



7-Eleven Malaysia Holdings Berhad
201301028701 (1058531-W)





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VISION

To be the best retailer of convenience

Menjadi peruncit serbaneka yang terbaik

MISSION

To consistently serve the changing needs of customers for their convenience

Memberi layanan secara konsisten mengikut perubahan keperluan semasa pelanggan demi keselesaan mereka

VALUES



UNDERSTAND

We seek to understand the needs of stakeholders & the company to make the best (balanced) decisions

Kami berusaha untuk memahami keperluan pelbagai pihak & juga pihak syarikat dalam membuat keputusan yang seimbang dan terbaik



SIMPLIFY

We work towards making things convenient for people to increase the effectiveness of our solutions

Kami berusaha memudahkan setiap perkara untuk setiap pihak bagi mendapatkan penyelesaian yang terbaik



SOLVE

We find ways to resolve issues that prevents us from delivering value to those we serve

Kami sentiasa mencari jalan penyelesaian untuk memberi manfaat kepada semua pihak



CONNECT

We communicate to manage people's expectations in the most effective manner

Kami berkomunikasi secara berkesan untuk memaklumkan kepada semua pihak mengenai perkembangan terkini

OVERVIEW

7-Eleven Malaysia Holdings Berhad ("SEM") is a non-operating investment holding company which has been listed on the Main Market of Bursa Malaysia Securities Berhad ("Bursa Malaysia") since 2014.





Through its major subsidiary, 7-Eleven Malaysia Sdn. Bhd. ("7-Eleven Malaysia"), SEM is the owner and operator of 7-Eleven stores in Malaysia. Incorporated on 4 June 1984, 7-Eleven Malaysia has made its mark in the retailing scene and remained a prominent icon for over 38 years. 7-Eleven Malaysia is the pioneer and largest 24-hours standalone convenience store operator in Malaysia.

Through another major subsidiary, Caring Pharmacy Group Berhad ("Caring"), SEM is the owner of one of the largest retail pharmacy chains in Malaysia. Established since 1994, Caring has grown its outlets to 156 by end-2021, with an established presence nationwide, except Terengganu and Sarawak. Caring was listed on Bursa Malaysia from 2013 until May 2020. The acquisition of Caring by SEM was completed in June 2020, marking SEM's diversification and foray into the retail pharmacy segment.

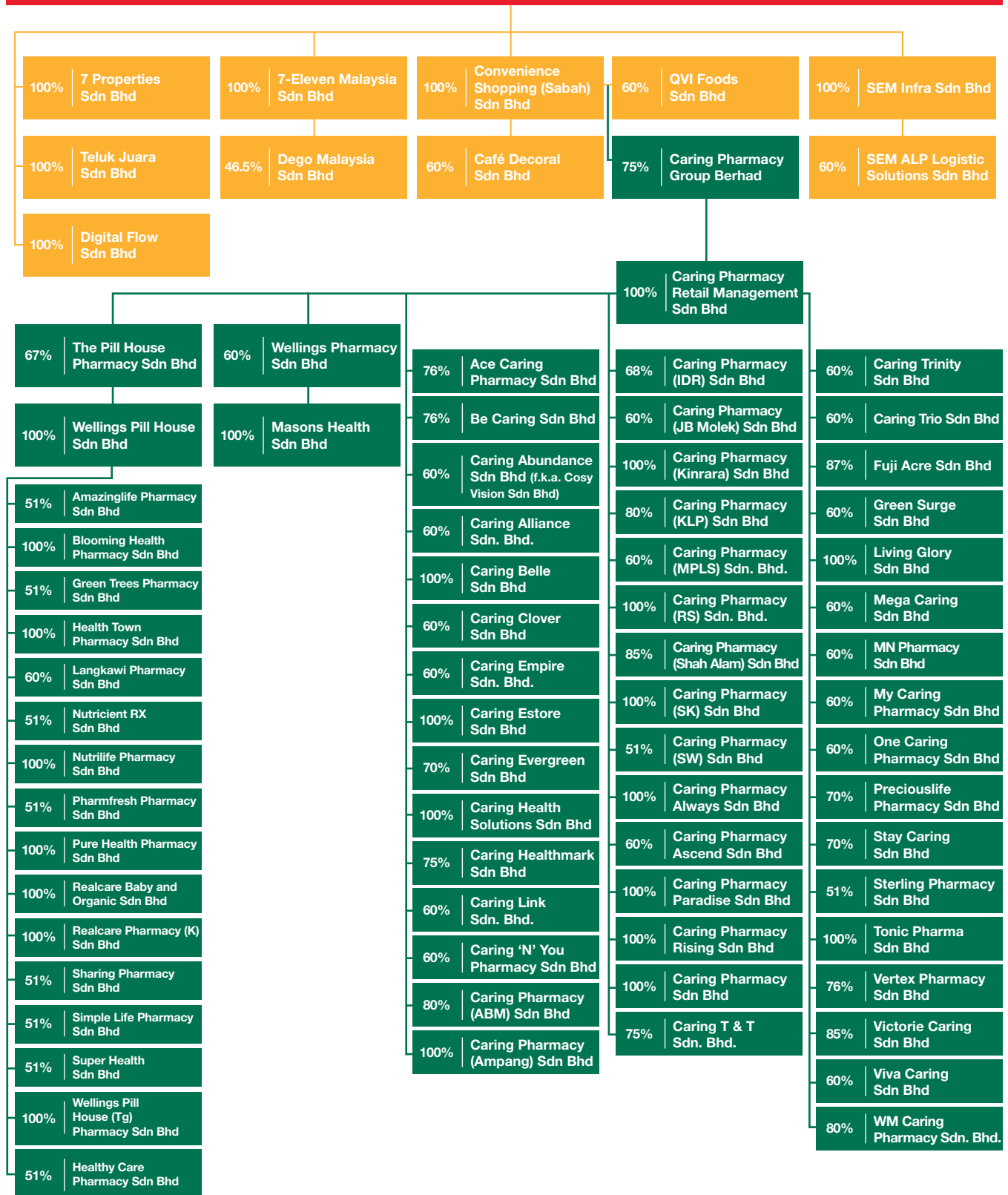


CORPORATE STRUCTURE

as at 31 March 2022



7-Eleven Malaysia Holdings Berhad



CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Sri Robin Tan Yeong Ching
Chairman, Non-Independent
Non-Executive Director

Dato' Richard Alexander John Curtis
Deputy Chairman, Senior Independent
Non-Executive Director

Tan U-Ming
Executive Director cum
Co-Chief Executive Officer

Wong Wai Keong
Executive Director cum
Co-Chief Executive Officer

**Muhammad Lukman
Bin Musa @ Hussain**
Non-Independent
Non-Executive Director

Chan Kien Sing
Non-Independent
Non-Executive Director

Tsai, Tzung-Han
Non-Independent
Non-Executive Director

Shalet Marian
Independent Non-Executive Director

**Puan Sri Datuk Seri Rohani
Parkash Binti Abdullah**
Independent Non-Executive Director

**Dr. Mazatul 'Aini Shahar Binti
Abdul Malek Shahar**
Independent Non-Executive Director

AUDIT COMMITTEE

Shalet Marian
Chairperson
Independent Non-Executive Director

**Muhammad Lukman
Bin Musa @ Hussain**
Member
Non-Independent
Non-Executive Director

**Dr. Mazatul 'Aini Shahar Binti
Abdul Malek Shahar**
Member
Independent Non-Executive Director

REMUNERATION COMMITTEE

Chan Kien Sing
Chairman
Non-Independent
Non-Executive Director

Shalet Marian
Member
Independent Non-Executive Director

**Puan Sri Datuk Seri Rohani
Parkash Binti Abdullah**
Member
Independent Non-Executive Director

RISK MANAGEMENT AND SUSTAINABILITY COMMITTEE

Dato' Richard Alexander John Curtis
Chairman
Senior Independent
Non-Executive Director

**Muhammad Lukman
Bin Musa @ Hussain**
Member
Non-Independent
Non-Executive Director

**Dr. Mazatul 'Aini Shahar
Binti Abdul Malek Shahar**
Member
Independent Non-Executive Director

NOMINATING COMMITTEE

**Puan Sri Datuk Seri Rohani
Parkash Binti Abdullah**
Chairperson
Independent Non-Executive Director

Shalet Marian
Member
Independent Non-Executive Director

Chan Kien Sing
Member
Non-Independent
Non-Executive Director

COMPANY SECRETARIES

Tai Yit Chan (MAICSA 7009143)
(SSM PC No.202008001023)
Tia Hwei Ping (MAICSA 7057636)
(SSM PC No.202008001687)

REGISTERED OFFICE

12th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim,
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Fax No.: +603 7890 4650

HEAD OFFICE

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55100 Kuala Lumpur,
Wilayah Persekutuan,
Malaysia
Tel. No.: +603 2142 1136
Fax No.: +603 2142 1139
Email address:
contactus@7eleven.com.my
Website address:
www.7eleven.com.my

AUDITORS

Ernst & Young PLT
Level 23A, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
50490 Kuala Lumpur,
Wilayah Persekutuan,
Malaysia
Tel. No.: +603 7495 8000

SHARE REGISTRAR

Berjaya Registration Services Sdn. Bhd.
Lot 10-04A & 10-04B,
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Berjaya Times Square,
No.1 Jalan Imbi,
55100 Kuala Lumpur,
Wilayah Persekutuan,
Malaysia
Tel. No.: +603-2145 0533
Fax No.: +603-2145 9702

PRINCIPAL BANKERS

Malayan Banking Berhad
AmBank (M) Berhad
CIMB Bank Berhad
RHB Bank Berhad

STOCK EXCHANGE LISTING

Main Market of
Bursa Malaysia Securities Berhad
Stock Name : SEM
Stock Code : 5250

PLACE OF INCORPORATION AND DOMICILE

Malaysia

BOARD OF DIRECTORS



1 DATO' SRI ROBIN TAN YEONG CHING
Chairman, Non-Independent
Non-Executive Director

**2 DATO' RICHARD ALEXANDER
JOHN CURTIS**
Deputy Chairman,
Senior Independent
Non-Executive Director

3 TAN U-MING
Executive Director cum Co-Chief
Executive Officer ("Co-CEO")

4 WONG WAI KEONG
Executive Director cum Co-Chief
Executive Officer ("Co-CEO")

5 CHAN KIEN SING
Non-Independent
Non-Executive Director



6 MUHAMMAD LUKMAN BIN MUSA @ HUSSAIN
Non-Independent
Non-Executive Director

7 PUAN SRI DATUK SERI ROHANI PARKASH BINTI ABDULLAH
Independent
Non-Executive Director

8 SHALET MARIAN
Independent
Non-Executive Director

9 DR. MAZATUL 'AINI SHAHAR BINTI ABDUL MALEK SHAHAR
Independent
Non-Executive Director

10 TSAI, TZUNG-HAN
Non-Independent
Non-Executive Director

PROFILE OF DIRECTORS

DATO' SRI ROBIN TAN YEONG CHING

**Male, Aged 48,
Malaysian
Chairman,
Non-Independent Non-Executive Director**

Dato' Sri Robin Tan Yeong Ching was appointed to our Board as Chairman, Non-Independent Non-Executive Director on 25 November 2021.

He graduated with a Bachelor of Social Science degree in Accounting/Law from the University of Southampton, United Kingdom in 1995. He joined Berjaya Group Berhad in 1995 as an Executive and subsequently became the General Manager, Corporate Affairs in 1997.

Currently, he is the Executive Chairman of Berjaya Sports Toto Berhad, Non-Independent Non-Executive Deputy Chairman of Berjaya Corporation Berhad and a Director of Atlan Holdings Bhd.

He is also an Executive Director of Sports Toto Malaysia Sdn Bhd, Berjaya Hartanah Berhad (formerly known as Berjaya Golf Resort Berhad), Bukit Kiara Resort Berhad and Staffield Country Resort Berhad and a Director of KDE Recreation Berhad. He also holds directorships in several other private limited companies in the Berjaya Corporation Group of companies.

He is a son of Tan Sri Dato' Seri Vincent Tan Chee Yioun, a major shareholder of 7-Eleven Malaysia Holdings Berhad and a brother of Mr. Tan U-Ming, the Executive Director cum Co-Chief Executive Officer of 7-Eleven Malaysia Holdings Berhad.

DATO' RICHARD ALEXANDER JOHN CURTIS

**Male, Aged 70,
British
Deputy Chairman,
Senior Independent Non-Executive Director**

Dato' Richard Alexander John Curtis was appointed to our Board as Deputy Chairman, Independent Non-Executive Director on 25 November 2021 and redesignated as a Senior Independent Non-Executive Director on 20 April 2022. He was appointed as Chairman of the Risk Management and Sustainability Committee on 20 April 2022.

Dato' Richard Alexander John Curtis, after graduating with a LLB. (Hons) from Bristol University, United Kingdom, commenced his career in legal practice as a solicitor in Norton Rose (1976-1979) in London and progressively advanced his career by joining Jardine Matheson & Co. (1979-1983) in Hong Kong after which he joined the Jardine Offshore Group (1983-1986) with postings to Singapore and Indonesia. He subsequently pursued his own businesses (1988-1997) in retail, consultancy and construction before helming The Melium Group (1997-2004), a leading Malaysian retail company and F&B chain operator, as its Chief Executive Officer.

Dato' Richard Alexander John Curtis was formerly the Group Managing Director of Cahya Mata Sarawak Berhad ("CMS"), a conglomerate listed on the Main Market of Bursa Malaysia Securities Berhad with cement, construction materials, road maintenance, infrastructure and property development as its core businesses until his retirement on 31 December 2017. He was then appointed as a Non-Independent Non-Executive Director of CMS and of some of its subsidiary companies until his resignation on 31 December 2018. He was then appointed as an Adviser to CMS, whilst remaining as a Non-Independent Non-Executive Director of some of its subsidiary companies, until he retired effective 1 January 2021.

Dato' Richard Alexander John Curtis was also a Non-Independent Non-Executive Director, member of Group Board Risk Committee and member of Group Board Digital Innovation & Technology Committee of Kenanga Investment Bank Berhad. He ceased to be a member of these two Committees and a Non-Independent Non-Executive Director on 11 June 2021.

PROFILE OF DIRECTORS

TAN U-MING

**Male, Aged 35,
Malaysian
Executive Director cum
Co-Chief Executive
Officer (“Co-CEO”)
Key Senior Management**

Mr. Tan U-Ming was appointed to our Board as Executive Director on 21 August 2013, and subsequently he was appointed as Co-Chief Executive Officer (“Co-CEO”) of the Company with effect from 1 December 2020.

Mr. Tan U-Ming attended college in Irvine Valley College, California, USA. Before embarking on his studies in the US, he spent a year as a Management Trainee with Convenience Shopping Sdn. Bhd. (now known as 7-Eleven Malaysia Sdn. Bhd.), the earlier half of which as a Store Associate and the latter as an Intern with the Merchandising Department. Before returning to Malaysia, he spent six (6) months completing the Franchisee, In-store Training and Field Consultant Certification Training (Phase 1) courses with 7-Eleven Inc. in North America.

In 2008, he was appointed as a Director of 7-Eleven Malaysia Sdn. Bhd., where he was responsible for overseeing its Merchandising, Supply Chain, Procurement and Marketing functions. He was promoted to the position of Executive Director in 2011.

He currently holds multiple directorships in other private companies of various industries. He is also the son of Tan Sri Dato’ Seri Vincent Tan Chee Yioun, a major shareholder of the 7-Eleven Malaysia Holdings Berhad and a brother of Dato’ Sri Robin Tan Yeong Ching, the Chairman, Non-Independent Non-Executive Director of 7-Eleven Malaysia Holdings Berhad.

WONG WAI KEONG

**Male, Aged 48,
Malaysian
Executive Director cum
Co-Chief Executive
Officer (“Co-CEO”)
Key Senior Management**

Mr. Wong Wai Keong was appointed to our Board as Executive Director on 1 November 2020, subsequently he was appointed as Co-Chief Executive Officer (“Co-CEO”) of the Company with effect from 1 December 2020.

Mr. Wong Wai Keong was appointed as Chief Financial Officer of the Company on 12 March 2018. He is an experienced financial professional and has over 23 years of working experience in multinational corporations (MNCs) and local environment across the region overseeing finance, accounting, information technology/enterprise resource planning (ERP) and business management. He has worked in various industries including healthcare, multi-level marketing, Enterprise Application services, manufacturing, agriculture and the Fast Moving Consumer Goods industry (FMCG).

He is a member of the Chartered Institute of Management Accountant (CIMA), the Malaysian Institute of Accountants (MIA) and the Chartered Global Management Accountants (CGMA).

Prior to joining 7-Eleven Malaysia Holdings Berhad, he was the Group Finance Director of SyAqua Group Inc. overseeing the Asian markets and Florida, USA where he was involved in the organization expansion and was instrumental in transforming the group into an integrated functional business.

He has previously held management roles in Avon Cosmetics, KFCH Marketing, Ayamas Food Corp, Abbott Laboratories, and Wyeth. He was also a Lead Application Consultant with JD Edwards.

PROFILE OF DIRECTORS

CHAN KIEN SING

**Male, Aged 65,
Malaysian
Non-Independent
Non-Executive Director**

Mr. Chan Kien Sing was appointed to the Board first as Executive Director on 21 August 2013 and was then redesignated as Non-Independent Non-Executive Director on 22 April 2015. Mr. Chan Kien Sing was appointed as the Chairman of the Remuneration Committee and a member of the Nominating Committee on 12 March 2021. He resigned as member of the Nominating Committee on 12 April 2022.

He is a chartered accountant by qualification and a member of the Malaysian Institute of Certified Accountants (MICPA) and Malaysian Institute of Accountants (MIA). He has over 40 years of experience in strategic corporate planning and structuring, M&As, IPOs, audit/accountancy and managing business operations.

From 1975 to 1981, he pursued his professional MICPA articleship with Messrs Peat Marwick Mitchell (now KPMG). Involved principally in statutory compliance audits for companies in various industries. He subsequently joined Ambank Bhd, an investment bank, for eight years specialising in corporate advisory and banking. A notable assignment in Ambank was co-leading a joint research team with Kleinwort Benson, to formulate the Privatisation Master plan (PMP) for the Government of Malaysia.

In 1989, Mr. Chan joined Berjaya Corporation to head their Group Investment function. Shortly thereafter, he was promoted to Group Executive Director and spent some 30 years in the group overseeing various operations and functions. He retired as Executive Director in January 2017 and remained as Non-Executive Director until December 2019.

Whilst in Berjaya Group, he held multiple roles and was seconded to oversee various operations. Following are some notable appointments:

- DiGi Telecommunications Sdn Bhd
 - CEO/ Executive Director of DiGi from 1995 till 2005.
- 7 Eleven Malaysia Sdn Bhd ("7E")
 - Managing Director / Executive Director.
- CEO of Berjaya Capital Bhd which operates the stockbroking company, Inter-Pacific Securities Sdn Bhd.
- Managing Director of the Sun Media group. Publishes theSun newspaper. Largest free daily paper distributed in Malaysia.
- Director of Caring Pharmacy Sdn Bhd. ("Caring")
Instrumental in identifying this pharmacy chain and negotiating a minority strategic investment position. Coordinated the public listing of Caring on Bursa in 2013. Caring grew to become the largest pharmacy retail chain in Malaysia.

Currently, he is a Non-Independent Non-Executive Director of Berjaya Assets Berhad and holds directorships in several other private limited companies.

TSAI, TZUNG-HAN

**Male, Aged 45,
Taiwanese
Non-Independent
Non-Executive Director**

Mr. Tsai, Tzung-Han was appointed to the Board as Non-Independent Non-Executive Director on 16 January 2019.

He obtained his Juris Doctor Degree in law from Georgetown University Law Center, USA and his Bachelor's Degree in Economics from Harvard University, USA.

Currently, he is the Vice Chairman of Cathay United Bank, a subsidiary of Cathay Financial Holdings, a publicly listed company in Taiwan. He also serves as a director on the Board of Directors of Cathay Life Insurance, the largest life insurer in Taiwan and also a subsidiary of Cathay Financial Holdings. After returning from the USA in 2005, he served in various capacities at Cathay Life Insurance, including senior vice president in charge of alternative investments and executive vice president in charge of real estate acquisitions and development, human resources and strategic planning. He also ran the strategic planning department for Cathay Financial Holdings from 2010 until 2016. During his tenure, Mr. Tsai oversaw a number of overseas strategic investments on behalf of the group. He joined Cathay United Bank in 2015 and served as the Head of Strategic Planning until he became the Vice Chairman in 2016, where he continues to oversee the strategic planning, wealth management, digital banking, data analytics and overseas banking departments.

Prior to returning to Taiwan, he worked briefly in private equity at Goldman Sachs in New York and in venture capital at Pacific Venture Partners in San Francisco. From 2001 until 2003, he was a practicing attorney in the real estate department at Hale and Dorr LLP, currently known as Wilmer Hale, in Boston.

Mr. Tsai, Tzung-Han has over fifteen (15) years' experience in investment and business development in the finance industry. Mr. Tsai, Tzung-Han is the son of Mr. Tsai, Hong-Tu, who is the major shareholder of 7-Eleven Malaysia Holdings Berhad by virtue of his indirect interest shareholding in Classic Union Group Ltd.

PROFILE OF DIRECTORS

SHALET MARIAN

**Female, Aged 65,
Malaysian
Independent
Non-Executive Director**

Ms. Shalet Marian was appointed to our Board as Independent Non-Executive Chairman on 21 August 2013 and re-designated as Independent Non-Executive Director on 20 July 2016. She serves as the member of Audit Committee, member of Remuneration Committee and Chairperson of Nominating Committee. On 12 April 2022, she was redesignated as Chairperson of Audit Committee and a member of Nominating Committee.

She is a member of the Malaysian Institute of Certified Public Accountants and Malaysian Institute of Accountants.

Ms. Shalet Marian's career as a public accountant with a specialization in tax spanned over 30 years. She has a wealth of experience in finance and risk management. In KPMG Malaysia, she held various senior positions which include Head of Corporate Tax, Head of Indirect Tax, Head of Finance and Administration and Country Risk Manager. In her career she also served as internal auditor of Arab-Malaysian Merchant Bank (now known as AmInvestment Bank Berhad) in 1984. She took an early retirement in 2010 to refresh her skills in people management.

In the field of human and personal development, she is certified in Neuro Linguistic Programming, Lifeline Techniques, Cognitive Behaviour Models and Aubrey Daniels Institute's certification in behavioural based performance management technologies incorporating Performance Management and Coaching for Rapid Change in Business. In addition, she gained certification in Malaysian Goods and Services Tax (GST) from the Royal Malaysian Customs Department in 2013. She served as Advisor on tax matters that included GST to a firm of consultants between 2011 and 2015. She obtained the Human Resources Development Fund (HRDF) Certification in Training in 2017. In 2021 she obtained a Certificate in Cybersecurity Fundamentals for Finance and Accounting Professionals (AICPA and CIMA).

Ms. Shalet Marian was appointed to the Board of Directors of Hong Leong Assurance Berhad on 16 June 2016 and is a member of the Hong Leong Group Board, Audit Committee, Nomination Committee and Group Board Information and Technology Committee.

MUHAMMAD LUKMAN BIN MUSA @ HUSSAIN

**Male, Aged 46,
Malaysian
Non-Independent
Non-Executive Director**

Encik Muhammad Lukman Bin Musa @ Hussain has been an Independent Non-Executive Director of the Company since 21 August 2013 and was redesignated as Non-Independent Non-Executive Director on 22 March 2022.

He also serves as the Chairman of Audit Committee, member of Remuneration Committee and member of Nominating Committee. Subsequently, he was redesignated as member of Audit Committee on 22 March 2022 and resigned as member of Remuneration Committee and member of Nominating Committee on 11 April 2022. He then appointed as member of Risk Management and Sustainability Committee on 20 April 2022.

He commenced his career in 1998 as an external auditor with Andersen & Co (Malaysia). In 2001, he has pursued his career in United Kingdom and his last position in United Kingdom was as the Manager in Banking & Capital Market Division at the London office of Ernst & Young LLP, United Kingdom. Upon his return in 2008, he joined Ernst & Young PLT (Malaysia) as the Audit and Assurance Director, and was responsible in managing various Government Linked and Multinational Companies portfolio. In 2011, he left Ernst & Young (Malaysia) to hold the position as Chief Operating and Chief Financial Officer of Unitar Capital Sdn. Bhd. (UNITAR), the operator of UNITAR International University, and a subsidiary of Ekuiti Nasional Berhad. In June 2016, he left UNITAR and joined MARA Corporation Sdn. Bhd., a strategic investment holding company of Majlis Amanah Rakyat (MARA) as the Acting Chief Executive Officer and Chief Financial Officer. In July 2019, he left MARA Corporation Sdn. Bhd. and currently act as an Advisor to ECS Solutions Sdn. Bhd., a boutique management and advisory firm.

He holds a Bachelor in Accountancy Studies from University of Portsmouth, United Kingdom. He is also a qualified Chartered Accountant from Malaysian Institute of Accountants (MIA) and is a fellow member of the Institute of Chartered Accountants in England and Wales (ICAEW).

He currently serves on the Board of MBM Resources Berhad. In March 2022, he has been appointed as the Chief Executive Officer of Berjaya Capital Berhad.

PROFILE OF DIRECTORS

PUAN SRI DATUK SERI ROHANI PARKASH BINTI ABDULLAH

**Female, Aged 66,
Malaysian
Independent
Non-Executive Director**

Puan Sri Datuk Seri Rohani Parkash Binti Abdullah was appointed to the Board as Independent Non-Executive Director on 10 February 2017. She was appointed as the Chairperson of the Nominating Committee and member of Remuneration Committee on 11 April 2022.

She obtained her Master of Business Administration from Oklahoma State University, USA in 1995.

Her career was primarily in the civil service and spanned the land and regional development, communication and multimedia, human resources and higher education sectors. She was extensively involved in international and policy aspects of these sectors and left the government service in 2012 as the Deputy Secretary General of Ministry of Higher Education. She concluded her career in the public sector as a Senior Fellow at University Teknologi Malaysia.

Since mid-2015, Puan Sri has involved herself solely with the corporate sector, as well as her role (mid-2012 to late-2018), as the President of PUSPANITA Kebangsaan (Association of Women Civil Servants and Wives of Civil Servants) which is a charity and volunteer organisation.

She is also the Chairperson of the Sultan Idris Education University (UPSI), the first lady to assume the post in a public university in Malaysia.

DR. MAZATUL 'AINI SHAHAR BINTI ABDUL MALEK SHAHAR

**Female, Aged 50,
Malaysian
Independent
Non-Executive Director**

Dr Mazatul 'Aini Shahar Binti Abdul Malek Shahar ("Dr Aini") was appointed to the Board as Independent Non-Executive Director on 12 April 2022. She was appointed as the member of the Audit Committee on 12 April 2022 and subsequently, she was appointed as member of Risk Management and Sustainability Committee on 20 April 2022.

Dr Aini was the Group Chief Financial Officer ("CFO") of Proton Holdings Berhad prior to the merger with Zhejiang Geely Holdings Group. Previously, she was also the CFO for Nationwide Express Courier Services Berhad.

Her career began with Arthur Anderson & Co in 1995 after graduating from the University of Nottingham, UK. She then joined Aseambankers Malaysia Berhad as an investment banker and afterwards headed the Capital Markets division in Bank Pembangunan Malaysia Berhad. She also became a financial consultant to Prokhas Sdn. Bhd. (Prokhas) and Malaysia Institute of Accountants (MIA).

Dr Aini has 26 years of hands-on experience in Islamic banking & finance, fund-raising, transformation management, corporate finance and advisory works. She is the editor of the 1st Islamic Finance Accounting textbook, launched by MIA.

She is a fellow of the Institute of Chartered Accountants in England and Wales (ICAEW) and obtained her PhD in Political Economy & Islamic Banking from a London University.

Dr Aini is currently an Independent Non-Executive Director of IJN Holdings Sdn Bhd and the chairman of the Tender Board Committee and member of the Finance Committee. She is also an Independent Non-Executive Director of TH Heavy Engineering Berhad and a member of the Audit Committee.

PROFILE OF DIRECTORS

Notes:-

1. The details of Board Committees held by the Directors and the number of board meetings attended by them are disclosed in the Corporate Governance Overview Statement.
2. Save as disclosed, none of the Directors have:-
 - Any other directorship in public companies and listed issuers;
 - Any family relationship with any Director and/or major shareholder;
 - Any conflict of interest with the Company;
 - Any convictions for offences within the past five (5) years other than traffic offences, if any; and
 - Any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

PROFILE OF KEY SENIOR MANAGEMENT

TAN U-MING

**Executive Director cum
Co-Chief Executive Officer**

The profile of Mr. Tan U-Ming is set out on page 9 of this Annual Report.

WONG WAI KEONG

**Executive Director cum
Co-Chief Executive Officer**

The profile of Mr. Wong Wai Keong is set out on page 9 of this Annual Report.

CHONG YEOW SIANG

**Male, Aged 54,
Malaysian
Managing Director of Caring Pharmacy Group Berhad**

Mr. Chong Yeow Siang graduated in 1992 from Universiti Sains Malaysia with a Bachelor of Pharmacy (Honours) Degree. He became a Registered Pharmacist with the Ministry of Health in 1993. His career started in 1992 as a Pupil Pharmacist in the Pharmacy Department of the Penang General Hospital. Subsequently he left and joined Servier Malaysia, a French pharmaceutical company located in Kuala Lumpur, as a Hospital Product Specialist in 1993. In 1994, he became Product Executive at Servier Malaysia and was later appointed as Product Manager of the company in 1995. He left Servier Malaysia in 1997 and took up the position as Branch Manager and Pharmacist at the Taman Kok Lian outlet of Caring Pharmacy Sdn Bhd. In 1999, he was later appointed as General Manager of Caring Pharmacy Sdn Bhd where he was responsible for the operations of six CARiNG outlets. He was appointed to his current tenure as Group Managing Director of CARiNG Group of companies in 2002 and is mainly responsible for developing the strategic direction and overseeing the business operations of the Group.

SOO CHAN CHIEW

**Male, Aged 53,
Malaysian
Executive Director of Caring Pharmacy Group Berhad**

Mr. Soo Chan Chiew graduated in 1992 from Universiti Sains Malaysia with a Bachelor of Pharmacy (Honours) Degree. He became a Registered Pharmacist with the Ministry of Health in 1993. His career started in 1992 as a Pupil Pharmacist with Universiti Hospital, Kuala Lumpur. In 1993, he joined George Town Chemist Sdn Bhd, a retail pharmacy chain, as a Pharmacist in one of the outlets. Subsequently he left to set up Caring Pharmacy Sdn Bhd in 1994 and was appointed as Branch Manager of our first 'CARiNG' community pharmacy outlet in Taman Muda. In 2007, with the establishment of Caring Pharmacy Retail Management Sdn Bhd, both the Heads of Finance and Management Information System Department report to him. His role and responsibilities include identifying critical business issues and to develop solutions to enhance the existing core applications, such as our in-house point-of-sales system and our retail management software system.

Note:-

1. Save as disclosed, none of the Key Senior Management have:-
 - Any other directorship in public companies and listed issuers;
 - Any family relationship with any Director and/or major shareholder;
 - Any conflict of interest with the Company;
 - Any convictions for offences within the past five (5) years other than traffic offences, if any; and
 - Any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

MANAGEMENT DISCUSSION AND ANALYSIS



OVERVIEW

After a turbulent 2020 following the unprecedented COVID-19 outbreak, year 2021 saw continued volatility amid various headwinds; chief of which, the seemingly endless threat of the pandemic. The emergence of new variants of concern saw cases surging and once again, we back-paddled to a slew of lockdowns, which impeded retail activities and dampened consumer sentiments. In addition, there were also political uncertainties to contend with, as well as the bout of “once in 100 years” massive floods that occurred towards the year’s tail end; all of which, collectively, took its toll on the Group’s performance for the financial year ended 31 December 2021 (“FYE2021”)

That said, we continued our efforts throughout the year, in supporting our people, customers and communities at large, prioritising their safety and

welfare. Indeed, we are deeply humbled to be awarded our 5th consecutive win in the Sustainability & CSR Malaysia Awards 2021 for “Company of the Year Award (Retail Category)” for Supporting Needy Communities”, inspiring us to act by our motto of being “Always There For You”, and in making a positive impact to the local community.

Despite the challenging circumstance, the Group remained resilient in seeing through several major corporate exercises. This includes, amongst others, our maiden issuance of RM500.0million of Medium-Term Notes and the acquisition of The Pill House (“TPH”) and Wellings Pharmacy (“WP”), a group of pharmacies with strong footprint in the Northern region of Peninsular Malaysia (“PM”).

For FYE2021, the Group posted an all-time high Revenue record of RM2.81 billion, an increase of RM269.5 million



or 10.6% as compared to prior year; this after taking into accounts eleven (11) months of TPH and WP’s results of RM259.1 million in the current year. Total combined store count was 2,618 stores, comprising 2,427 convenience stores and 191 pharmaceutical stores.

CONVENIENCE STORES SEGMENT

Against the backdrop of the extended COVID-19 pandemic, the Convenience Stores segment recorded a decline in Revenue of 12.3%, primarily due to the lockdown periods. Essentially, store operations and operating hours were impeded, curtailing customer (local & tourist) footfall and consequently, a significant decline in store productivity.

As the largest convenience store operator in Malaysia, we remained steadfast in refurbishing and refreshing our stores, to upkeep the 7-Eleven brand image and more importantly, to continuously deliver a seamless shopping convenience and experience across our existing network. Strategically, we opened 38 new stores in various high potential regions and closed 24 under-performing stores where the trade areas changed and were no longer economically viable to operate.

In our endeavours to retain our market share and competitive edge, we had successfully launched our new 7-Café store format towards the end of 2021; a refreshed concept with much improved product offerings and better in-store shopping experience.

MANAGEMENT DISCUSSION AND ANALYSIS



Our business strategy

- Improve assortment
- Supply chain
- Drive operational excellence
- Grow and improve store base
- Digitally enable the organization
- Engaging and developing our colleagues

Improve Assortment

7-Eleven has a legacy in innovation. We were the first to operate 24 hours a day and we offer everyone's favourite frozen beverage, Slurpee®. We will continue to modernise and offer more differentiated products/services to our customers, driven by insights on consumer behaviour and trends. The goal is to develop high value products/services, to provide exclusive offerings and ultimately, to enhance consumer's shopping experience at our stores.

We recognize that fresh food is an important category that draws customers in and drives ancillary purchases. Moving forward, our new 7-Café store format launched in Q4 2021 is expected to contribute positively to the growth of our fresh food category; this being supported by a strong roll-out, planned for both new and refurbishment of existing stores in 2022.

The convenience store landscape in Malaysia remains highly competitive. Bearing that in mind, we will continue to refresh how our customers view

the 7-Eleven brand and build customer loyalty through brand innovations, impactful promotions and exclusive products/services.

Supply Chain

Supply chain is the heart of the business and we continue to work on improving efficiencies and optimizing our logistics. In 2021, we successfully launched our second distribution centre in Senai, Johor, to better serve our stores in the Southern region of PM. This facility operates with greater degree of automation and has contributed to much improved fulfilment rates to stores since go-live.

We will continue to ensure consistent fulfilment to stores and to drive down cost alongside generating a fairer income. That said, we further recognise that additional facilities are required for fresh food and time sensitive perishables and will work towards this in the near future.

Drive Operational Excellence

On a daily basis, more than a million customers walk into our stores. Our customers are our reason for being, and we continue to work on our customer service, ensuring that we provide the right assistance for lasting consumer experience. This year, to continue serving our customers during the lockdowns, we had expanded our presence with *Foodpanda* Malaysia to over 1,000 stores.

Amidst the challenging trading conditions, we continue to invest in customer service training programs and monitor this through our mystery shopper audits.

Store operations and processes are being simplified so that more effort can be focused on improving the execution in customer service, stock replenishment and shelf merchandising. In addition, costs efficiency is also an area of attention to ensure the reduction of bad costs, shrinkages and over-time spent.

To this end, we are immensely proud to have clinched the Putra Brand Award for the 7th consecutive year as it demonstrates customers' trust and confidence in the 7-Eleven brand.

Grow and Improve Store Base

It is important to keep our store portfolio updated and as such, we will continue to refurbish our stores. In the process, we are also exploring new concepts and models as we work on adding new formats and categories. Indeed, we are remarkably pleased to have launched our new 7-Café store format, a refreshed concept with much improved product offerings, services and in-store customer experience.



In our new store opening process, we set up stores based on feasibility of a certain trade area composition and economics. However, they change over the years and may not meet financial performance expectations due to evolution of a particular area. We continue to work on eliminating under-performing stores and improve profitability of the others.

Our strength is in our network and as such, we will continue to work on growing our stores in the right areas. We seek to go into areas where we are under-represented and make 7-Eleven accessible to all.

Digitally Enable the Organization

In the new digital economy, success is no longer linked primarily to efficiency, but to business agility. We need to be able to seize the opportunities in a rapid changing environment while responding to the needs of our customers.

In 2021, we implemented Microsoft 365 which saw improved efficiencies in business processes and workflows, contributing positively to our workforce productivity and effective collaboration. Additionally, we had in Q3 2021 launched the acceptance of ShopeePay, an extension of cashless payments at all our stores.

We will continue to review our digital strategy and investments as we strive to understand our customers better and employ the latest technologies to meet their needs.

Engaging and Developing our Colleagues

To create positive experiences for our customers, we must first build equally great experiences for our people. We have put in place well-established learning and development plans/programmes for our frontliners to ensure that they embrace the knowledge and skills to fulfil their potential and serve with heart.

At the same time, we made considerable efforts to develop our people by way of On the Job Training, formal programmes, seminars and leveraged the 7 Eleven network by using programs develop in the USA and Japan to understand best practices.

In continuing our efforts to improve workplace health and safety, we have allocated RM1.0 million to support our employees; this was in addition to the "Pampasan Prihatin" assistance provided to those affected by COVID-19, to lessen their burden.

PHARMACEUTICAL SEGMENT

Caring is a household brand in community pharmacy and a responsible organisation that genuinely wants to shape an ethical and professional pharmacy practice in Malaysia. In FY2021, we completed the acquisition of TPH and WP, which helped strengthen our pharmaceutical footprint in the Northern region of PM.

We have consistently adopted a prudent outlet expansion strategy with stringent selection criteria by committing to only open in the most strategic, high-potential areas. In 2021, Caring opened 18 new outlets in locations where we had minimal or no presence, to gain market share with our competitive pharmacy services and including high-quality health and beauty product offerings. On the same note, we also regularly review our under-performing outlets and we closed 6 under-performing outlets during the year, where they were no longer economically viable to operate. The acquisition of TPH and WP added another 35 outlets to our portfolio, bringing a total combine outlet count of 191 in FY2021.

Despite the challenging circumstance, we had in 2021 successfully implemented SAP, a fully integrated ERP solution, to drive our digital transformation plans and to streamline our business processes as a group. Essentially, this is will give us better oversight and control as we strive to provide the most professional pharmaceutical services and offer differentiated products to our customers, driven by insights on consumer behaviour and trends. To boost customer footfall, we aim to roll out more high quality and exciting health and personal care products, especially in our Exclusive and Home brand stable.

MANAGEMENT DISCUSSION AND ANALYSIS



On the ground, we regularly strive to improve the productivity of our front-liners by equipping and empowering them with better information, tools and training. The goal is to enable our front-liners to spend more time serving customers and driving sales, instead of doing mundane repetitive tasks. During the year, we had also updated our training programmes to further develop the retail skills of our front-liners, to serve our customers better.

FINANCIAL PERFORMANCE

Revenue

The Group's Consolidated Revenue for the financial year ended 31 December 2021, increased by RM269.5 million or 10.6% to RM2.81 billion compared to the previous year of RM2.54 billion. The growth was largely driven by taking into account eleven (11) months of the consolidation of TPH and WP's operations of RM259.1 million in the current year. Revenue of Pharmaceutical segment expanded by RM522.4 million or 109.9% to RM997.9 million, as compared to prior year of RM475.5 million.

However, the Convenient Stores segment recorded a decline in Revenue by RM252.9 million or 12.3% to RM1.81 billion, as compared to prior year of RM2.06 billion. Essentially, store operations and operating hours were impeded during the lockdown periods, curtailing customer (local & tourist) footfall and consequently, a significant decline in store productivity.

In 2021, the total combined store count was 2,618 stores, comprising 2,427 Convenience Stores and 191 Pharmaceutical Stores. For the Convenience Stores segment, we opened 38 new stores and closed 24 non-performing stores, for a net increase of 14 stores; whilst for the Pharmaceutical segment, we acquired 33 stores of TPH and WP, opened 21 new stores and closed 7 non-performing stores, for a net increase of 47 stores.

Gross Profit

Consolidated Gross Profit increased by RM37.1 million or 5.1% compared to the previous year, driven by the increase in Revenue from the Pharmaceutical segment. Additionally, TPH and WP's operations contributed Gross Profit of RM45.6 million in the current year. However, Gross Profit of the Convenience Stores segment declined by RM61.3 million year-on-year, on the back of lower Revenue.

Other Operating Income

Consolidated Other Operating Income increased by RM4.7 million or 2.8% as compared to the previous year, driven by the increase from the Pharmaceutical segment. Additionally, TPH and WP's operations contributed RM8.5 million in the current year. However, Other Operating Income of the Convenience Stores segment declined by RM10.4 million year-on-year, in tandem with lower Revenue and reduced promotional activities.

Selling and Distribution Expenses

Consolidated Selling and Distribution Expenses increased by RM5.3 million or 0.9% year-on-year. This was driven mainly by the increase from the Pharmaceutical segment, which recorded RM57.6 million or 75.8% increase year-on-year, with TPH and WP's operations contributing RM28.4 million in the current year. However, the Convenience Stores segment recorded as decline of RM52.3 million or 9.7% year-on-year, on the back of lower staff costs and utilities. This is in line with the shorter operating hours observed during the lockdown periods. Internally, concerted efforts were taken by the Group to manage operating costs effectively.

Administration and Other Operating Expenses

Consolidated Administrative and Other Operating Expenses increased by RM0.5 million or 0.3% year-on-year. This was driven mainly by the increase from the Pharmaceutical segment, which recorded RM24.1 million or 98.5% increase year-on-year, with TPH and WP's operations contributing RM10.2 million in the current year. However, the Convenience Stores segment recorded a decline of RM8.4 million or 7.5% year-on-year, on the back of lower assets written-off and lower staff costs. The Group also recorded lower corporate exercise expenses by RM15.2 million compared to previous year.



Finance Cost

Consolidated Finance Cost increased by RM7.2 million or 13.2% year-on-year. This was driven mainly by the increase from the Pharmaceutical segment, which recorded RM3.4 million or 182.3% increase year-on-year, with TPH and WP's operations contributing RM1.1 million in the current year. Part of the increase was also due to interest expense on loan taken by the Group for various corporate exercise.

Profit after Tax

The Convenience Stores segment contributed a Core Profit of RM40.2million, a decline of RM7.7 million year-on-year; whilst the Pharmaceutical segment contributed a Core Profit of RM42.0 million, an increase of RM20.9 million year-on-year, with TPH and WP's operations of contributing RM11.4 million in the current year.

After deducting Corporate Exercise expenses incurred for the financial year of RM23.4 million, the Group recorded a Consolidated Profit after Tax of RM58.8 million, an increase of RM23.5 million or 66.4% year-on-year.

Liquidity and Financial Resources

As at 31st December 2021, the Group retained a cash balance and short-term investment of RM200.3 million after cash dividend payment for financial year 2020 of RM18.0 million.

The Group has total borrowings of RM640.2 million as at 31st December 2021. The borrowings comprise of bankers' acceptance, revolving credit, term loan and medium term note which were utilized for corporate exercises, working capital and capital expenditures funding for new stores opening and including store refurbishments. The debt-to-equity ratio (excluding the reorganisation deficit) of the Group as at 31st December 2021 was 0.42 times, which is in compliance with all existing loan covenant obligations. Operating cash flows generated at the end of financial year 2021 was RM263.6 million.

PROSPECTS

Outlook for 2022

Malaysia has effectively entered the "transition to endemic" phase, which will see the re-opening of the economy, with more flexibility accorded to recalibrate our livelihoods back to normalcy. To this end, the Group is optimistic on this gradual path of recovery; more importantly, we are cognisant that nearly 2 years of sustained social distancing measures have led to behavioural changes in our daily lives and inadvertently accelerated digitalised habits amongst consumers, across all ages.

Essentially, the Group's priority is to retain our competitiveness by closely monitoring consumer behaviours and competitive trends, managing costs and working capital effectively, while

streamlining and simplifying work processes to improve our operations and product offerings. We will continuously strive to safeguard the interests and livelihood of our people, whilst remembering to give back to the local communities in which we faithfully serve.

In the coming year, the Convenience Stores segment will focus on rolling out its new 7-Café store format, which will be our pivot to refreshing our 7-Eleven brand image, through a blend of enhanced product offerings, services and much improved in-store shopping experiences and customer engagement. We envisage that said 7-Café format will contribute positively to expanding our revenue base, paving way for restoring growth and sustained profitability.

The Pharmaceutical segment, which had shown much resilience over the pandemic, will continue to strengthen its market share together with The Pill House and Wellings group. And through the recently announced joint venture with PT Era Caring Indonesia, the Group will mark its foray into the Indonesian market, operating a network of pharmacies under the brand "Wellings" in 2022.

To all management and staff of the Group, the Board of Directors extends our heartfelt gratitude and appreciation for your resilience, dedication and loyalty. Our sincere thanks to you all.

COMPANY PROFILE

7-ELEVEN MALAYSIA

7-Eleven was founded by J. C. Thompson in 1927 as The Southland Ice Company in Dallas, Texas. Started as an ice vendor, the company eventually began offering milk, bread and eggs on Sundays and evenings when grocery stores were closed. This new business idea produced satisfied customers and increased sales, spawning the precursor of the

modern convenience retail concept.



The company's first convenience outlets were known as Tote'm stores since customers "toted" away their purchases, and some even sported genuine Alaskan totem poles in front. In 1946, Tote'm became 7-Eleven to reflect the stores' new, extended hours - 7 a.m. until 11 p.m., seven days a week. The company's corporate name was changed from The Southland Corporation to 7-Eleven, Inc. in 1999.

We are the pioneer and the largest 24-hours convenience store operator in Malaysia. Upon achieving its 1,000 mark in stores network, 7-Eleven Malaysia opened its door to local entrepreneurs through its unique franchising program in 2009. We are the first franchisor in the local market to offer existing profit-making stores to franchisees.

7-Eleven stores can be found across bustling commercial districts to serene suburban residential compounds throughout Malaysia, from petrol stations and LRT stations to shopping malls and medical institutions. 7-Eleven is

Always There For You.





Each 7-Eleven store carries over 2,200 SKUs, including our proprietary brands Slurpee frozen beverages and Aiskleem™ an exclusive range of soft serve. The variety of products and services available at 7-Eleven include bill payment services (TM, Astro, U Mobile, Syabas and Singer), sale of mobile phone reload cards, IDD/STD, Touch 'n Go reload service, gift cards (Google Play, SONY and Netflix), online purchases payment service (Razer Cash), e-Wallets acceptance (Touch 'n Go, Razer Pay and Alipay) photocopying, fax, automated teller machine (ATM) and bulletin board for neighbourhood community notices.

In 2009, 7-Eleven introduced fresh brewed coffee and other hot beverages together with packaged fresh food and bakery for the convenience of customers looking for ready-to-eat hot food. All food items sold in 7-Eleven are certified HALAL and undergo stringent quality control to ensure tastefulness and freshness.



2021 COMMUNITY ENGAGEMENTS

JANUARY



Malaysia Aids



Empowering disabled

FEBRUARY



Food baskets for old folks home

MARCH



Graceful Moves organised for young pregnant women

APRIL



Ramadhan Joy with Autistic Children



Semurni Kasih

MAY



Raya Warmth to Shelter Homes

JUNE

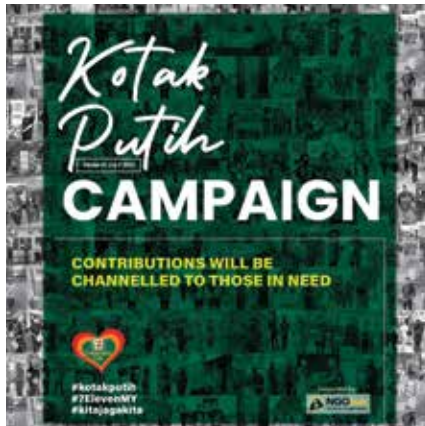


Lend A Helping Hand 2021



Support Frontliners & B40 Communities

JULY



Kotak Putih Campaign

AUGUST



Trash to Treasure Campaign



Contribution to Victory Children & Youth Home

OCTOBER



Provides Support to Mesra Home

NOVEMBER



Sustainability & CSR Malaysia Awards 2021

DECEMBER



"Buat Baik" Together 2021

2021 MILESTONES & AWARDS

JANUARY



Celebrate with Slurpee



Pepsi x Black Pink Launch



Third Ever Sale

FEBRUARY



Boots exclusively at 7-Eleven



Credit & Debit card payments launch



Touch 'nGo Oxpicious cash back

MARCH



Hello Kitty visit Malaysia



Pepsi concept store



Nilofa Milk

APRIL



Jom Reload 4 Raya



Ramadan promotion



Soft serve Gula Melaka

MAY



Pepsi Black Pink Blue Label



Raya 2Gether with Slurpee



Touch 'nGo Kaya Raya Bergaya

JUNE



Football Fever



Touch 'nGo Goal Hunter



Nescafe Chococino Exclusive

2021 MILESTONES & AWARDS

JULY



Slurpee Strawberry Yogurt launch



Jom Pay Bills & Win



Touch 'nGo Spend & Win

AUGUST



Be Vaccinated Be Rewarded



MyDebit Wave & Win



BTS HY Coffee 2021 Edition

SEPTEMBER



Flamin Festival X2



Soft Serve Promotion



Touch 'nGo The Goal Hunter

OCTOBER



RM5 Combo



Ready, Set, Breakfast



FoodPanda Promotion

NOVEMBER



7-Eleven Day



Jom Reload 2Gether Contest



MyDebit card GWP Slurpee

DECEMBER



All Things Sweet Promotion



Shopee Pay launch



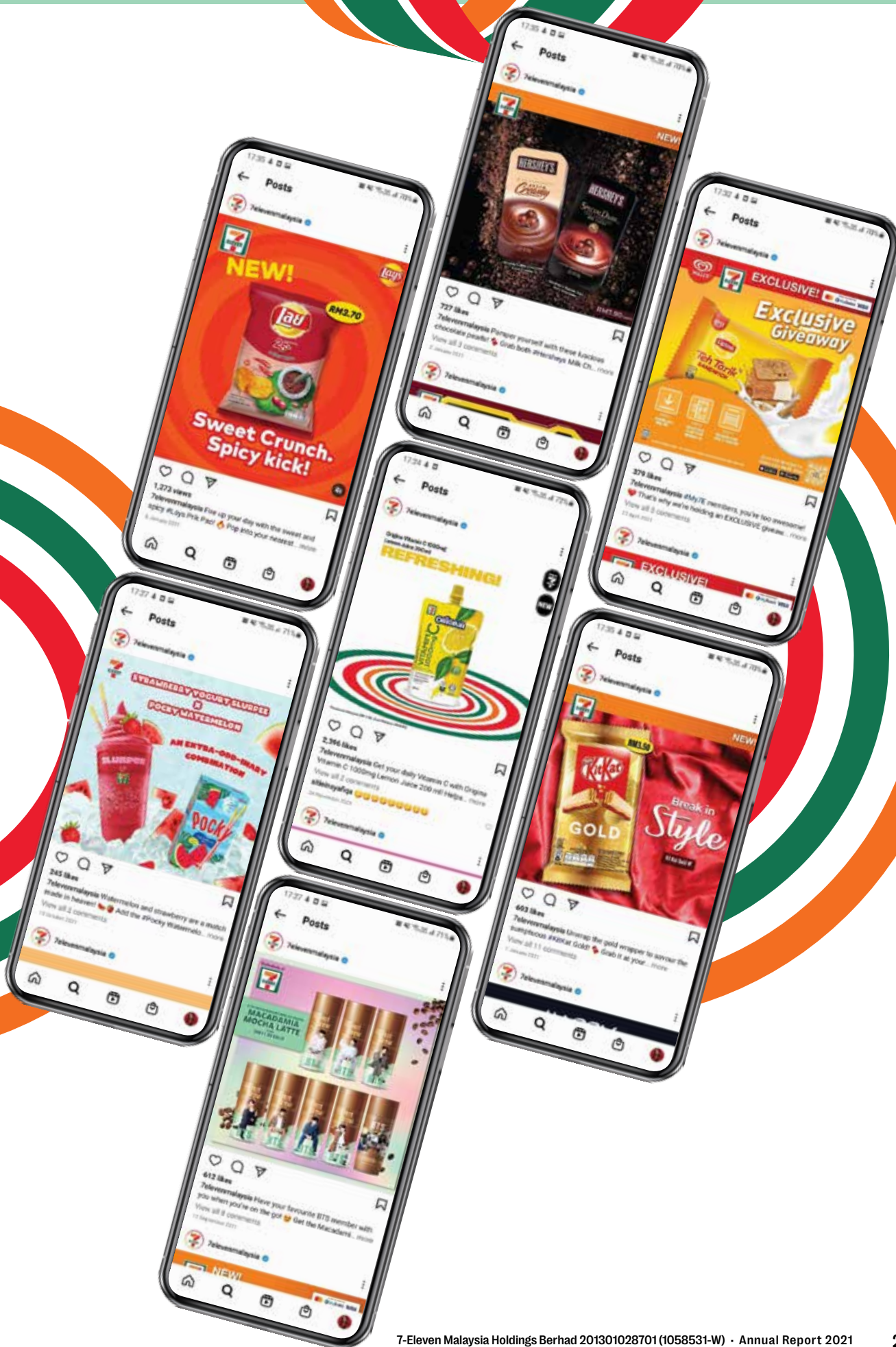
MyDebit card GWP Anda Water

2021 DIGITAL SOCIAL MEDIA ENGAGEMENTS



Since 2021, 7-Eleven actively engaged with customers through various social media platforms and key opinion leaders (KOLs). These activities are successful in building brand awareness and connection with our customers.







CARiNG Pharmacy was established in 1994 by 5 pharmacists, who were course-mates in the School of Pharmacy, Universiti Sains Malaysia (USM). Starting as a neighborhood “mom & pop” pharmacy, catered to the needs of the local community, CARiNG Pharmacy has evolved into a major pharmacy chain with outlets in major shopping malls.

Currently, CARiNG Pharmacy operates more than 156 retail pharmacies nationwide. Our outlet expansion focused on new areas where we had minimal or no presence so that more Malaysians could benefit from our competitive pharmacy services and high-quality health and beauty product offerings.

One of the big success factors for CARiNG Pharmacy is the belief in pharmacist’s service as a core ingredient. The company has started from day 1 providing 12 hours a day, 7 days a week full time pharmacist service until now. We are proud to be the largest employer of community pharmacists in Malaysia.

CARiNG Pharmacy has a vision to become the most appreciated and admired pharmacy brand. At CARiNG Pharmacy, we consistently provide health check and counselling e.g. Patient Medication Record (PMR), Medication Use Review (MUR), Diabetes Management System (DMS), Minor Ailment Service, Smoking Cessation & Weight Management.



Company Profile

Caring Pharmacy



We aim to be the driver and promoter of healthy lifestyles in the communities that we serve. We provide free health screenings, valuable information and health talks/ workshops by working closely with other healthcare professionals.

Regular Card is CARiNG owned CRM program with the objective to link with our regular customers and reward them for their loyalty. We have over 900,000 validated members and over 480,000 mobile users with loyalty sales of more than 65%. Our aim is to provide a seamless and convenient shopping experience for all types of customers by integrating all selling channels (physical stores, online E-store and Mobile app).

Besides the Regular Member base, our marketing strategy is to grow our own-media base e.g. Facebook, Instagram, Website Visitors and other social media platforms.

We are focusing on expanding and nurturing our blue ocean and exclusive brands. Our buying team is actively engaging with international brand owners to bring in high quality and popular health and personal care products to benefit our shoppers. We are representing 29 international and local health & beauty brands as their exclusive retail partners.

In the year 2021, CARiNG Pharmacy acquired Georgetown Pharmacy and Wellings Pharmacy which expanded our business footprint into the northern part of Malaysia covering Penang, Kedah and Perlis by another 33 pharmacy stores and expected to contribute positively to the future earnings of the CARiNG group.



CARING PHARMACY

2021 COMMUNITY ENGAGEMENTS & MILESTONES



Donation of 50k to Major CSR Partner – SJAM-KPS



Continue Support for Covid 19 Pandemic



Support for Covid 19 Vaccination Programme



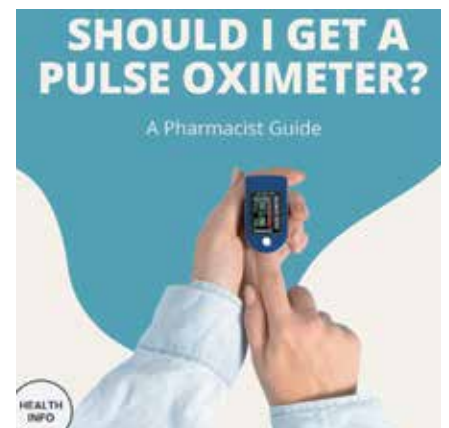
One Shop One School



Astro #KAMICARE flood relief programme



RTK Test Kits for Muslim Care Malaysia SocietyProgramme



Virtual Health Workshops - Accurate & Reliable Information About Covid 19



Health Campaign - Facebook Live sessions



Virtual health talks



Safe Medicine Disposal Campaign



16 New Carling outlets in Q3-Q4 2021