THREE-A RESOURCES BERHAD
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MINUTES OF THE TWENTY-FOURTH ANNUAL GENERAL MEETING ("24TH AGM") OF THE COMPANY HELD AT BALLROOM I (MAIN WING), TROPICANA GOLF & COUNTRY RESORT, JALAN KELAB TROPICANA, 47410 PETALING JAYA, SELANGOR DARUL EHSAN, MALAYSIA ON TUESDAY, 9 JUNE 2026 AT 10:00 A.M.

Present:

Board of Directors:	Dato' Jagjit Singh a/l Bant Singh (Chairman) Mr. Jamel Bin Ibrahim Dato' Shamesh a/l Jeevaretnam Ms. Karmjit Kaur a/p Sarban Singh Ms. Fang Siew Ping Mr. Liew Kuo Shin Mr. Kee Thuan Chai Mr. Tan Soon Hoe
By Invitation:	Mr. Fong Peng Fai (Group Financial Controller) Ms. Koo Swee Lin (Messrs BDO PLT, External Auditors)
In Attendance:	Ms. Lau Yen Hoon (Company Secretary)

Members/Proxies/Corporate Representatives/Guests: As per attendance lists

1. CHAIRMAN

The Chairman of the Company, Dato' Jagjit Singh a/l Bant Singh, welcomed all members, proxies and attendees to the 24th AGM of the Company.

2. QUORUM

Upon confirming the presence of a requisite quorum pursuant to the Constitution of the Company, the Chairman called the Meeting to order at 10.00 a.m.

3. NOTICE

There being no objection, the notice convening the meeting, having been circulated earlier to all members, auditors of the Company and Bursa Malaysia Securities Berhad within the prescribed period, was taken as read.

The Chairman then introduced his fellow members of the Board, the Secretary, the External Auditors and the Group Financial Controller of the Company to the Meeting.

Before proceeding with the business of the 24th AGM, the Chairman informed that pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 24th AGM would be voted by poll, and the Company had appointed Boardroom Share Registrars Sdn. Bhd. ("**Boardroom**") as the Poll Administrator and Scrutineer Solutions Sdn. Bhd. as the Independent Scrutineer to verify the poll results. He added that the polling process would be available from the commencement of the Meeting until the closure of the voting session to be announced later.

At this juncture, a video on voting procedures was played by Boardroom.

Before proceeding with the business of the 24th AGM, the Company presented a short video showcasing the Group's background, business operations and activities, product portfolio, financial highlights and outlook.

4. AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 ("AFS 2025") AND THE REPORTS OF THE DIRECTORS AND AUDITORS THEREON

The Chairman informed that the AFS 2025, together with the Directors' and Auditors' Reports, were meant for discussion only as the Companies Act 2016 does not require formal approval of the shareholders for the AFS 2025. Therefore, the item was not put forward for voting.

The Chairman further informed the members that they could raise questions on the AFS 2025 and the reports of the Directors and Auditors during the Question and Answer (Q&A) session later.

The Chairman declared that the AFS 2025, together with the Reports of the Directors' and Auditors' thereon, be received.

5. ORDINARY RESOLUTION 1: PAYMENT OF DIRECTORS' FEES OF RM460,000.00 FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

The Chairman proceeded to the second item on the agenda, i.e. Ordinary Resolution 1 on the payment of Directors' fees of RM460,000.00 for the financial year ended 31 December 2025. He put the following motion to the meeting for consideration:

"THAT the payment of Directors' fees of RM460,000.00 to the Non-Executive Directors of the Company for the financial year ended 31 December 2025 be hereby approved."

6. ORDINARY RESOLUTION 2: RE-ELECTION OF MS. KARMJIT KAUR A/P SARBAN SINGH WHO RETIRES BY ROTATION PURSUANT TO CLAUSE 76(3) OF THE COMPANY'S CONSTITUTION

The Chairman informed that the next three (3) resolutions were on the re-election of the following Directors:

1. Ms. Karmjit Kaur a/p Sarban Singh
2. Mr. Liew Kuo Shin
3. Mr. Kee Thuan Chai

He added that all the Directors who were subject to retirement by rotation pursuant to the Company's Constitution were eligible and had offered themselves for re-election.

The Chairman proceeded to Ordinary Resolution 2, which was on the re-election of Ms. Karmjit Kaur a/p Sarban Singh.

The Chairman put the following motion to the Meeting for consideration:

"THAT Ms. Karmjit Kaur a/p Sarban Singh, who retires pursuant to Clause 76(3) of the Company's Constitution and being eligible, be and is hereby re-elected as Director of the Company."

7. ORDINARY RESOLUTION 3: RE-ELECTION OF MR. LIEW KUO SHIN WHO RETIRES BY ROTATION PURSUANT TO CLAUSE 76(3) OF THE COMPANY'S CONSTITUTION

The Chairman proceeded to Ordinary Resolution 3 on the re-election of Mr. Liew Kuo Shin.

The Chairman put the following motion to the Meeting for consideration:

"THAT Mr. Liew Kuo Shin, who retires pursuant to Clause 76(3) of the Company's Constitution and being eligible, be and is hereby re-elected as Director of the Company."

8. ORDINARY RESOLUTION 4: RE-ELECTION OF MR. KEE THUAN CHAI WHO RETIRES BY ROTATION PURSUANT TO CLAUSE 76(3) OF THE COMPANY'S CONSTITUTION

The Chairman proceeded to Ordinary Resolution 4 on the re-election of Mr. Kee Thuan Chai and put the following motion to the Meeting for consideration:

"THAT Mr. Kee Thuan Chai, who retires pursuant to Clause 76(3) of the Company's Constitution and being eligible, be and is hereby re-elected as Director of the Company."

9. ORDINARY RESOLUTION 5: RE-APPOINTMENT OF BDO PLT AS AUDITORS OF THE COMPANY

The next item on the agenda was on the re-appointment of Auditors.

The Chairman informed that the Company's External Auditors, BDO PLT, had indicated their willingness to continue in office.

The Chairman put the following motion to the Meeting for consideration:

"THAT BDO PLT be hereby re-appointed as Auditors of the Company at a fee to be agreed upon with the Directors and to hold office until the conclusion of the next Annual General Meeting."

10. ORDINARY RESOLUTION 6: AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016

The meeting proceeded to consider the proposed Ordinary Resolution 6 relating to the authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.

The proposed Ordinary Resolution 6 was put to the meeting for consideration:

*"THAT subject always to the Companies Act 2016 ("**the Act**"), the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and the approvals of the relevant governmental/ regulatory authorities, the Directors of the Company be and are hereby authorised to allot and issue shares in the Company from time to time at such price, upon such terms and conditions, and for such purposes and to such person or persons whomsoever as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued pursuant to this Resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being ("**Proposed General Mandate**") and THAT the Directors be and are hereby also authorised to obtain the approval from Bursa Securities for the listing of and quotation for the additional shares so issued on the Bursa Securities AND THAT such authority shall continue to be in force until the conclusion of the next Annual General Meeting of the Company after the approval*

was given or at the expiry of the period within which the next Annual General Meeting is required to be held after the approval was given, whichever is earlier, unless such approval is revoked or varied by the Company at a general meeting.

THAT authority be and is hereby given to the Directors of the Company, to give effect to the Proposed General Mandate with full powers to assent to any conditions, modifications, variations and/or amendments as they may deem fit in the best interest of the Company and/or as may be imposed by the relevant authorities.

AND FURTHER THAT the Directors of the Company, be and are hereby authorised to implement, finalise, complete and take all necessary steps and to do all acts (including execute such documents as may be required), deeds and things in relation to the Proposed General Mandate."

11. ORDINARY RESOLUTION 7: PROPOSED RENEWAL OF AUTHORITY FOR SHARE BUY-BACK

The proposed Ordinary Resolution 7 as detailed below was put to the Meeting for consideration:

*"THAT subject always to the Companies Act 2016 ("**the Act**"), the Constitution of the Company, Bursa Malaysia Securities Berhad ("Bursa Securities") Main Market Listing Requirements ("Listing Requirements") and all other applicable laws, guidelines, rules and regulations, the Company be and is hereby authorised, to the fullest extent permitted by law, to purchase such number of issued shares in the Company as may be determined by the Directors of the Company from time to time through Bursa Securities upon such terms and conditions as the Directors may deem fit and expedient in the best interest of the Company provided that:*

*(i) the aggregate number of issued shares in the Company ("**Shares**") purchased ("**Purchased Shares**") and/or held as treasury shares pursuant to this ordinary resolution does not exceed ten per centum (10%) of the total number of issued shares of the Company as quoted on Bursa Securities as at point of purchase; and*
(ii) the maximum fund to be allocated by the Company for the purpose of purchasing the shares shall not exceed the aggregate of the retained profits of the Company based on the latest audited financial statements and/or the latest management accounts (where applicable) available at the time of the purchase,

*("**Proposed Share Buy-Back**").*

AND THAT the authority to facilitate the Proposed Share Buy-Back will commence immediately upon passing of this Ordinary Resolution and will continue to be in force until:

(a) the conclusion of the next Annual General Meeting of the Company following at which time the authority shall lapse unless by ordinary resolution passed at the meeting, the authority is renewed, either unconditionally or subject to conditions;
(b) the expiration of the period within which the next Annual General Meeting of the Company is required by law to be held; or
(c) revoked or varied by ordinary resolution passed by the shareholders of the Company at a general meeting,

whichever occurs first, but shall not prejudice the completion of purchase(s) by the Company of its own Shares before the aforesaid expiry date and, in any event, in accordance with the Listing Requirements and any applicable laws, rules, regulations, orders, guidelines and requirements issued by any relevant authorities.

AND THAT the Directors of the Company be and are hereby authorised, at their discretion, to deal with the Purchased Shares until all the Purchased Shares have been dealt with by the Directors in the following manner as may be permitted by the Act, Listing Requirements, applicable laws, rules, regulations, guidelines, requirements and/or orders of any relevant authorities for the time being in force:

i. To cancel all or part of the Purchased Shares;
ii. To retain all or part of the Purchased Shares as treasury shares as defined in Section 127 of the Act;
iii. To distribute all or part of the treasury shares as dividends to the shareholders of the Company;
iv. To resell all or part of the treasury shares;
v. To transfer all or part of the treasury shares for the purposes of or under the employees' share scheme established by the Company and/or its subsidiaries;
vi. To transfer all or part of the treasury shares as purchase consideration;
vii. To sell, transfer or otherwise use the shares for such other purposes as the Minister charged with the responsibility for companies may by order prescribe; and/or
viii. To deal with the treasury shares in the manners as allowed by the Act, Listing Requirements, applicable laws, rules, regulations, guidelines, requirements and/or orders of any relevant authorities for the time being in force.

AND THAT the Directors of the Company be and are authorised to take all such steps as are necessary or expedient [including without limitation, the opening and maintaining of central depository account(s) under Securities Industry (Central Depositories) Act, 1991, and the entering into all other agreements, arrangements and guarantee with any party or parties] to implement, finalise and give full effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, variations and/or amendments (if any) as may be imposed by the relevant authorities."

12. ANY OTHER BUSINESS

The Chairman informed that the Company had not received any notice to deal with any other business for which due notice was required to be given pursuant to Companies Act 2016 and that since all items on the agenda had been dealt with, the meeting would proceed to the Q&A session.

13. QUESTION-AND-ANSWER SESSION

The Chairman and the Board members addressed the questions submitted prior to and during the 24th AGM by the members.

The summary of questions from the members/proxies received and the answers from the Board (Summary of Question and Answer) are attached to these minutes as "**Appendix A**".

14. CONDUCT OF POLL

The Chairman reminded the shareholders and proxies to cast their votes, if they had not done so, and informed that the polling session would be closed after 10 minutes.

Boardroom team re-played the video on the polling procedures. The Meeting was adjourned at 12.05 p.m. for 20 minutes for the verification of votes.

Upon completion of the counting of votes by the Poll Administrator and verification of the results by the Scrutineer, the Chairman resumed the Meeting for the declaration of the poll results.

15. ANNOUNCEMENT OF POLL RESULTS

Upon notification by the Scrutineer of the polling results, the Chairman called the Meeting to order at 12.25 p.m. and invited the Scrutineer to announce the polling results.

The poll results, attached to these minutes as "**Appendix B**", were displayed on the screen and the Chairman declared all the following resolutions carried:

1.	Ordinary Resolution 1:	To approve the payment of Directors' Fees of RM460,000.00 for the financial year ended 31 December 2025.
2.	Ordinary Resolution 2:	To re-elect Karmjit Kaur a/p Sarban Singhas Director.
3.	Ordinary Resolution 3:	To re-elect Liew Kuo Shin as Director.
4.	Ordinary Resolution 4:	To re-elect Kee Thuan Chai as Director.
5.	Ordinary Resolution 5:	To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.
6.	Ordinary Resolution 6:	To grant authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.
7.	Ordinary Resolution 7:	To approve the Proposed Renewal of Authority for Share Buy-Back.

16. CLOSURE

The Chairman thanked all the shareholders and everyone present for their participation and also placed on record his appreciation to the Board of Directors and the Management of the Company.

The Chairman closed the Meeting at 12:30 p.m.

Dated: 9 June 2026

CONFIRMED AS A CORRECT RECORD

CHAIRMAN

Appendix A

SUMMARY OF QUESTIONS AND ANSWERS

24TH ANNUAL GENERAL MEETING HELD ON 9 JUNE 2026 ("24TH AGM")

NO	QUESTION AND RESPONSE
Questions received prior to the 24th AGM:	
1.	What is the Board of Director's expectation on the prospect of the group in financial year (FY) 2026? **Response:** The Group expects the operating environment in FY2026 to remain challenging amid continued competitive pressures, geopolitical uncertainties, and foreign exchange volatility. In response, management will maintain focus on pricing strategies, cost optimisation, product mix management, and close monitoring of raw material markets to safeguard profitability and operational stability.
2.	What is the group's next revenue growth engine and what is the focus/highlight of the group in FY2026? **Response:** The Group will continue to strengthen market presence and explore opportunities to enhance contributions from key product categories to drive revenue growth. Some of the notable highlights in FY2026 are completion of new warehouse facility that aims to improve logistics and inventory efficiency while the operationalisation of phase 2 of solar panel photovoltaic system will contribute long term energy cost savings. In addition, a new warehouse facility construction is underway.
3.	What is the roadmap of the group to chart the next phase of growth in 3-5 years to come? **Response:** At present, the Group remained focused on strengthening customer relationships and explore new markets as it is crucial to Group next phase of growth.
4.	What initiative/efforts would be done by the group in order to achieve the goals in the roadmap? **Response:** The Group will increase efforts to explore opportunities and leverage on our core competencies to produce quality products.
5.	How does the group position itself in the supply chain to move up the value chain?

NO	QUESTION AND RESPONSE
	Response: The Group is not only producing good quality products, but we are able to provide complete solutions including tailored product to customer's needs.
6.	How does the group maintain and improve its competency and profit margin? **Response:** The Group is actively monitoring of market conditions and competitive developments, leverage on our competencies to provide solutions including tailored products to meet specific customers' needs, adjustments to pricing strategies to remain competitive and continued focus on operational efficiency and cost control.
7.	From the annual report, the group seems to stuck in a dilemma which is typically experienced by an SME, where the scale of economy is not competitive when the group is compared with large players in the industry like Cargill and Ingredion whereas there are a lot of competitors chasing from the back, mainly from China, Thailand, the Philippines and India, resulting in a persistent price war which resulted in lower average selling price amid high inflationary pressure. How does the group view this trend?And What are the group's plans moving forward in order to move out from the "middle-income trap"? **Response:** The Group has business strategies in place to counter competition in the business environment including adjustment to products selling prices where necessary in the face of volatile fluctuation in raw material costs. In addition, the Group believes that our long history track record of producing good products quality with consistency and innovation can ensure continued success for the Group.
8.	In FY2025, the Group's revenue saw another decrease of -8.3% or RM46.1 million, from RM557.1 million in FY2025 to RM511 million. The reduction in revenue was primarily attributable to lower average selling prices, followed by a decrease in quantities of products sold. My questions are: Which products were the pulling factors of the revenue drop for FY2025? **Response:** Glucose and Caramel were the main contributing factors of the revenue drop for FY2025
9.	What is the overall average utilisation of the plant in FY2025? Please answer in absolute number/percentage instead of range. **Response:** The average utilisation rate in FY2025 ranged from approximately 27% to 89%.
10.	How much difference in terms of sales volume drop between FY2025 & FY2024? Please answer in percentage drop and the difference in utilization rate for both FY.

NO	QUESTION AND RESPONSE
	Response: There was a 1.4% drop in the average quantities of all products sold between FY 2025 and FY 2024. The utilization rate was ranging from 27% to 89% for FY 2025 while ranging from 46% to 82% for FY 2024 depending on market demand.
11.	What efforts/initiatives would be done by the group in order to improve the sales volume and revenue in FY2026 & beyond? **Response:** The Group remained focused on strengthening customer relationships, explore new markets and producing good products quality with consistency and innovation.
12.	What is the outcome expected this year as a result of the efforts mentioned above? **Response:** The Group expects to achieve positive results through these efforts.
13.	Would the sales volume continue to drop in FY2026 based on the current production forecast? **Response:** The Group is anticipating potential softening of sales volume in FY2026.
14.	My questions regarding the expansion plans in FY2026: Any expansion plans in FY2026? **Response:** Despite softer demand conditions, the Group continued to implement initiatives including construction of a new warehouse facility aimed at supporting operational readiness, improving cost structure resilience, and positioning the business for sustainable performance in the years ahead.
15.	Any bright spots/ further expansion opportunities for the current product lines in FY2026? **Response:** At present, the Group are prioritizing product mix enhancement, market expansion, and higher value customer integration.
16.	Capex requirement for FY2026. **Response:** The Group will remain prudent towards Capex requirements.

NO	QUESTION AND RESPONSE
17.	In light of the current elevated Brent oil price at USD 100 level compared to early January 2026 at USD 60 as the Iran-US war caused the closure of Strait of Hormuz resulting a potential 20% of daily oil supply diminished daily causing the tightening of global oil supply, and this indicates the cost of the group in terms of direct cost such as raw material such as tapioca and corn starch etc. and indirect cost such as spare-part machines, diesels, natural gas, freight costs and followed by another wave of goods and services price are elevated also due to inflationary pressures. My questions are: What are the risk assessment of the group on operations, supply chain, supply and demand trend/forecast and top line & bottom line. What are the outcomes & conclusion and the mitigation plans to minimize the risk incurred on the items mentioned? **Response:** Based on preliminary assessment, the overall impact to the Group is expected to be manageable in the near term. The Group has taken steps to avoid interruptions in operations and supply chains using appropriate sourcing and inventory management strategies.
18.	Any supply chain disruption such as suppliers running out of stocks due to insufficient raw materials this year or next? **Response:** The Group is not facing any major supply chain disruption for now.
19.	Any demand suppression such as order cancellation or deferment by customers? Would there be any sales volume drop in FY2026 based on the current production forecast plan? **Response:** The Group has not experienced any order cancellation nor deferment by customers. Same as disclosed above, the Group is anticipating potential softening of sales volume in FY2026.
20.	What are the risks and opportunities the group has identified to navigate the crisis/headwind? **Response:** The fluctuations in raw materials from the current US-Iran war is manageable using the cost pass through mechanisms to pass on cost fluctuations to customers using our business strategies including inventory management strategies.
21.	What are the efforts done by the management to ensure minimal supply chain disruptions and protect the sales and margins? **Response:** The Group implements a diversified supply chain strategy to ensure close and effective engagement with suppliers to ensure minimal supply chain disruptions while pass through cost fluctuations to customers, if any.

NO	QUESTION AND RESPONSE
22.	It is being noticed that the tapioca price has spiked up recently, the price was revised upward from the early January 2026 from USD 480/Mt to current USD 580/Mt, increased by 21% within 4 months. Are the group well-prepared to face the upcoming headwinds in terms of margin pressure in the tapioca and corn starch price especially in the second half of the 2026 and beyond if the US-Iran war becomes continual moving forward? What are the mitigation plans to be done by the group? **<u>Response:</u>** The Group closely monitors the fluctuations of raw materials including tapioca starch and have business strategies in place to mitigate such possibilities including the cost pass through strategies.
23.	What are the expectations/ guidance that can be provided by the management in FY2026? **<u>Response:</u>** Given the current macroeconomic and geopolitical uncertainties, including ongoing volatility in energy prices, raw material costs, and global supply chain conditions, the Group remains cautiously vigilant in its outlook for FY2026. The Group remained focus on efficiency initiatives through economies of scale, cost optimization, and efforts to increase productivity and deliver good quality products. While the operating environment is expected to remain challenging due to competition in the business environment, inflationary pressures and cost volatility, the Group anticipates to achieve a satisfactory performance for the financial year 2026.
24.	My questions regarding research and development (R&D) Activities of the group: a. What activity and achievement have they made so far? Please explain with details and examples. b. What are the strengths of the group R&D department? c. How does the group view the role of the R&D Department in order to pursue growth in the long run? c. What is the key highlight/achievements from R&D of the group in FY2025? d. What is the outcome expected to see in FY2026 based on the achievements done in FY2025? **<u>Response:</u>** The Group continues to develop new products variants and provides solutions to customized requirements from customers that can strengthen business relationships with customers in supporting the Group's long term growth prospects.
<u>Questions received during the 24th AGM:</u>	
25.	The Company's performance over the past five years showed limited growth, with revenue remaining largely stagnant and profits showing little improvement, while cash flow and dividends had improved, this was partly attributable to the dividend payout policy rather than underlying business growth. What is the Company's three years growth strategy and the measures being taken to increase market share, drive business growth, and strengthen the Company's market position amid ongoing business pressures?

NO	QUESTION AND RESPONSE
	Response: The Group's strategy remains focused on improving profitability through product sales mix optimisation, strengthening customer engagement and leveraging its core strength in providing quality products and total solutions tailored to customers' requirements. The construction of the new warehouse is expected to improve logistics efficiency, inventory management and raw material procurement strategies, thereby supporting long-term operational efficiency and competitiveness.
26.	How do you justify that the new warehouse will contribute to the Group’s performance in terms of enhancing the business and profitability, given that sales volume has been declining? **Response:** The new warehouse is intended to improve logistics management, inventory management and material storage capabilities. Greater storage capacity will enable the Group to better manage raw material price fluctuations, optimise procurement strategies and support the growing export business through more efficient container handling and order fulfilment.
27.	The Company's inventory had decreased from approximately RM94 million in FY2024 to RM71 million in FY2025. Whether the current inventory levels would be sufficient to support the Company's business operations and future growth plans? **Response:** Inventory levels fluctuate according to market demand for the Group’s products and changes in raw material prices. The decline in inventory value reflects lower sales volumes as well as changes in prices of raw materials . As explained earlier, the new warehouse is intended to enhance inventory management and support future operational requirements.
28.	How does the new warehouse improve operational efficiency compared to the existing facility and how to justify extra investment and excess capacity for this development? **Response:** The new facility will also improve the management of products containers for exports. The current warehouse facilities face space constraints in handling the movements of containers efficiently. The additional warehouse capacity is expected to enhance overall inventory management and strengthen the Group's ability to support future growth opportunities.
29.	Under the property, plant and equipment - How much is the remaining balance of capital expenditure required to complete the warehouse project? **Response:** The Board has approved expenditure of less than RM10 million for the project. The project is currently in progress and the related expenditure will be reflected progressively in FY2026.

NO	QUESTION AND RESPONSE
30.	i) Have you spent any money on the solar energy? ii) How much cost saving from the solar business? iii) What is the estimated Internal Rate of Return (IRR) for this investment? **<u>Response:</u>** i) Yes. The second (2nd) phase solar project was completed towards the end of year 2025 while a final payment might remain outstanding. ii) With both Phase 1 and Phase 2 in operation, the Group expects annual electricity cost savings of approximately RM1 million based on prevailing electricity tariff rates. iii) The expected discounted payback period is less than five years, translating into an estimated IRR exceeding 20%.
31.	i) Based on the products range highlighted in the Annual Report 2025, why the Company cannot grow its market share, despite the market growth in the food industry? ii) In Malaysian market, what is the Company's market shares? **<u>Response:</u>** i) The Group continues to face intense competition from both local and overseas markets. The increased in local market competition as well as from imports have resulted in pricing pressures and decrease in demand for certain local products, contributing to lower sales volumes and revenue. ii) The Group produces a wide range of products and remains a leading manufacturer in some of the products and so market share depends on the categories of products.
32.	In the first quarterly report as at 31 March 2026, revenue fell from RM133.9 million to RM112.9 million in the first quarter of 2025 and 2026 respectively. What strategies or business plans do the Company have in place to grow the business and achieve annual growth, suggesting 10% growth over the next five years as a reasonable ambition given Gross Domestic Product growth? **<u>Response:</u>** The Group is optimising its product portfolio by focusing on higher-margin products and improving product sales mix. At the same time, it continues to strengthen inventory management, enhance procurement strategies and position itself to respond effectively to capitalise on market opportunities and customer demand fluctuations.
33.	Does the Company have any new dynamic blockbuster/ product coming up in the pipeline so that the Company could keep its product trend stronger? **<u>Response:</u>** Through its research and development efforts, the Group continuously develops new product variants and customised solutions for customers. For example, the Group offers multiple grades of caramel products designed to meet specific customer requirements thereby strengthening long-term customer relationships and competitive positioning.

NO	QUESTION AND RESPONSE
34.	Does the Company have a dividend policy and how does it decide on dividend payment? **Response:** The Company does not have a formal dividend policy. Dividend declarations are determined by the Board of Directors after evaluations of the Group's financial position, investment requirements and business opportunities.
35.	Despite pricing pressure and lower average selling price, the Company's gross profit and gross margin increased. Does that mean the Company's re-pricing downwards is of less impact compared to the reduction in raw material cost? **Response:** The improvement in gross profit and gross margin were mainly attributable to a decline in raw material costs albeit the reduction in selling prices. The Group also wish to inform that the better financial performance was also due to better results from its product sales mix
36.	Does the Company expect margins to be sustainable or is there a lag in pricing downwards because the raw material price has come down? **Response:** The operating environment remains challenging due to geopolitical uncertainties and competitive pressures. Nevertheless, the Group intends to continue leveraging its strengths through product sales mix optimisation and customer-focused solutions to sustain profitability.
37.	The decrease in revenue was due to lower sales volumes or lower products selling prices? **Response:** One of the main reasons for the fall in revenue was due to lower average selling prices followed by lower sales volumes . Glucose and caramel products accounted for the majority of the overall revenue decline of 8.3%.
38.	With regards to the fall in sales quantities, was it because of the customers' business that slowed or is it because the Group lost market share or because of strategy of the product mix? **Response:** Overall business competition had increased tremendously in 2025, without particular mention of any geographical locations or products and customers segment. For 2026, management is cautiously optimistic of the Group's prospects, and although demand from customers was soft currently, improvement can be expected later in the year.
39.	On softening of demand, is it an industry demand declining or is it because the Company lost its market share?

NO	QUESTION AND RESPONSE
	Response: The Group believes the softer demand from customers is a result from a combination of factors such as ongoing competition in the industry and softer demand from customers due to economic uncertainties. The Group faces competition from both locally produced and imported products, and also slowing demand from many customers that are manufacturers.
40.	How has Maltodextrin performed as compared to other products and whether there is any competitive edge in this area? **Response:** Sales volume of Maltodextrin products have remained relatively stable. The Group believes its competitive advantage lies in delivering consistent good product quality, safety and reliability, attributes that are particularly important especially to multinational customers, that regard highly on product quality, consistency and safety, and not solely on prices.
41.	i) What does management mean by higher-value customer integration? ii) Whether customised solutions could reduce switching of supplier by customers? **Response:** The Group works closely with customers to develop customised ingredient solutions tailored to specific applications and requirements, including case-by-case texture, colour, or performance attributes. Such collaborations strengthen customer relationships and create greater long-term business opportunities as formulations are proprietary and difficult to replicate precisely. The Company continues to sell general products while developing solution offerings, thereby serving both general and customized segments.
42.	In the first quarter of 2026, the Company's sales dropped 15.7% whilst the net profit showed an increase. Why did profit increase in the first quarter despite a decline in revenue? **Response:** As stated in the explanatory notes to the first quarterly's results, the increase in profit was mainly due to a reversal of impairment on trade receivables. In addition, lower raw material costs contributed positively to the bottom line .
43.	Please explain the impairment relating to subsidiaries disclosed in the Annual Report. **Response:** The impairment in the Holding Company's investment in a wholly-owned subsidiary, namely Three-A Food Industries (M) Sdn Bhd that was brought forward from prior years relates to losses arising from the subsidiary's joint venture that was already disposed. The accounting standards require fair value assessment of subsidiaries at each reporting date but this has no financial impact on the Group's consolidated operating results for now.
44.	What is the nature of the RM2.9 million impairment losses on trade receivables?

NO	QUESTION AND RESPONSE
	Response: At the beginning of FY2025, the impairment losses on trade receivables balance brought forward was RM2.918 million. There was a reversal of impairment losses during the year due to recoveries from trade receivables of approximately RM17,000 and so the closing balance was recorded at RM2.901 million at end of FY2025. Impairment for trade receivables are recognised based on the lifetime Expected Credit Loss (ECL) model prescribed under applicable accounting standards to calculate the expected credit losses that result from all possible default events over the expected life of the asset.
45.	What is the breakdown for capital commitments of RM2.793 million? **Response:** This amount represents approved and contracted capital expenditure commitments relating to property, plant and equipment but we are unable to provide a detailed breakdown in the Meeting.
46.	Forex losses increased from RM4.8 million last year to RM6.7 million this year. Please explain the significant increase in FY2025. **Response:** The increase arose from both realised and unrealised Forex losses due to fluctuations in the U.S. dollars exchange rate. While the weaker U.S. dollars negatively impacted U.S dollars denominated trade receivables, it was also offset by lower imported raw material costs thereby contributing positively to gross margins.
47.	What is the revenue based on geographical locations? How does the Group manage foreign currency exposure given its export sales and imported raw materials? **Response:** The revenue from local and export sales based on geographical locations are 53% and 47% respectively. The Group has a natural hedge position on foreign exchange risks whereby U.S. dollars collections from export sales are used to pay for U.S dollars denominated raw materials, as well as inventory management strategies.
48.	What is the Company's plan for land leases that are due to expire in the coming years? **Response:** The Group is taking actions on this matter.
49.	Why does plant utilisation range from approximately 27% to 89%?

NO	QUESTION AND RESPONSE
	Response: The Group manufactures multiple categories of products using separate production lines. Utilisation rates vary depending on the production lines, the types of products produced and respective market demand.
50.	How are plant capacities determined and what are the operating shifts? **Response:** Plant utilisations are based primarily on machinery capacity and plant operating characteristics. While the standard operating arrangement is one shift, certain plants operate continuously on a 24/7 basis (including scheduled shutdowns and cleaning) depending on demand on the types of products and customers' requirements.
51.	How does the Group pass through cost increases to customers? **Response:** The Group has dynamic pricing strategies to pass through fluctuations in costs based on raw material cost movements, customer business development strategies and prevailing market conditions.
52.	It was asserted that the broader food ingredient market has grown, citing anecdotal increases in consumer food spending and the proliferation of restaurants, hence it was interpreted that the declining Company's revenue implies market share loss. Another point raised is the enquiry on how does the Company intend to utilise its cash reserves? **Response:** The Board of Directors will continue rewarding shareholders through dividends where appropriate after evaluating the Group's financial position, investment requirements and business opportunities. A higher dividend amount was declared for the first quarter of 2026 as compared to the corresponding first quarter in 2025. On the drop in revenue and concerns about market share, it was reiterated that there was intense competition in the industry coupled with costs increases.
53.	Why does the Group focus on business-to-business customers instead of developing consumer products? **Response:** The Group produces intermediate and semi-finished food ingredients for manufacturers rather than end consumer products. The Group does not face significant customer concentration risk, as no individual customer contributes more than 10% of total revenue.

NO	QUESTION AND RESPONSE
54.	Who is the main competitor of the Company? **<u>Response:</u>** There are competitors who produce only certain products that the Group is manufacturing and selling but we are unaware of one that produces the same line of products like the Group in the local market.
55.	The Company's treasury shares stood at 6,000,000 shares now and the current share price is hovering below the net asset value. Could the Board consider cancelling the treasury shares and what are the accounting implications of doing so? **<u>Response:</u>** The Board will need to assess whether it would be in the best interests of the shareholders to cancel the treasury shares before doing so. Clarifications were provided that cancellation of treasury share would requires accounting adjustments to share capital and retained earnings but do not impact profit or loss as there is no adjustment in the income statement.

Appendix B

POLL RESULTS

Polling Results

THREE-A RESOURCES BERHAD
Twenty-Fourth Annual General Meeting ("24th AGM")
Date/Time: 09/06/2026 10:00:00 AM
Ballroom I (Main Wing), Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan, Malaysia

	FOR			AGAINST			TOTAL		
	NO. OF			NO. OF			NO. OF		
Ordinary Resolution	REC	SHARES	%	REC	SHARES	%	REC	SHARES	%
Resolution 1: To approve the payment of Directors' Fees for the financial year ended 31 December 2025.	55	213,919,333	99.9999	1	1	0.0001	56	213,919,334	100.0000
Resolution 2: To re-elect Karmjit Kaur a/p Sarban Singh as Director.	54	213,854,433	99.9697	2	64,901	0.0303	56	213,919,334	100.0000
Resolution 3: To re-elect Liew Kuo Shin as Director.	54	213,854,433	99.9697	2	64,901	0.0303	56	213,919,334	100.0000
Resolution 4: To re-elect Kee Thuan Chai as Director.	54	213,854,433	99.9697	2	64,901	0.0303	56	213,919,334	100.0000
Resolution 5: To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration.	55	213,919,333	99.9999	1	1	0.0001	56	213,919,334	100.0000
Resolution 6: To grant authority to allot and issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.	54	213,919,033	99.9999	2	301	0.0001	56	213,919,334	100.0000
Resolution 7: To approve the Proposed Renewal of Authority for Share Buy-Back.	55	213,919,333	99.9999	1	1	0.0001	56	213,919,334	100.0000