

The following are the questions and answers (“Q&A”) session held during the Meeting:-

### **Q&A 1**

*What is the latest situation at Vietnam where Covid has been spreading and vaccination rate remains low? How helpful and sympathetic is the Vietnamese government towards the foreign investors like QL?*

The Covid cases in Vietnam remain high with low progress of vaccination. The local government has imposed tight lock down measures which have disrupted the supply chain badly and the Company’s business operations. The Management is continuing to engage with the local authorities to minimise the severe disruption caused to the Company’s business.

### **Q&A 2**

*How are the various business pillars affected by the shortage of foreign workers? Does the group have any mitigation strategy to reduce labor dependence in the medium term?*

With the freeze in foreign workers approval, there was a shortage of foreign workers supply for all businesses. The Management is looking into more machine automation to reduce labor dependence and intensify efforts to hire local talents.

### **Q&A 3**

*Good morning Board of Directors, shall we know about the QL Kitchen’s utilisation rate? Any expansion plan? When the expansion is going to be completed and commencement operation? Any outsources for central kitchens services currently and last for how long base on the Company’s expectation?*

SKooi replied that the question is similar to the question raised by MSWG and shareholders posted under the Q&A session earlier. Hence, he requested the shareholder to refer to the Company’s responses that were shared to the Meeting earlier.

On top of the above, he replied that the utilisation rate of QL Kitchen’s existing plant is almost fully occupied, while the commissioning of the new plant for central kitchen is expected in 1<sup>st</sup> quarter of the financial year ending 31 March 2023.

### **Q&A 4**

➤ *What are the steps taken to protect against avian flu in Poultry and Egg divisions?*

The Management takes the necessary steps to ensure good bio security procedures in farms is adhered to.

➤ *The number of new stores opening for FamilyMart is being revised in favour of vending machines?*

The question is similar to the question raised by MSWG and shareholders posted under the Q&A session earlier. Hence SKooi requested the shareholder to refer to the Company’s responses that were shared to the Meeting earlier.

**Q&A 5**

*Do you face any employee shortage during the lock down? Any mitigation plan has been taken?*

Yes, with the freeze in foreign workers' approval process encountered by all industries since the movement control was imposed. The Management is focusing on the retention of existing employees and intensifying on local talent hiring.

**Q&A 6**

*What's the Management's view on CU? In the Management's opinion, is the local convenience store approaching saturation rate? If not, when or how does it looks like when it's full? Has the Management thought much about business scalability? If yes, please share.*

The questions are similar to the questions raised by MSWG and shareholders under the Q&A session earlier. Hence SKooi requested the shareholder to refer to the Company's responses that were shared to the Meeting earlier.

In terms of scalability, the Management believes that fresh food convenience stores will continue to grow and strive to achieve the original target of 1,000 locations set during first launch in year 2016.

**Q&A 7**

*For approval on directors' fees, did directors abstained on voting?*

Yes, the directors who are also the shareholders will abstain from voting on the resolution.

**Q&A 8**

*Virtual meetings have become a new norm. Can hybrid AGM be conducted in the future so that shareholders may choose how to attend based on their preference and convenience?*

SKooi replied that the mode of meeting depends on the requirements of the authorities at the relevant time. Management will continue to adopt the best practices as recommended by the relevant authorities.

**Q&A 9**

*Recently visited few FamilyMart (“FM”) outlets in the city (Klang Valley) and sub-city area, realized that the service of the staffs in city area is getting bad which make me worry that FM might loss market share to the newcomers in convenience store field. Any plan to improve this?*

Due to pandemic and movement control order, SKooi commented that the Management is facing shortage of staff in central kitchen and outlets. Therefore, service at the outlets might have suffered. The Management is monitoring the service and satisfaction level at each outlet closely and will take corrective action accordingly. In the meantime, SKooi welcomed the shareholder to email the time, date of visit and outlet location to the Management for further investigation.

**Q&A 10**

*The Group’s Integrated Livestock Farming division on the other hand may face challenges with fluctuation of egg prices despite its venture in Vietnam and Indonesia. What is the Group’s plan moving forwards to mitigate the volatility in the market?*

As a Group, the Management will continue to invest in various initiatives and technology to improve productivity and cost efficiency. The Management will also intensify marketing efforts in the growth channel and direct sales to consumer. For Vietnam and Indonesia markets, the markets still have room for growth and the Management will re-evaluate the additional investment post pandemic.

**Q&A 11**

*As PNB is aware on the recent news that QL Resources Berhad said its Indonesian subsidiaries, PMI and QL Mutiara (S) Pte Ltd, are being sued by a minority shareholder of PMI, PCP, for alleged negligence in management, PCP claimed that the negligence has caused PMI to suffer 8 years of continuous losses, which the minority shareholder claimed to have caused it to suffer losses. What is the action taken by the Board to avoid such things happened in the future?*

SKooi replied that many Malaysian companies which have ventured into Indonesia’s resources business like palm oil plantation have encountered shareholders dispute with local partners. It is not uncommon and is part of the business risk in Indonesia. The Board is confident of their corporate governance practices and will continue to uphold the good governance practices. Going forward, for any overseas joint venture, the Management will further enhance due diligence and partner selection process.