



# Farm Fresh Berhad

## 14<sup>th</sup> Annual General Meeting

25 September 2025




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# 1 Business Overview

# Financial Year 2025 at a glance


 **130.6 million**  
Litres of finished goods sold  
(2024: 108.9 million litres)


Total landbank size of  
 **5,367 acres**  
(2023: 5,367 acres)

 **12,985**  
Dairy cows (2024: 11,852)

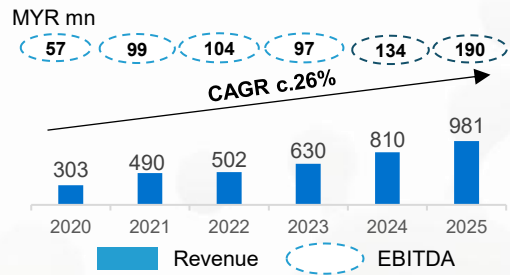
 **24**  
New products commercialised  
(2024: 16 products)

## Market share<sup>(1)</sup>

**#1**   
Chilled RTD Milk  
**12%** → **60%**  
in 2015 In 2024

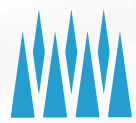
**#3**   
Malaysia's RTD Milk  
**3%** → **10%**  
in 2018 In 2024



## Revenue






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

**Vertically integrated**  
"grass-to-glass" model



	Upstream <sup>(1)</sup>		Midstream <sup>(1)</sup>	
	<b>5</b> dairy farms	<b>8,644</b> Dairy cows	<b>3</b> processing facilities	<b>194</b> finished products (mn ltr)
	<b>2</b> dairy farm	<b>3,208</b> Dairy cows	<b>1</b> processing facility	<b>84</b> processed milk (mn ltr)

**Strong competitive advantage**  
through gene bank ownership

**Downstream<sup>(1)</sup>**

**216 SKUs**  
across multiple product segments<sup>(2)</sup>




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' RTD milk) and Frost & Sullivan (for Ambient RTD milk)
- (2) Only entered into this segment in 2018.
- (3) As at 31 March 2025.
- (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 2025.



# Key Milestones in 2024/2025

Launched Choco Malt, chocolate malt drink in powder format with high content of malt, milk and cocoa



Launched consumer packaged goods (CPG) ice cream



Won fourth consecutive Platinum Award in the Beverage – Dairy category at the Putra Brand Awards. Other awards include:  
1) Brand Marketer of the year  
2) Brand Icon of the year



April 2024

July 2024

August 2024

September 2024

November 2024

January 2025

March 2025

Biogas plant in Muadzam Shah operational to reduce diesel usage & carbon dioxide equivalent (tCO2e)



Philippines Factory at San Simon commenced operations.



Received Brand of the Year award in the Dairy Products category 2024-2025 World Branding Awards ceremony in London



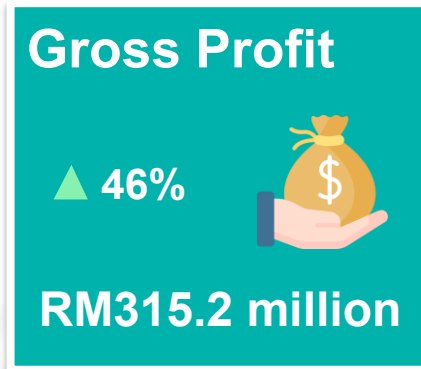
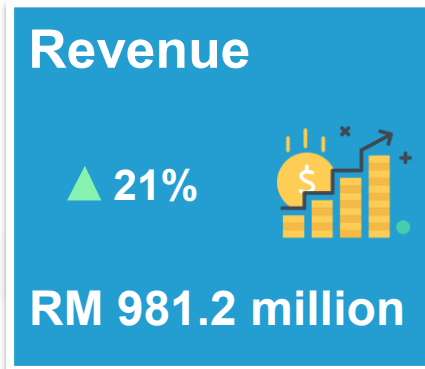
Launched cultured milk, butter & full cream milk powder



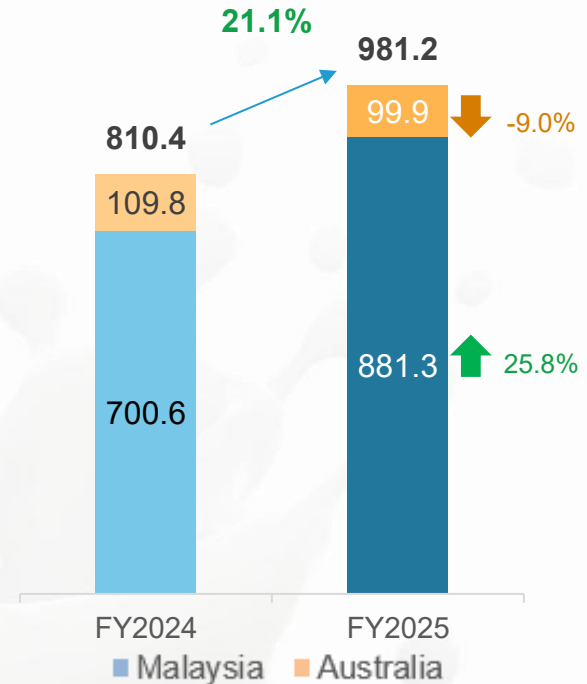


## 2 Financial Overview

# Key Financial Metrics as at FYE 31 March 2025



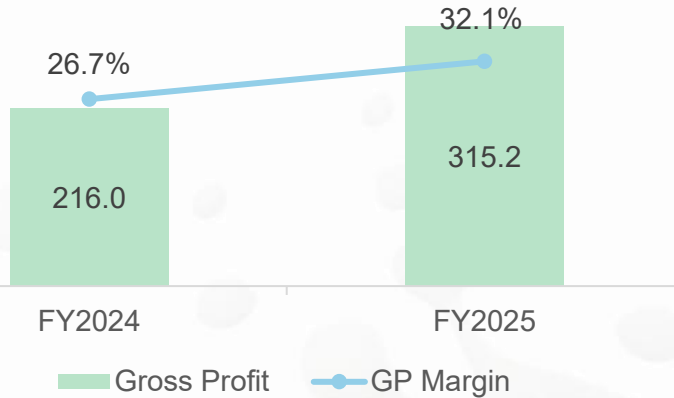
**Revenue  
(FY25 vs FY24)**



- Sales growth driven by higher HORECA and commercial UHT sales, positive impact from launching of new products (Farm Fresh Grow, Choco Malt, Full Cream Milk Powder and CPG ice cream) accompanied by full year contribution from Inside Scoop and Sin Wah.
- Lower Australia revenue from lower GVC external sales.

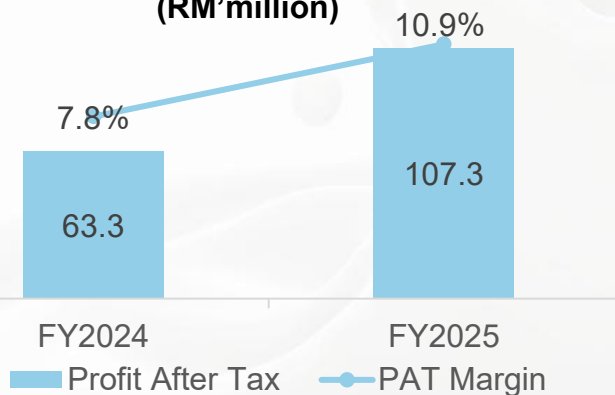
# Higher Gross Profit and Profit After Tax

**Gross Profit  
(RM'million)**



- Improved gross profit and margins driven by significantly lower milk ingredients cost (lower whole milk powder and Australia farmgate milk prices), increased sales of higher margin products and contribution from Inside Scoop and Sin Wah.

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

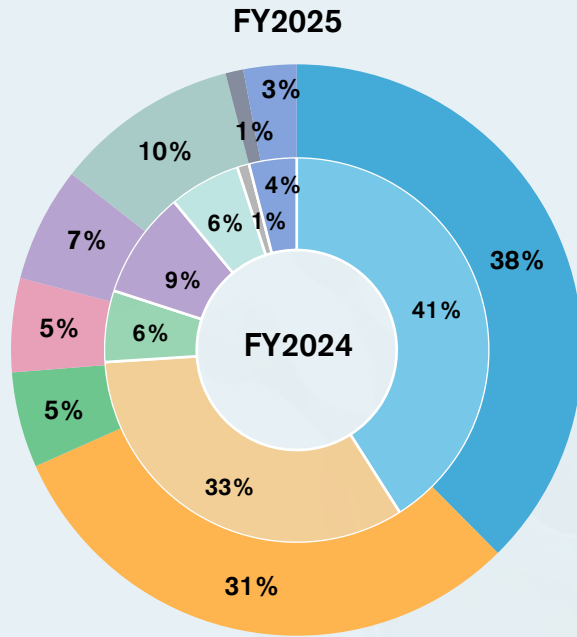


- Profit after tax grew by 70% driven by higher revenue and gross profits.
- The increase was partially offset by higher administrative costs, particularly salary and depreciation costs from Inside Scoop and Sin Wah.



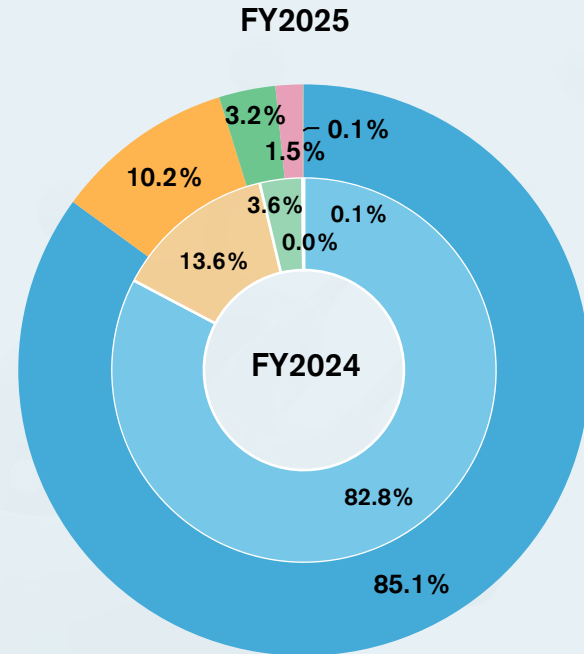
# Revenue Analysis

## Revenue by Product



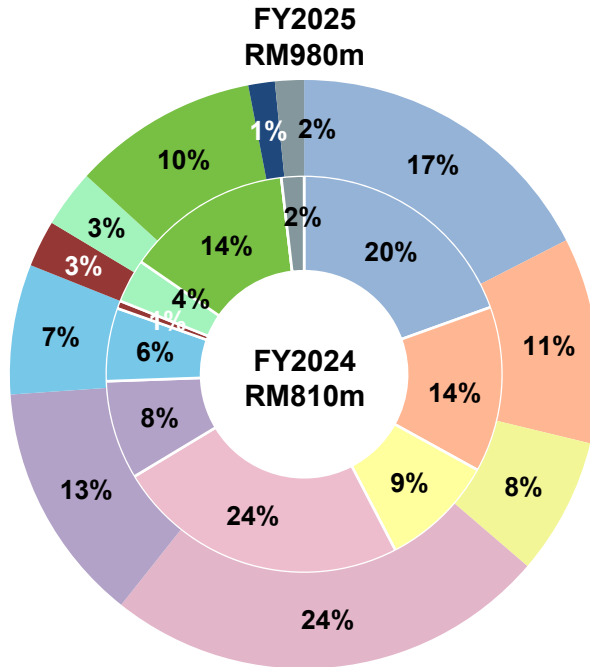
- Chilled milk
- Ambient / UHT milk
- Yogurt & Yogurt drinks
- Powder
- Australia external milk sales
- Ice-cream
- Plant-based products
- Others (Agro & Jomcha)

## Revenue by Region



- Malaysia
- Australia
- Singapore
- Philippines
- Brunei

# Revenue Analysis by distribution channel



- MY Large format retailers
- MY Stockist/Dealers
- MY School Milk Programme
- MY HORECA
- MY Convenience stores & Mini markets
- MY In-store (Inside Scoop & Jomcha)
- MY E-commerce
- Singapore
- Australia
- Philippines
- Others (Agrotourism, Royalties)

## 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 9,800 locations

### In-store

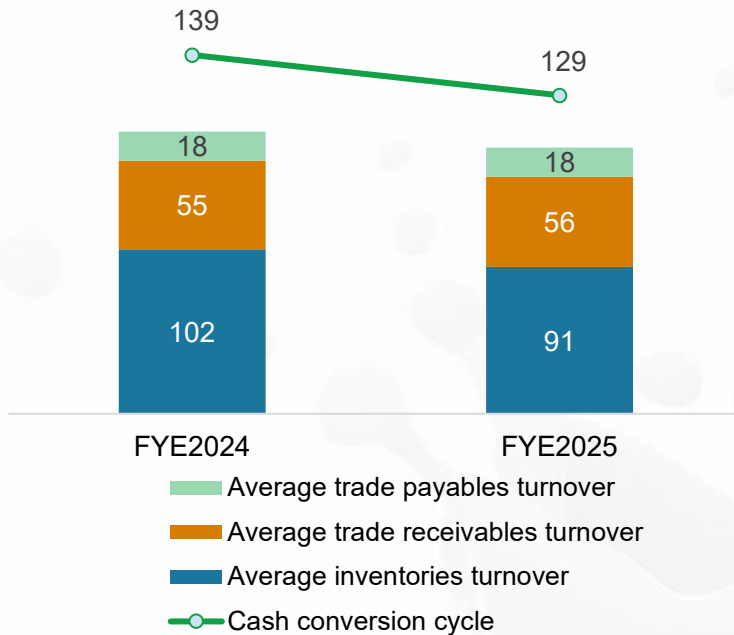
- Inside Scoop over 60 stores and Jomcha over 50 stores across the country

### E-Commerce

- Online platforms (Tik Tok, Shopee, etc.)

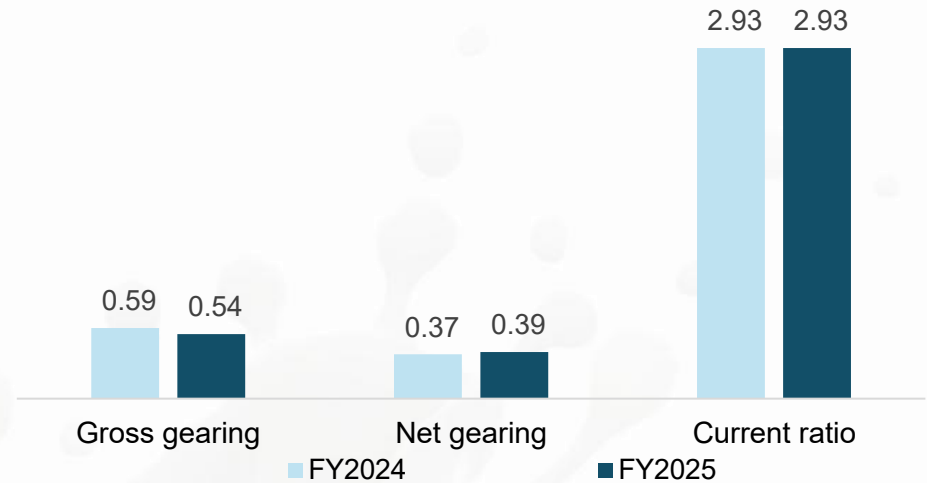
# FY2025 Balance Sheet Ratios

## Cash Conversion Cycle



- Average inventories turnover days decreased from 102 days to 91 days as during FY25, the cost of sales increased at a higher pace than the inventory increase (in line with the increase in sales) resulting a lower inventory turnover figure
- Average trade receivables remained constant
- Average trade payables remained constant

## Key Ratio



- Gross and net gearing ratio increased due to :
  - Higher equity arising from strong profit during the year
  - Lesser borrowings as of March'25
- Current ratio remained constant mainly due to reclassification of asset held for sales to current asset. Prior reclassification, the ratio is 2.78 times due to higher other payables for capex and accrued expenses as of year end.



### 3 Strategies/ Future Prospects



# 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 Farm Fresh Grow

- Powdered milk category in Malaysia is a fast-growing segment with market size of **MYR2.3bn<sup>(1)</sup>**
- Continue to focus on increasing market share for growing up milk for kids aged 2 to 6 years old



## 2 Ice Cream & Chocolate Malt

- Launched Choco Malt in July 2024 and consumer packaged goods (CPG) ice cream in August 2024
- Both products marks our entry into a large addressable market in excess of RM1 billion each, providing avenue for Farm Fresh to leverage on our brand equity to tap into further revenue growth



## 3 ... with additional growth opportunities via new and adjacent product categories

- Launched new product categories such as **cultured milk** and **butter**
- Collaboration with Monsta, local animation company to use Mechamoto character to increase appeal amongst children and increase sales in schools



# Recent product launches



Mechamato series



Farm Fresh Ausfresh



CPG Ice cream



Full Cream Milk Powder



Choco Malt sachet & Choco Malt Kaw



Choco Malt UHT



Chocolate malt



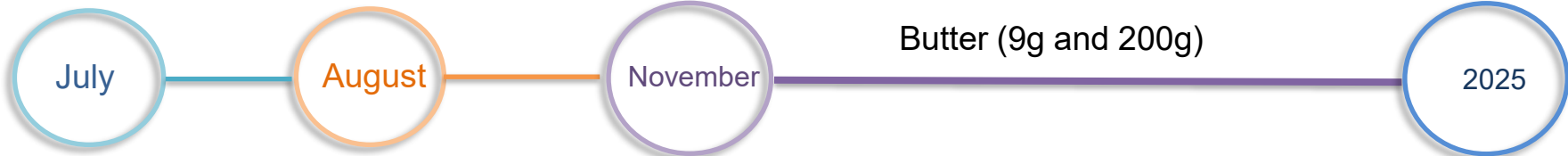
CPG Ice cream



Butter (9g and 200g)



Farm Fresh Grow Cultured Milk



# New Product Launch in coming months

- Farm Fresh Cooking Cream
- Farm Fresh Whipping Cream
- Farm Fresh Cook & Whip
- Farm Fresh High Protein Milk

Chilled

- Farm Fresh Moola Choco Malt Kekal Aktif
- Farm Fresh Moola Choco Malt KAW
- Farm Fresh Fortified Milk
- Henry Jones Barista Milk
- Farm Fresh Pop Corn Flavoured Milk
- Farm Fresh Ichiba Flavoured Milk
- Farm Fresh Chocolate Salted Caramel Flavoured Milk

Ambient

- Sir David Dairy Salted Cultured Butter
- Sir David Dairy Unsalted Cultured Butter
- Farm Fresh Skim Milk Powder

Butter & Powder



# CPG Ice cream progress

## Ice cream Expansion Timeline

CPG ice cream launched in **August 2024** from **Taiping Plant** – enable **fast rollout** of new products and **market validation** + HORECA products.

**Some ice cream production** will be moved to **Enstek** once completed

Enstek large-scale ice cream production in **Q1 2026**, with **capacity of ~1,000,000 pieces of ice cream per day**

January 2024

July 2024

End-2025

Q1 2026

- Testing of extrusion line in manufacturing plant
- Ordering of ice cream lines

- Extrusion line trial run in Taiping plant
- Launch of CPG ice cream





- Enstek structure completed
- Delivery of ice cream lines

- Commissioning and production from Enstek



# 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 	Enstek	~324,000 pcs / day	~18,000 pcs / hr
	<b>Total</b>	<b>~980,000 pcs/day</b>	<b>64,000 pcs / hr</b>

# Current & Future Expansion Plans



## 01 Enstek



- Our central region manufacturing hub is slated for completion in Q1-2026, focusing on creameries, ice cream & plant-based products



## 02 Muadzam Shah Farm expansion (MZ2)



- Expansion at our Muadzam Shah farm is progressing well with completion of barns and arrival of 1,300 dairy cows in May 2025. Upon full completion, the farm's capacity will double to 6,000 dairy cows, increasing our raw milk supply capabilities.



## 03 Philippines Expansion

- Factory in San Simon commenced operational since **September 2024**.
- Currently present in **305 modern trade outlets** and **74 Food Services accounts** majority coffee shops, mainly within Metro Manila.



## 04 Cambodia Expansion



Cambodia is an **attractive market**:

- Fast-growing economy with young population and strong demand for chilled milk
- Opportunity given current geo-political situation with Thailand, previously dependent on imported fresh milk from Thailand
- Potential launching pad into Indochina
- We have delivered few shipments as at end of **August 2025** to Aeon Cambodia



## 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<sup>(1)</sup> 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
- 82.3% of our cows have access to tunnel-ventilation barns
- 96.8% 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

Source: Company information.



(1) Farms certified are Muadzam Shah Farm, Mawai Farm, Desaru Farm and UPM Farm.

# 2 Stronger communities




## Youth Outreach




## Local first / local community policy





**65%**  
of farm and farm processing facility employees are recruited from rural and underserved communities




**223**  
student intern participants from local universities since 2019



**RM47mn**  
in gross income earned by stockists, and dealers under our home dealer network



**80%**  
of Farm Fresh's micro-entrepreneurs<sup>(1)</sup> are female



**RM4.6mn**  
in income generated for our partner-farmers



**>500mn packs**  
Contract award under School Milk Program to school canteens in the Northern, Eastern and Southern regions of Peninsular Malaysia




Source: Company information.

(1) Stockists, home dealers and sub-agents who earn an income for distributing Farm Fresh products within their communities.

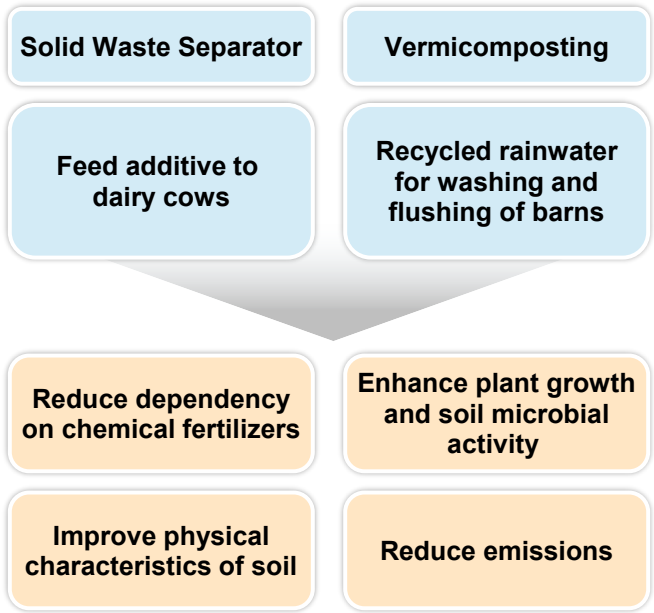
# 3 A healthier planet



## Enhancing regenerative agriculture and water management



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



- Solid waste separators installed at each farm, and the waste collected is measured and subsequently utilised to produce organic fertilizer
- Management of manure - removing the liquids so that the solids dry -- the solids then become a better substitute, for synthetic fertiliser on the crop side as well. This separators itself can have anywhere from a 25-35% reduction in methane from the manure itself<sup>(2)</sup>



Source:  
 (1) Company information: Treatment of solid animal waste and liquid animal waste for reuse in operations.  
 (2) Article from Reuters on sustainable business from dairy giant dated Jan 18, 2023

# 3 A healthier planet



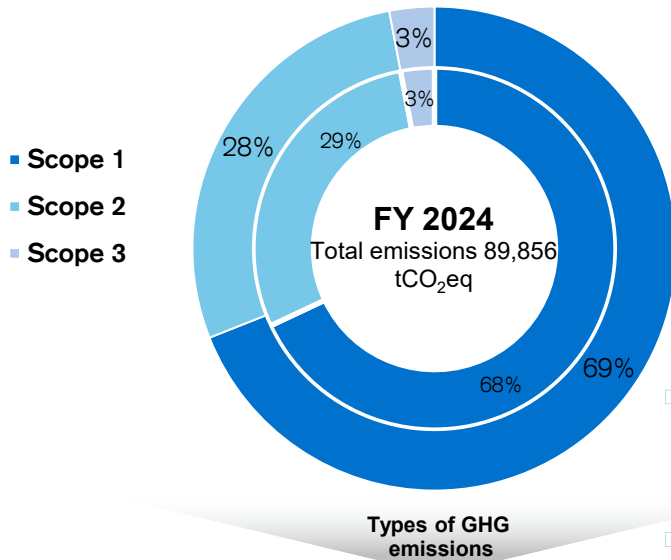
## Climate action



GREENHOUSE GAS PROTOCOL

Carbon footprint exercise

**FY 2025**  
Total emissions 108,354 tCO<sub>2</sub>eq



- Farms emission intensity 30% (MY) lower than regional average<sup>(1)</sup>
- Total emissions increased driven by the group expansion in upstream and midstream



	2024	2025	Var.
Emissions intensity (tCO <sub>2</sub> eq / revenue)	0.000	0.000	↓ 1%
	111	110	

### Updates as of FY2024:



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



Biogas plant in Muadzam Shah up and running & estimated reduction of **9,800 tonnes carbon dioxide (tCO<sub>2</sub>e)** per annum and **reduce diesel usage by 670k litres** a year.



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.



# 3 A healthier planet



## Sustainable packaging



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



**FSC certified for:**  
Produced from responsibly managed forests and controlled sources

Our sales of finished goods that use fully recyclable and FSC® certified Tetra Pak packaging has **maintained at 36.8%** of total sales in **FY2025**

Launched **Milk on Tap** (29 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

From **Aug'22 to Mar'25**, our Milk on Tap initiative has resulted in avoidance of **>664,392 plastic bottles** or equivalent to **>33,220 kg of plastic**.





Thank You

