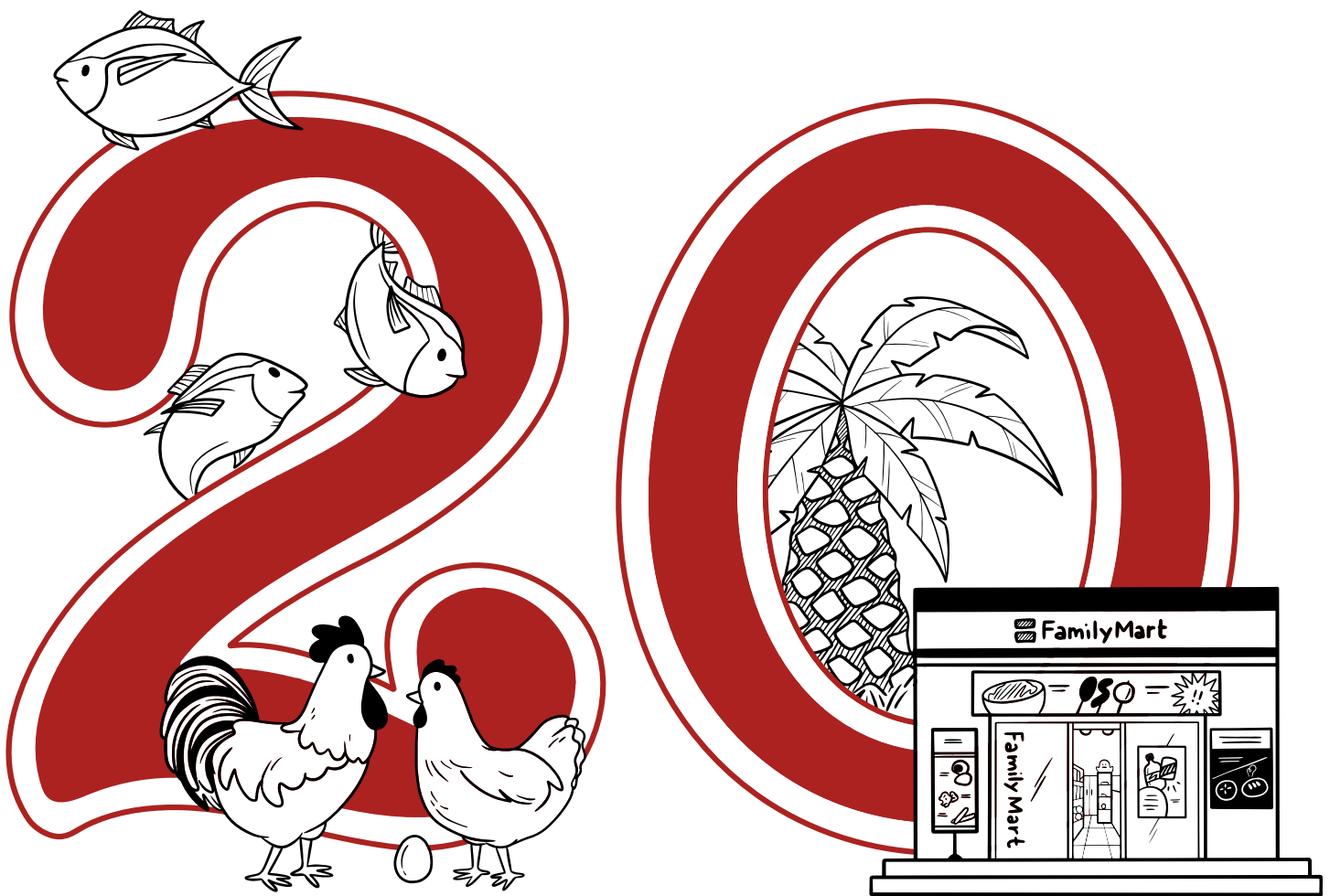


A MILESTONE ON OUR SUSTAINABLE GROWTH JOURNEY



YEARS OF LISTING



Rationale

2020 marks the 20th anniversary for QL's listing on Bursa Malaysia. It is another milestone on our sustainable growth journey. On this special milestone, we reaffirm our commitment to long term growth with a sharpened focus on environment, social, governance, technology and people.

CROSS-REFERENCING



This icon indicates where more detail can be accessed elsewhere in this report.



This icon indicates where more detail can be accessed online.

Contents

2	Principal Activities
4	Group Corporate Structure
6	5 Years Financial Summary
8	Corporate Information
9	Board of Directors' Profile
23	Key Senior Management
24	Chairman's Statement
28	Management Discussion and Analysis
38	Sustainability Statement
74	Corporate Governance Overview Statement
82	Audit Committee Report
86	Statement on Risk Management and Internal Control
91	Additional Compliance Information
92	Statement of Directors' Responsibility
93	Financial Statements
222	List of Properties
224	Shareholders' Analysis Report
227	Disclosure on Recurrent Related Party Transactions
231	Notice of Annual General Meeting
	• Form of Proxy



Principal Activities

A sustainable and scalable multinational agro-food producer, QL has operations in four principal activities: Marine Products Manufacturing, Integrated Livestock Farming, Palm Oil Activities and FamilyMart. We produce resource-efficient protein sources and food via operational footprints in Malaysia, Indonesia, Vietnam and China.

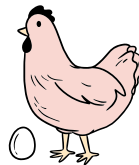


MARINE PRODUCTS MANUFACTURING

QL specialises in the entire marine products chain from upstream to downstream activities comprising deep-sea fishing, aquaculture farming, surimi and fishmeal production, and consumer foods. Utilising advance technology and industry best practices, QL has consistently maintained our leadership position as Malaysia's largest fishmeal manufacturer, and producer of surimi-based products. We are also the largest surimi producer in Southeast Asia. Two of our consumer foods brands, Mushroom and Figo are distributed across Asia, Europe and North America.



Please refer to Management Discussion and Analysis on page 28.

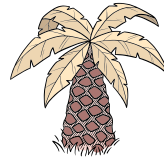


INTEGRATED LIVESTOCK FARMING

With businesses spanning the entire value chain from feed and raw material trade, feed milling, layer farming to broiler integration, QL is a leading operator in integrated livestock farming in Malaysia. Our farms in Malaysia and Indonesia produce approximately 5.8 million eggs per day, 56 million Day Old Chicks (DOC) annually and 22 million broilers per annum. Every year, QL supplies and distributes over 1,000,000 metric tonnes of animal feed raw materials in Malaysia.



Please refer to Management Discussion and Analysis on page 28.

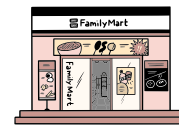


PALM OIL ACTIVITIES

From owning and managing oil palm plantations to milling operations in Malaysia and Indonesia, QL has built up its capabilities in this pillar. QL pioneered a proprietary technology that converts palm waste biomass into high quality, efficient burning fuel that minimises carbon emissions and improves energy efficiencies through industrial boiler systems. Via our two independent Crude Palm Oil (CPO) mills, we service small and medium sized estates in the Tawau and Kunak districts of Sabah, East Malaysia, while our CPO mill in Northern Kalimantan, Indonesia does the same for its region. QL's total oil palm estate holding is at 16,000 hectares in Sabah and Eastern Kalimantan, Indonesia.



Please refer to Management Discussion and Analysis on page 28.



CONVENIENCE STORE CHAIN

The FamilyMart convenience store chain is a natural strategic extension to QL's existing food production and distribution portfolio, that is direct to consumer. Driven on the emphasis of convenience, QL delivers quality and nourishing ready-to-eat food through this scaleable channel. Ensuring that our wide variety of ready-to-eat offerings comply with Shariah requirements, FamilyMart's central kitchen hold halal certification from Jabatan Kemajuan Islam Malaysia (JAKIM). As the master franchisee in Malaysia, QL operates all FamilyMart stores in the country, which to-date total 184.



Please refer to Management Discussion and Analysis on page 28.

Our Vision

To be the preferred global agro-based enterprise

Our Mission

We create nourishing products from Agro resources, leading to benefit for all parties

Our Core Values

Personality



Progressive



Trustworthy



Initiative



Humility

Values



Integrity



Win-Win



Teamwork



Innovative

Group Corporate Structure

as at 31 July 2020



全利資源有限公司
Resources Berhad



INTEGRATED LIVESTOCK FARMING QL Feedingstuffs Sdn. Bhd. 100%

100%	Chingsan Development Sdn. Bhd.	
100%	QL Feed Sdn. Bhd.	
90%	Pacific Vet Group (M) Sdn. Bhd.	
	100%	QL Pacific Vet Group Sdn. Bhd.
100%	QL Agroventures Sdn. Bhd.	
100%	QL Agrofood Sdn. Bhd.	
100%	QL AgroResources Sdn. Bhd.	
	100%	QL Livestock Farming Sdn. Bhd.
	100%	Gelombang Elit (M) Sdn. Bhd.
	51%	QL TP Fertilizer Sdn. Bhd.
100%	QL Tawau Feedmill Sdn. Bhd.	
100%	QL Farms Sdn. Bhd.	
	100%	Adequate Triumph Sdn. Bhd.
	100%	QL Breeder Farm Sdn. Bhd.
	100%	QL Inter-Food Sdn. Bhd.
	100%	Merkaya Sdn. Bhd.
	100%	QL Agrobio Sdn. Bhd.
90%	QL Ansan Poultry Farm Sdn. Bhd.	
	100%	QL Rawang Poultry Farm Sdn. Bhd.
	59.999%	Haji Hussin Markom Sdn. Bhd. ← 0.001%
100%	QL Eco Farm Sdn. Bhd.	
100%	QL Poultry Farms Sdn. Bhd.	
100%	QL Realty Sdn. Bhd.	
1%	99%	PT. QL Trimitra
1%	99%	PT. QL Agrofood
100%	QL Vietnam AgroResources Liability Limited Company	
100%	QL International Pte. Ltd.	0.88%
87.12%	PT. QL Feed Indonesia ←	
90%	QL Palm Pellet Sdn. Bhd.	
100%	QL Feedingstuffs Vietnam Limited Liability Company	
100%	QL Farms (Tay Ninh) Liability Limited Company	
100%	KS Galah Sdn. Bhd.	
100%	Icon Blitz Sdn. Bhd.	



MARINE PRODUCTS MANUFACTURING
QL Fishery Sdn. Bhd. 100%

- 100% QL Figo Foods Sdn. Bhd.
- 100% QL Marine Products Sdn. Bhd.
 - 100% QL Deep Sea Fishing Sdn. Bhd.
- 100% KS Monodon Sdn. Bhd.
- 100% QL Fresh Choice Seafood Sdn. Bhd.
- 70.59% QL Endau Marine Products Sdn. Bhd.
 - 100% QL Endau Deep Sea Fishing Sdn. Bhd.
 - 100% QL Endau Fishmeal Sdn. Bhd.
 - 100% Rikawawasan Sdn. Bhd.
 - 100% Pilihan Mahir Sdn. Bhd.
- 100% QL Foods Sdn. Bhd.
 - 100% QL Aquaculture Sdn. Bhd.
 - 100% QL Aquamarine Sdn. Bhd.
 - 70% Citra Jernih Sdn. Bhd.
 - 70% Mesra Prima Sdn. Bhd.
 - 70% QL Prima Sdn. Bhd.
- 100% QL Fishmeal Sdn. Bhd.
- 0.03% — 99.97% PT. QL Hasil Laut
- 1% — 99% PT. QLNutri Foods Indonesia
- 82% QL Lian Hoe Sdn. Bhd.
- 100% QL Lian Hoe (S) Pte. Ltd.
 - 100% Zhongshan True Taste Food Industrial Co. Ltd.
- 100% Kuala Kedah Fish Meal Sendirian Berhad
- 100% QL Figo (Johor) Sdn. Bhd.
- 87.22% Kembang Subur Sdn. Bhd.
 - 100% KS Pekan Hatchery Sdn. Bhd.
 - 100% Kembang Subur (Perak) Sdn. Bhd.



PALM OIL ACTIVITIES
QL Oil Sdn. Bhd. 100%

- 100% QL BioEnergy Sdn. Bhd.
- 78.42% QL Mutiara (S) Pte. Ltd.
 - 95% PT. Pipit Mutiara Indah
- 100% QL Plantation Sdn. Bhd.
 - 100% QL Tawau Biogas Sdn. Bhd.

BIOMASS ENERGY BUSINESS
QL Green Resources Sdn. Bhd. (100%)

- 100% QL Tawau Palm Pellet Sdn. Bhd.
- 100% QL NatureCo Sdn. Bhd.
- 76.47% Leisure Pyramid Sdn. Bhd.
- 100% QL ESCO Sdn. Bhd.
- 100% QL IPC Sdn. Bhd.
- 100% QL Corporate Services Sdn. Bhd.

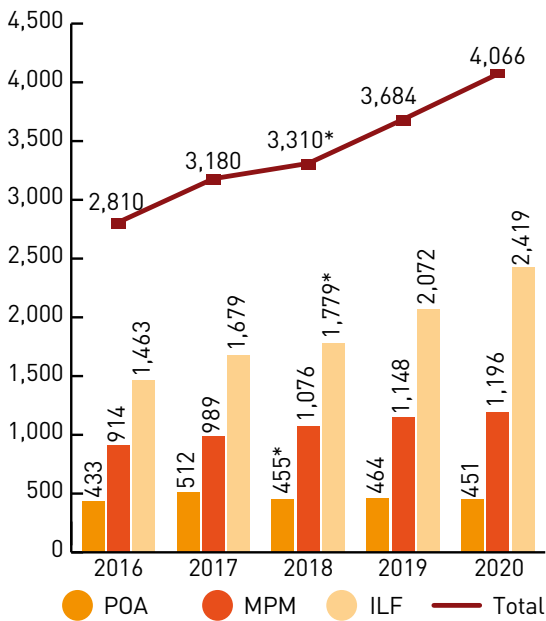


CONVENIENCE STORE CHAIN
QL Carbon Sdn. Bhd. (100%)

- 100% QL Maxincome Sdn. Bhd.
- 100% QL Kitchen Sdn. Bhd.

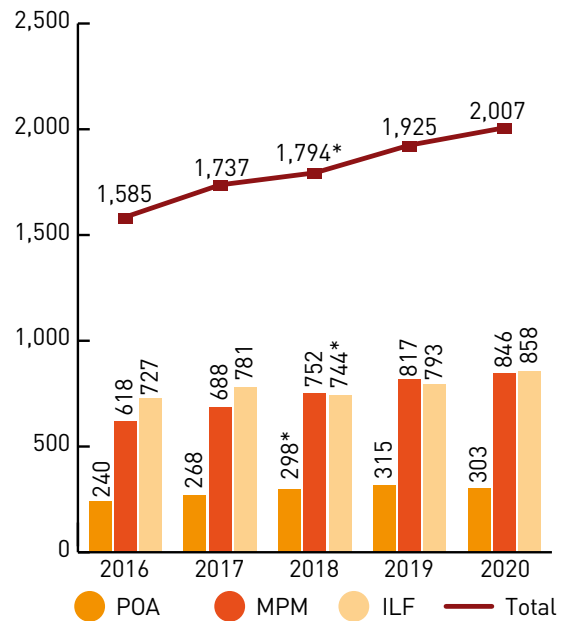
5-Years Financial Summary

TOTAL ASSETS (RM million)



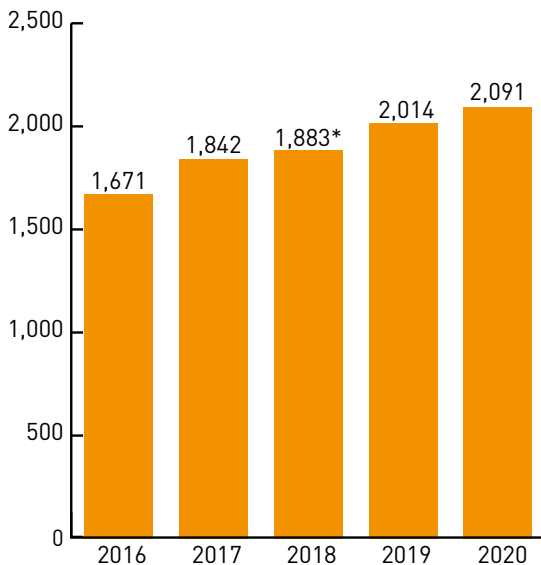
* The total assets for FY2018 are restated from RM3,326m to RM3,310m due to adoption of new Malaysian Financial Reporting Standards (MFRS).

NET TANGIBLE ASSETS (RM million)



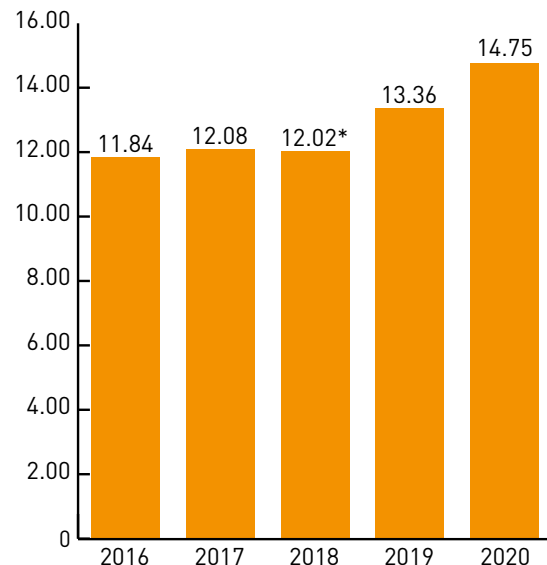
* The net tangible assets for FY2018 are restated from RM1,782m to RM1,794m due to adoption of new Malaysian Financial Reporting Standards (MFRS).

SHAREHOLDERS' EQUITY (RM million)



* The shareholders' equity for FY2018 is restated from RM1,891m to RM1,883m due to adoption of new Malaysian Financial Reporting Standards (MFRS).

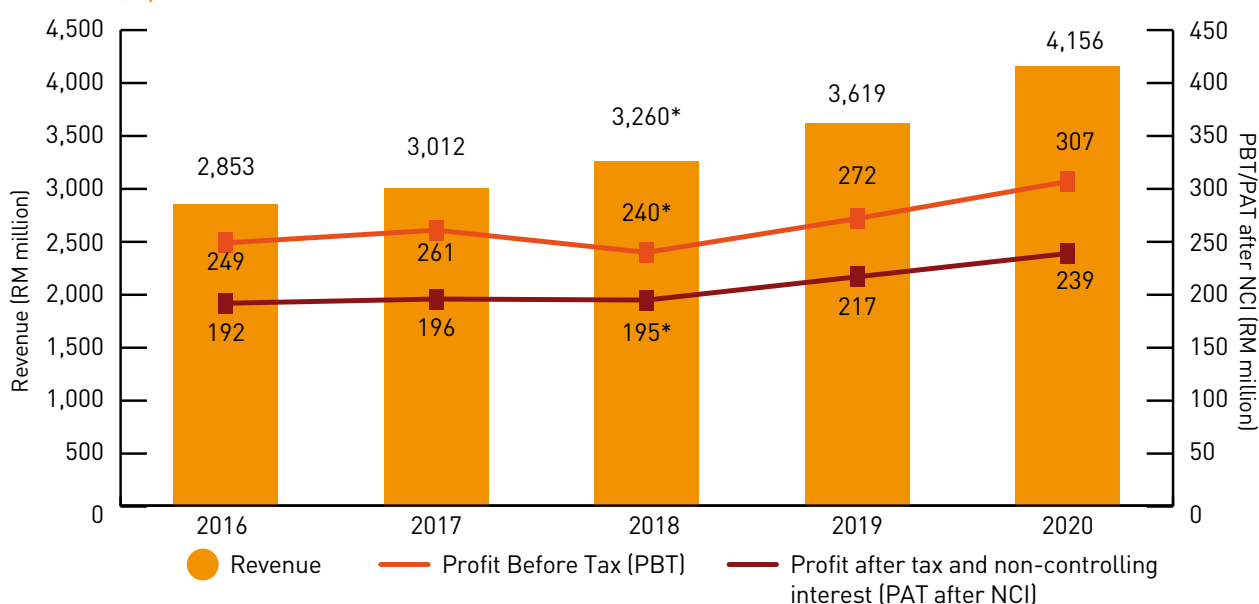
EARNINGS PER SHARE (Sen)



* The earnings per share for FY2018 is restated from 12.71 sen to 12.02 sen due to adoption of new Malaysian Financial Reporting Standards (MFRS).

REVENUE/PROFIT

(in RM million)



* The revenue for FY2018 is restated from RM3,263m to RM3,260m, profit before tax for FY2018 is restated from RM255m to RM240m and profit after tax after minority interest for FY2018 is restated from RM206m to RM195m due to adoption of new Malaysian Financial Reporting Standards (MFRS).

	2016 RM MIL	2017 RM MIL	2018 RM MIL	2019 RM MIL	2020 RM MIL
Turnover	2,853.23	3,012.00	3,260.52*	3,619.20	4,155.94
Profit Before Tax	249.48	260.51	240.35*	272.35	306.94
Profit After Tax After Minority Interest	192.08	195.92	194.99*	216.78	239.36
Total Assets	2,810.02	3,179.93	3,310.31*	3,683.66	4,066.38
Net Tangible Assets	1,584.51	1,737.24	1,793.95*	1,924.63	2,007.42
Profit as % of Turnover					
Before Tax	8.74	8.65	7.37*	7.53	7.39
After Tax	6.73	6.50	5.98*	5.99	5.76
Earnings Per Share (sen) - Basic [^]	12	12	12*	13	15
Net Tangible Assets Per Share (sen)	126.96	139.20	110.57*	118.63	123.73
Paid-up Share Capital	312.01	620.03 [@]	620.03 [#]	620.03	620.03
No. of Shares in Issue (million)	1,248.03	1,248.03	1,622.44	1,622.44	1,622.44

@ Included in the paid-up share capital is RM308.02 million which is transferred from share premium in accordance with Section 618(2) of the Companies Act 2016.

Included in the paid-up share capital is RM214.42 million which is transferred from share premium in accordance with Section 618(2) of the Companies Act 2016.

[^] Adjusted for bonus issue

* Restated due to adoption of new Malaysian Financial Reporting Standards (MFRS)

Corporate Information

BOARD OF DIRECTORS

Dr. Chia Song Kun

Executive Chairman

Mr. Chia Song Kooi

Group Managing Director

Mr. Chia Seong Pow

Executive Director

Mr. Chia Song Swa

Executive Director

Mr. Chia Lik Khai

Executive Director

Mr. Chia Seong Fatt

(Alternate Director to Chia Seong Pow)

Mr. Chia Mak Hooi

(Alternate Director to Chia Song Swa)

Mr. Cheah Juw Teck

(Alternate Director to Chia Lik Khai)

Prof. Datin Paduka Setia Dato'

Dr. Aini Binti Ideris

Independent Non-Executive Director

Ms. Kow Poh Gek

Independent Non-Executive Director

Ms. Chan Wai Yen, Millie

Independent Non-Executive Director

Ms. Cynthia Toh Mei Lee

Independent Non-Executive Director

Mr. Low Teng Lum

*Independent Non-Executive Director
(Appointed on 30 August 2019)*

Mr. Wee Beng Chuan

*Independent Non-Executive Director
(Appointed on 1 July 2020)*

Mr. Tan Bun Poo, Robert

*Independent Non-Executive Director
(Resigned on 30 June 2020)*

Mr. Chieng Ing Huong, Eddy

*Senior Independent Non-Executive Director
(Retired on 29 August 2019)*

COMPANY SECRETARY

Ms. Ng Geok Ping

(MAICSA 7013090)

AUDITORS

KPMG PLT

Chartered Accountants
Level 10, KPMG Tower
8, First Avenue
Bandar Utama
47800 Petaling Jaya
Selangor

REGISTERED OFFICE

No. 16A, Jalan Astaka U8/83
Bukit Jelutong
40150 Shah Alam
Selangor
Tel : 03-78012288
Fax : 03-78012228
Website: www.ql.com.my

REGISTRARS

Tricor Investor & Issuing

House Services Sdn. Bhd.

Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : 03-27839299
Fax : 03-27839222

Customer Service Centre

Unit G-3, Ground Floor
Vertical Podium, Avenue 3
Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur

STOCK EXCHANGE LISTING

Main Market of
Bursa Malaysia Securities Berhad
Stock Name: QL
Stock Code: 7084

INVESTOR RELATION

Freddie Yap

Tel : 03-78012288
Fax : 03-78012222
Email : freddieyap@ql.com.my

PRINCIPAL BANKERS

Alliance Bank Malaysia Berhad
Alliance Islamic Bank Berhad
AmBank (M) Berhad
Hong Leong Bank Berhad
HSBC Amanah Malaysia Berhad
HSBC Bank Malaysia Berhad
Malayan Banking Berhad
Standard Chartered Bank
Malaysia Berhad
RHB Bank Berhad
United Overseas Bank (Malaysia)
Berhad
Bank of Tokyo-Mitsubishi UFJ
Berhad
OCBC Bank (Malaysia) Berhad

Board of Directors' Profile

Dr. Chia Song Kun

Executive Chairman

Male | 70 | Malaysian

Dr. Chia Song Kun, aged 70, male, Malaysian, was appointed as the Group Managing Director of QL Resources Berhad on 3 January 2000 and re-designated as the Executive Chairman on 1 April 2018. He is also a member of the Risk Management Committee.

Dr. Chia was born and raised in Sungai Burong, an impoverished fishing village on the northern coast of Selangor. He graduated with a Bachelor of Science (Honours) degree majoring in Mathematics from the University of Malaya in 1973 and obtained a Master in Business Administration in 1988 from the same university. He started his career as a tutor and subsequently joined University Teknologi Mara as a lecturer where he served for 11 years until 1984.

After his lecturing years, Dr. Chia, along with his brothers and his brothers-in-law, began trading in fish meal and feed meal raw material. The business they founded was subsequently incorporated as QL Resources Berhad. Today QL is a sustainable and scalable multinational agro-food corporation with interests in Integrated Livestock Farming, Marine Products Manufacturing and Palm Oil Activities. The Company has a market capitalisation of approximately fifteen billion ringgit in July 2020.

Dr. Chia is a founding member of INTI Universal Holdings Berhad, which operates one of the leading private university colleges in Malaysia. On 5 July 2008, he was conferred the honorary degree of Doctor of Laws (Hon LLD) by the Honorary Awards Board of the University of Hertfordshire in recognition of his outstanding contribution to the development of business and

education in Malaysia. He is also the Chairman of Boilermach Holdings Berhad, a company listed on the ACE Market of Bursa Malaysia Securities Berhad on 5 May 2011, which then transferred to the Main Market on 4 December 2014.

Dr. Chia's leadership has been recognised by a number of noted organisations. In 2005, *The Edge* selected him as one of '20 CEOs We Admire'. In July 2011, Dr. Chia led the Group to new heights when QL Resources won the prestigious *The Edge* Billion Ringgit Club Company of the Year award. In 2012, Dr. Chia was awarded the Ernst & Young Entrepreneur of the Year Award 2012 for Malaysia. In October 2018, Dr. Chia was awarded the Sin Chew Business Lifetime Excellence Achievement Award 2018. In September 2019, Dr. Chia won *The Edge* Billion Ringgit Club Value Creator: Outstanding CEO of Malaysia and QL Resources won The AsiaMoney Awards 2019 for Most Outstanding Company in Malaysia – Consumer Staples Sector.

Dr. Chia Song Kun is the brother of Mr. Chia Song Swa and Mr. Chia Song Kooi. He is the brother-in-law of Mr. Chia Seong Pow and Mr. Chia Seong Fatt and also Mr. Chia Lik Khai's father. He is the Director and beneficial shareholder of CBG (L) Pte Ltd via CBG (L) Foundation, a major shareholder of QL.

He attended all six board of directors' meetings held for the financial year.

Dr. Chia has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile



Mr. Chia Song Kooi

Group Managing Director

Male | 60 | Malaysian

Mr. Chia Song Kooi, aged 60, male, Malaysian, was appointed as an Executive Director of the Company on 3 January 2000. He was re-designated as the Deputy Managing Director of the Company on 21 November 2016 and then as the Group Managing Director on 1 April 2018. He is also a member of the Risk Management Committee.

He holds a bachelor of Agricultural Science from University Putra Malaysia (1985). In 2005 he has completed the Premier Business Management Program which was aimed to equip business leaders with the skills and competencies necessary for navigating uncertainty, adversity and to lead change in the global economy.

Mr. Chia began his career as a Marketing Executive for agro-chemical products with Ancom Berhad, a company listed on the Main Market of the Bursa Malaysia Securities Berhad and eventually headed the Product and Market Development Division in 1987.

Mr. Chia joined QL Feedingstuffs Sdn. Bhd. as an Executive Director on 21 September 1988. He has more than 20 years of experience in farm management and in trading of raw materials for farm use, as well as more

than 10 years of experience in marine products processing. He was the Deputy Chairman of Sabah Livestock Poultry Association from 2012 to 2016. In view of the restructuring of the QL Group, he has resigned as a Director of QL Feedingstuffs Sdn. Bhd. and has been re-appointed in year 2017. Prior to being the Group Managing Director, he was overall in charge of the group's operations in Kota Kinabalu since 1990 to 2016.

Mr. Chia Song Kooi is the brother to Dr. Chia Song Kun and Mr. Chia Song Swa.

He attended all six board of directors' meetings held for the financial year.

Mr. Chia has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Mr. Chia Seong Pow

Executive Director

Male | 64 | Malaysian

Mr. Chia Seong Pow, aged 64, male, Malaysian, was appointed as an Executive Director of the Company on 3 January 2000. Thereafter, as the Alternate Director to Chia Seong Fatt from 1 April 2018 to 1 April 2019 and was re-appointed as an Executive Director of the Company on 1 April 2019.

He graduated from Tunku Abdul Rahman College with a Diploma in Building Technology in 1982.

He is one of the founder members of QL Group. He joined CBG Holdings Sdn. Bhd. as Marketing Director in 1984. He has more than 25 years of experience in the livestock and food industry covering layer farming, manufacturing, trading and shipping.

Currently, Mr. Chia Seong Pow is mainly in charge of layer farming, regional merchanting trade in food grains as well as new business developments.

Majority of the Group's new expansion programmes were initiated by him.

Mr. Chia Seong Pow was appointed as a Director of EITA Resources Berhad on 1 March 2017, a company listed on the Main Market of the Bursa Malaysia Securities Berhad on 9 April 2012.

Thereafter, as an Alternate Director to Chia Mak Hooi on 1 November 2018. EITA Resources Berhad ("EITA") is principally an investment holding company and provider of management services to its subsidiaries. EITA Group's business activities are in the marketing and distribution of E&E components and equipment, design and manufacture of Elevator and Busduct systems as well as maintenance of Elevator systems and provision of electrical and security system solutions as well as manufacture of E&E components and equipment namely Centralised Dimming Systems, Ballasts and connectors.

He is the younger brother to Mr. Chia Seong Fatt. Both of them are brothers-in-law to Dr. Chia Song Kun. He is the Director and beneficial shareholder of Farsathy Holdings Sdn. Bhd., a major shareholder of QL.

He attended all six board of directors' meetings held for the financial year.

Mr. Chia Seong Pow has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile



Mr. Chia Song Swa

Executive Director

Male | 60 | Malaysian

Mr. Chia Song Swa, aged 60, male, Malaysian, was appointed as an Executive Director of the Company on 3 January 2000. Thereafter, as the Alternate Director to Chia Mak Hooi from 1 April 2018 to 1 April 2019 and was re-appointed as an Executive Director of the Company on 1 April 2019.

He holds a Degree in Chemistry and Statistics from the University of Campbell, USA.

He began his career at Genting Berhad, a company listed on the Bursa Malaysia Securities Berhad as a Management Trainee in 1984 and served for 2 years.

In 1987 he joined QL Feedingstuffs Sdn. Bhd. as a sales executive and was appointed as a director of QL Feedingstuffs Sdn. Bhd. on 22 June 1987. In line with the transfer of business

from QL Feedingstuffs Sdn. Bhd. to QL Feed Sdn. Bhd., he was appointed as the director in charge of sales and trading function at QL Feed Sdn. Bhd. As a result of his vast experience in feed raw material distribution, he has helped the Company to establish a very strong distribution network.

He is the brother to Dr. Chia Song Kun and Mr. Chia Song Kooi.

He attended all six board of directors' meetings held for the financial year.

Mr. Chia Song Swa has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Mr. Chia Lik Khai

Executive Director

Male | 41 | Malaysian

Mr. Chia Lik Khai, aged 41, male, Malaysian, was appointed as an Executive Director of the Company on 21 November 2016. Thereafter, as the Alternate Director to Cheah Juw Teck from 1 April 2018 to 1 April 2019 and was re-appointed as an Executive Director of the Company on 1 April 2019.

He graduated from the MBA program of Wharton Business School, University of Pennsylvania, United States where he focused on Entrepreneurship and Corporate Finance. He also received his Master of Science and Bachelor of Science in Electrical Engineering from University of Michigan, Ann Arbor, United States.

Prior to joining QL Resources Berhad and Group, he was with McKinsey & Company in Shanghai, where he was an affiliate of Global Energy & Materials and High-Tech practice. During his tenure there, he focused on serving global clients in renewable energy, consumer products and high-tech sectors on strategy, mergers and acquisitions as well as sales and marketing. He also possesses extensive management experience in high-tech, telecommunications and internet commerce. He spent eight (8) years in the semiconductor industry with Agilent and Avago Technologies in Silicon

Valley, where he assumed multiple roles as R&D staff, New Product Manager and Marketing Manager.

He subsequently joined QL Resources Berhad as Group Corporate Development Director and was appointed as the Executive Director of a few subsidiaries of QL Resources Berhad in 2009. He oversees the group strategic business planning and expansion.

Mr. Chia Lik Khai is also the Deputy Managing Director of Boilermech Holdings Berhad, a company listed on the Main Market of Bursa Malaysia Securities Berhad.

He is the son of Dr. Chia Song Kun, nephew to Mr. Chia Song Swa, Mr. Chia Song Kooi, Mr. Chia Seong Pow and Mr. Chia Seong Fatt.

He attended all six board of directors' meetings held for the financial year.

Mr. Chia Lik Khai has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile



Mr. Chia Seong Fatt

Alternate Director to Chia Seong Pow

Male | 64 | Malaysian

Mr. Chia Seong Fatt, aged 64, male, Malaysian, was appointed as an Executive Director of the Company on 3 January 2000. He resigned as an Executive Director of the Company and was appointed as an Alternate Director to Chia Seong Pow on 1 April 2019.

He obtained his B.Sc. Honours Degree in Chemistry from University of London in 1979. He practised as an industrial chemist for 3 years before he pursued further studies in University Malaya.

In 1984, he graduated from University of Malaya with a Master degree in Business Administration.

He served for seven years as Managing Director in Sri Tawau Farming Sdn. Bhd., a company involved in layer farming.

In 1991, he was appointed as Managing Director of QL Farms Sdn. Bhd., a subsidiary of QL overseeing its operations in Tawau. In January 1996, he was appointed as an Executive Director of QL Feedingstuffs Sdn. Bhd. in charge of layer farm and CPO milling operations. In view of the restructuring of the QL Group, he has resigned as a Director of

QL Feedingstuffs Sdn. Bhd. However he is still in charge of layer, broiler farm and CPO milling operations in Tawau. From 2017 onwards, he is the Director overseeing all farming operations in Sabah.

He is also an Alternate Director in Boilermech Holdings Berhad, a company listed in the ACE Market of Bursa Malaysia Securities Berhad on 5 May 2011, which then transferred to the Main Market on 4 December 2014.

He is the elder brother to Mr. Chia Seong Pow. Both of them are brothers-in-law to Dr. Chia Song Kun. He is the Director and beneficial shareholder of Farsathy Holdings Sdn. Bhd., a major shareholder of QL.

He attended all six board of directors' meetings held for the financial year.

Mr. Chia Seong Fatt has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Mr. Chia Mak Hooi

Alternate Director to Chia Song Swa

Male | 55 | Malaysian

Mr. Chia Mak Hooi, aged 55, male, Malaysian, was appointed as an Executive Director of the Company on 3 January 2000. He resigned as an Executive Director of the Company and was appointed as an Alternate Director to Chia Song Swa on 1 April 2019.

He graduated from Arizona State University, USA with a Degree in Accounting and Finance in 1988.

He started his career in 1989 as an Assistant Accountant at Concept Enterprises Inc. In 1991, he joined QL Feedingstuffs Sdn. Bhd. as Finance Manager where he was mainly responsible for the accounts, tax and audit planning, and cash management and liaised with bankers for banking facilities. In 1996, he was appointed Finance Director of QL Feedingstuffs Sdn. Bhd., and was involved in the proposed listing of the Company on the Second Board of Bursa Malaysia Securities Berhad.

Currently, he is actively involved in group corporate activities and strategic business planning and also group integrated livestock business expansion programs both locally and overseas.

Mr. Chia Mak Hooi is the director of EITA and Group, a company listed on the Main Market of the Bursa Malaysia Securities Berhad on 9 April 2012. EITA is principally an investment holding company and provider of management services to its subsidiaries. EITA Group's business activities are in the marketing and distribution of E&E components and equipment, design and manufacture of Elevator and Busduct systems as well as maintenance of Elevator systems and provision of electrical and security system solutions as well as manufacture of E&E components and equipment namely Centralised Dimming Systems, Ballasts and connectors.

He is the nephew to Dr. Chia Song Kun, Mr. Chia Song Swa and Mr. Chia Song Kooi.

He attended all six board of directors' meetings held for the financial year.

Mr. Chia Mak Hooi has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile



Mr. Cheah Juw Teck

Alternate Director to Chia Lik Khai

Male | 51 | Malaysian

Mr. Cheah Juw Teck, aged 51, male, Malaysian, was appointed as an Executive Director of the Company on 1 June 2011. He resigned as an Executive Director and was appointed as an Alternate Director to Chia Lik Khai on 1 April 2019.

He holds a Degree in Food Technology from University Putra Malaysia (1993).

Prior to joining QL Group in 1994, he was involved in quality control in S & P Foods Bhd as quality control executive. In 1994, he joined QL Group as operations manager to set up the surimi and surimi-based products business and subsequently was appointed as a Director of QL Foods Sdn. Bhd. in 1997. He is also the director in charge of the surimi and surimi-based products division in QL Group as well as the expansion programs in overseas.

Mr. Cheah Juw Teck is the nephew to Dr. Chia Song Kun, Mr. Chia Song Swa and Mr. Chia Song Kooi.

He attended all six board of directors' meetings held for the financial year.

Mr. Cheah has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Mr. Low Teng Lum

Independent Non-Executive Director

Male | 66 | Malaysian

Mr. Low Teng Lum, aged 66, male, Malaysian, was appointed as an Independent Non-Executive Director of the Company on 30 August 2019. He is also a Chairman of the Audit, Nominating, Remuneration and Risk Management Committees.

Mr. Low obtained his qualifications from the Association of Chartered Certified Accountants and Institute of Chartered Secretaries and Administrators, both of the United Kingdom, in 1977. He attended the Applied Management Program of Swedish Institute of Management in 1990. In 1996, he obtained his Master in Public Administration from the John Fitzgerald Kennedy School of Government, Harvard University.

He is a Chartered Accountant of the Malaysian Institute of Accountants, a Fellow member of the Association of Chartered Certified Accountants ("ACCA") and a Fellow member of the Institute of Chartered Secretaries and Administrators.

He has been a member of the Taxation and Trade committees of the Malaysian International Chamber of Commerce and Industry since 2002 and 2005 respectively. He was a founding committee member of Confederation of Malaysian Brewers.

Over the course of his career, he has held various accounting and financial positions in Arthur Young & Company (presently known as Ernst & Young), Guthrie Malaysia Holdings Berhad, Palmco Holdings Berhad, Guinness Anchor Berhad and General Corporation Berhad. During his 14 year tenure with Southern Steel Berhad, he was promoted from Finance Manager to General Manager (Commercial), Senior General Manager (Rod Division) and Chief Operating Officer (Steel Business Unit). He retired from Guinness Anchor Berhad (presently known as Heineken Malaysia Berhad) in April 2011, as both the Finance Director and member of the Board of Director, after 10 years of service.

Mr. Low currently sits on the Board of Salutica Berhad.

He attended two out of two board of directors' meetings held for the financial year since his appointment.

Mr. Low does not have any family relationship with any director and/or major shareholder of the Company. He has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile

Professor Datin Paduka Setia Dato' Dr. Aini Binti Ideris

Independent Non-Executive Director

Female | 67 | Malaysian



Professor Datin Paduka Setia Dato' Dr. Aini Binti Ideris, aged 67, female, Malaysian, was appointed as an Independent Non-Executive Director of the Company on 1 January 2016. She is also a member of the Audit and Risk Management Committees.

She graduated with Doctor of Veterinary Medicine (DVM) degree in 1979 from Universiti Pertanian Malaysia - UPM (currently, Universiti Putra Malaysia) and received her Masters in Veterinary Science (MVSc) Degree in Avian Medicine in 1981 from University of Liverpool, England. She was awarded PhD Degree in 1989 by UPM. She continued her post-doctoral training at University of California Davis, USA and was awarded Asian Development Bank Fellowship in 1993 for further post-doctoral training at Cornell University, USA.

Professor Aini is actively involved as Council Member of Malaysian College of Veterinary Specialists (M CVS), Member of Board of Governance of International Medical University (IMU) and International Medical College (IMC), Member of Board of Directors of Yayasan Putra Business School, Council Member of Malaysian Cancer Research Institute (MCRI) and Executive Member of National Cancer Council (MAKNA). She is the Founding Chairman, Board of Directors of UPM Holdings Sdn Bhd. and currently Board Member of UPM Holdings Sdn. Bhd. In December 2013, she was appointed as member of International Advisors of Women Issues, under the Minister at Prime Minister's Department.

She is also a Council Member of Academy of Sciences Malaysia, Board Member of UPM Holdings; Education & Training, and the Founding Director for Corporate Strategy & Communications Office, UPM.

She held various administrative positions in UPM, such as Chairman of Veterinary Teaching Hospital, Deputy Dean Faculty of Veterinary Studies, Dean School of Graduate Studies, Deputy Vice Chancellor (Academic and International) and currently, she is the Vice-Chancellor of Universiti Putra Malaysia. She is also the Coordinator for the National Centre of Excellence for Swiftlets, under MOA, member of Investigating Tribunal Panel for the Advocates and Solicitors Disciplinary Board of the Bar Council, Malaysia and Vice President of the World Veterinary Poultry Association.

She attended five out of six board of directors' meetings held for the financial year.

Professor Aini has no family relationship with any director and/or major shareholder of the Company. She is the Independent Non-Executive Director of Malayan Flour Mills Berhad. Besides this, she has no other conflict of interest with the Company. She has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Ms. Kow Poh Gek

Independent Non-Executive Director

Female | 62 | Malaysian

Ms. Kow Poh Gek, aged 62, female, Malaysian, was appointed as an Independent Non-Executive Director of the Company on 1 April 2018. She is also a member of the Audit, Risk Management, Nominating and Remuneration Committees.

She graduated with a Diploma In Commerce (Cost & Management Accounting) from Tunku Abdul Rahman College and a fellow member of The Chartered Institute of Management Accountants, UK.

Ms. Kow started her career as a Financial Assistant in April 1982. She has more than 35 years of experience in finance and management accounting, financial reporting, taxation, treasury, budgetary control, internal control systems and risk management within the investment holding, banking, hotel and resorts, direct selling, manufacturing and trading/ services sectors. In January 2010, she joined EITA Holdings Sdn. Bhd. (now known as EITA) as the Finance cum Investors Relation Manager. She was later designated as the Chief Financial Officer in EITA in January 2012, a position she held till 31 December 2017.

During her tenure in EITA, she was involved in the preparation of EITA prospectus for its listing on the Mair Board of Bursa Malaysia Securities Berhad in April 2012, formulation and documentation of accounting standard operating procedures, evaluation of financial position of companies targeted for merger and acquisition, overseeing the company's financial reporting and entire accounts department, investor relations and risk management functions

She is also an Independent Non-Executive Director of GDB Holdings Berhad since 14 December 2017.

She attended all six board of directors meetings held for the financial year.

Ms. Kow Poh Gek has no family relationship with any director and/or major shareholder of the Company. She has no conflict of interest with the Company and she has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile



Ms. Chan Wai Yen, Millie

Independent Non-Executive Director

Female | 64 | Malaysian

Ms. Chan Wai Yen, Millie, aged 64, female, Malaysian, was appointed as an Independent Non-Executive Director of the Company on 1 April 2018. She is also a member of the Audit Committee and Risk Management Committee.

She graduated with a Bachelor of Laws Degree with First Class Honours from the University of Malaya, 1980.

Ms. Chan was admitted as an Advocate and Solicitor to the High Court of Malaysia in 1981. She commenced legal practice in Maxwell, Kenion, Cowdy & Jones, a law firm in Ipoh. In 1984, Ms. Chan co-founded the legal firm W Y Chan & Roy, and continued to practice law in Malaysia until 2007.

Ms. Chan's practice focus in Malaysia during the first seven years of practice was in civil and commercial litigation. In the following 2 decades, her practice concentrated on corporate securities and finance, and commercial matters.

In 2010, Ms. Chan was admitted to the Law Society of British Columbia, Canada. She practiced in the Vancouver office of Borden Ladner Gervais (BLG), a national law firm in Canada, and was a member of BLG Tax Group and the Corporate & Commercial Group. She was also BLG Senior Consultant for Asia Pacific Market. She advises high net worth families, particularly business families in Asia, in the area of holistic

global estate planning, involving inter-generational wealth transfer, asset protection, and capital preservation. In addition, she assists families to establish strategies and processes to promote family governance, maintain family unity, and uphold family identity and integrity. She works with an extensive contact base of financial institutions and offshore service providers for trust, foundations, and corporations.

Ms. Chan applied to be a non-practicing lawyer in British Columbia in 2018 in order to concentrate on consulting with business families and individuals, particularly in Asia, in the area of holistic global estate planning under Legacy 127 Consulting Inc. She remains the Senior Consultant for BLG. In April 2019, Ms. Chan is appointed a Consultant of Shearn Delamore & Co, a legal firm in Malaysia.

She attended all six board of directors' meetings held for the financial year.

Ms. Chan Wai Yen has no family relationship with any director and/or major shareholder of the Company. She has no conflict of interest with the Company and she has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

Ms. Cynthia Toh Mei Lee

Independent Non-Executive Director

Female | 46 | Malaysian

Ms. Cynthia Toh Mei Lee, aged 46, female, Malaysian, was appointed as an Independent Non-Executive Director of the Company on 1 April 2018. She is also a member of the Audit and Risk Management Committees.

She graduated with a Bachelor of Commerce from Monash University in 1994 and Bachelor of Laws from Monash University in 1996.

Ms. Cynthia Toh is an Advocate & Solicitor of the High Court of Malaya. She is partner of the law firm, Messrs. Wong Beh & Toh since 2002.

In 1997, she completed her pupillage at Messrs. Presgrave & Matthews and was admitted as an advocate and solicitor in the High Court of Malaya in the same year. She worked as a legal assistant at Messrs. Presgrave & Matthews until 2002 when Messrs. Wong Beh & Toh was set up. She is one of the founding partners of Messrs. Wong Beh & Toh.

She practices in the areas of equity corporate finance, mergers and acquisitions as well as private company advisory work. She is also involved in various other corporate and commercial matters.

She has been involved in both domestic and cross-border transactions. Her experience includes, debt and equity securities offerings, corporate restructurings of insolvent companies, takeovers, mergers and acquisitions of companies and businesses, initial public offerings, venture and development capital financing, unit trusts and investment funds, foreign direct investment, placement and underwriting arrangements, franchising and commercial and intellectual property transactions.

She attended all six board of directors' meetings held for the financial year.

Ms. Cynthia Toh has no family relationship with any director and/or major shareholder of the Company. She has no conflict of interest with the Company and she has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.



Board of Directors' Profile



Mr. Wee Beng Chuan

Independent Non-Executive Director

Male | 57 | Malaysian

Mr. Wee Beng Chuan, aged 57, male, Malaysian, was appointed as an Independent Non-Executive Director of the Company on 1 July 2020. He is also a member of the Audit, Nominating, Remuneration and Risk Management Committees.

Mr. Wee obtained his qualifications from the Association of Chartered Certified Accountants in 1988 and commenced his professional training in an audit firm in London, England in 1989. He joined KPMG Malaysia in 1993 upon his return to Malaysia and was admitted as an audit partner of KPMG Malaysia in 2003 until his retirement from the firm on 31 December 2017.

He has been the partner in charge of KPMG Malaysia Sabah region covering officers in Kota Kinabalu, Sandakan, Tawau and Labuan; thereafter he was the partner in charge of KPMG Malaysia Southern region covering offices in Johor Bahru and Melaka. He was also a member of KPMG Malaysia Executive Committee from 2014 to 2016.

He is a member of the Malaysian Institute of Accountants and a Fellow member of the Association of Chartered Certified Accountants.

Mr. Wee has extensive experience in the audit of a wide range of companies which include public listed companies and multinationals in various industries, including manufacturing of industrial products, consumer products and services, plantation, property development and construction, transportation and logistics. He is also an experienced reporting accountant who has worked on numerous Initial Public Offerings and various fund raising exercises in the Capital Market.

He will attend the board of directors' meetings to be held for the financial year 2021 onwards.

Mr. Wee does not have any family relationship with any director and/or major shareholder of the Company. He has no conflict of interest with the Company and he has no convictions for any offences within the past five years (other than traffic offences, if any), nor any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.