

**MINUTES OF THE SIXTY-SECOND ("62<sup>ND</sup>") HYBRID ANNUAL GENERAL MEETING ("AGM") OF DUTCH LADY MILK INDUSTRIES BERHAD ("THE COMPANY") HELD AT THE MAIN VENUE GRAND BALLROOM, SIME DARBY CONVENTION CENTRE, NO. 1A, JALAN BUKIT KIARA 1, BUKIT KIARA, 60000 KUALA LUMPUR, MALAYSIA ON FRIDAY, 23 MAY 2025 AT 10.00 A.M.**

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**SHAREHOLDERS** : As per Attendance List

**PROXYHOLDERS** : As per Attendance List

**DIRECTORS** : Broadcast from main venue

Datin Seri Sunita Mei-Lin Rajakumar (Chairperson)

Ms. Veronika Winanti Wahyu Utami

Ms. Saw Chooi Lee

Ms. Corine Danielle Tap

Dato' Dr. Rosini binti Alias

Tengku Nurul Azian binti Tengku Shahrman

Mr. Jean Serge Krol

Mr. Darren Kong Kam Seong

**IN ATTENDANCE** : Ms. Katina Nurani Abd Rahim, Company Secretary

Mr. Kai de Klerk, Finance Director (Meeting Moderator)

Mr. Inderjit Singh (Meeting Moderator)

Ms. Sandhya Menon (Meeting Moderator)

Mr. Marvin Formoso (Meeting Moderator)

Mr. Kelvin Fong (Meeting Moderator)

Ms. Tracy Yoon, Auditor

Ms. Ang Guat Im, Auditor

**CHAIRPERSON OF THE MEETING** : Datin Seri Sunita Mei-Lin Rajakumar ("Datin Seri Chairperson"), as Chairperson of the Company, welcomed everyone joining the Hybrid Meeting and introduced the Board Members and the Company Secretary to the shareholders.



**QUORUM & NOTICE** : The requisite quorum being present, Datin Seri Chairperson declared the Meeting duly convened at 10.00 a.m.

**PROCEDURE FOR MEETING** : The Company Secretary explained to the shareholders the procedures to be adhered to in tabling and approving the resolutions at the Hybrid Meeting.

The Company Secretary informed the shareholders that pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), all resolutions set out in the notice of AGM are to be voted by poll using the electronic polling process ("e-polling") and at least one (1) scrutineer has to be appointed to validate the votes cast at the Meeting.

The Company Secretary then announced that the Company appointed Boardroom Share Registrars Sdn. Bhd., the Company's Share Registrar as Poll Administrator to conduct the e-polling process and Sky Corporate Services Sdn Bhd as the Independent Scrutineers to observe the e-polling process and to verify the poll results.

The shareholders were informed that voting by e-polling for all resolutions would take place after dealing with all the business of the Meeting and that shareholders could also vote on the resolutions prior to the commencement of the e-polling by clicking on the voting icon on the shareholders' screen. The Company Secretary then invited the Poll Administrator to explain how the electronic/remote poll voting was to be conducted.

### **MD'S Presentation & Questions and Answers**

Following the presentation by the Poll Administrator on electronic poll voting and remote poll voting system, Datin Seri Chairperson then invited Ms. Veronika Winanti Wahyu Utami ("Ms. Utami") to provide an overview of the Company's performance for the financial year ended 31 December 2024.

Following the presentation by Ms. Utami, Datin Seri Chairperson informed that the Company had received a list of questions from the Minority Shareholders Watch Group ("MSWG").

The Company Secretary presented the questions raised by MSWG and the corresponding replies from the Management/Board at the Meeting.



The Company Secretary then addressed questions received from shareholders prior to the day of the Meeting and which were posted on the Q&A portal relating to the Company's performance and Audited Financial Statements.

Thereafter, Datin Seri Chairperson opened the floor for questions from the physically attending shareholders/proxies at the Main Venue.

The questions raised by the MSWG and the shareholders/proxies, as well as the corresponding replies to these questions are set out in **Appendix 1** herewith. The questions listed therein broadly covers all the topics raised by shareholders. Questions on similar topics are not duplicated to avoid repetition.

Datin Seri Chairperson then proceeded to table all the resolutions in the agenda for the shareholders' consideration.

### **Ordinary Business**

### **Audited Financial Statements and Reports**

Datin Seri Chairperson informed the shareholders that pursuant to the provision of Section 340(1)(a) of the Companies Act, 2016, a formal approval from the shareholders for the Audited Financial Statements was not required. Therefore, the Audited Financial Statements tabled was meant for discussion only and not put forward for voting.

**RESOLUTION 1** : **Directors' fees**

The second item on the agenda of the Meeting was to approve the proposed payment of Directors' fees of up to RM500,000 for the financial year ending 31 December 2025, to be made payable quarterly.

**RESOLUTION 2** : **Directors' Benefits**

The third item on the agenda of the Meeting was to approve the payment of Directors' benefits up to RM100,000 to Non-Executive Directors for the financial year ending 31 December 2025.

**RESOLUTIONS 3 AND 4** : **Re-election of Ms. Saw Chooi Lee and Ms. Corine Danielle Tap, the Directors who retire by rotation pursuant to Rule 105 of the Company's Constitution**

The shareholders were informed that Ordinary Resolutions 3 and 4 were on the re-election of the Directors, Ms. Saw Chooi Lee and



Ms. Corine Danielle Tap, who would be retiring by rotation pursuant to Rule 105 of the Company's Constitution and being eligible, had offered themselves for re-election to the Board. Each resolution would be taken up separately.

**RESOLUTION 5 : Re-election of Ms. Veronika Winanti Wahyu Utami who retires pursuant to Rule 86.3 of the Company's Constitution**

The shareholders were informed that Ordinary Resolution 5 was on the re-election of Ms. Veronika Winanti Wahyu Utami who was appointed to the Board on 15 April 2025.

**Re-Appointment of Auditors**

**RESOLUTION 6 : continue in office for the ensuing financial year ending 31 December 2025. Ordinary Resolution 6 is to re-appoint PricewaterhouseCoopers PLT as the Company's auditors and to authorise the Directors to fix their remuneration.**

As all items under Ordinary Business have been tabled, Datin Seri Chairperson then proceeded to deal with the items under Special Business.

**Special Business**

**RESOLUTION 7 : To Approve the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature ("Proposed Shareholders' Mandate")**

The shareholders were informed that the item under special business was to approve the Proposed Renewal of Shareholders' Mandate to allow the Company to enter into recurrent related party transactions necessary for the day-to-day operations of the Company.

The Circular to Shareholders dated 25 April 2025 containing the relevant information in respect of the Proposed Shareholders' Mandate had been circulated to the shareholders.

Datin Seri Chairperson informed that the proxies of Royal FrieslandCampina N.V., being the interested party to the transaction, would abstain from voting on Resolution 7.

Datin Seri Chairperson then informed that shareholders had a further 10 minutes to cast their votes before the polls were closed.

The shareholders/proxies proceeded to vote using the e-Polling platform. The Share Registrars were given a further 15 minutes to generate the Poll Results. Scrutineers then verified the results generated by the e-Polling system.

After the poll results were generated by the Share Registrars and verified by the Scrutineers, Datin Seri Chairperson announced the results of the poll for all resolutions set out in the Notice of 62<sup>nd</sup> AGM dated 25 April 2025 as follows:

#### **ORDINARY RESOLUTION 1**

- **PROPOSED PAYMENT OF DIRECTORS' FEES OF UP TO RM500,000 FOR THE FINANCIAL YEAR ENDING 31 DECEMBER 2025**

	<b>Number of shares held</b>	<b>%</b>
<b>FOR</b>	43,880,007	99.91
<b>AGAINST</b>	41,463	0.09
<b>TOTAL</b>	43,921,470	100

Based on the results of the poll, Datin Seri Chairperson therefore declared that the Ordinary Resolution 1 was passed, and it was RESOLVED:

**THAT** the proposed payment of Director's fees of up to RM500,000 for the financial year ending 31 December 2025, to be made payable quarterly, be hereby approved.

#### **ORDINARY RESOLUTION 2**

- **PROPOSED PAYMENT OF DIRECTORS' BENEFITS OF UP TO RM100,000 TO THE NON-EXECUTIVE DIRECTORS FOR THE FINANCIAL YEAR ENDING 31 DECEMBER 2025**

	<b>Number of shares held</b>	<b>%</b>
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<b>FOR</b>	43,868,700	99.88
<b>AGAINST</b>	52,670	0.12
<b>TOTAL</b>	43,921,370	100

Based on the results of the poll, Datin Seri Chairperson therefore declared that the Ordinary Resolution 2 was passed, and it was RESOLVED:

**THAT** the proposed payment of Directors' benefits of up to RM100,000 for the financial year ending 31 December 2025, be hereby approved for payment to the Non-Executive Directors of the Company.

**ORDINARY RESOLUTION 3**

• **RE-ELECTION OF MS. SAW CHOOI LEE**

	<b>Number of shares held</b>	<b>%</b>
<b>FOR</b>	36,135,387	82.27
<b>AGAINST</b>	7,786,783	17.73
<b>TOTAL</b>	43,922,170	100

Based on the results of the poll, it was therefore declared that the Ordinary Resolution 3 was passed, and it was RESOLVED:

**THAT** Ms. Saw Chooi Lee, the Director who retired by rotation pursuant to Rule 105 of the Company's Constitution be and is hereby re-elected to office as a Director of the Company.

**ORDINARY RESOLUTION 4**

• **RE-ELECTION OF MS. CORINE DANIELLE TAP**

	<b>Number of shares held</b>	<b>%</b>
<b>FOR</b>	43,891,687	99.93



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<b>AGAINST</b>	30,483	0.07
<b>TOTAL</b>	43,922,170	100

Based on the results of the poll, Datin Seri Chairperson therefore declared that the Ordinary Resolution 4 was passed, and it was RESOLVED:

**THAT** Ms. Corine Danielle Tap, the Director who retired by rotation pursuant to Rule 105 of the Company's Constitution, be and is hereby re-elected to office as a Director of the Company.

**ORDINARY RESOLUTION 5**

- **RE-ELECTION OF MS. VERONIKA WINANTI WAHYU UTAMI**

	<b>Number of shares held</b>	<b>%</b>
<b>FOR</b>	43,891,338	99.93
<b>AGAINST</b>	31,132	0.07
<b>TOTAL</b>	43,922,470	100

Based on the results of the poll, Datin Seri Chairperson declared that the Ordinary Resolution 5 was passed, and it was RESOLVED:

**THAT** Ms. Veronika Winanti Wahyu Utami, the Director who retired pursuant to Rule 86.3 of the Company's Constitution, be and is hereby re-elected to office as a Director of the Company.

**ORDINARY RESOLUTION 6**

- **RE-APPOINTMENT OF PRICEWATERHOUSECOOPERS PLT AS THE COMPANY'S AUDITORS**

	<b>Number of shares held</b>	<b>%</b>
<b>FOR</b>	43,897,633	99.9



<b>AGAINST</b>	41,837	0.1
<b>TOTAL</b>	43,939,470	100

Based on the results of the poll, Datin Seri Chairperson declared that the Ordinary Resolution 6 was passed, and it was RESOLVED:

**THAT** PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146) be and are hereby re-appointed as Auditors of the Company and to hold office until the conclusion of the next Annual General Meeting at a remuneration to be determined by the Directors.

#### **ORDINARY RESOLUTION 7**

- **TO APPROVE THE PROPOSED RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED SHAREHOLDERS' MANDATE")**

	<b>Number of shares held</b>	<b>%</b>
<b>FOR</b>	9,492,409	83.94
<b>AGAINST</b>	1,815,659	16.06
<b>TOTAL</b>	11,308,068	100

Based on the results of the poll, Datin Seri Chairperson declared that the Ordinary Resolution 7 was passed, and it was RESOLVED:

**THAT** approval be and is hereby given to the Company to enter into and to give effect to the Recurrent Related Party Transactions of a Revenue or Trading Nature as stated in Section 2.4 with the specified classes of Related Parties as stated in Section 2.3 of the Circular to Shareholders dated 25 April 2025 which are necessary for the Company's day-to-day operations subject to the following:

- (i) the transactions are in the ordinary course of business and are on terms not more favorable to the Related Parties than those generally available to the public and are not to the detriment of the minority shareholders; and

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- (ii) the aggregate value of such transactions conducted pursuant to the Shareholders' Mandate during the financial year will be disclosed in the Annual Report for the said financial year.

**AND THAT** such approval shall continue to be in force until:

- (a) the conclusion of the next Annual General Meeting ("AGM") of the Company at which time it will lapse, unless by a resolution passed at the Meeting the authority is renewed; or
- (b) the expiration of the period within which the next AGM of the Company subsequent to the date it is required to be held pursuant to Section 340(2) of the Companies Act, 2016 ("the Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
- (c) revoked or varied by resolution passed by the shareholders in a general meeting;
- whichever is the earlier.

**AND THAT** the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary in the best interest of the Company (including executing all such documents as may be required) to give effect to the transactions contemplated and/or authorized by the Proposed Shareholders' Mandate.

**CONCLUSION**

Datin Seri Chairperson then declared that all the Resolutions for the meeting were duly carried. She thanked all the shareholders for their continuous support to DLMI.

There being no further business, the Meeting came to a close at 1.00 p.m.

**SIGNED AS A CORRECT RECORD  
OF THE PROCEEDINGS THEREAT**

.....  
**DATIN SERI SUNITA MEI-LIN RAJAKUMAR**  
**CHAIRPERSON**



## **APPENDIX 1**

**SUMMARY OF KEY MATTERS DISCUSSED AT THE SIXTY-SECOND (“62<sup>ND</sup>”) HYBRID ANNUAL GENERAL MEETING OF THE COMPANY HELD AT THE MAIN VENUE GRAND BALLROOM, SIME DARBY CONVENTION CENTRE, NO. 1A, JALAN BUKIT KIARA 1, BUKIT KIARA, 60000 KUALA LUMPUR, MALAYSIA ON FRIDAY, 23 MAY 2025 AT 10.00 A.M.**

### **QUESTIONS FROM THE MINORITY SHAREHOLDERS WATCH GROUP (“MSWG”)**

<b>No.</b>	<b>Key Matters raised by MSWG</b>	<b>DLMI’s Responses</b>												
<b>Operational &amp; Financial Matters</b>														
1(a) & (b)	<p>The following information is extracted from DLMI’s annual reports for FY2022 to FY2024:</p> <table border="1"> <thead> <tr> <th>Growth</th> <th>2022</th> <th>2023</th> <th>2024</th> </tr> </thead> <tbody> <tr> <td>Revenue</td> <td>+18%</td> <td>+7.7%</td> <td>+0.2%</td> </tr> <tr> <td>Volume</td> <td>+12%</td> <td>+3%</td> <td>N/A</td> </tr> </tbody> </table> <p>The Group’s revenue growth has decelerated significantly from 18% in FY2022 to just 0.2% in FY2024. What are the key factors driving this slowdown?</p> <p>While volume growth was 12% in FY2022 and 3% in FY2023, it was not disclosed in FY2024. Is this an indication of stagnant or declining volumes? Could management clarify the volume performance for FY2024 and its impact on revenue?</p>	Growth	2022	2023	2024	Revenue	+18%	+7.7%	+0.2%	Volume	+12%	+3%	N/A	<p>In 2024 DLMI’s revenue showed a modest increase in at 0.2% to RM1,445.1 million from RM1442.8 million in 2023. Revenue performance remained strong in our core portfolio of liquid milk and IFT products as well as our professional range. In the third quarter of 2024, the Company successfully completed the planned transition from the Petaling Jaya factory to the new facility in Bandar Enstek. This planned transition temporarily affected the availability of products for sales to our customers. This had no impact on the availability of our core range of products for consumers in stores. As part of the transition DLMI also strategically discontinued the production and distribution of some of our non-core Dutch Lady range of products.</p> <p>Volume performance was in line with revenue performance in 2024. This result was in line with management’s expectations as capacity was limited by the transition to Enstek which was</p>
Growth	2022	2023	2024											
Revenue	+18%	+7.7%	+0.2%											
Volume	+12%	+3%	N/A											

		<p>completed with the closure of the PJ factory only in Q4 2024.</p> <p>A key factor in the revenue growth in 2022 and 2023 was the fact that Dairy raw material and other commodity costs increased significantly. The increase started from 2021, then accelerated into 2022 and continued to remain high into 2023. These significant increases forced DLMI to take price increases to maintain acceptable profitability levels.</p> <p>In 2024 profitability improved as cost prices came down. And even though costs of major commodities trended up towards the end of the year, price changes have been restricted to a very specific part of our portfolio and had no significant effect on revenue or profitability.</p> <p>DLMI remains focused on our mission of Nourishing our Nation with trusted, sustainable and Halal dairy nutrition for now and generations to come. We continue to support the national health agenda, whilst striving to improve the nutritional status of Malaysians. This means we will keep a balanced approach towards pricing management, balancing profitability with affordability and accessibility to our products.</p>
1(c)	<p>Given the flattening revenue and uncertain volume trajectory, what strategic initiatives are in place to drive sustainable growth over the next 3–5 years?</p>	<p>DLMI will stay focused on its purpose of 'Nourishing Our Planet and People in Every Stage of Life'. A few of the key strategic initiatives for DLMI:</p> <p><b>1. Strategic Expansion.</b></p> <p>In 2024, DLMI successfully completed the full transition of its production operations to the new state-of-the art IR4.0 manufacturing facility in Bandar Enstek, marking the end of manufacturing activities at the legacy Petaling Jaya site, which has since been handed over to the new owner. In 2025,</p>



		<p>the focus has shifted to the construction of the new Distribution Centre in Enstek, which remains underway and is expected to be operational by mid-year. This strategic expansion is a pivotal move that facilitates DLMI's future growth.</p> <p><b>2. Product Portfolio and Innovation</b></p> <p>The move to Enstek also enables DLMI's continued growth across its core portfolio of nutritious, healthy and affordable dairy products. It also opens up new opportunities to solidify our position as the leader in the Malaysian Dairy Industry with innovations aligned to changing consumer preferences, such as the Dutch Lady Sip &amp; Seal Packs that was recently launched. Other product developments are expected to come to market in the coming years.</p> <p>The new facility also contains a new Pilot Plant and we keep investing in Research and development to provide the people of Malaysia with nutritious halal dairy products to support the national health agenda, whilst striving to improve the nutritional status of Malaysians.</p> <p><b>3. Public-Private partnerships</b></p> <p>We will continue to partner the Ministry of Agriculture and Food Security especially with the Department of Veterinary Services Malaysia to increase quantity and quality of local raw milk from our dairy farmers. This public-private smart partnership with these two authorities has enabled DLMI to be one of the largest purchaser of local raw milk, hence help us to continue driving dairy product innovation, increase dairy consumption in the country and grow. DLMI aligns its strategy with Malaysia's national ambition of achieving 100% self-sufficiency in local fresh milk by 2030. Likewise we continue our cooperation with the Ministry of</p>
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		<p>Education on the school milk program and will further look into other options to be the partner of choice in public private partnerships.</p> <p><b>4. Revenue growth management</b></p> <p>DLMI will stay focused on managing revenue with a focus on its core portfolio, close partnerships and collaboration with key customers and across channels, effective promotional campaigns to invest behind our brand's equity and grow offtake, while maintaining a balanced approach to pricing and profitability to ensure we are able to keep providing Malaysians with healthy, nutritious and affordable Dairy products.</p>
2	<p>In 2024, DLMI commenced the construction of a new Distribution Centre (DC), adjacent to DLMI@Enstek, which is expected to be completed by the first half of 2025. This integration of production and distribution capabilities is expected to improve logistical efficiency significantly (page 43 of IAR 2024).</p> <p>(a) What is the total budgeted capital expenditure (CAPEX) for the new DC? Is the project on schedule and within budget?</p> <p>(b) What sustainability measures are being incorporated into the design and operation of the new DC?</p>	<p>(a) The budget for the DC is part of the CAPEX scope of RM540m announced earlier. Construction started in Q2 2024 and is expected to be finalized by Q2 2025, which is on schedule. The commissioning and transition to the new DC will take place in a phased approach after finalizing the construction phase.</p> <p>(b) The new DC is designed for holding Solar Installations at a capacity that is projected to deliver significant savings in electricity, energy and carbon emissions. We are in the process of finalising the details and mechanics of the project, which is targeted for completion by Q1 2026. The new DC will be the single distribution point for DLMI's ambient products both produced in Enstek and locally. As it is directly connected to our factory it will no longer require intermediate transportation to external warehouses.</p>

<b>Sustainability Matters</b>		
3(a)	<p>By 2030, the Group targets to reduce energy and water intensity by 30% against 2022 baseline levels of 0.82 GJ/tonne and 2.97 m<sup>3</sup>/tonne, respectively. However, water and energy intensity increased in 2024 due to double operations and testing and commissioning at Bandar Enstek, which produced zero product output from January-May 2024. (Page 88 of IAR)</p> <p>How does DLMI plan to maintain the credibility of its 2030 targets given the significant increase in recent intensity metrics?</p>	<p>We remain committed to our interim 2030 targets, including the 30% reduction in energy and water intensity. The reported increase in intensity was expected as per the transition plan due to the unavoidable double operations and operationalization of our new manufacturing facility at Enstek. Our conservation and mitigation efforts remain on track to meet 2030 targets.</p> <p>Credibility comes with action. We have a firm roadmap to deploy technology and engineering solutions, including renewable energy and regenerative water plans, production efficiencies, while also enhancing business value and standards.</p>
3(b)	<p>Given the rise in intensity in 2024 and the plan to move toward external assurance by FY2025 (page 61 of IAR), when can shareholders expect the first externally assured sustainability report that includes facility-level intensity data?</p>	<p>In 2024, we started our journey to align and meet the requirements of the National Sustainability Reporting Framework. As per the NSRF framework we aim for full adoption of IFRS S1 and S2 and reasonable assurance for Scope 1 and Scope 2 GHG emissions starting 2027. In our roadmap towards reasonable assurance we aim for limited assurance by 2026.</p>
4(a)	<p>The volume of quality raw milk sourced from local farms dropped sharply from 4.33 million litres in FY2022 to 2.12 million litres in FY2024. This was mainly due to farm closures and sub-optimal farms operations. Despite this, DLMI remains one of the largest purchasers of fresh raw milk in Malaysia, with a vision to work with the authorities and sector stakeholders to support the national</p>	<p>We will continue to partner the Ministry of Agriculture and Food Security especially with the Department of Veterinary Services Malaysia to increase quantity and quality of local raw milk from our dairy farmers. This public-private smart partnership with these two authorities has enabled DLMI to be one of the largest purchaser of local raw milk, hence help us to continue driving dairy product innovation, increase dairy consumption in the country and grow as</p>



	<p>ambition of achieving 100% self-sufficiency in local fresh milk by 2030. (Page 85 of IAR)</p> <p>DLMI cites farm closures and sub-optimal operations as key reasons for the 50% drop in local milk sourcing. What specific actions has the Group taken since FY2022 to address these challenges and support struggling farms?</p>	<p>a company. Recently we have been developing long-term strategic partnerships with local dairy farmers to secure supply of local fresh milk, improving farm efficiency and together strengthen dairy practices in Malaysia. DLMI aligns its strategy with Malaysia's national ambition of achieving 100% self-sufficiency in local fresh milk by 2030.</p>
4(b)	<p>What was the total volume of fresh raw milk produced by smallholder farmers in Malaysia in FY2024?</p>	<p>There are no numbers available on 2024 yet, but according to statistic of the Department of Veterinary Services Malaysia (DVS) the total volume of fresh milk produced in Malaysia is approximately 40 million liters in 2023.</p>
4(c)	<p>What specific annual targets or KPIs has DLMI established to track progress toward the 2030 self-sufficiency goal?</p>	<p>We have embarked on a deliberate project aimed at improving the domestic milk value chain. Our focus is on establishing partnerships with high-potential farms towards improving both quantity and quality of milk. We work in close collaboration to share experience to local farms on sustainable farming practices through our Farmer2Farmer initiative and other Government-led initiatives. DLMI aligns its strategy with Malaysia's national ambition of achieving 100% self-sufficiency in local fresh milk by 2030.</p>
4(d)	<p>With the ongoing challenges in local milk supply, what is the Group's current and projected ratio?</p>	<p>For domestic fresh milk, in 2024 approximately half of the total fresh milk portfolio requirement was fulfilled by local farms. For 2025 we expect this ratio will increase significantly towards locally purchased Fresh Milk.</p>

## QUESTIONS FROM OTHER SHAREHOLDERS AND PROXIES

No.	Key Matters raised by the shareholders	Responses
1.	<p><b><u>Dividends</u></b></p> <p>Is there any plan to increase the dividend payout in the near future? If so, could you please share the projected timeline or schedule for such adjustments?</p>	<p>The distribution of dividends is based on the Company's profitability and cashflow, balancing the need to reward shareholders with the need for business and operational continuity, and during the construction of the Enstek facilities to fund the Company's expansion.</p> <p>We need to acknowledge that DLMI has been in a transition from its former manufacturing plant DLMI@PJ to IR4.0 state-of-the-art new development DLMI@Enstek. The realization of this transition is an important pillar under the future growth strategy of DMLI. Such a transition comes with significant cash investments, which we have planned for carefully.</p> <p>Currently we are in phase II of the transition with the construction of the new Distribution Centre next to the manufacturing facility completing in Q2 2025. To minimize the need for borrowings, and manage our cash position, DLMI retained a larger share of its profits and cash generated from operations to utilize towards the construction of the new manufacturing facilities and the Distribution Centre on the land in Bandar Enstek. The investment in the new manufacturing facilities and the Distribution Centre is anticipated to enhance DLMI's prospects and earnings in the future.</p>
2.	<p><b><u>Utilisation of Production Capacity</u></b></p> <p>In relation to the Enstek factory, what is the intended design capacity in terms of volume? Compared to last year, how does the utilisation rate correspond with the intended design capacity?</p>	<p>Enstek is designed for a capacity that has the potential to double the output of the former PJ factory. This is a critical element of our business model's resilient infrastructure, as addressed in the DLMI value creation business model section and MD statements in our annual reports 2022-2024 (<a href="#">Annual Reports – Dutch Lady Malaysia</a>).</p> <p>The actual capacity utilization of the factory depends on several factors including shifts,</p>

	<p>With the DLMI@Enstek facility now fully operational and offering double the capacity, what are the specific strategic initiatives and timelines for utilising this expanded capacity, particularly concerning new product formats and potential regional export opportunities mentioned in the reports?</p>	<p>operational efficiency optimization and utilization rates, per production line.</p> <p>In turn, production closely tracks demand, which is expected to grow in the coming years, as DLMI keeps investing in innovation and product development.</p> <p>The factory at Enstek has the potential to double from the capacity of the former PJ facility. Due to the competitive sensitive nature of the capacity utilization DLMI will not further disclose the actual utilization rate.</p> <p>DLMI's priority is the domestic market. Export is currently a small part of DLMI's total Revenue (&lt;5%), mainly to neighboring countries in the ASEAN region.</p>
<p>3.</p>	<p><b><u>CAPEX &amp; Big Blue Project Costs</u></b></p> <p>Considering that Project Big Blue is almost completed, how much more CAPEX is estimated over the next 3 years? What will this CAPEX be for?</p> <p>Has the CAPEX spend on the Big Blue project exceeded RM540 million? Was there a cost overrun at the Big Blue plant?</p> <p>Is project costs (installation of new equipment) part of the RM540 million? How was it standing in the books as Works in Progress when it is sitting in the factory in PJ?</p>	<p>Total CAPEX investments made by the Company (reflected in our annual reports from 2019 to 2024) include the Enstek facility and on-going capital investments across various areas of our operations.</p> <p>Total CAPEX for the original scope of the Enstek project (as per the <a href="#">announcement dated 15 November 2022</a>) is budgeted at RM540 mil.</p> <p>Of the total RM454m transferred from Capital Work in Progress (CWIP) during the financial year (2024), approximately RM430m related to the original scope of the Enstek project.</p> <p>In addition, further CAPEX investments include:</p> <ul style="list-style-type: none"> <li>- Additional PPE (Property, Plant and Equipment) to cater for the demand for one of our core product lines.</li> <li>-Regular efficiency, safety, quality, and other smaller CAPEX investments.</li> </ul> <p>Almost all of the RM83m outstanding in (CWIP) (as at 31 Dec 2024) relates to the Distribution Center (DC) which is an integral part of the Enstek project. The DC was inaugurated in May 2025 (see <a href="#">DC-Launch-Press-Release-FINAL.pdf</a>).</p> <p>Investment decisions made prior to 2021 (and prior to the Enstek project) include investments in production lines to replace or upgrade</p>

		<p>outdated lines in the PJ facility, later transferred to Enstek and not subject to accelerated depreciation. These investments would have been made regardless of the transition to Enstek.</p> <p>Investments are reported as “Capital Work in Progress” whilst they are under construction, installation or undergoing Performance Qualification (PQ) at the close of the financial year, regardless of the location.</p>
4.	<p><b><u>Accelerated Depreciation and one off costs</u></b></p> <p>The Finance Director's analysis mentions RM39.0 million in accelerated depreciation and one-offs related to the Enstek transition in FY2024; could management confirm if all significant transition costs are now concluded and elaborate on the expected positive impact on operating margins going forward?</p> <p>Where did the accelerated depreciation from the first quarter come from? Why was there accelerated depreciation in Q1 2025 results. Pls explain as the Company announced no more accelerated depreciation from Q3 2024 but it continued in Q4 2024 and now in Q1 2025.</p>	<p>DLMI has finalised the construction of the DC with the inauguration on 30 May 2025 (see <a href="#">DC-Launch-Press-Release-FINAL.pdf</a>). We are in the progress of transitioning our full logistics to the new DC. The development of the DC brings one-off costs such as project overhead for building the facility and bridging the logistics set-up until the go-live on 30 May and transition to the DC by Q3 2025. Nevertheless, we expect these one-off costs to be significantly below 2024 levels.</p> <p>Accelerated depreciation expenses were no longer incurred after Q3 2024.* However, other one-off transition costs remained with the ramp-up of production at the new facility and the ongoing construction of the dedicated Distribution Centre at Bandar Enstek.</p> <p>*In Note 25 of the Bursa Announcement for Q1 2025 dated 22 May 2025, accelerated depreciation of property, plant, and equipment RM234k was disclosed. This erroneous classification was adjusted to (regular) depreciation of property, plant and equipment with an amendment announcement dated 18 June 2025. We apologize for the confusion caused.</p> <p><a href="#">Link to the amended announcement dated 18 June 2025</a></p>
5.	<p><b><u>Revenue Acceleration</u></b></p> <p>Given the significant investment in the new DLMI@Enstek facility, could</p>	<p>In 2024, despite the challenging market environment and full focus on transitioning to the new Enstek facility, DLMI managed to</p>

	<p>the Board elaborate on the key factors contributing to the modest 0.2% revenue growth in FY2024 and the outlook for leveraging the increased capacity for revenue acceleration in FY2025?</p>	<p>improve revenue with 0.2% to RM1,445.1 million from RM1442.8 million in 2023.</p> <p>Revenue performance remained solid in our core portfolio of liquid milk and IFT products as well as our professional range.</p> <p>In the third quarter of 2024, the Company successfully completed the planned transition from the Petaling Jaya factory to the new facility in Bandar Enstek. This planned transition temporarily affected the availability of products for sales to our customers. This had no impact on the availability of our core range of products for consumers in stores.</p> <p>As part of the transition DLMI also strategically discontinued the production and distribution of some of our non-core Dutch Lady range of products.</p> <p>DLMI's strategic expansion is a pivotal move that not only facilitates DLMI's continued growth, but it also creates new opportunities to solidify our position as the leader in the Malaysian Dairy Industry with innovations aligned to changing consumer references, such as the Dutch Lady "Sip &amp; Seal" packs which were launched in the second half of 2024. This and other product innovations added to the strong revenue performance in our core portfolio. Underlying revenue on the core range showed solid growth across the different product segments.</p>
<p>6.</p>	<p><b><u>Corporate Governance</u></b></p> <p>The Corporate Governance Report notes a departure from Practice 5.2 regarding board independence, citing the major shareholder structure; given the timeframe indicates monitoring this "in the future," what specific circumstances or milestones would trigger a review aimed at achieving a majority independent board?</p>	<p>A majority (5 out of 8) of the Board members represents the Company's minority shareholders. (see page 139 of the 2024 IAR) and therefore, are "independent" of the majority shareholder.</p> <p>The Board comprises 8 members, one of whom holds an executive position as the Managing Director, while the other 7 are Non-Executive Directors.</p> <p>Out of the 8 members, 4 are independent and 4 are non-independent directors.</p> <p>Of the 4 non-independent directors, 3 are nominees of FC, and 1 is a nominee of</p>

		<p>Permodalan Nasional Berhad, an investment management fund for public investors.</p> <p>We would suggest a review will only be needed if minority shareholders are no longer represented by a majority of independent directors on the Board.</p>
7.	<p><b><u>Investor Relations</u></b></p> <p>What is the level of institutional shareholding in DLMI and what is the frequency of investor engagement carried out by Management?</p>	<p>Several institutional investors continue to hold positions in the Company and several remain among our Top 30 largest shareholders (see pages 217 to 218 of the 2024 IAR).</p> <p>We maintain regular and appropriate engagement with institutional shareholders and various financial analysts. We also engage the public through active (social) media postings.</p>
8.	<p><b><u>Products</u></b></p> <p>There are 18 products listed on Dutch Lady's website and 3 on Friso Gold's website.</p> <p>Referring from quarterly reports' notes, there are discontinuations of Dutch Lady's non-core products in Q3 which affected the availability of products for consumers and harmed revenues of the Company.</p> <p>Which products were discontinued and what products will the Company be considering launching upon the completion of the Distribution Centre?</p> <p>Will Dutch Lady launch a specialty milk formula for Diabetic patients in Malaysia?</p>	<p>Some portfolios, from a category point of view, were seen as softening. As such we decided to discontinue sterilized milk products, Yoghurt and Drinking Yoghurt last year. It still has a carryover impact to this year.</p> <p>The move to Enstek also enables DLMI's continued growth across its core portfolio of nutritious, healthy and affordable dairy products.</p> <p>It also opens up new opportunities to solidify our position as the leader in the Malaysian Dairy Industry with innovations aligned to changing consumer preferences, such as the Dutch Lady Sip &amp; Seal Packs that was recently launched. Other product developments are expected to come to market in the coming years.</p> <p>We are also observing how Malaysian consumers are evolving. Some are global phenomenon, and some are uniquely Malaysian. We are now preparing innovations for the next generation to be launched within the next 12-18 months.</p> <p>Our innovation agenda in the market will be filled with much stronger nutrition and benefit-led innovations that are not only in compliance with our Global Nutrition standards but also fits the needs of Malaysian consumers.</p>

		At present there are no plans to launch a specialty formula milk product for Diabetic patients.
9.	<p><b><u>Sugar cost</u></b></p> <p>What is our sugar cost composition within the total production costs? Due to government policies, the cost of sugar has increased substantially. How does this affect the business?</p>	<p>Sugar is one of the components of our products, but we try to avoid using sugar as much as possible as our aim is to provide healthy dairy nutrition products and reduce the use of added sugars.</p> <p>As such, sugar is a minor component in our total raw material purchase and usage, and it does not contribute significantly to the volatility of our total cost base.</p> <p>The increase in sugar tax by the government is foreseen to have no short-term impact on the Company as our products remain exempted.</p>
10.	<p><b><u>Margins</u></b></p> <p>Why is our competitor's margin more superior than the Company's despite its legacy and long track record?</p>	<p>DLMI's gross profit margins improved significantly from 29.7% in 2023 to 33.8% in 2024, with absolute gross profit increasing 13.9% to RM487.9 million.</p> <p>The Company's operating profit margins rose to 9.1% in 2024, compared to 6.9% in 2023, while adjusted operating profit margins (excluding accelerated depreciation and one-off costs) increased from 11.0% to 11.8%.</p> <p>Net profit margins (unadjusted) improved from 5.0% to 6.7%, reflecting DLMI's commitment to consistent profitability.</p> <p>DLMI is eligible for an Investment Tax Allowance (ITA) for the construction of the new facilities, facilitated by MIDA. The ITA allows companies to offset a portion of their qualifying capital expenditure against their taxable income, which is expected to lower the effective tax rate.</p>
11.	<p><b><u>IFT contribution</u></b></p> <p>What is the percentage contribution of the IFT products to Dutch Lady's revenue?</p>	IFT provides strong contribution to Dutch Lady's revenue and about 50% of the profit. It continues to be fundamental to the Company's growth and development.
12.	<p><b><u>Intercompany Loan</u></b></p>	The Company had evaluated various financing options, including loans from local banks, and

<p>Note 14 on page 197 of 2024 AR. What is the borrowing cost of the RC facility. Is it 5.52% pa and how is this figure derived and is it linked to KLIBOR or LIBOR and is it in RM or USD/Euro. Is it lower than the borrowing cost if DL were to borrow from M'sian based Banks.</p> <p>Why do we borrow from parent company and not from local banks? Is it because DLMI is not able to obtain loans from local banks?</p> <p>Why do we borrow in USD and take the FX risk? We are already exposed to milk price hedging.</p> <p>What is the borrowing cost (with hedging)? What is the synthetic rate, lower or higher?</p>	<p>determined that the intercompany facility was the most cost-effective and efficient solution.</p> <p>The intercompany revolving credit facility offers greater flexibility with fewer formalities, covenants and lower charges compared to external bank financing. This allows the Company to manage its funding needs more efficiently and respond more swiftly to operational requirements. On overall, these benefits translate into better savings and lower costs to the Company.</p> <p>The intercompany revolving credit facility is denominated in USD. As disclosed in the audited financial statements, the weighted average interest rate per annum for 2024 is 5.52%. This figure was the nominal interest rate. However, having taken into account the USD/MYR exchange rate hedge, the effective interest rate of the facility would be 3.5%-4% per annum. The combination of USD nominal loan with the USD/MYR hedge (often referred to as the term "synthetic"), would therefore provide an overall lower borrowing costs compared to those in MYR loan from local financial institutions.</p> <p>This thorough cost-benefit analysis was conducted and reviewed by the independent directors of the Board prior to approving the transaction.</p> <p>The Board continues to monitor the arrangement to ensure that the intercompany revolving credit facility remains commercially favorable and aligned with the best interests of the Company and its shareholders.</p> <p>Milk Price hedging: DLMI does not hedge milk price but manages its foreign currency exposure on USD purchases.</p>
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13.	<p><b><u>Tax</u></b></p> <p>Did the Company enjoy any incentives from the Government on modernisation? Was the investments used for upgrade or was it simply shifting of your production? To what extent does it help the Company's bottomline?</p>	<p>Tax incentives are provided by the Malaysian government to encourage investments that promote Malaysia's economic development, innovation, skills development etc.</p> <p>DLMI is eligible for an Investment Tax Allowance (ITA) for the construction of the new facilities, facilitated by MIDA. The ITA allows companies to offset a portion of their qualifying capital expenditure against their taxable income, which is expected to lower the effective tax rate.</p>
14.	<p><b><u>Tax Expense</u></b></p> <p>What does Income not subject to tax refers to (see page 199 notes to the AFS 17)?</p>	<p>Certain expenses were recorded as accrual in previously based on best estimates. As actual costs came in lower these were partially reversed in 2024. Since these expenses were non-deductible for tax purposes, the corresponding income reversal in 2024 was also not taxable and classified as income not subject to tax.</p>
15.	<p><b><u>Innovation &amp; Technology</u></b></p> <p>How does the Company apply technology?</p>	<p>Our innovation efforts include improved products, packaging, processes, people, and the planet. We also focus on unlocking greater cost and time efficiencies through the targeted application of digital technologies and solutions. One example is our World Class Operations Management (WCOM) programme, which aims to increase focus, maximise impact, and drive sustainability in our production processes.</p> <p>We also strive to deploy Industrial Revolution (IR) 4.0 technologies such as the Internet of Things (IoT), big data analytics, cloud computing and augmented reality to improve operational efficiencies. These technologies at our new manufacturing facility DLMI@Enstek create a modern, future-proof production environment. With fine tuning and further developments in coming years, we will strive to reduce losses/materials, improve efficiencies and minimise the use of natural resources.</p>
16.	<p><b><u>Domestic Milk Supply</u></b></p> <p>To what extent is the Company sourcing milk from</p>	<p>According to the Department of Veterinary Services Malaysia's livestock statistics, the national requirement for fresh milk is approximately 60 million litres a year. There are no numbers available for 2024 yet but based on</p>

	<p>the domestic dairy industry? Is it sufficient?</p>	<p>data in 2023, only 40.1 million litres (66.8%) of local fresh milk is produced in Malaysia. Hence the local supply is still not sufficient.</p> <p>To strengthen our supply chain resilience, we are continuously looking at diversifying our supplier network, reducing over reliance on specific regions. We are also working to increase sourcing of fresh milk locally, reinforcing our commitment to supporting the domestic dairy industry and ensuring a stable supply chain. Towards this, over the years, we have been consistent in building on the success of our Dairy Development Programme (DDP) and increased our collaboration with local dairy farmers, providing them with training, resources and technology to enhance milk yield and quality.</p>
<p>17.</p>	<p><b><u>Expansion of factory</u></b> On the Enstek factory, is there any plans for expansion (given demand and plans of regional export) in the future? What is the export percentage target?</p>	<p>The Company may expand in the future. For the foreseeable future there is sufficient capacity to facilitate sales growth.</p> <p>On exports, we aim to explore new market opportunities, particularly in regional export markets to drive revenue growth and enhance our global presence.</p> <p>Positive domestic demand, stable exports, and growing investor confidence in local markets will create a favourable environment for planning and delivering growth.</p> <p>For DLMI, these trends would mean a cautiously optimistic approach to planning and delivering our growth with the new manufacturing facility DLMI@Enstek.</p>
<p>18.</p>	<p><b><u>Proceeds of land sale</u></b> Is there any redistribution of the PJ factory land sale proceeds for the shareholders or will it be purely utilised as CAPEX for the new facility?</p>	<p>The proceeds from the sale of the land were invested in the construction of the Enstek factory.</p> <p>This was clarified in the announcement dated 18 May 2021, disclosed in the circular to shareholders dated 9 June 2021, which was subsequently approved by shareholders in an Extraordinary General Meeting (EGM) on 1 July 2021.</p> <p>Links to the relevant documents can be found below:</p>

		<p>18 May 2021: <a href="#">DLMI-Released-Announcement-Utilisation-of-Proceeds-arising-from-the-Proposed-Disposal-of-Property.pdf</a></p> <p>9 June 2021: <a href="#">Circular-to-Shareholders.-Proposed-Disposal.-9-June-2021.pdf</a></p> <p>1 July 2021: <a href="#">Minutes-of-EGM-dated-1-July-2021</a></p>
19.	<p><b><u>Share split</u></b></p> <p>Will the Company consider carrying out a share split?</p>	<p>At this point in time, the Board has no immediate plans to undertake a share split. However, we remain open to evaluating various corporate actions which can be beneficial under the right circumstances. We will continue to monitor relevant factors, including market conditions and the Company's strategic priorities. The Board remains committed to acting in the best interests of the Company and all its stakeholders.</p>
20.	<p><b><u>Returns on Equity and Capital Employed</u></b></p> <p>Historically, DLMI generated very high Returns on Equity and Capital Employed. While FY2024 showed improvement, ROCE remains significantly below historical peaks. Does management believe the Company's fundamental return-generating potential has structurally changed? What level of ROCE does management realistically target over the medium term (3-5 years), considering the new asset base and current market dynamics?</p>	<p>Returns have fluctuated with challenging market conditions in the past years related mainly due to higher commodity prices. In the recent 2 years returns have improved.</p> <p>In 2024, DLMI transitioned from its former manufacturing plant DLMI@PJ to IR4.0 state-of-the-art new development DLMI@Enstek. The realization of this transition is an important pillar under the future growth strategy of DMLI. Such a transition comes with significant cash investments, which we have planned for carefully. Currently we are on phase II of the transition with the construction of the new Distribution Centre next to the manufacturing facility.</p> <p>To minimize the need for borrowings, and manage our cash position, DLMI retained a larger share of its profits to utilize the cash towards the construction of the new manufacturing facilities and the Distribution Centre on the land in Bandar Enstek.</p> <p>The investment in the new manufacturing facilities is anticipated to enhance DLMI's prospects and returns in the future.</p>
21.	<p><b><u>Operating Expenses</u></b></p> <p>Operating expenses, particularly SG&amp;A, are crucial</p>	<p>The initiatives taken are as follows:</p> <ul style="list-style-type: none"> <li>• A globally led, operational efficiency program in the factory to optimize costs</li> </ul>

	<p>for profitability. Following the organisational restructuring and focus on cost optimisation, what specific measures are in place to ensure disciplined cost control moving forward, especially as the Company reinvests in its brands? Can shareholders expect operating expenses to grow slower than revenue, indicating operating leverage?</p>	<p>by improving processes, systems and overhead costs</p> <ul style="list-style-type: none"> <li>• A globally led strategic restructuring program to set-up a fit-for-purpose commercial and administrative organization.</li> <li>• Value engineering initiatives (VICO = Value In, Cost Out) to optimize recipes and packaging materials</li> <li>• Commercial and overhead spend optimization and control program</li> </ul> <p>Cost control is an important pillar to enable continued investments behind our brands. Management closely monitors cost developments across the P&amp;L lines, taking action when required to protect profitability.</p>
22.	<p><b><u>Board Evaluation</u></b></p> <p>The Corporate Governance report states an internal board evaluation was conducted in FY2024; considering the MCGG recommendation for large companies to engage an independent expert at least every three years, when does the Board anticipate undertaking its next external evaluation?</p>	<p>MCCG recommendation applies to large companies which DLMI at present does not qualify for, as it is not a large company, our Market Capitalisation is below RM2 billion.</p> <p>Even so, the Board will be taking part in a Board capability skills gap exercise in FY2025 to identify opportunity areas and reflect on how to grow and strengthen individually as well as together, as a collective to drive the culture and direction of DLMI.</p>
23.	<p><b><u>Senior Management Remuneration</u></b></p> <p>Regarding the departure from Practice 8.2 on disclosing senior management remuneration, while noting the concerns about competitiveness, how does the Board reconcile this non-disclosure with the principles of transparency and accountability to shareholders, and what alternative mechanisms</p>	<p>The most senior member of Management is the Executive Director of the Company, and her remuneration is disclosed in this report and in the Corporate Governance Overview Statement in the Integrated Annual Report.</p> <p>Details of the remaining members of senior Management is shared on an aggregated basis in the CGOS (see page 149 of the IAR). With this information, the shareholders can determine the level of remuneration paid to the Management Team as a whole for purposes of determining appropriateness.</p>

	ensure remuneration is appropriate?	
24.	<p><b><u>Distribution Centre</u></b></p> <p>What is the status of the new Distribution Centre (DC), which is due to be completed by 1H25?</p> <p>How can the new DC support Company's growth?</p>	<p>The new distribution centre (DC) was completed in Q2 2025, with the inauguration taking place on 30 May 2025, while full transition to the new DC will be planned in the months after go-live.</p> <p>This integration of production and distribution capabilities is expected to improve our logistical efficiency significantly.</p> <p>Reference: <a href="#">DC-Launch-Press-Release-FINAL.pdf</a></p>
25.	<p><b><u>Dairy raw materials and foreign exchange rates</u></b></p> <p>What is the Company's outlook of dairy raw materials and foreign exchange rates?</p>	<p>Dairy Raw Material (DRM) prices have been volatile over the past years, they came down in 2023 from record high levels, in 2024 they trended up and we expect that the upward trend continues in 2025*.</p> <p>At the same time foreign exchange remains volatile, we are still facing inflation and are operating in an uncertain geopolitical landscape. To ensure we can continue to Nourish the Nation, we are continuously reviewing our plans to protect our Gross Margins.</p> <p>When pricing in the market, we carefully look at market conditions, competition activities and what the consumer is willing to pay. In case of higher input cost, we closely review our pricing policies.</p> <p>We have an underlying commitment to continue increasing the penetration of milk to improve the health of Malaysians, so we need to find a right balance between pricing, economic conditions and growing consumption.</p> <p>*Below are useful reference links for global dairy commodity prices:</p> <p><a href="#">Whole Milk Powder » GlobalDairyTrade</a></p> <p><a href="#">Skim Milk Powder » GlobalDairyTrade</a></p> <p><a href="#">Anhydrous Milk Fat » GlobalDairyTrade</a></p>

26.	<p><b><u>Hedging</u></b></p> <p>Does DLMI hedge 100% of its foreign currency exposure? During period of strong Ringgit (against USD) like now, how does it affect the earnings from an immediate and longer-term perspective considering the hedging?</p>	<p>A significant proportion of our purchases are affected by global DRM prices and volatility in foreign exchange rates (MYR/USD).</p> <p>To manage this in the short term, DLMI has hedging policies in place.</p> <p>In the medium and longer term, a strong MYR is beneficial to the Company. To create cashflow certainty we use hedge instruments to manage our exposure to currency risks. With volatility this can lead to temporary P&amp;L fluctuation due to revaluation of financial instruments. Hedges delay the impact (either positive or negative) of currency fluctuations.</p> <p>Forex gains or losses versus prior periods depend on the strength of the MYR against other major currencies. In the first quarter of 2025 the MYR was stronger than in the same period of the previous year.</p>
27.	<p><b><u>Enstek factory visit</u></b></p> <p>Will shareholders be able to visit the new plant at Enstek? How can we arrange this? Does DLMI offer, or is open to offering, "site visits" for potential investors/interested parties?</p>	<p>Thank you for the interest shown. You may write to the following email:- <a href="mailto:dutchladycareline@frieslandcampina.com">dutchladycareline@frieslandcampina.com</a></p>
28.	<p><b><u>Competitiveness</u></b></p> <p>How DLADY maintains its competitiveness as more similar products are available in Malaysia market from other competitors?</p>	<p>As the largest producer in Malaysia of dairy products, based on the best quality milk, we are committed to continue to be innovative and drive multiple occasions to retain dairy market leadership and we are stepping ahead in terms of e-commerce and other routes to market.</p> <p>DLMI is focused on market penetration. Our core purpose is to nourish the nation and we believe that there is still room for growth.</p> <p>Penetration of liquid milk is approximately 70%. There are still 30% of people who do not drink Dutch Lady milk, we are seizing opportunities to grow the category.</p> <p>We find ways to energize, educate &amp; excite consumers through driving usage of milk in multiple occasions. As a brand, Dutch Lady</p>

		<p>continues to drive brand relevance and presence through key initiatives throughout the year. Our annual Ramadan campaign in Quarter 2 was energized by the return of our Rose Bandung Flavored Milk and popular Kurma Milk variant. The Ramadan campaign focused on nutrition and energy for the fasting month and doing good. With our new Enstek factory, we launched new formats for liquid milk like our reclosable convenience pack for on-the-go occasion.</p>
29.	<p><b><u>Importance of shareholders</u></b></p> <p>How important are shareholders to the Company?</p>	<p>Shareholders and Investors (SI) are very much one of the key Stakeholders, as confirmed in page 6 of the AR.</p> <p>The SI's areas of concerns are identified in pages 13 to 16 of the AR.</p> <p>The importance of shareholders is also repeatedly mentioned throughout the Sustainability statement and Corporate Governance Statements.</p> <p>In calendar year 2024 DLMI's share price increased by over 30% (closing 31 Dec 2024 vs opening 2 Jan 2024), with a total dividend yield of approximately 1.7%.</p>
30.	<p><b><u>Energy and water reduction</u></b></p> <p>Is the reduction in energy and water usage at the new factory a projected estimation number, or an actual reported operating number?</p>	<p>The reduction of 30% in our energy and water intensity is a target which the Company aims to achieve by 2030 against 2022 baseline (page 79 of IAR).</p> <p>We will provide a further progress update in the 2025 Annual Report.</p>
31.	<p><b><u>One-off costs</u></b></p> <p>Are any more one-off transition expenses expected to be incurred? When would it be expected to end?</p>	<p>The new distribution centre (DC) was completed in Q2 2025, with the inauguration taking place on 30 May 2025, while full transition to the new DC will be planned in the months after go-live.</p> <p>That would mean that one-off transition costs will cease largely after Q3 2025.</p>