



## **DUTCH LADY MILK INDUSTRIES BERHAD**

(Registration No.196301000165 (5063-V))

- 1) **NOTICE OF THE COMPANY'S 63<sup>RD</sup> ANNUAL GENERAL MEETING**
- 2) **PROXY FORM**
- 3) **REQUEST FORM**

### **2025 Integrated Annual Report**

The Company's Integrated Annual Report dated 21 April 2026  
is available on [www.dutchlady.com.my](http://www.dutchlady.com.my).  
You may also scan the QR Code below to download the report:



Members may request a printed version of the Integrated Annual Report by submitting the attached Request Form to the Share Registrars. Members are encouraged to download a copy of the Integrated Annual Report from the Company's website in the interest of preserving the environment.

**Notification to Members on the Hybrid Annual General Meeting**

Dear Shareholders,

The Company's 63<sup>rd</sup> Annual General Meeting ("AGM") will be hybrid, whereby the meeting will be held physically at Grand Ballroom, KLGCC Convention Centre ("Main Venue") and will be equipped with live streaming from the Main Venue on Wednesday, 20 May 2026 at 10.00 a.m. with online remote voting.

As our company continues to move towards sustainable business practices, we would like to continue to promote actions and behaviour that not only reduces our negative impact (footprint) but proactively creates positive impact (handprint). With the necessary facilities for broadcast and online voting prepared and in place, we appreciate if you could support us by attending virtually thus minimizing the need for travel to the meeting venue, and significantly cut-down the amount of physical materials to be generated for the meeting.

**Details on participation via online voting are set out in the Administrative Guide to the attached Notice of AGM.**

**Main Venue:**

**GRAND BALLROOM, KLGCC CONVENTION CENTRE, NO. 1A, JALAN BUKIT KIARA 1, BUKIT KIARA, 60000 KUALA LUMPUR, MALAYSIA**

**Members who are unable to participate in this 63<sup>rd</sup> AGM may appoint the Chairperson of the meeting as his/her proxy and indicate the voting instructions in the attached proxy form.**

# Notice of Annual General Meeting

**NOTICE IS HEREBY GIVEN that the Sixty-Third Annual General Meeting (“63<sup>rd</sup> AGM”) of the Company will be carried out in a hybrid format, whereby Main Venue will be at Grand Ballroom, KLGCC Convention Centre, No. 1A, Jalan Bukit Kiara, Bukit Kiara, 60000 Kuala Lumpur, Malaysia and the meeting will be equipped with live streaming and online remote voting on Wednesday, 20 May 2026 at 10.00 a.m. for the purpose of transacting the following purposes:**

## **AGENDA**

### **AS ORDINARY BUSINESS**

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025, together with the Reports of the Directors and Auditors thereon (Please refer to Explanatory Note to the Agenda (i)).
2. To approve the payment of Directors’ fees of up to RM600,000 for the financial year ending 31 December 2026, to be made payable quarterly (Please refer to Explanatory Note to the Agenda (ii)). **Resolution 1**
3. To approve the payment of Directors’ benefits of up to RM120,000 to Non-Executive Directors for the financial year ending 31 December 2026 (Please refer to Explanatory Note to the Agenda (ii)). **Resolution 2**
4. To re-elect the following Directors who retire by rotation pursuant to Rule 105 of the Constitution of the Company: **Resolutions 3 and 4**
  - (a) Dato’ Dr. Rosini binti Alias; and
  - (b) Mr. Jean Serge Krol
5. To appoint Ernst & Young PLT as Auditors of the Company in place of the retiring Auditors, PricewaterhouseCoopers PLT., and to authorise the Directors to fix their remuneration. **Resolution 5**

**"THAT** Ernst & Young PLT having consented to act, be and are hereby appointed Auditors of the Company for the financial year ending 31 December 2026 in place of retiring Auditors, PricewaterhouseCoopers PLT, and to hold office until the conclusion of the next Annual General Meeting of the Company and that the Directors be authorised to determine their remuneration."

### **AS SPECIAL BUSINESS**

To consider and if thought fit, pass the following resolutions:

6. **PROPOSED RENEWAL OF SHAREHOLDERS’ MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE (“PROPOSED SHAREHOLDERS’ MANDATE”)** **Resolution 6**

**"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 with the specified classes of Related Parties as stated in Sections 2.4 and 2.3 of the Circular to Shareholders dated 21 April 2026 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 favourable to the Related Parties than those generally available to the public and are not to the detriment of the minority shareholders; and
  - (ii) the aggregate value of such transactions conducted pursuant to the Shareholders’ Mandate during the financial year will be disclosed in the Integrated Annual Report for the said financial year;

# Notice of Annual General Meeting

**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 authorised by the Proposed Shareholders’ Mandate.”

7. To transact any other business of which due notice shall have been given in accordance with the Constitution of the Company and the Companies Act, 2016.

By Order of the Board

**KATINA NURANI BINTI ABD RAHIM**  
**(L.S. No. 9652)**

SSM Practising Certificate No. 201908001190  
Company Secretary  
Petaling Jaya

21 April 2026

## NOTES

1. *The Sixty-Third Annual General Meeting (“63<sup>rd</sup> AGM”) will be conducted in a hybrid format, physically held at Grand Ballroom, KLICC Convention Centre (“Main Venue”) and will be equipped with live streaming and online remote voting via Remote Participation and Electronic Voting (“RPEV”) facilities which are available on the meeting platform at <https://meeting.boardroomlimited.my>. With RPEV facilities, members may exercise their rights to participate and vote at the 63<sup>rd</sup> AGM through the following modes of communication: i) Typed text in the Meeting Platform ii) E-mail questions to [finance.dept@frieslandcampina.com](mailto:finance.dept@frieslandcampina.com) prior to the Hybrid Meeting iii) You may submit questions in advance on the AGM resolutions and Integrated Annual Report 2025 not later than 10.00 a.m. on Tuesday, 19 May 2026 via Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>, and select “SUBMIT QUESTION” to pose questions (“Pre-AGM Meeting Questions”). The Company has appointed Boardroom Share Registrars Sdn Bhd (“Boardroom”) as the Poll Administrator for the 63<sup>rd</sup> AGM to facilitate the Hybrid Meeting. Please follow the procedures set out in the Administrative Guide for the 63<sup>rd</sup> AGM below to register, participate and vote remotely via RPEV facilities.*
2. *A Member entitled to attend and vote at the 63<sup>rd</sup> AGM of the Company is entitled to appoint a proxy/proxies to attend and vote instead of him. A proxy need not be a member of the Company. A proxy appointed to attend and vote at the Meeting shall have the same rights as a Member to speak at the Meeting.*
3. *Save for an Exempt Authorised Nominee as defined under the Central Depositories Act which may appoint multiple proxies in respect of each Omnibus Account it holds with ordinary shares of the Company standing to the credit of the said securities account, a Member (including an authorised nominee) shall be entitled to appoint not more than two (2) proxies to attend and vote at the same meeting. In any case, where more than one (1) proxy is appointed, such appointment shall not be valid unless the proportion of the holdings represented by each proxy is specified.*
4. *The instrument appointing the proxy must be signed by the Member or his attorney duly authorised in writing, or if the appointer is a corporation, the instrument must be executed under its common seal or under the hand of its officer or attorney duly authorised.*
5. *For the purpose of determining members who shall be entitled to attend the 63<sup>rd</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a Record of Depositors as at **13 May 2026** (“General Meeting Record of Depositors”). Only depositors whose names appear on the Record of Depositors as at **13 May 2026** shall be entitled to attend the said meeting or appoint proxies to attend and vote on their behalf.*
6. *To be valid, the original instrument appointing a proxy, duly completed (and if applicable, the power of attorney or other authority under which it is originally signed or notarially certified copy of that power of authority) must be deposited at the office of Boardroom Share Registrars Sdn Bhd at Ground Floor or 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia, not less than 48 hours before the time set for holding the Meeting or any adjournment thereof (or in the case of poll, not less than 24 hours before the time appointed for the taking of the poll); or by electronic means using the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> not later than 48 hours before the time set for holding the Meeting or any adjournment thereof. Please refer to Administrative Guide below.*
7. *Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the Notice of the 63<sup>rd</sup> AGM will be put to vote by way of poll.*

# Notice of Annual General Meeting

## EXPLANATORY NOTES TO THE AGENDA

### (i) First item of the Agenda

This item of the Agenda is meant for discussion only in accordance with the provision of Section 340(1)(a) of the Companies Act, 2016. As such this item on the Agenda is not put forward for voting.

### (ii) Resolutions 1 and 2:

The Company is seeking for shareholders' approval for payment of the increased Directors' fees and the payment of benefits for the financial year ending 31 December 2026. The amount of Fees and Benefits to be paid in FY2026 are as follows:

Directors' Fees and Benefits	2025 (per annum)	2026 (per annum)
Chairperson's Fees	RM136,358	RM143,176
Non-Executive Directors' fees (other than FC DLMI's Nominee Directors)	RM76,247	RM78,916
Chairperson of Audit, Risk & Sustainability Committee's fees	RM9,573	RM9,908
Risk & Sustainability Lead of the Audit, Risk & Sustainability Committee's fees	-	RM8,479
Member of Audit & Risk Committee fees (other than FC DLMI's Nominee Directors)	RM6,260	RM6,479
Member of Nominating & Remuneration Committee fees (other than FC DLMI's Nominee Directors)	-	RM1,000
Chairperson of Nominating & Remuneration Committee fees	RM1,915	RM1,982
Meeting Attendance allowance	RM1,300 per meeting	RM1,300 per meeting

The calculation is based on the estimated number of scheduled and/or special Board and Board Committees' Meetings and on the assumption that all the Directors will remain in office until the financial year ending 31 December 2026.

### (iii) Resolutions 3 and 4

The Board through its Nominating & Remuneration Committee ("NRC") had assessed each of the retiring Directors and considered the following: (i) If the retiring Directors meet the criteria for appointment and re-appointment of directors as set out in the Directors' Fit and Proper Policy; and (ii) The retiring Director's performance and contribution based on the externally conducted Board Capability Assessment.

For item (i), the NRC considered and found that the retiring Directors each met the criteria for appointment and re-appointment of directors set out in the policy.

For item (ii), the NRC found that Dato' Dr. Rosini binti Alias and Mr. Jean Serge Krol had performed well based on the performance criteria evaluated.

Based on the above, the Board approved the NRC's recommendation and supports the re-election of Dato' Dr. Rosini binti Alias and Mr. Jean Serge Krol who retire in accordance with Rule 105 of the Company's Constitution.

### (iv) Resolution 5: To appoint Messrs Ernst & Young PLT as Auditors of the Company in place of the retiring Auditors Messrs PricewaterhouseCoopers, and to authorise the Directors to fix their remuneration.

The Company had received a Notice of Nomination from a substantial shareholder of the Company for the appointment of Messrs Ernst & Young PLT as Auditor of the Company in place of Messrs PricewaterhouseCoopers who will be retiring as Auditor at the forthcoming 63<sup>rd</sup> AGM.

A copy of the Notice of Nomination of Messrs Ernst & Young PLT as the new Auditors of the Company, has been received by the Company is annexed to the Company's Integrated Annual Report 2025.

# Notice of Annual General Meeting

## **(v) Resolution 6: Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature**

Please refer to the Circular to Shareholders dated 21 April 2026.

### **STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING**

Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

#### **1. Details of individuals who are standing for election as Directors**

(Pursuant to Paragraph 8.27(2) of the Bursa Securities Listing Requirements)

No individual is seeking election as a Director at the forthcoming 63<sup>rd</sup> AGM of the Company.

#### **2. Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad**

No general mandate to issue securities in the Company is being sought at the forthcoming 63<sup>rd</sup> AGM of the Company.

#### **Personal Data Privacy:**

By registering for the remote participation and electronic voting meeting and/or submitting an instrument appointing a proxy(ies) and/or representative(s) to participate, speak and vote at the Meeting and/or any adjournment thereof, a member of the Company (i) consents to the processing of the member's personal data by the Company (or its agents) for the Meeting and matters related thereto, including but not limited to: (a) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the Meeting (including any adjournment thereof); (b) for preparation and compilation of the attendance lists, minutes and other documents relating to the Meeting (including any adjournment thereof); and (c) for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"); (ii) undertakes and warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the Company (or its agents) processing of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (iii) agrees that the member will fully indemnify the Company in respect of any penalties, liabilities, legal suits, claims, demands, losses and damages as a result of the member's failure to provide accurate and correct information of the personal data or breach of the member's undertaking and/or warranty as set out herein.

### **ADMINISTRATIVE GUIDE FOR THE SIXTY-THIRD ANNUAL GENERAL MEETING ("63<sup>RD</sup> AGM")**

Meeting Platform	: <a href="https://meeting.boardroomlimited.my">https://meeting.boardroomlimited.my</a>
Day and Date	: Wednesday, 20 May 2026
Time	: 10.00 a.m.
Main Venue & Broadcast Venue	: Grand Ballroom, KLGCC Convention Centre, No. 1A, Jalan Bukit Kiara, Bukit Kiara, 60000 Kuala Lumpur, Malaysia
Mode of Communication	: 1) Typed text in the Meeting Platform. 2) E-mail questions to <a href="mailto:finance.dept@frieslandcampina.com">finance.dept@frieslandcampina.com</a> prior to the Meeting. 3) Submit question via Boardroom Smart Investor Portal at <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a> prior to the Meeting.

#### **Integrated Annual Report 2025**




1. Members are encouraged to download a digital copy of the Integrated Annual Report 2025 from the Company's website in the interest of preserving the environment. The Annual Report 2025 can be downloaded from the Company's website [www.dutchlady.com.my](http://www.dutchlady.com.my).
2. If you need a copy of the printed Integrated Annual Report 2025, kindly complete the enclosed Request Slip and send the same to the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd.
3. Any request for the Integrated Annual Report 2025 would be forwarded to the requestor within four (4) market days from the date of receipt of the written request.

# Notice of Annual General Meeting

## Proxy

1. Shareholders who are unable to remote participate in Dutch Lady Milk Industries Berhad's 63<sup>rd</sup> AGM are encouraged to appoint the Chairperson of the Meeting to vote on their behalf.
2. You may deposit the Proxy Form electronically with the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd using Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> *not later than 48 hours before the time set for holding the Meeting or any adjournment thereof. Kindly follow the link at <https://investor.boardroomlimited.com> to login and select E-PROXY LODGEMENT" to deposit your Proxy Form electronically.*
3. If you wish to participate in the Hybrid Meeting yourself, please do not submit any Proxy Form. You will not be allowed to participate in the Hybrid Meeting together with a proxy appointed by you.
4. If you have submitted the Proxy Form prior to the Hybrid Meeting and subsequently decide to appoint another person or wish to participate in the Hybrid Meeting yourself, please write in to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com) to revoke the earlier appointed proxy forty-eight (48) hours before the Meeting.

## Poll Voting (For Hybrid Meeting)

1. The voting will be conducted by poll in accordance with Paragraph 8.29A of Bursa Malaysia Securities Berhad Main Market Listing Requirements. The Company has appointed Boardroom Share Registrars Sdn Bhd as Poll Administrator to conduct the poll by way of electronic voting (e-Voting).
2. For the purposes of this AGM, the remote participation and e-voting will be carried out via the following voting devices:-
  - a. Personal smart mobile phones 
  - b. tablets  or
  - c. Laptops 
3. There are 2 methods for members and proxies who wish to use their personal voting device to vote as follows:-
  - a. Using QR Scanner Code given in the email to you **OR**
  - b. Using website URL <https://meeting.boardroomlimited.my>
4. The polling will only commence after the announcement of poll voting session open by the Chairperson and until such time when the Chairperson announces the closure of poll.
5. The Scrutineers will verify the poll result reports upon closing of the poll session by the Chairperson. Scrutineers will announce the results thereafter and the Chairperson will declare whether the resolutions put to vote were successfully carried or not.

## Remote Participation and Electronic Voting

6. Please note that this option is available to **(i) individual member; (ii) corporate shareholder; (iii) Authorised Nominee; and (iv) Exempt Authorised Nominee.**
7. If you choose to participate in the meeting online, you will be able to view a live webcast of the Meeting, post questions to the Board and submit your votes in real time whilst the meeting is in progress.
8. Kindly follow the steps below on how to request for login ID and password.

### Step 1 – Register Online with Boardroom Smart Investor Portal (for first time registration only)

[Note: If you have already signed up with Boardroom Smart Investor Portal, you are not required to register again. You may proceed to Step 2. Submit request for Remote Participation user ID and password.]

- a. Access website <https://investor.boardroomlimited.com>
- b. Click <<Login>> and click <<Register>> to sign up as a user.
- c. Please select the correct account type i.e. sign up as "Shareholder" or "Corporate Shareholder".
- d. Complete registration and upload softcopy of MyKAD (front and back) or Passport in JPEG, PNG or PDF format. Upload the authorisation letter if for Corporate Shareholder.
- e. Please enter a valid email address and wait for Boardroom's email verification.
- f. Once your email address is verified, you will be re-directed to Boardroom Smart Investor Portal for verification of mobile number. Click on <<Request OTP Code>> and an OTP code will be sent to the registered mobile number. You will need to enter the OTP code and click <<Enter>> to complete the process.
- g. Your registration will be verified and approved within one (1) business day and an email notification will be provided.

# Notice of Annual General Meeting

## Step 2 – Submit Request for Remote Participation User ID and Password

*[Note: The registration for remote access will be opened on 21 April 2026]*

### Individual Members

- Login to <https://investor.boardroomlimited.com> using your user ID and password above.
- Select "Meeting Event(s)" from main menu and select the correct Corporate Event "Dutch Lady Milk Industries Berhad 63<sup>rd</sup> Annual General Meeting.
- Read and agree to the terms and conditions.
- Enter your CDS account and thereafter submit your request.

### Corporate Shareholders, Authorised Nominee and Exempt Authorised Nominee

#### 1) Via email

- Write in to [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com) by providing the name of Member, CDS Account Number accompanied with the Certificate of Appointment of Corporate Representative or Form of Proxy to submit the request.
- Please also provide a copy of Corporate Representative's MyKad (Front and Back) in JPEG, PNG or PDF format or Passport as well as his/her email address.

#### 2) Via Boardroom Smart Investor Portal

- Login to <https://investor.boardroomlimited.com> using your user ID and password from Step 1 above.
- Select "Dutch Lady Milk Industries Berhad 63<sup>rd</sup> Annual General Meeting" from the list of Meeting Event and click "Enter".
- Click on "Submit eProxy Form".
- Select the company you would like to represent.
- Proceed to download the file format for "Submission of Proxy Form" from the investor portal.
- Prepare the file for the appointment of proxies by inserting the required data.
- Proceed to upload the duly completed proxy appointment file.
- Review and confirm your proxy appointment and click "Submit".
- Download or print the eProxy form as acknowledgement.

## Step 3 – Login to Meeting Portal

*[Please note that the quality of the connectivity to the Meeting Portal for live web cast as well as for remote online voting is highly dependent on the bandwidth and the stability of the internet connectivity available at the location of the remote users.]*

- a. The Meeting portal will be open for login starting one (1) hour before the commencement of Hybrid Meeting at 10.00 a.m. on 20 May 2026.
- b. Follow the steps given to you in the email along with your remote access user ID and password to login to the Meeting portal. (Refer to Step 2 above)
- c. The steps will also guide you how to view live web cast, ask questions and vote.
- d. The live web cast will end and the Messaging window will be disabled the moment The Chairperson announces the closure of the Hybrid Meeting.
- e. You can now logout from Meeting Portal.

## Live Webcast, Question and Voting at the Hybrid Meeting

The Login User Guide for participation, posing questions and voting at the 63<sup>rd</sup> AGM, will be emailed to the shareholders together with the remote access user ID and password once their registration have been approved.

Shareholders who participate in the Hybrid Meeting are able to view the Company's presentation or slides via the live web-streaming.

The Chairperson and the Board of Directors will endeavour their best to respond to the questions submitted by shareholders which are related to the resolutions to be tabled at the 63<sup>rd</sup> AGM, as well as financial performance/prospect of the Company.

Shareholders may proceed to cast votes on each of the proposed resolutions, to be tabled at the 63<sup>rd</sup> AGM, after the Chairman has opened the poll voting session on the resolutions. Shareholders are reminded to cast their votes before the poll is closed.

No recording or photography of the hybrid AGM proceedings is allowed without the prior written permission of the Company.

Shareholders/Proxies must ensure that you are connected to the internet at all times in order to participate and vote when the hybrid AGM has commenced. Therefore, it is your responsibility to ensure that connectivity for the duration of the meeting is maintained. Kindly note that the quality of the live streaming is dependent on the bandwidth and stability of the internet connection at the location of the remote participants.

## Enquiry

Please email to the Company's Share Registrar, Boardroom Share Registrars Sdn Bhd at [bsr.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com) if you have queries pertaining to the remote participation and electronic voting, prior to the Hybrid Meeting.

# Proxy Form



CDS Account	No. of shares

## DUTCH LADY MILK INDUSTRIES BERHAD

(Registration No. 196301000165 (5063-V)  
(incorporated in Malaysia under the then Companies Ordinances, 1940 – 1946)

I/We \_\_\_\_\_  
(full name in block letters, NRIC No./Company No.)  
of \_\_\_\_\_

being a member/members of DUTCH LADY MILK INDUSTRIES BERHAD hereby appoint:-

Full name (in block letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email Address			

And/or (delete as appropriate)

Full name (in block letters)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Email Address			

or failing him/her, the Chairperson of the Meeting as my/our proxy to vote for me/us and on my/our behalf at the Sixty-Third Annual General Meeting of the Company which will be held in a hybrid format, physically at Grand Ballroom, KLGCC Convention Centre, No. 1A, Jalan Bukit Kiara, Bukit Kiara, 60000 Kuala Lumpur, Malaysia ("Main Venue") and will be equipped with live streaming and online remote voting from the Main Venue, on Wednesday, 20 May 2026 at 10 a.m. and any adjournment thereof, in respect of my/our shareholding in the manner indicated below:-

RESOLUTION NO.	RESOLUTION	FOR	AGAINST
Resolution 1	Proposed payment of Directors' fees for the financial year ending 31 December 2026, to be paid quarterly		
Resolution 2	Proposed payment of Directors' benefits (other than Directors' fees) for the financial year ending 31 December 2026		
Resolution 3	Re-election of Dato' Dr. Rosini binti Alias		
Resolution 4	Re-election of Mr. Jean Serge Krol		
Resolution 5	Appointment of Ernst & Young as the Company's Auditors		
Resolution 6	Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature		

Please indicate with an "X" in the space provided whether you wish your votes to be cast for or against the resolutions. In the absence of specific instruction, your proxy will vote or abstain as he/she thinks fit.

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 2026

\_\_\_\_\_  
Signatures(s) of Shareholder/Attorney  
(if Shareholder is a corporation, this  
part should be executed under seal or  
under the hand of its officer or attorney  
duly authorised)

**Notes:-**

1. The Sixty-Third Annual General Meeting ("63<sup>rd</sup> AGM") will be conducted in a hybrid format, physically at Grand Ballroom, KLGCC Convention Centre ("Main Venue"), equipped with live streaming from the Main Venue with online remote voting via Remote Participation and Electronic Voting ("RPEV") facilities which are available on the meeting platform at <https://meeting.boardroomlimited.my>. With RPEV facilities, members may exercise their rights to participate and vote at the 63<sup>rd</sup> AGM through the following modes of communication: i) Typed text in the Meeting Platform ii) E-mail questions to [finance.dept@frieslandcampina.com](mailto:finance.dept@frieslandcampina.com) prior to the Hybrid Meeting iii) You may submit questions in advance on the AGM resolutions and Integrated Annual Report 2025 not later than 10.00 a.m. on Tuesday, 19 May 2026 via Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>, and select "SUBMIT QUESTION" to pose questions ("Pre-AGM Meeting Questions"). The Company has appointed Boardroom Share Registrars Sdn Bhd ("Boardroom") as the Poll Administrator for the 63<sup>rd</sup> AGM to facilitate the Hybrid Meeting. Please follow the procedures set out in the Administrative Guide for the 63<sup>rd</sup> AGM below to register, participate and vote remotely via RPEV facilities.
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3. Save for an Exempt Authorised Nominee as defined under the Central Depositories Act which may appoint multiple proxies in respect of each Omnibus Account it holds with ordinary shares of the Company standing to the credit of the said securities account, a Member (including an authorised nominee) shall be entitled to appoint not more than two (2) proxies to attend and vote at the same meeting. In any case, where more than one (1) proxy is appointed, such appointment shall not be valid unless the proportion of the holdings represented by each proxy is specified.
4. The instrument appointing the proxy must be signed by the Member or his attorney duly authorised in writing, or if the appointer is a corporation, the instrument must be executed under its common seal or under the hand of its officer or attorney duly authorised.
5. For the purpose of determining members who shall be entitled to attend the 63<sup>rd</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to issue a Record of Depositors as at **13 May 2026** ("General Meeting Record of Depositors"). Only depositors whose names appear on the Record of Depositors as at **13 May 2026** shall be entitled to attend the said meeting or appoint proxies to attend and vote on their behalf.
6. To be valid, the original instrument appointing a proxy, duly completed (and if applicable, the power of attorney or other authority under which it is originally signed or notarially certified copy of that power of authority) must be deposited at the office of Boardroom Share Registrars Sdn Bhd at Ground Floor or 11<sup>th</sup> Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia, not less than 48 hours before the time set for holding the Meeting or any adjournment thereof (or in the case of poll, not less than 24 hours before the time appointed for the taking of the poll); or by electronic means using the Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com> not later than 48 hours before the time set for holding the Meeting or any adjournment thereof. Please refer to Administrative Guide.
7. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all the resolutions set out in the Notice of the Sixty-Third AGM will be put to vote by way of poll.

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**DUTCH LADY MILK INDUSTRIES BERHAD**

(Registration No. 196301000165 (5063-V))

c/o Boardroom Share Registrars Sdn Bhd  
11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13  
46200 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia

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**DUTCH LADY MILK INDUSTRIES BERHAD**

(Registration No. 196301000165 (5063-V))  
(incorporated in Malaysia under the then Companies Ordinances, 1940 – 1946)

# Request Form

**To: The Company Secretary**

**DUTCH LADY MILK INDUSTRIES BERHAD**  
(Registration No. 196301000165 (5063-V))

**c/o Boardroom Share Registrars Sdn Bhd**  
11<sup>th</sup> Floor, Menara Symphony  
No. 5, Jalan Prof. Khoo Kay Kim  
Seksyen 13  
46200 Petaling Jaya  
Selangor Darul Ehsan  
Malaysia

Please send the full printed version of the 2025 Integrated Annual Report to:

<b>Name of Shareholder</b> :	
<b>NRIC/Company No.</b> :	
<b>CDS Account No.</b> :	
<b>Address</b> :	
<b>Contact No.</b> :	
<b>Signature of Shareholder</b> :	

Please fold here to seal

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Stamp

**DUTCH LADY MILK INDUSTRIES BERHAD**

(Registration No. 196301000165 (5063-V))

c/o Boardroom Share Registrars Sdn Bhd  
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