

MALAYAN FLOUR MILLS BERHAD

Registration No. 196101000210 (4260-M)
(Incorporated in Malaysia)

Minutes of the Sixty-Sixth Annual General Meeting of Malayan Flour Mills Berhad
held at the Plenary Theatre, Level 3, Kuala Lumpur Convention Centre, Jalan Pinang
Kuala Lumpur City Centre, 50088 Kuala Lumpur on Tuesday, 19 May 2026 at 10.00 a.m.

- Present: Board of Directors
- | | |
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| Datuk Oh Chong Peng | (Chairman and Shareholder/Proxy) |
| Teh Wee Chye | (Executive Deputy Chairman cum
Managing Director and
Shareholder/Corporate
Representatives) |
| Dato' Seri Zainal Abidin bin
Mahamad Zain | (Director and Shareholder) |
| Prakash A/L K.V.P Menon | (Director and Shareholder) |
| Quah Poh Keat | (Director) |
| Datin Paduka Setia Dato' Dr.
Aini binti Ideris | (Director) |
| Dato' Maznah binti Abdul Jalil | (Director) |
| Azhari Arshad | (Executive Director and Shareholder) |
| Lim Pang Boon | (Director and Shareholder) |
- Shareholders/Proxies/Corporate Representatives (as listed in the attendance sheet)
- In Attendance: Yeap Khoo Soon Edwin (Chief Financial Officer)
Mah Wai Mun (Company Secretary)
Boardroom Share Registrars Sdn Bhd (Poll Administrator)
Boardroom Corporate Services Sdn Bhd (Scrutineers)
- By Invitation: Chua See Guan (External Auditors-Messrs KPMG PLT)
Members of Senior Management

1. **WELCOME ADDRESS**

The Chairman of the Meeting, Datuk Oh Chong Peng, welcomed all the shareholders, proxies and invitees to the Meeting.

The Chairman introduced the members of the Board of Directors, Chief Financial Officer and Company Secretary who were in attendance.

2. **QUORUM, NOTICE OF MEETING AND VOTING PROCEDURE**

At the request of the Chairman, the Secretary confirmed that a quorum was present and that shareholders of 136,378,799 shares had appointed the Chairman of the Meeting as their proxy.

The Chairman declared the quorum present and called the Meeting to order at 10.00 a.m.

Before proceeding to the agenda of the Meeting, the Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye presented the performance of the Group for financial year 2025 and its business outlook.

After the presentation, the Chairman stated that as the Notice convening the Meeting had been sent to all the shareholders and published in the press on 20 April 2026 in accordance with the Constitution of the Company and with the consent of the meeting, the Notice of the Meeting be taken as read.

The Chairman informed that the voting for all the 8 ordinary resolutions as set out in the Notice of the Meeting would be conducted by way of a poll in accordance with Clause 93 of the Company's Constitution.

The Company had appointed Boardroom Share Registrars Sdn Bhd as Poll Administrator to conduct the polling process and Boardroom Corporate Services Sdn Bhd as Scrutineers to observe the whole polling process, obtain the results tabulation generated by the e-Polling System and perform such other necessary duties for the Meeting.

In order to manage the time of the Meeting efficiently, the polling process for all the resolutions would be conducted upon completion of the deliberations of all items to be transacted at the Meeting.

The Chairman requested the Secretary to read the items on the Agenda.

3. **AGENDA 1**
AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 TOGETHER WITH DIRECTORS' AND AUDITORS' REPORTS

The Audited Financial Statements for the year ended 31 December 2025 together with the Directors' and Auditors' Reports thereon, were laid before the Meeting.

The Secretary informed that in accordance with Section 340(1)(a) of the Companies Act 2016, the Audited Financial Statements were required to be laid before the shareholders at the Company's Annual General Meeting. The purpose was for the shareholders to seek clarification from the Board of Directors on any matters pertaining to the Audited Financial Statements which had been circulated.

As the Agenda item was meant for discussion only and did not require formal approval of the shareholders, hence it was not put forward for voting.

4. **ORDINARY RESOLUTION 1**
RE-ELECTION OF DATUK OH CHONG PENG WHO RETIRES BY ROTATION IN ACCORDANCE WITH CLAUSE 132 OF THE CONSTITUTION OF THE COMPANY

The resolution on the re-election of Datuk Oh Chong Peng, who retires by rotation in accordance with Clause 132 of the Constitution of the Company was tabled.

The resolution was duly proposed by Ms Tan Hoe Eng and seconded by Ms Lye Sook Lin.

5. **ORDINARY RESOLUTION 2**
RE-ELECTION OF MR PRAKASH A/L K.V.P MENON WHO RETIRES BY ROTATION IN ACCORDANCE WITH CLAUSE 132 OF THE CONSTITUTION OF THE COMPANY

The resolution on the re-election of Mr Prakash A/L K.V.P Menon, who retires by rotation in accordance with Clause 132 of the Constitution of the Company was tabled.

The resolution was duly proposed by Mr Wong Kok Wai and seconded by Ms Tan Hoe Eng.

6. **ORDINARY RESOLUTION 3**
RE-ELECTION OF DATO' MAZNAH BINTI ABDUL JALIL WHO RETIRES BY ROTATION IN ACCORDANCE WITH CLAUSE 132 OF THE CONSTITUTION OF THE COMPANY

The resolution on the re-election of Dato' Maznah binti Abdul Jalil, who retires by rotation in accordance with Clause 132 of the Constitution of the Company was tabled.

The resolution was duly proposed by Ms Lye Sook Lin and seconded by Mr Lee Poh Woh.

7. **ORDINARY RESOLUTION 4**
PROPOSED PAYMENT OF DIRECTORS' FEES AMOUNTING TO RM280,000 PER ANNUM FOR THE NON-EXECUTIVE CHAIRMAN AND RM140,000 PER ANNUM FOR EACH OF THE NON-EXECUTIVE DIRECTORS IN RESPECT OF THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

The resolution on the proposed payment of Directors' fees amounting to RM280,000 per annum for the Non-Executive Chairman and RM140,000 per annum for each of the Non-Executive Directors in respect of the financial year ended 31 December 2025 was tabled.

The resolution was duly proposed by Ms Tan Hoe Eng and seconded by Mr Wong Kok Wai.

8. **ORDINARY RESOLUTION 5**
PROPOSED PAYMENT OF AN AMOUNT OF UP TO RM350,000 AS BENEFITS PAYABLE TO THE NON-EXECUTIVE DIRECTORS FOR THE PERIOD FROM THE CONCLUSION OF THE 66TH AGM UNTIL THE CONCLUSION OF THE NEXT AGM OF THE COMPANY

The resolution on the proposed payment of an amount of up to RM350,000 as benefits payable to the Non-Executive Directors for the period from the conclusion of the 66th AGM until the conclusion of the next AGM of the Company was tabled.

The resolution was duly proposed by Ms Tan Hoe Eng and seconded by Ms Lye Sook Lin.

9. **ORDINARY RESOLUTION 6**
RE-APPOINTMENT OF MESSRS KPMG PLT AS AUDITORS OF THE COMPANY FOR THE FINANCIAL YEAR ENDING 31 DECEMBER 2026 AND AUTHORISE THE DIRECTORS TO FIX THEIR REMUNERATION

The resolution on the re-appointment of Messrs KPMG PLT as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Directors to fix their remuneration was tabled.

The resolution was duly proposed by Ms Tan Hoe Eng and seconded by Mr Wong Kok Wai.

10. **ORDINARY RESOLUTION 7**
AUTHORITY TO DIRECTORS TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

The resolution on the authority to Directors to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016 was tabled.

The resolution was duly proposed by Ms Tan Hoe Eng and seconded by Ms Lye Sook Lin.

11. **ORDINARY RESOLUTION 8**
PROPOSED RENEWAL OF AUTHORITY FOR SHARE BUY-BACK

The resolution on the proposed renewal of authority for share buy-back was tabled.

The resolution was duly proposed by Ms Tan Hoe Eng and seconded by Mr Wong Kok Wai.

12. **ANY OTHER BUSINESS**

The Secretary reported that no notice had been received to transact any other business.

13. **QUESTIONS & ANSWERS (“Q & A”) SESSION**

After tabling of all resolutions, the Chairman announced that the Meeting was opened for Q & A session.

After the Q & A session, the Chairman declared that all the items on the Agenda had been tabled and discussed and would now be put to vote by way of e-polling.

The list of questions raised by the shareholders/proxies and the responses by the Company was annexed hereto and marked as Annexure A.

14. **CLOSE OF REGISTRATION**

In order to facilitate the voting process, the Chairman declared that the registration for attendance at the Meeting be closed at 11.05 a.m.

15. **e-POLLING**

Before the Meeting proceeded to conduct the poll, the Company Secretary briefed the Meeting on the e-polling procedures. The Chairman then informed that the e-polling process and verification of the votes would take about 25 minutes to complete.

With the consent of the members, the Chairman declared the Meeting adjourned and to be resumed at 11.30 a.m. or until the completion of the compilation and verification of the votes.

16. **ANNOUNCEMENT OF POLL RESULTS**

At 11.30 a.m., the Chairman reconvened the Meeting for the declaration of results. The Chairman informed that the poll results, which were verified by the Scrutineers, Boardroom Share Registrars Sdn Bhd, were ready.

The Chairman read out the poll results and declared that all resolutions tabled at the Meeting were duly carried as follows:-

Ordinary Resolution 1

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
431,987,745	98.9015	4,797,887	1.0985

RESOLVED that Datuk Oh Chong Peng, a Director who retires by rotation in accordance with Clause 132 of the Constitution of the Company, be and is hereby re-elected as Director of the Company.

Ordinary Resolution 2

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
430,757,145	98.6198	6,028,487	1.3802

RESOLVED that Mr Prakash A/L K.V.P Menon, a Director who retires by rotation in accordance with Clause 132 of the Constitution of the Company, be and is hereby re-elected as Director of the Company.

Ordinary Resolution 3

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
433,872,531	99.3331	2,913,101	0.6669

RESOLVED that Dato' Maznah binti Abdul Jalil, a Director who retires by rotation in accordance with Clause 132 of the Constitution of the Company, be and is hereby re-elected as Director of the Company.

Ordinary Resolution 4

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
436,453,231	99.9599	174,901	0.0401

RESOLVED that the payment of Directors' fees amounting to RM280,000 per annum for the Non-Executive Chairman and RM140,000 per annum for each of the Non-Executive Directors in respect of the financial year ended 31 December 2025 be and is hereby approved.

Ordinary Resolution 5

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
436,447,296	99.9586	180,836	0.0414

RESOLVED that the payment of an amount of up to RM350,000 as benefits payable to the Non-Executive Directors for the period from the conclusion of the 66th AGM until the conclusion of the next AGM of the Company be and is hereby approved.

Ordinary Resolution 6

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
420,914,595	96.3666	15,870,137	3.6334

RESOLVED that Messrs KPMG PLT be and are hereby re-appointed as Auditors of the Company to hold office until the conclusion of the next Annual General Meeting at the remuneration to be determined by the Directors.

Ordinary Resolution 7

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
392,091,246	89.7674	44,694,386	10.2326

RESOLVED that subject to the Companies Act 2016 and approval from the relevant authorities, where such approval is necessary, full authority be and is hereby given to the Directors pursuant to Sections 75 and 76 of the Companies Act 2016 to issue and allot shares in the Company at any time and upon such terms and conditions and for such purposes as the Directors may, in their absolute discretion deem fit, provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares of the Company for the time being (“General Mandate”) and that the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad and that such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company.

THAT pursuant to Section 85 of the Companies Act 2016 read together with the Company’s Constitution, approval be given to waive the statutory pre-emptive rights conferred upon the shareholders of the Company **AND THAT** the Board is exempted from the obligation to offer such new shares first to the existing shareholders of the Company in respect of the allotment and issuance of new shares pursuant to the General Mandate.

AND FURTHER THAT the new shares to be issued pursuant to the General Mandate, shall, upon allotment and issuance, rank equally in all respects with the existing shares of the Company, save and except that they shall not be entitled to any dividends, rights, allotments and/or any other forms of distribution that which may be declared, made or paid before the date of allotment of such new Shares.”

Ordinary Resolution 8

FOR		AGAINST	
Number of Shares	%	Number of Shares	%
436,785,131	99.9999	501	0.0001

RESOLVED:-

THAT subject to the Companies Act 2016, the provisions of the Constitution of the Company, Bursa Malaysia Securities Berhad (“Bursa Securities”) Main Market Listing Requirements and the approvals of all relevant governmental and/or regulatory authorities, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such amount of ordinary shares in the Company (“Proposed Share Buy-back”) as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of shares purchased pursuant to this resolution

does not exceed 10% of the total number of issued shares of the Company as at the point of purchase and that an amount not exceeding the Company's retained profits at the time of the purchase(s) will be allocated by the Company for the Proposed Share Buy-back;

THAT the authority conferred by this resolution will be effective immediately and shall continue in force until:-

- (a) the conclusion of the annual general meeting of the Company following the general meeting at which such resolution was passed at which time it shall lapse unless by ordinary resolution passed at that meeting, the authority is renewed, either conditionally or subject to conditions; or
 - (b) the expiration of the period within which the next annual general meeting after that date is required by law to be held; or
 - (c) revoked or varied by ordinary resolution passed by shareholders in a general meeting,
- whichever occurs first;

AND THAT authority be and is hereby given unconditionally and generally to the Directors of the Company to take all such steps as are necessary or expedient (including without limitation, the opening and maintaining of central depository account(s) under the Securities Industry (Central Depositories) Act, 1991, and the entering into of all other agreements, arrangements and guarantee with any party or parties) to implement, finalise and give full effect to the aforesaid purchase with full powers to assent to any conditions, modifications, revaluations, variations and/or amendments (if any) as may be imposed by the relevant authorities and with the fullest power to do all such acts and things thereafter (including without limitation, the cancellation or retention as treasury shares of all or any part of the repurchased shares) in accordance with the Companies Act 2016, the provisions of the Constitution of the Company and the requirements and/or guidelines of the Bursa Securities and all other relevant governmental and/or regulatory authorities and to do all such things as the said Directors may deem fit and expedient in the best interest of the Company.

17. **CLOSE OF MEETING**

The Chairman thanked the shareholders and proxies for their attendance and declared the Meeting closed.

The Meeting ended at 11.45 a.m.

.....
Chairman

Annexure A

1) Questions from shareholder, Mr Yea Sean King

- a. In the past five years, except for 2023 which was affected by the impairment loss, the Group's financial performance has remained relatively stable and profitable. Please enlighten us on how the Group maintains its business stability.**

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye, responded as follows:-

This year marks the Company's 60th anniversary. The Group started its operations in Lumut and has since expanded its presence to Pasir Gudang, Vietnam and Indonesia. Over the years, the food business has achieved the economies of scale, which have enabled the business to operate more efficiently and competitively.

The Group's business is significantly influenced by geopolitical and global economic factors. Over the years, the Group has weathered several "perfect storms", including the Global Financial Crisis in 2008, the period of global commodity and inflationary pressures linked to the Vietnam War era which indirectly contributed to historically high corn and soybean meal ("SBM") prices.

The current Iran crisis if persist or escalate, the impact on the global economy could potentially be more severe than the previous crises mentioned earlier. This is primarily because Iran is located near and exerts significant influence over the Strait of Hormuz, one of the world's most critical oil shipping routes. Approximately 20% of global oil supply passes through the Strait of Hormuz on a daily basis. As such, any disruption to this route would have an immediate and material impact on global energy supply chains, leading to heightened volatility in oil prices, increased transportation costs, and broader inflationary pressures worldwide.

Despite these challenges, the Group has remained resilient through continuous emphasis on operational efficiency, economies of scale and prudent risk mitigation strategies. These include careful management of raw material procurement, cost control measures, operational improvements and disciplined business planning, all of which have contributed to the Group's ability to maintain stability and profitability over the years.

- b. Please share the country of origin for corn, soybean meal ("SBM") and wheat imports. It is observed that fluctuations in raw material costs do not appear to have a significant impact on the Group's profitability, regardless of whether prices are high or low.**

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

Poultry consumption remains resilient with per capita poultry consumption in Malaysia at approximately 54 kg, which is comparable to Australia at 55 kg. This reflects strong underlying demand supported by steady Gross Domestic Product ("GDP") growth and improving economic conditions in the region, which continue to drive consumption of poultry products.

Vietnam is also emerging as a fast-growing market, with GDP per capita exceeding USD5,000. Assuming a sustained growth rate of around 10% per annum over the next 5 to 6 years, its cumulative economic expansion is expected to significantly increase its market size, potentially surpassing Indonesia in the long term.

The Group continues to leverage its strategic joint venture with Toyota Tsusho Corporation to strengthen its corn and SBM importation and trading activities. This collaboration enhances the Group's sourcing capabilities, supply chain efficiency and procurement network, thereby enabling more effective management of raw material costs and associated supply risks.

Unlike rice, corn, SBM and wheat have very limited substitution. Consequently, the Group's profitability is closely linked to global grain market movements, including supply-demand dynamics, weather conditions, geopolitical developments and currency fluctuations.

In view of this, the Group continues to focus on expanding economies of scale, improving operational efficiency and strengthening risk management practices to mitigate the impact of raw material price volatility and sustain long-term profitability.

c. Please share the distribution channel for the ready-to-eat ("RTE") business over the next 3 years.

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

The Group operates through 3 core business pillars, namely flour & grain trading ("FGT"), poultry integration and aquaculture. Since 2020, the Group has been able to integrate and leverage the distribution networks of its flour and poultry operations, thereby achieving greater operational and marketing efficiency.

For the RTE segment, the Group has already mapped out its distribution strategy. With the support of FGT and the Group's integrated business model, the Group remains confident of meeting the Government's increasing food security expectations, particularly in supporting the nation's growing per capita food consumption requirements.

d. The frozen chicken imported from Thailand is very cheap. What are the mitigation measures to address this?

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

Both the flour milling and poultry integration businesses are exposed to global market dynamics. In Thailand, the government banned corn imports, whereas in Malaysia, corn is sourced globally from multiple origins, ensuring diversified supply.

During harvest periods, corn prices in producing countries tend to reflect global market conditions. As inventories are gradually depleted, prices typically increase in line with supply and demand fundamentals.

In Malaysia, apart from exceptional periods such as 2008 (Global Financial Crisis) and 2022–2023, there has generally been no significant corn shortage. As a result, Malaysia has often benefited from relatively competitive corn pricing compared to Thailand.

Given that corn accounts for approximately 50% of feed formulation costs, the Group's access to diversified global sourcing provides a competitive advantage, particularly against markets with more restricted import structures such as Thailand.

- e. **It is observed that provision for impairment is mostly recognised in the fourth quarter of the year. Is this accounting practice?**

Chief Financial Officer, Mr Edwin Yeap responded as follows:-

The Group did not record any impairment charges in 2025. The last impairment provision was recorded in the fourth quarter of 2024. At this juncture, there are no indications that any impairment is required as PT Bungasari Flour Mills Indonesia recorded a profit for 2025. While this is an encouraging development, the Group remains cautious in assessing the recoverable amount of its investment in PT Bungasari Flour Mills Indonesia.

For 2026, the Group continues to adopt a prudent approach in assessing impairment risk. This includes ongoing monitoring of business performance, cash flow generation and prevailing market conditions across its operating segments and key investments.

Impairment assessments will continue to be carried out regularly in accordance with applicable accounting standards to ensure that any changes in recoverable values are appropriately reflected in a timely manner.

- f. **Please update on Dindings Poultry Development Centre Sdn Bhd (“DPDC”)’s Malaysia Competition Commission (“MyCC”) Case?**

Chief Financial Officer, Mr Edwin Yeap responded as follows:-

The litigation case is ongoing with the High Court granted leave for DPDC to commence judicial review of the Tribunal’s Decision. The High Court also granted an ad interim stay of the Tribunal’s Decision and the MyCC decision, pending the determination of DPDC’s application for interim stay.

- g. **What is the succession planning of the Group?**

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

The Group has transitioned from a traditionally family-owned business to a professionally managed organisation, placing greater emphasis on corporate governance, accountability and long-term sustainability. In line with this transformation, succession planning has become an integral part of the Board’s responsibilities to ensure leadership continuity, organisational stability and the sustainable growth of the Group.

As part of its ongoing governance responsibilities, the Board regularly reviews the succession pipeline for key leadership positions, including senior management and executive roles, to ensure that qualified and capable talent is available to meet the Group’s evolving needs.

2) **Questions from shareholder, Mr Chee Kok Oon**

- a. **What is the size of the farm with a slaughtering capacity of 200,000 birds per day?**

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

At present, approximately 60% of poultry farms in Malaysia continue to operate under conventional open-house systems, while the national poultry self-sufficiency level (“SSL”) remains below 90%.

To enhance industry productivity, biosecurity and food security, the Group is collaborating closely with the Ministry of Agriculture and Food Security (“MAFS”) to develop a modern “Tyson Model House” (“TMH”) that integrates climate-control systems and precision farming technologies. Each TMH, measuring 600 feet by 50 feet, is designed to accommodate approximately 50,000 broilers per house.

The Group has submitted the proposal to MAFS for consideration and approval, with the objective of supporting the modernisation of Malaysia’s poultry industry and strengthening the country’s food security agenda.

b. Where is the location of the farm houses?

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

The farm is required to comply with compartmentalisation and biosecurity standards set by the Department of Veterinary Services (“DVS”) to effectively control disease outbreaks. This compliance is essential to enable the Group to export chilled and/or frozen chicken as well as further processed products to neighbouring countries and the Middle East.

To support the targeted production capacity of 200,000 birds per day, the Group plans to progressively increase reliance on contract farming. In particular, the proportion of bird supply from contract farmers for day-old chicks is expected to increase from the current 65% to 80%, thereby enhancing scalability, operational flexibility and supply assurance.

3) Question from shareholder, Madam Lee Guat Hoe

a. From a good corporate governance perspective, would the Company consider changing its external Auditors, given that they have served the Group for many years? Additionally, does the Company have a policy governing the appointment, re-appointment and rotation of external Auditors?

Chairman, Datuk Oh responded as follows:-

The Company does not have a formal policy on the appointment, re-appointment and rotation of external Auditors.

In Malaysia, auditor independence is safeguarded through the mandatory rotation of audit partners under the Malaysian Institute of Accountants’ By-Laws (On Professional Ethics, Conduct and Practice). These requirements are strictly enforced by the Securities Commission Malaysia and its Audit Oversight Board. Under the applicable regulations, a Key Audit Partner may not serve the same public listed company for a cumulative period exceeding 7 years.

The Board and Management are satisfied that KPMG PLT has discharged its duties and responsibilities professionally, effectively and independently, notwithstanding its long tenure with the Group. The Audit Committee conducts an annual assessment of the external Auditors’ performance, independence, objectivity and effectiveness before recommending their re-appointment to the Board.

4) Questions from shareholder, Mr Shak Kum Choy

- a. **What are the key risks associated with expanding the Group's business from Malaysia into Vietnam? What measures has the Group taken to mitigate these risks, particularly in Vietnam and Indonesia?**

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

In 1992, the Company participated in an official trade and investment mission to Vietnam led by then-Prime Minister of Malaysia, Tun Dr. Mahathir Mohamad. This strategic initiative reflected the Group's long-term vision of expanding beyond the domestic market and establishing itself as a leading food enterprise in the region.

Recognising Vietnam's strong growth potential and the opportunities presented by the liberalisation of its economy, the Group took an early-mover approach to explore investments and business opportunities in the country. The visit provided valuable insights into the market and laid the foundation for the Group's regional expansion strategy.

The Group's expansion into Vietnam was spearheaded by Mr Lim Pang Boon, who played a pivotal role in establishing and developing the Group's presence in the country. Demonstrating remarkable commitment and perseverance, Mr Lim spent approximately 30 years in Vietnam overseeing the Group's investments and operations, laying a strong foundation for its long-term growth in the market. Between 1995 and 2002, Vimaflour Ltd was successfully established and developed into one of the Group's key overseas investments.

The Group was fortunate to be among the early foreign investors in Vietnam's flour milling industry. This first-mover advantage enabled the Group to secure strategic opportunities and build strong relationships within the local market at an early stage of the country's economic development.

The Group recruited 10 engineers and invested extensively in their training and professional development. They were encouraged to learn English to facilitate knowledge transfer and technical learning. As part of this effort, the team translated flour milling technical manuals and handbooks from English into Vietnamese, enabling local employees to better understand and apply industry best practices. This initiative not only accelerated the development of local expertise but also contributed significantly to the successful establishment and growth of the flour milling operations in Vietnam.

Unlike Vietnam, where the foreign exchange environment has generally been more stable and predictable, Indonesia has historically experienced greater volatility in its currency movements. As a result, businesses operating in Indonesia are exposed to higher foreign exchange risks.

- b. **The Company has a veteran member of senior management who is 82 years old. How does the Board view this in terms of leadership continuity and effectiveness?**

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

Mr Yap Fan Yee has been a dedicated and valued member of the Group's senior management team for many years. Despite being 82 years old, he remains physically fit,

actively engaged and continues to contribute meaningfully to the Group through his extensive industry knowledge, experience and leadership.

5) Question from shareholder, Mr Tan Kay Wee

a. Please elaborate on the Group's business operations in Indonesia?

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

PT Bungasari Flour Mills Indonesia is a well-established and dominant player in the Indonesian flour milling industry and continues to receive strong support from its local customer base.

Unlike Vietnam, where the Group entered the market at an early stage and was able to build its presence progressively, the Group entered Indonesia at a later stage. As a result, the Group faces the challenge of penetrating a more mature and competitive market, requiring sustained effort to expand market share and strengthen brand positioning. This "late entrant" position also means the Group must navigate higher market entry barriers and greater price competition.

In addition, the Indonesian operating environment is characterised by greater macroeconomic volatility, including fluctuations in the Indonesian Rupiah and periodic shifts in economic and policy direction.

6) Question from shareholder, Mr Loh Leh Sheng

a. What preventive measures has the Company implemented to combat the Newcastle Disease outbreak, particularly in view of the shortage of vaccines in the market? What is the severity of the impact on farm performance and financial results?

Executive Deputy Chairman cum Managing Director, Mr Teh Wee Chye responded as follows:-

From a long-term capability-building perspective, the Company has established strategic collaborations under a Memorandum of Agreement signed in 2017 between Universiti Putra Malaysia ("UPM") and the University of Arkansas ("UAF"), Center of Excellence for Poultry Science. This collaboration provides a structured framework for academic and technical cooperation, including faculty exchange, undergraduate and postgraduate programs as well as knowledge transfer initiatives. Under this program, selected UPM graduates have been sent to UAF for advanced training with partial tuition fee support, thereby strengthening the Group's technical expertise and human capital development in poultry science.

In terms of disease mitigation at the operational level, the Group works closely with the Department of Veterinary Services ("DVS") and the Ministry of Agriculture and Food Security ("MAFS") to implement stringent biosecurity protocols across all farms. These include compartmentalisation practices, enhanced farm hygiene standards, controlled access measures and continuous monitoring of flock health conditions.

In addition, the Group leverages modern farming systems, including climate-controlled housing and precision farming technologies to create an optimal rearing environment. The Group is able to better predict growth cycles and optimise the timing for achieving target body weight. By maintaining stable temperature, ventilation and environmental

conditions, the birds experience lower stress levels, which in turn reduces susceptibility to disease.

The Group's climate control and precision farming technologies are intended to be progressively shared with the Malaysian farming community. As Malaysia is the second largest poultry-consuming country in the world, it is critical to ensure the resilience and stability of the poultry industry, as any significant disruption could have far-reaching implications on food security and supply.

In this regard, the DVS and MAFS have expressed their interest in collaborating with the Group. Through such collaboration and broader industry adoption of modern farming practices, a significant portion of operational and disease-related risks can be mitigated.

In addition, the Group continues to work closely with vaccine suppliers and industry experts to actively monitor disease trends within its poultry farms. This enables timely preventive measures and supports more effective disease control and management strategies.