FDI Group
Commercialising Aquaculture

MONTHLY UPDATE

AUGUST 2025/ ISSUE 02

*From record-breaking local sales to a surge in global exports, **July 2025** proved that when **strategy meets execution, growth becomes inevitable**.*

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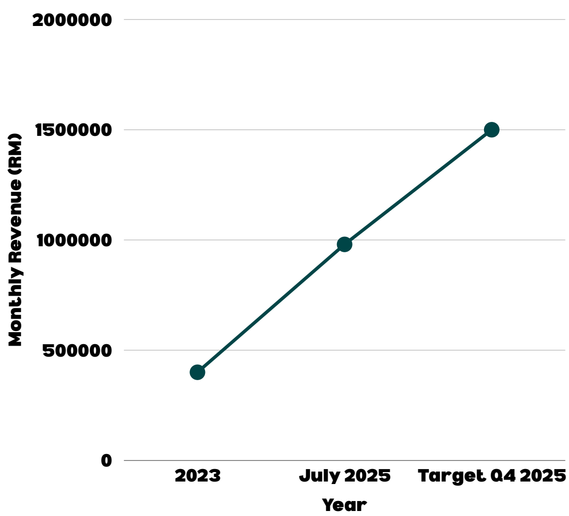
Good News

Big Frozen Saujana Utama Breaks RM980K - Highest Branch Record to Date!

Big Frozen Saujana Utama has reached a historic milestone, recording **RM980,000** in revenue for **July 2025** - the **highest monthly sales** ever achieved by any Big Frozen branch. This is a major leap from **RM400,000** per month when the outlet was acquired **two years ago**, reflecting a **145% growth** over that period. The **July result** exceeded even our most optimistic expectations and reinforces our confidence in the branch's long-term potential.

Several factors drover this achievement. Our targeted **marketing campaigns** on **Facebook**, **Instagram**, and **TikTok** successfully **boosted foot traffic** and **brand visibility** in the local community. Operationally, the branch implemented stronger stock management practices, optimized store layout for better customer flow, and ensured consistent product availability. The on-ground team also delivered exceptional customer service and upselling performance, further increasing transaction value.

Encouragingly, we are also seeing a steady rise in **new customer accounts**, loyalty card activations, and average basket size. Based on current momentum, we project that **Saujana Utama could surpass RM1.5 million on monthly revenue by October - December 2025** - representing a remarkable **400% growth** since acquisition.



More than just a sales record, this is a **proven case study** in business transformation. By combining data-driven decision-making, disciplined execution, and strong leadership, **Saujana Utama** has set a benchmark for other branches. Management is now actively working to replicate these strategies - from localized marketing playbooks to community engagement initiatives - across the **Big Frozen** network.

A WORD FROM CEO

*"The **RM980,000** record achieved by **Big Frozen Saujana Utama** is a clear demonstration of what can be accomplished when **strategy**, **execution**, and **teamwork** come together seamlessly. This milestone is more than just a figure - it represents the collective effort of our marketing, operations, and branch teams working towards a shared goal.*

*When we acquired **Saujana Utama two years ago**, we saw it potential. Today, that potential has been realized, and the branch now stands as a **benchmark** for performance within our network. Our next challenge and opportunity is to **replicate this success** across other branches, applying the same discipline, creativity, and commitment that brought us here."*

Steven Tan

CEO of FDI Group

Export Orders Surge: From 2 to 7 Containers/ Month

In **July**, we achieved a significant breakthrough in our **export business**. Beginning **August**, we have secured confirmed orders for **7 containers per month**, up from our **previous average** of just **2 containers**. This **300% increase** is not only a quantitative improvement but also a strong indication of growing confidence in our products from international buyers particularly in markets where consistency, traceability, and quality are non-negotiable

The growth is closely tied to our improved **pond management** and **harvesting efficiency**, with current farm utilization at **87% and climbing**. With continued optimization, we are well-positioned to scale production further and support an average of **9 containers per month by year-end**. This acceleration puts us on track toward building a more stable and recurring export pipeline, which has long been one of our key strategic goals.

This momentum is more than just volume - it reflects the strength of our **farm-to-export integration model** and the operational discipline maintained across teams. By aligning **farming**, **processing**, and **logistics** under one coordinated system, we are now able to **respond faster** to international demand while **maintaining product quality** and **compliance**. As we move into the second half of the year, export development will remain a top priority, with a focus on both increasing volume and deepening long-term relationships with our overseas partners.

Our first shipment to Hong Kong on 9th August 2025

Good News

SALES DIRECTOR
PERSPECTIVE

*Hitting **7 containers** a month shows our brand is winning trust in the global market and we're only getting started.*

*This achievement is a strong validation of the work happening across every stage of our business — from **pond management** and **processing** to **brand positioning** and **client engagement**. The leap from **2** to **7 containers** a month is not just about increased capacity; it's about building a reputation for reliability, consistent quality, and responsive service.*

*Our marketing strategies are now more tightly aligned with operational readiness, ensuring that every **campaign** we run can be backed by **timely delivery** and **product excellence**. As we head into the next phase, our priority will be to strengthen **long-term relationships** with our **existing clients** while exploring expansion into new, high-potential markets.*

— Mr. Kevin Ooi Foo Kim, Sales Director

CHALLENGE

Slowing Payments Amid Market Uncertainty

While **July** delivered strong revenue results, the broader market environment is showing early signs of strain. The upcoming **Sales & Service Tax (SST)** implementation has triggered a cautious, **"wait-and-see"** sentiment among buyers. This shift in purchasing behavior has led to **slower payment cycles**, even from long-standing customers.

As of **end-July**, overdue accounts stand at:

- **Sin Soon Oon Frozen Food Sdn Bhd**: **3 accounts**
- **FDIGS Makmur Sdn Bhd**: **3 accounts**
- **Big Frozen**: **4 accounts**

Although manageable at present, this is a clear signal of tightening liquidity in the market. Management is closely monitoring the situation and has already begun **implementing measures** to **safeguard cash flow and minimize credit exposure**, ensuring the group remains financially resilient in the months ahead.

SOLUTION

Strengthening Credit Control with Trade Credit Insurance

To counter the risk of slowing payments and protect our financial position, the Management has taken a proactive step by activating our newly acquired **Trade Credit Insurance policy**, This initiative serves as a **safeguard against potential bad debts** while ensuring that credit terms are extended only to customers with strong payment reliability.

Under the new operating framework, existing clients with proven payment records will continue under current terms, while those with weaker histories will be **covered by insurance** before further credit is given. All new clients will be insured from the outset, and those rejected by the insurer will operate strictly on a **Cash Before Delivery (CBD)** basis.

This structured approach reinforces **financial discipline**, **maintains healthy cash flow**, and ensures that **growth is pursued responsibly**. By prioritizing stability over volume, we are positioning the company to remain resilient even in a tightening market environment.

TRADE INSURANCE GUIDELINES

Existing Clients with Strong Payment History →	No insurance needed; maintain current terms
Existing Clients with Weak Payment History →	Bring under insurance to avoid potential bad debt
All New Clients →	Must be insured before receiving any credit terms
New Clients Rejected by Insurance →	Strictly Cash Before Delivery (CBD)

Upcoming Projects

Solar Panel Partner Confirmation - August 2025

We are currently in the final evaluation stage for our solar energy initiative. The **selected partner** to **install solar panels** across our facilities will be announced by the **end of August**. This project is aligned with our long-term sustainability goals and cost-efficiency roadmap.

Continued Push for Branch Revenue Growth

With the outstanding performance of **Saujana Utama**, we will continue to double down on **replicating successful strategies** throughout the **Big Frozen network**. Our internal campaign will focus on **performance tracking, local activation tactics,** and **digital marketing reinforcement**.