investment Bank Berhad following the bank's merger with OSK.

In December 2015, she joined S & F Construction Sdn Bhd as a Financial Controller, responsible for the overall finance, risk management and analysis, IT transformation, human resource, and audit operations of the company.

She was appointed as a Chief Financial Officer of S&F Capital Berhad in November 2019, and left S & F Construction Sdn Bhd on 31 December 2019.

② **Time Committed:**

Ms Kor attended 5 out of 5 Board of Directors' Meetings held during the FYE2022.

PROFILE OF DIRECTORS

cont'd

HEW MOH YUNG

Independent Non-Executive Director
Singaporean / aged 67 / Male

② Date of Appointment as Director:

26 August 2019

② Length of Service as Director since Appointment:

3 years

② Board Committee(s) Membership:

- Chairman of Risk Management Committee
- Member of Remuneration Committee
- Member of Nomination Committee
- Member of Audit Committee

② Academic/Professional Qualification(s):

Bachelor's degree from the National University of Singapore, majoring in Economics and Political Science

② Present Directorship(s) in other Public Companies and Listed Companies:

Mr Hew is a Director of Khong Guan Ltd, listed in Singapore, and holds directorships in several other private limited companies.

② Family Relationship with any Director and/or Major Shareholder of the Company:

None

② Working Experience:

Mr Hew Moh Yung has over 40 years of work and board member experience, having progressed through sales, marketing, and general management roles in multinational fast-moving consumer goods companies based in Singapore, Taiwan, Malaysia, Vietnam, and Hong Kong. Among these companies were the East Asiatic Company, Cold Storage, Asia Pacific Breweries Ltd and DKSH.

He was appointed as a General Director of DKSH Vietnam Ltd in 2002 before being relocated to Hong Kong in 2005 as the Regional Vice President of FMCG Greater China and Head of Country Management Team of DKSH Hong Kong Ltd, as well as the Director of DKSH China Holdings Ltd, e-Sweets Shanghai and Hong Kong, and Chairman of Chiao Tai Logistics (Taiwan) Corporation.

He is the Chairman of Eu Yan Sang (Hong Kong) Ltd since 2018. He is also the Independent Commissioner of Indonesia-listed PT. Wicaksana Overseas International Tbk since 2021.

② Time Committed:

Mr Hew attended 5 out of 5 Board of Directors' Meeting held during the FYE2022.

ADDITIONAL INFORMATION ON THE DIRECTORS

The details of the Directors' interest in the securities of the Company are set out on page 130 of this Annual Report.

Save as disclosed above, none of the Directors have:-

- any family relationship with any Director and/or major shareholder of the Company;
- any conflict of interests with the Company; and
- any conviction for offences other than traffic offences (if any) within the past 5 years nor any public sanction or penalty imposed by any relevant regulatory bodies during the financial year

KEY SENIOR MANAGEMENT



From left to right

Fran Lua, Asmadi Saiman, Chia Wei Wei, Stephanie Chew, Chang Kim Win

PROFILE OF KEY SENIOR MANAGEMENT

CHANG KIM WIN

Chief Financial Officer

Malaysian / Aged 52 / Female

Date First Appointed to the Key Senior Management Position:

15 October 2020

Academic/Professional Qualification(s):

Association of Chartered Certified Accountants | Malaysian Institute of Accountants

Working Experience:

Ms Chang Kim Win joined our Group as Chief Financial Officer in October 2020 to oversee our overall financial and operations management, as well as to ensure all matters are in compliance with the relevant regulatory authorities.

Prior to joining our Group, she had held several management roles in accounting, finance, operation, risk management, internal audit and taxation with various companies in the fields of retail, jewellery, technology, finance, Islamic pawnbroking and leisure from 1998 to 2020.

FRAN LUA

Head of Brand & E-Commerce

Malaysian / aged 40 / Female

Date First Appointed to the Key Senior Management Position:

01 September 2018

Academic/Professional Qualification(s):

Diploma Part 2 in Business Administration from The Association of Business Executives

Working Experience:

Ms Fran Lua joined our Group as Head of Retail in September 2016 before being promoted to Head of Retail and Marketing in September 2018, and subsequently to Head of Brand and E-Commerce in January 2020, where she now oversees the operational management of our brands and e-commerce.

Prior to joining our Group, she had accumulated 14 years of working experience in different positions, including procurement, sales and marketing, customer service, product development and branding, in various industries, ranging from manufacturing and telecommunications to retail, fashion and baby apparel.

PROFILE OF KEY SENIOR MANAGEMENT

cont'd

CHIA WEI WEI

Head of Retail Merchandising
Malaysian / aged 43 / Female

Date First Appointed to the Key Senior Management Position:

01 April 2015

Academic/Professional Qualification(s):

Bachelor of Arts Degree in Commerce from Liverpool John Moores University, United Kingdom

Working Experience:

Ms Chia Wei Wei joined our Group as Buyer in August 2009 before being promoted to Head of Retail Merchandising in April 2015 to oversee and manage the overall retail merchandising activities for our Mothercare outlets.

She began her career in May 2004 with a Singapore-listed company that retails and distributes luxury and lifestyle brands in Southeast Asia, working her way up from a Merchandise Assistant to Sales Support Executive, before joining our Group.

ASMADI SAIMAN

Warehouse Manager
Malaysian / aged 47 / Male

Date First Appointed to the Key Senior Management Position:

21 October 2020

Academic/Professional Qualification(s):

Executive Diploma in Integrated Logistic and Supply Chain Operation, Malaysia University of Technology

Working Experience:

Encik Asmadi Saiman joined our Group as Warehouse Manager in October 2020 in charge of planning and supervising daily warehouse operations and distribution of products to outlets and distribution points.

When he joined our Group, he brought with him 25 years of experience in warehousing and distribution gained from working with different companies in the food, retail and fashion industries since 1995.

PROFILE OF KEY SENIOR MANAGEMENT

cont'd

STEPHANIE CHEW

Head of Marketing

Malaysian/ aged 38/ Female

Date First Appointed to the Key Senior Management Position:

06 September 2021

Academic/Professional Qualification(s):

Bachelor's Degree in Mass Communications (Hons.) from Taylor's University

Working Experience:

Ms Stephanie Chew joined our Group as Head of Marketing in September 2021 to oversee the overall marketing strategy and activities of our Mothercare stores.

Prior to joining our Group, she had 14 years of experience working in different branding, marketing and advertising roles across the toy retail, fashion and cosmetics sectors. She is also well-versed with social media and e-commerce strategies.

ADDITIONAL INFORMATION ON THE KEY SENIOR MANAGEMENT

Directorship in Public Companies and Listed Corporations:

None of the Key Senior Management have any directorships in public companies and/or listed corporations.

Family Relationship with any Director and/or Major Shareholder:

None of the Key Senior Management have family relationship with any Directors and/or major shareholders of the Company.

Conflicts of Interest:

The Key Senior Management do not have any conflicts of interest with the Company.

List of Convictions for offences within the past 5 years and Particulars of any Public Sanctions or Penalty imposed by the Relevant Regulatory Bodies during the financial year, if any

- None of the Key Senior Management have any convictions for offences other than traffic offences (if any) within the past 5 years.
- None of the Key Senior Management were penalised or sanctioned by any regulatory bodies during the financial year.