OLD CHANG KEE LTD.
(Incorporated in the Republic of Singapore)
(Company Registration Number 200416190W)

RESPONSES TO SHAREHOLDERS' QUESTIONS IN CONNECTION WITH THE ANNUAL GENERAL MEETING TO BE HELD ON 28 JULY 2025

The Board of Directors (the "**Board**") of Old Chang Kee Ltd. (the "**Company**", and together with its subsidiaries, the "**Group**") would like to thank all shareholders of the Company ("**Shareholders**") who submitted their questions in advance of the Company's annual general meeting which will be convened and held on Monday, 28 July 2025 at 2:00 p.m. ("**AGM**") at Woodlands Regional Library – Auditorium Basement 1, 900 South Woodlands Dr, #01-03 Civic Centre, Singapore 730900.

The substantial and relevant questions received from Shareholders in relation to the agenda of the AGM and the corresponding responses from the Company are as set out below. Where substantially similar questions are received, the Company has consolidated such questions and consequently, not all questions may be individually addressed. The Board thanks Shareholders for their understanding on this.

Would the board/management provide shareholders with greater clarity on the following operational and financial matters?

1. **Revenue from overseas operations: Could the Group provide an update on the current status and future plans for its overseas operations, specifically in Malaysia, the United Kingdom, and Australia?**

   Answer:
   In relation to the Group's operations in the United Kingdom ("**UK**"), the Group currently operates two outlets in the UK via a joint venture. While these operations remain relatively small in scale, they serve a strategic purpose in enhancing the Group's brand visibility and international presence.

   In relation to the Group's operations in Australia, the Group has ceased operations in Perth following the expiry of its lease agreement. However, it is considering alternative retail locations to re-establish its footprint in the market.

   In relation to the Group's operations in Malaysia, the Group continues to see encouraging performance, with growth in sales and profitability driven by two franchised outlets in Johor Bahru. The factory in Malaysia also helps to support the operational needs of our Singapore business. With the ongoing development of the Iskandar Malaysia region, the Group believes there are further retail opportunities in Johor Bahru which will be worth exploring.

2. **Revenue from Singapore operations: Does the Group have plans to scale its newer retail formats, such as the dine-in outlet at Jurong Point and the Dip'N'Go brand?**

   Answer:
   The Group's newer retail formats, including the dine-in concept at Jurong Point and Dip'N'Go, are strategically located in high footfall areas to facilitate testing and customer engagement. These formats allow the Group to innovate and assess market response in a measured and cost-efficient way. While some concepts have proven more successful than others, the Group is still in an experimental phase and will consider broader rollouts after the formats have been sufficiently refined.

3. **What is the current utilisation rate of the Group's manufacturing and warehouse facilities? Are there plans to expand capacity in the foreseeable future?**

Answer:

The Group's manufacturing and logistics facilities are currently operating at levels that adequately support existing customer demand, while preserving flexibility to accommodate future growth. The Group remains open to expanding its facilities should the need arises and will do so based on operational requirements and the availability of suitable opportunities.

By Order of the Board

For and on behalf of the Company
Name: Lim Tao-E William
Designation: Chief Executive Officer

23 July 2025

This announcement has been reviewed by the Company's sponsor, PrimePartners Corporate Finance Pte. Ltd. (the **"Sponsor"**). It has not been examined or approved by the Singapore Exchange Securities Trading Limited (the **"Exchange"**) and the Exchange assumes no responsibility for the contents of this document, including the correctness of any of the statements or opinions made or reports contained in this document.

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