

**LIST OF Q & A FROM MINORITY SHAREHOLDERS WATCHDOG GROUP FOR  
CARLSBERG BREWERY MALAYSIA BERHAD'S 43rd AGM on 26 April 2013**

**Strategic and Financial Matters:**

- 1) **As reported by the news in January 2013, the company has entered into a three year partnership with the Barclay Premier League and the sponsorship will start in 2013/2014. How much costs would the company incur on the 3 year sponsorship and would this significantly affect the cash flow as well as the dividend distribution of the company?**

The cost of sponsorship will not be significant. This will be covered by a reallocation of our total A&P budget.

We expect our Barclays Premier League sponsorship will help to enhance our business and it is unlikely that there will be any negative impact on our cash flow or dividend distribution.

**Corporate Governance:**

**MSWG is promoting certain standards of corporate governance best practices in PLC. In this regard, we hope the Board could address the following:-**

- 2) **Addressing and formalising the approach to gender diversity and actions taken to meet the target of 30% women directors and also discloses it in the Annual Report.**

We take note of the suggestion. Gender diversity is one of the considerations in our succession planning.

- 3) **We noted that the non audit fees for FY 2012 is substantially higher than the audit fees in FYE 2012 and also compared to last year's non audit fees. Could the board explain the nature of the non audit fees.**

There are several new items in "Non Audit fees" for the Financial Year 2012. These include advisory services to deal with the requirements under the new Malaysian Financial Reporting System (MFRS) and measures taken to improve documentation and transparency of our related party transactions. Fees were also incurred to conduct a transfer pricing study and for advice and work to enable us to optimise our position with regard to some of our Corporate Social Responsibility (CSR) initiatives.

Some of these expenses are one-off items. They will not recur in subsequent years.