

## Group Structure & Governance

*How ownership, control and accountability are organised across the Kyul Group*

Kyul Group Inc. is the ultimate parent and brand. Kyul Holdings Limited sits beneath it as the sub-holding vehicle, holding equity in the five operating companies. No operating company holds shares in another — every inter-company shareholding flows through Holdings, keeping ownership clean and due diligence simple.

### Ownership structure

Tier	Entity	Function
Parent / Brand	Kyul Group Inc.	Strategy, policy, board oversight
Sub-Holding	Kyul Holdings Ltd	Equity, treasury, shared services
Operating	Engineering, Ventures, Enterprises, Projects, Investment	Delivery across the value chain

### Governance principles

- Strategic parent: Kyul Group Inc. owns the brand and exercises board-level oversight.
- Financial structuring vehicle: Kyul Holdings manages equity, treasury and shared services.
- Ring-fenced risk: each operating company is a separate legal entity; investor equity is protected.
- Audited & accountable: consolidated annual audit, quarterly board packs, delegated-authority matrix.

### Board & policies

- Board of Directors — Group Chairman, Group CEO, Group CFO, Legal, Non-Executive directors.
- Group Financial Controls, Anti-Bribery, Conflict-of-Interest and Delegated Authority policies.
- Consolidated audit annually; subsidiary audits as required.