



Farm Fresh Berhad

15th Annual General Meeting

24 September 2026



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1 Business Overview

Financial Year 2026 at a glance



156.6 million

Litres of **finished goods sold**
(2025: 130.6 million litres)



Total landbank size of
3,863 acres
(2025: 5,367 acres)



12,029

Dairy cows (2025: 12,985)



12

New products commercialised
(2025: 24 products)

Market share⁽¹⁾



#1

Chilled RTD Milk

12% → 60%
in 2015 In 2024

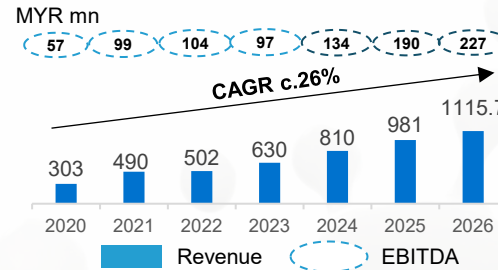


#3

Malaysia's RTD Milk

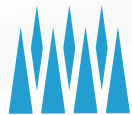
3% → 10%
in 2018 In 2024

Revenue



One of the
largest and fastest growing
integrated producer of dairy products in Malaysia

Vertically integrated
“grass-to-glass” model



Upstream⁽¹⁾



5

dairy farms

10,415

Dairy cows



2

dairy farm

1,614

Dairy cows

Strong competitive advantage
through gene bank ownership



Midstream⁽¹⁾

3

processing facilities

194

finished products (mn ltr)

1

processing facility

84

processed milk (mn ltr)



Downstream⁽¹⁾

220 SKUs

across multiple product segments⁽²⁾



Large Format Retailers



Stockist / Dealers



Convenience Store



HORECA



Export markets

Source: Company information.

Note:

(1) For Malaysia market only. The source is from Kantar (for Chilled RTD milk and Malaysia's RTD milk) and Frost & Sullivan (for Ambient RTD milk)

(2) Only entered into this segment in 2018.

(3) As at 31 March 2026.

(4) SKU count across overall product portfolio ie chilled RTD milk products, UHT/ambient RTD products, plant-based products, yoghurt products, butter, fruit jam and sauces as at 31 March 2026.



Key Milestones in 2025/2026

15th Annual Institutional Investor Awards 2025 by Alpha Southeast Asia
1. Best Annual Report
2. Best Strategic CSR



Seek People & Purpose Gold Award 2025:
Top Voted Employer in FMCG

May 2025

August 2025

August 2025

October 2025

November 2025

January 2026

March 2026

Commenced exports to Cambodia, marking Farm Fresh's entry into a new regional market



Won fifth consecutive Platinum Award in the Beverage – Dairy category at the Putra Brand Awards 2025.



Officiation of Farm Fresh Taiping by Prime Minister of Malaysia, Dato' Seri Anwar Ibrahim



Officiation of Farm Fresh Milk plant in San Simon by Philippines President Ferdinand R. Marcos Jr.



Received Brand of the Year award in the Dairy Products category 2025-2026 World Branding Awards ceremony in Japan



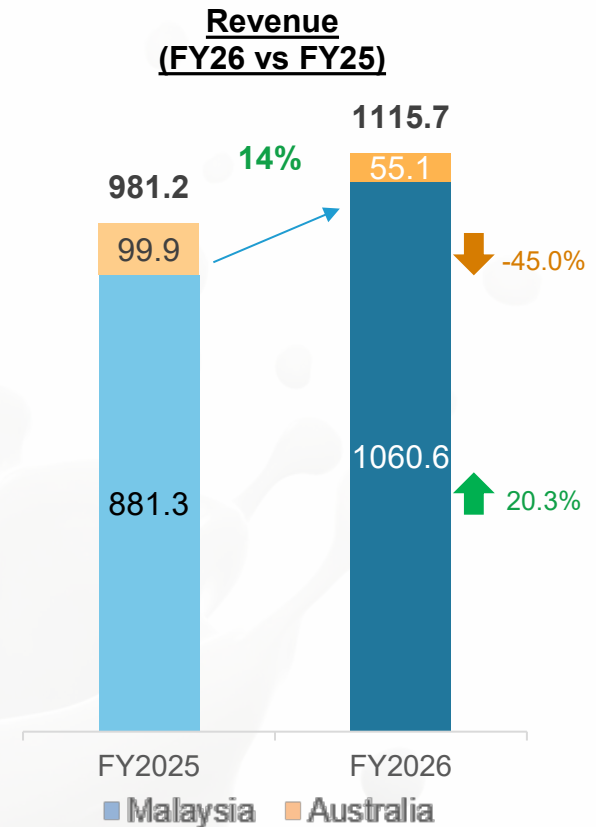
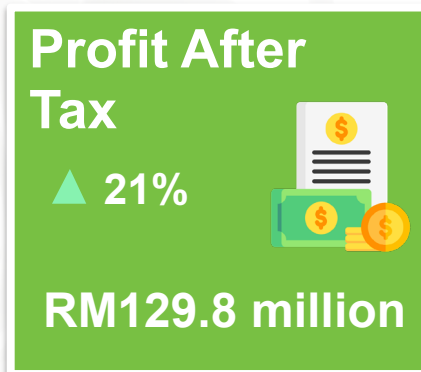
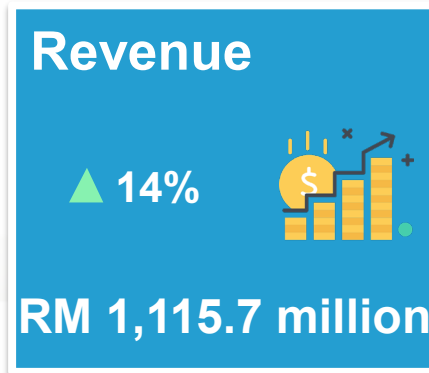
Achieved record FY2026 revenue of RM1.115 billion, surpassing the RM1 billion milestone for the first time in Farm Fresh's history





2 Financial Overview

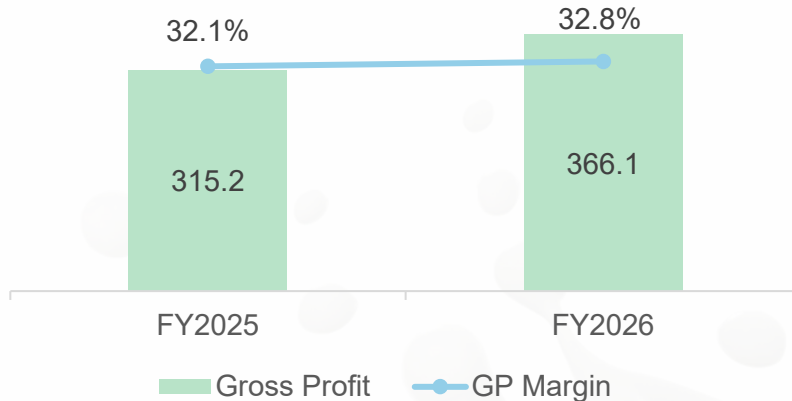
Key Financial Metrics as at FYE 31 March 2026



- Sales growth driven by mini market sales and school milk sales, positive impact from launching of new products (AusFresh, Full Cream Milk Powder, Choco Malt Powder), higher export to Cambodia and increase in ice cream sales.
- Lower Australia revenue from lower GVC external sales.

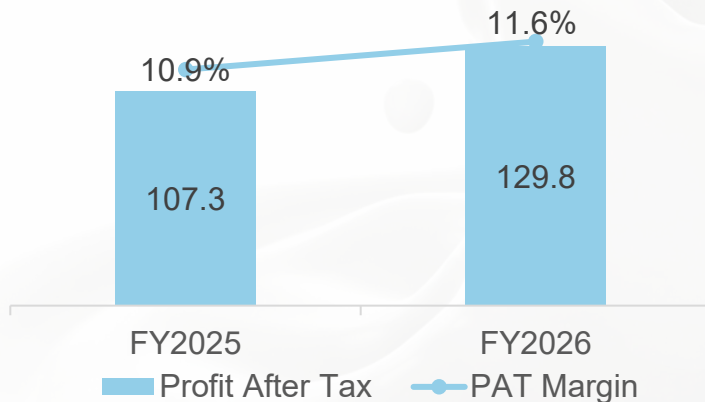
Higher Gross Profit and Profit After Tax

**Gross Profit
(RM'million)**



- Improved gross profit and margins driven by higher sales, stronger gross profit from Australian operations, and favourable sales mix, i.e. higher contribution from powder products and ice cream which carry higher margins

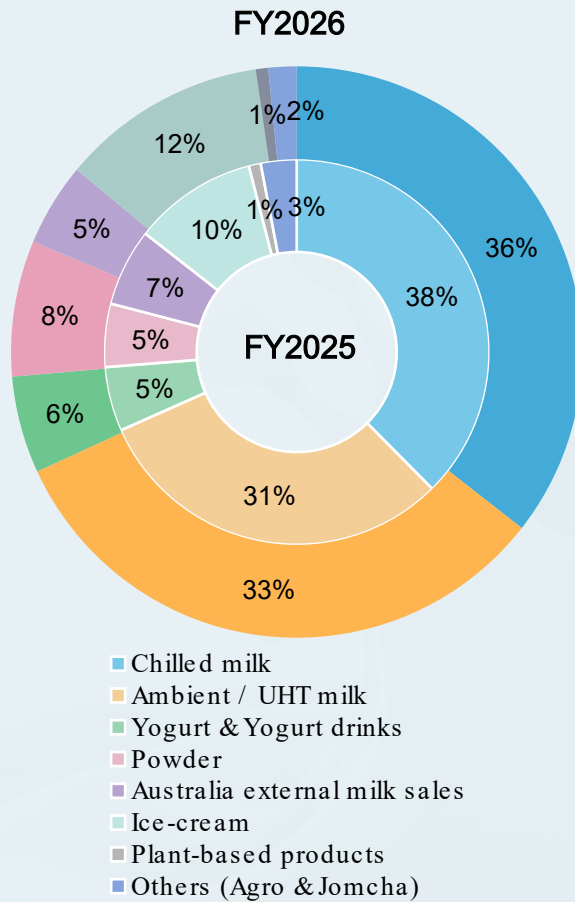
**Profit After Tax
(RM'million)**



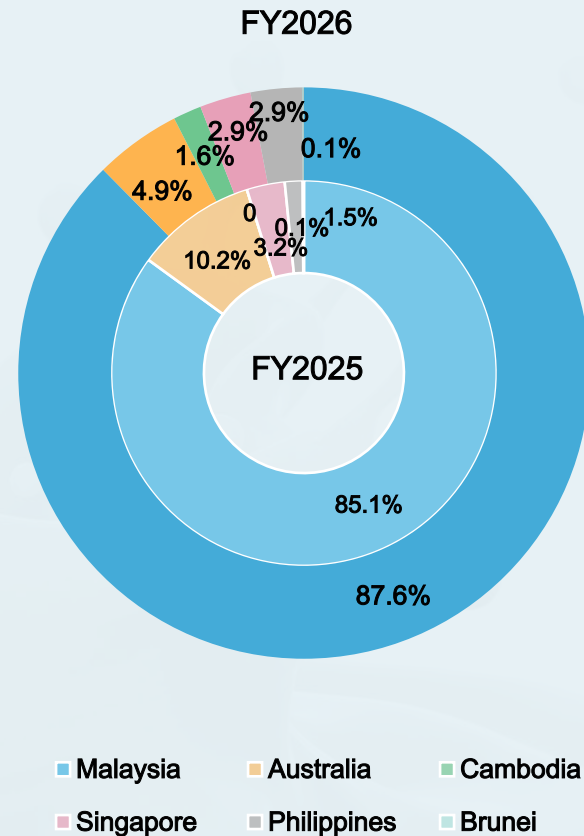
- Profit after tax grew by 21% driven by higher revenue and gross profits.
- The increase was partially offset by higher distribution costs resulting in increased school milk sales and freight costs arising from exports to Cambodia and Philippines

Revenue Analysis

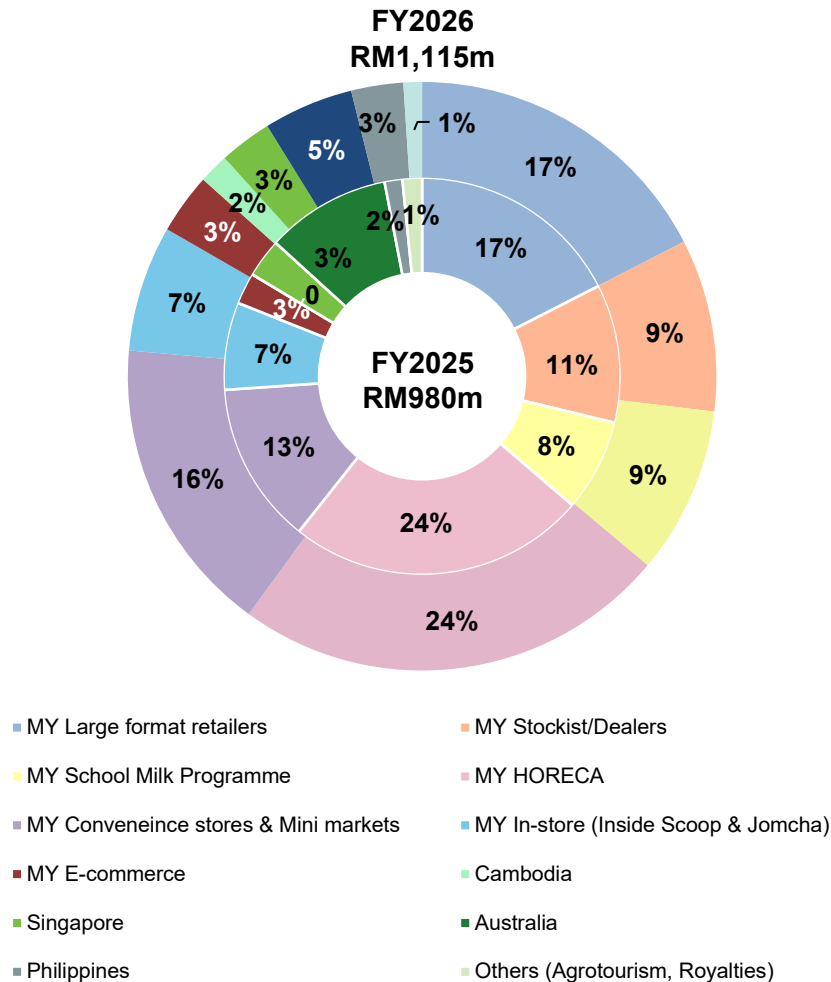
Revenue by Product



Revenue by Region



Revenue Analysis by distribution channel



Distribution channel

Large format retailers

- Comprise mainly of supermarkets and large hypermarkets
- 15 large format retailers, products carried at over 700 locations

Stockist / Dealers

- Products sold directly to stockists
- On-sell products to home dealers under Farm Fresh's "home dealer program"

School Milk Programme

- School milk contract to distribute milk to more than 3,400 schools in Malaysia

HORECA Market

- Hotels, restaurants and cafes in Malaysia
- 10 hotel chains, 16 café chains and 24 distributor agents

Export markets

- Distribution arrangement with distributors in Singapore and Brunei

Convenience Stores

- Partnerships with 5 convenience store chains and 5 petrol companies
- Products carried at more than 14,000 locations

In-store

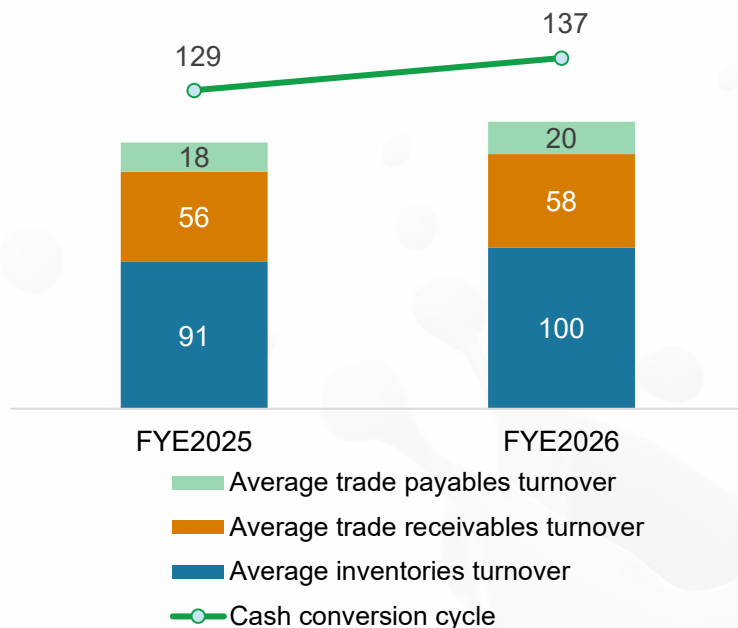
- Inside Scoop over 70 stores and Jomcha over 50 stores across the country

E-Commerce

- Online platforms (Farm Fresh official online shop, Tik Tok, Shopee, etc.)

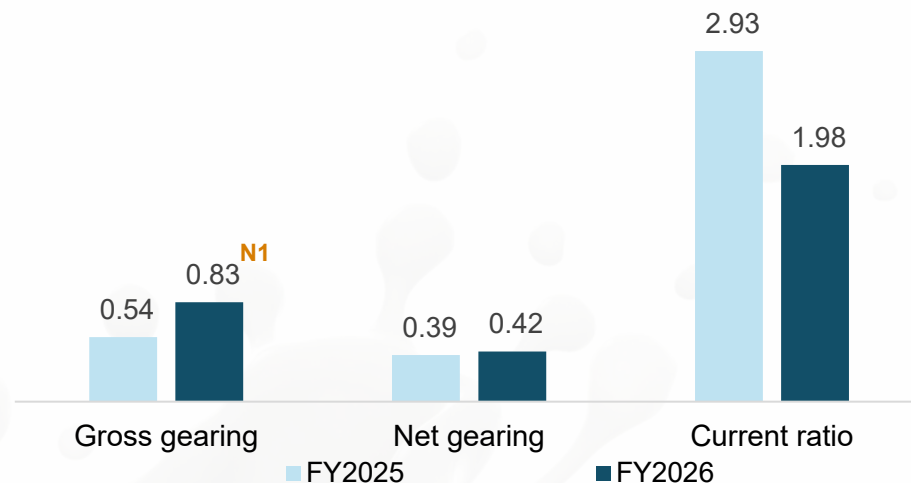
FY2026 Balance Sheet Ratios

Cash Conversion Cycle



- Average inventories turnover days increased from 91 days to 100 days as during FY26, due to higher stock holding to cater for the increased school milk project order
- Average trade receivables remained comparable
- Average trade payables remained comparable

Key Ratio



N1: The gross gearing ratio will decrease to 0.61 times following the repayment of the RM200 mil Sukuk maturing on 28 May 2026

- Gross gearing ratio increased to 0.83 times due to drawdown of RM125mil Sukuk 3 on 10 Oct 2025 and RM200mil Sukuk 4 on 27 February 2026
- Net gearing ratio increased marginally over the period
- Current ratio decreased to 1.98 times primarily due to reclassification of a RM200mil Sukuk, maturing in May 2026, from non-current to current liabilities



3 Strategies/ Future Prospects



Farm Fresh's strategies

Further strengthen position as one of the **leading Malaysian dairy players** and expand market share outside Malaysia

1



Continue to develop and grow our product portfolio

2



Expand our capabilities across the value chain in Malaysia

3



Regional expansion outside of Malaysia

① Continue to develop and grow product portfolio



Well positioned to innovate and expand product portfolio



Market recognition of Farm Fresh's brands



Strength in product development



Wide distribution network



Research & development capabilities



Local preferences & consumer insights

1 Expanding into High-Value Categories

- Successfully entered the ice cream and chocolate malt segments, expanding Farm Fresh's participation beyond core dairy.
- Both categories represent addressable markets exceeding RM1 billion each, providing avenue for revenue diversification
- Leveraging brand equity and distribution capabilities to accelerate penetration and unlock new growth avenues.



2 Strengthening Presence in Adjacent Dairy Categories

- Expanded into butter and cultured milk, broadening the Group's dairy portfolio and consumer choices
- Enhances product mix while deepening Farm Fresh's participation across the dairy value chain



3 Expansion into other Beverages Categories

- Expanding into bottled water, tea beverages, juices, other plant-based and high protein beverages.
- Positions the Group to capitalize on growing demand for healthier, convenient and protein-enriched nutrition, reinforcing long-term earnings growth



① Current product launches



Chilled
AusFresh
Cultured Milk



UHT
Full Cream Milk UHT
Low Fat Milk UHT
Moola Kaw UHT
Gula Melaka & Taro Ube UHT
Ichiba Melon & Popcorn UHT
Cooking Cream, Whipping
Cream & Whip & Cook UHT



Future product launches

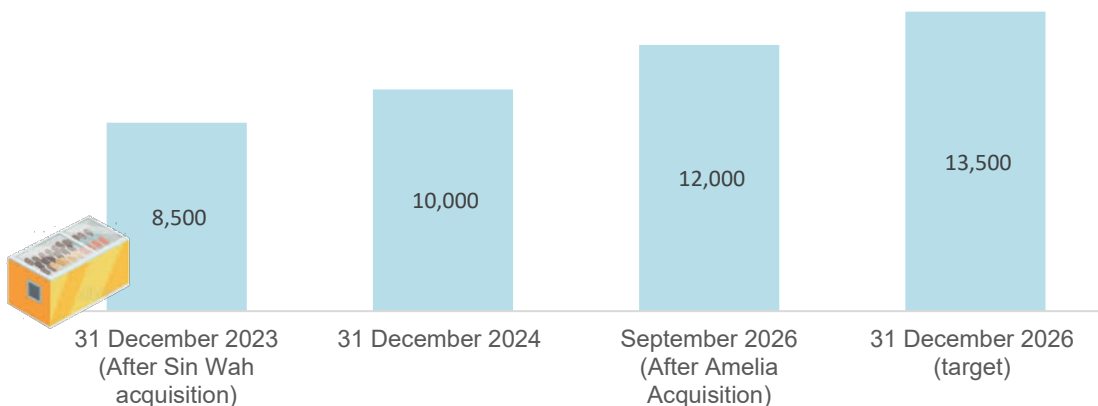
- Flavoured tea series & juices
- High protein milk
- 3 in 1 flavoured milk (Caffe Latte/Teh Tarik/Matcha)

Powder
Full Cream Milk Powder
Moola Kaw



2 CPG Update

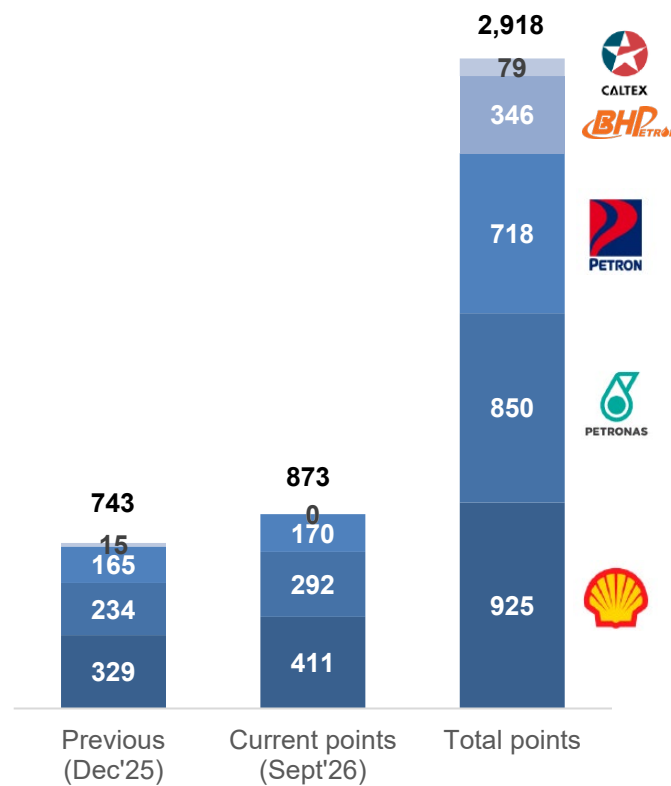
Number of freezers



Key Focus for CPG ice cream:

- Taiping plant output now increased to 350,000 pcs / day with cone line 2 installed.
- At present, the freezers / drop points has grown since acquisition of Sin Wah, with Amelia acquisition this has further increased the number of freezers by 3,500 freezers in Kota Kinabalu, Tawau and Inanam to over 12,000 locations.
- Expand existing footprint across all locations (mini marts: 3,000, convenience / petromarts: 1,000, super/hypermarkets/others: 4,500 = total 8.5k locations)
- Gain entry into key major c-stores & exploration of new markets – OEM and exports to ASEAN countries
- Increase brand lines from 3 to at least 5 to improve freezer yield – introduction of cones format which make up 25% of the impulse ice cream market by sales volume.

No. of petromart points as at Sept 2026



② CPG Ice Cream

Ice cream line

Lines and products	Location	Capacity (daily)	Capacity (hour)
Extruded Ice Cream 	Taiping Enstek	~180,000 pcs / day	~10,000 pcs / hr
Moulded Sticks 	Taiping Enstek	~120,000 pcs / day ~360,000 pcs / day	~6-8,000 pcs / hr ~18,000 pcs / hr
Potong (shared) 	Enstek	~240,000 pcs / day	~12,000 pcs / hr
Cones 	Taiping Enstek	~50,000 pcs / day ~274,000 pcs / day	~3-4,000 pcs / hr ~15,000 pcs / hr
	Total	~980,000 pcs/day	64,000 pcs / hr

2

CPG Update – Recent Product Launches

Aug 2024

Nov 2024

May & Aug 2025

Oct 2025



Cream Hauz & family packs



Choco Bar & family pack



One two juice ® & family pack

Dec 2025

Jan 2026

Mar 2026

May 2026

June 2026

August 2026



Expansion of Cream Hauz ® lines
& Cream Hauz ® Mini



Cone Hauz



Red Bean
Ice Potong



Durian & Cendol
Ice Potong



2 Business Updates: Malaysia



01 Enstek



- The development of Bandar Enstek facility is in its final stages, and the facility is expected to commence operations within the next few months after all necessary approvals are obtained.
- Two ultra-filtered membrane lines to produce high protein milk, fruit juices, plant based and tea-based products - Aseptic PET bottles packaging line – 16,000 pcs per hour
- Enstek large-scale ice cream production, with capacity of ~1,000,000 pieces of ice cream per day
- Taiping plant output increased to 350,000 pcs per day with Extrusion line 2 and cone line installed – some lines will be moved to Enstek once completed



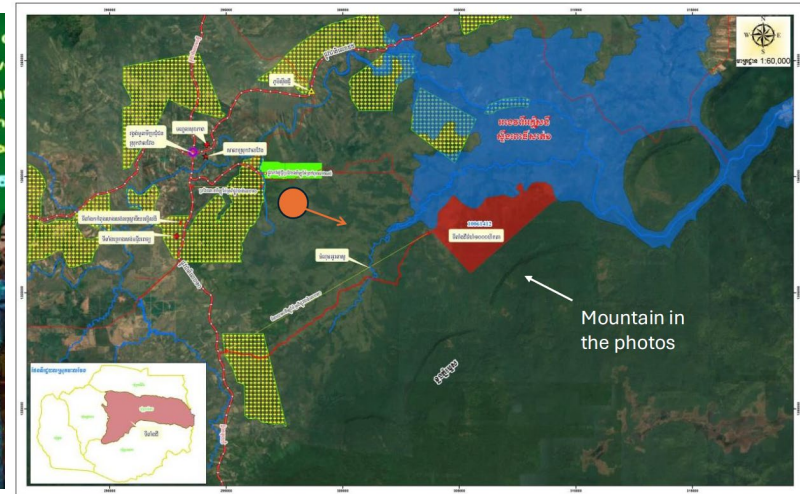
02 Cambodia – Alpha City



- Export revenue reached RM 5 million per month – making it fastest growing segment outside of Malaysia
- Potential expansion into the Indochina area
- Presence in modern trade: AEON Cambodia, Lucky, TH Market and Chip Mong.
- Coffee outlets presence: Browns Coffee, Tube Coffee – and penetrating the general trade with UHT products
- Cambodia Factory – slated to be completed by September-2026. A pasteurized & UHT line will be installed at the factory.
- Over 19mln litres of pasteurized capacity will be installed



03 Cambodia – Pursat Farm & Factory



- Cambodia Farm – Pursat province (284km from Phnom Penh) – 1,000 hectares of land
- Concession land given by the Royal Cambodia Government for 49 years lease
- USD68 mln capex, spread over 7 years
- The topography is mostly flat land with a slightly higher ground towards the mountain
- Humidity is low at 60% and suitable for pure Holstein with high milk yield
- Suitable crops will be planted in the farm – corn & cassava, likely to have low overall feed cost
- 4 phases of growth of herd which consists of 1,500 milking cows each based on rotary milking station capacity – each phase per rotary milking station to produce 11-12 mil litres per annum. Growth between phases can be moderated or accelerated depending on demand.

② Business Updates: Malaysia



04 Vocanic 8.0



- Premium pH8.0 volcanic mineral water with Aquifer water facility– capable of extracting 500,000 litres/day
- Aquifer located in a 5-acre land which was acquired by the Group
- Capital expenditure of RM55 million to construct factory with 2 lines of 30,000 bottles per hour capacity (~1 million bottles per day), warehouse, aquifer and infra.
- Expansion into mineral water segment will leverage on existing distribution, enabling the Group to expand distribution points significantly with larger drop size and better drop economics
- Targeting various channels – modern trade, general trade and HORECA
- Expected to be accretive to the Group's profit margins and earnings

② Business Updates: Malaysia



05 Phased reduction of Diesel Consumption



- Higher diesel cost due to the Middle East conflict has prompted the Group to reconsider dependency on diesel.
- Beginning August 2026, the Group has started to replace diesel with LNG for usage at its Muadzam Shah factory.
- Replacing diesel with LNG will halve the fuel cost – in the case of Muadzam Shah factory which currently uses, depending on price of diesel, and usage of 8,000 litres per day, the annual savings can range between RM4 – RM5 million (diesel price of between RM4.00 – RM5.50).
- Other sites (Taiping and Larkin) also to start using LNG.
- Longer term plan to invest in biomass plant in Muadzam Shah, which will halve the cost of using LNG.

4 Sustainability



Farm Fresh Sustainability Efforts

Farm Fresh has picked the following United Nations Sustainable Development Goals which our sustainability efforts have the greatest chances of impacting



1 Better Dairy



Producing fresh products that meet the highest food and safety standards, whilst providing key nutritional needs through the maintenance of a healthy dairy livestock

Producing healthy products



All products offer an optimised percentage of total solid, including protein and fat content



Continue R&D into new dairy and non-dairy recipes and enhance the nutritional and functional benefits offered by all our products

Food safety and quality



All staff trained in GMP and HACCP food safety practices

0

safety related product recalls since 2014

Animal health and welfare



1st farm⁽¹⁾ in Asia



Our Performance

- All our farms adhere to the Group's Good Animal Husbandry Practices ("GAHP")
- All our completed Malaysian farms have received the Certified Humane® accreditation
- 100% of our cows have access to tunnel-ventilation barns
- 100% of our cows have access to dry sand-bedded areas for relaxation



Collaborations with



International pharma

Lower the cost of medicinal care, shift resources to preventive care and improve milk yields through increased animal wellbeing and productivity



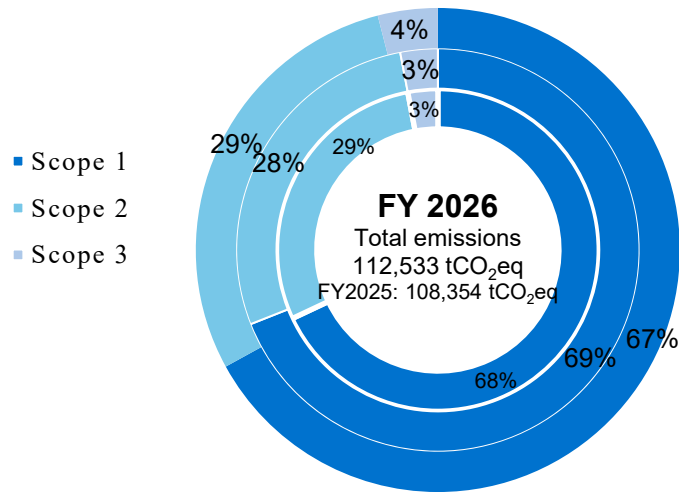
② Sustainability efforts to reduce emissions intensity

Climate action



Carbon footprint exercise

GREENHOUSE
GAS PROTOCOL



- Farms emission intensity 40% (MY) lower than regional average⁽¹⁾
- While total absolute emissions increased due to business growth, emissions intensity improved, demonstrating more efficient production growth.

Updates as of FY2026:



Rooftop solar project completed – installed Solar PV **1,025.07 kWp** in Muadzam Shah in April 2022 and **689.02 kWp** in Larkin in July 2022 & **525.03 kWp** Taiping in 2023



Emissions reduction (GHG) from diesel usage to LNG:
Decrease of up to **20%** in CO₂ emissions compared to diesel. Taiping & Larkin to follow next.



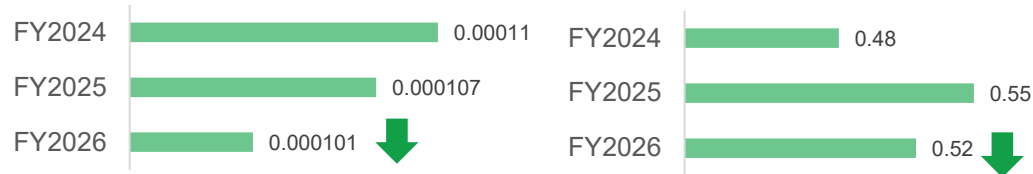
Biogas plant in Muadzam Shah up and running. Upon full utilization estimated reduction of **9,800 tonnes carbon dioxide (tCO₂e)** per annum and **reduce diesel usage by 670k litres** a year.



As of March 2026:
A reduction of **9,500 tonnes carbon dioxide (tCO₂e)** achieved

Emissions intensity
(tCO₂eq/revenue)

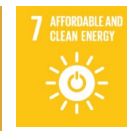
Emissions intensity
(tCO₂eq/tonne of milk)



Source: Company information.

(1) Comparison with Asian and Oceania respectively, based report by Food and Agriculture Organization of the United Nations and Global Dairy Platform Inc. in 2019.

② A healthier planet



Sustainable packaging



Supplier for **fully recyclable paper packaging** for UHT products **since 2018**



FSC certified:
Produced from responsibly managed forests and controlled sources

Launched **Milk on Tap in 2022** (41 outlets across Kuala Lumpur and Johor Bahru) - dispense fresh milk into Farm Fresh glass bottles which is **returnable** and **re-usable glass bottles**.

- ✓ Make use of the environmentally-friendly option; and
- ✓ Help reduce the use of plastics

> 1 million plastic bottles, equivalent to **>57,000 kg** of plastic usage, **have been avoided** via our milk on tap initiative



② A healthier planet



Enhancing regenerative agriculture and water management



Since 2014, implemented regenerative agriculture processes⁽¹⁾ at Muadzam Shah Farm and UPM Farm.

Solid Waste Separator

Vermicomposting

Feed additive to dairy cows

Recycled rainwater for washing and flushing of barns

Reduce dependency on chemical fertilizers

Enhance plant growth and soil microbial activity

Improve physical characteristics of soil

Reduce emissions



Emissions and climate



Our Performance:

- 170,637 tonnes solid waste recycled
- 581.38 million litres FDE recycled
- 744.2 million litres municipal water saved
- 1.98 million kg chemical fertiliser eliminated

3 Stronger communities



School Milk Program & CSR program with schools



KEMENTERIAN PENDIDIKAN MALAYSIA

5-year contract with Ministry of Education Malaysia worth over RM600 million for the supply and delivery of milk to school in Selangor, Kuala Lumpur, Putrajaya, Perak, Pahang, Kelantan, Penang, Kedah, Perlis

Packs of milk distributed under the School Milk Programme:

**March 2026: 86.9 million,
3,800 schools**

**March 2025: 49.8 million,
3,400 schools**



CSR amount provided
(comprising of purely scholarships & CSR events;
excluding free milk given to school children):

March 2026: RM1.3 million

March 2025: RM 1.1 million



4 Responsible Governance



Anti-Corruption

- 100% operations have been assessed for corruption-related risk.
- Enhanced Anti-Bribery and Anti-Corruption (ABAC) Policy: Additional guidance and languages to provide clarity to staff.
- Zero confirmed corruption incidents took place

Cyber Security & Data Privacy

- Zero recorded instances of cybersecurity or data breaches.
- Zero substantiated complaints concerning customer privacy breaches and customer data losses.

Group Governance Framework

- The Group had implemented principles and practices of the MCCG 2021. In addition, the Group has also included certain Step-Up practices.
- Policies adopted during the year includes the adoption of the Succession Planning Policy marked an important step in strengthening the Group's approach to leadership continuity.

Diversity & Human Rights

- Principles and practices that support diversity at both Board and workforce levels, recognising that an inclusive culture contributes meaningfully to the Group's continued success
- Group is committed to respecting, protecting, and upholding internationally recognised human rights across all aspects of our operations and value chain.



Thank You

