



THREE-A RESOURCES BERHAD

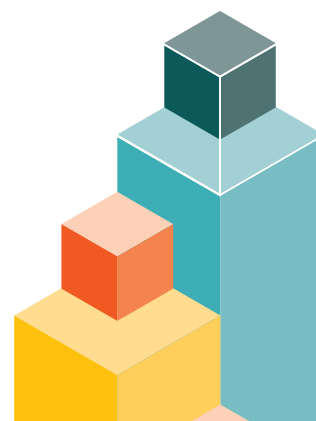
Registration No. 199901006659 (481559-M)

TRUST FOR QUALITY BUILT TO LAST

ANNUAL REPORT 2025



TABLE OF CONTENTS



COVER RATIONALE

The cover visual illustrates a structured formation of interlocking blocks, symbolising the company’s enduring foundation and forward-building momentum. This architectural composition aligns with the tagline “Trust for Quality Built to Last” where the ascending blocks reflect the Group’s steady, long-term growth while the embedded product visuals highlight its integral role in the food ingredient ecosystem. The clean geometry and balanced colour palette convey stability, reliability, and future-focused consistency—values that define Three-A Resources Berhad’s commitment to trusted quality and lasting value.

ABOUT US

- 1 Vision and Mission
- 2 Corporate Profile
- 3 Corporate Information

LEADERSHIP

- 4 Profile of Board of Directors and Key Senior Management

PERFORMANCE REVIEW

- 9 Management Discussion and Analysis
- 14 Five-Year Group Financial Highlights

SUSTAINABILITY

- 16 Sustainability Statement

CORPORATE GOVERNANCE

- 59 Corporate Governance Overview Statement
- 73 Statement on Risk Management and Internal Control
- 76 Audit Committee Report
- 79 Additional Compliance Information

FINANCIAL REPORT

- 82 Financial Statements

ADDITIONAL INFORMATION

- 124 Particulars of Properties Held by the Group
- 128 Analysis of Shareholdings
- 131 Notice of Twenty-Fourth Annual General Meeting
 - Proxy Form



24th

ANNUAL GENERAL MEETING

of Three-A Resources Berhad
Registration No. 199901006659 (481559-M)



Date:
Tuesday, 9 June 2026



Time:
10:00 a.m.



Venue:
Ballroom I (Main Wing),
Tropicana Golf & Country
Resort, Jalan Kelab Tropicana,
47410 Petaling Jaya,
Selangor Darul Ehsan, Malaysia

VISION

To be a Global Leading Provider of
quality Food and Beverage ingredients.

MISSION

To provide high quality food and
beverage ingredients for every walks
of life with integrity, care for the
environment and the well-being of the
people.



CORPORATE PROFILE



ABOUT US

Three-A Resources Berhad (“3A”) is an investment holding company that was listed since 2002 and has ascended to the Main Market of Bursa Malaysia Securities Berhad in 2008.

Its wholly-owned subsidiary, San Soon Seng Food Industries Sdn Bhd (“SSSFI”) is one of the leading food and beverage ingredients manufacturing companies in the country, started as a caramel producer in 1977 and expanded its product portfolio that has made strong footprints in many parts of the world. SSSFI has remained focused in its core strength of manufacturing food and beverage ingredients and firmly believes in producing products of the highest quality and has successfully expanded beyond Asian horizons and making its mark in the international market.

OUR PRODUCT PORTFOLIO

- Liquid Caramel, Caramel Colour
- Fermented Vinegar, Distilled Vinegar, Rice Vinegar
- Glucose Syrup, High Maltose Syrup, Liquid Maltodextrin
- Soya Protein Sauce, Hydrolysed Vegetable Protein Sauce
- Caramel Powder
- Maltodextrin
- Golden Syrup

SSSFI serves businesses of all sizes across a broad spectrum of industries and sectors. Our versatile range of ingredients has different functional properties and unique characteristics that can be tailored to customer needs. All ingredients are Halal and Kosher certified.

SSSFI offers a diverse range of packaging options to accommodate customer needs. There are various package sizes ranging from bulk road tankers to small packings such as jerrycan and carton boxes. Customised packaging can be arranged to accommodate customer requirements.

OUR ACCREDITATION & RECOGNITION



- FSSC 22000 Certification by Intertek Certification International Sdn Bhd
- HACCP Certification by Ministry of Health Malaysia (“MOH”)
- HALAL Certification by Department of Islamic Development Malaysia (“JAKIM”)
- KOSHER Certification by Union of Orthodox Jewish Congregations of America



CORPORATE INFORMATION

BOARD OF DIRECTORS

Dato' Jagjit Singh a/l Bant Singh
Independent Non-Executive Chairman

Fong Chu King @ Tong Chu King
Managing Director
(Resigned on 30 June 2025)

Fang Siew Ping
Managing Director
(Redesignated from Executive Director to Managing Director on 16 July 2025)

Dato' Shamesh a/l Jeevaretnam
Independent Non-Executive Director

Karmjit Kaur a/p Sarban Singh
Independent Non-Executive Director

Jamel Bin Ibrahim
Independent Non-Executive Director

Liew Kuo Shin
Non-Independent Executive Director

Kee Thuan Chai
Non-Independent Non-Executive Director

Tan Soon Hoe
Non-Independent Non-Executive Director



BOARD COMMITTEES

AUDIT COMMITTEE

Jamel Bin Ibrahim (Chairman)
Dato' Shamesh a/l Jeevaretnam
Karmjit Kaur a/p Sarban Singh

REMUNERATION COMMITTEE

Karmjit Kaur a/p Sarban Singh (Chairperson)
Jamel Bin Ibrahim
Dato' Shamesh a/l Jeevaretnam

NOMINATION COMMITTEE

Dato' Shamesh a/l Jeevaretnam (Chairman)
Jamel Bin Ibrahim
Karmjit Kaur a/p Sarban Singh

RISK MANAGEMENT COMMITTEE

Karmjit Kaur a/p Sarban Singh (Chairperson)
Dato' Shamesh a/l Jeevaretnam
Fang Siew Ping

COMPANY SECRETARIES

Tan Kok Siong LS0009932 (SSM PC No. 202008001592)
Lau Yen Hoon MAICSA 7061368 (SSM PC No. 202008002143)

AUDITORS

BDO PLT
Chartered Accountants
Level 8, BDO @ Menara CenTARa
360 Jalan Tuanku Abdul Rahman
50100 Kuala Lumpur
Tel no. : +603 2616 2888
Fax no. : +603 2616 3190

REGISTERED ADDRESS

AL 308, Lot 590 & Lot 4196
Jalan Industri U19
Kampung Baru Sungai Buloh
40160 Shah Alam
Selangor Darul Ehsan
Tel no : +603 6156 2655
Fax no : +603 6156 2657
E-mail : info@three-a.com.my

SHARE REGISTRAR

Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Tel no. : +603 7890 4700
Fax no. : +603 7890 4670
Email : bsr.helpdesk@boardroomlimited.com

COMPANY NO.

199901006659 (481559-M)

WEBSITE

www.three-a.com.my

BANKERS

- United Overseas Bank (Malaysia) Bhd
- OCBC Bank (Malaysia) Berhad
- CIMB Bank Berhad
- Hong Leong Bank Berhad
- Malayan Banking Berhad
- Alliance Bank Malaysia Berhad
- RHB Bank Berhad

STOCK EXCHANGE

Bursa Malaysia Securities Berhad

MARKET

Main Market

STOCK NAME

3A

SECTOR

Consumer Products & Services

STOCK CODE

0012

INVESTOR RELATIONS

Fong Peng Fai, Group Financial Controller
Jessica Fang, Senior Manager
Tel no. : +603 6156 2655
E-mail : info@three-a.com.my

PROFILE OF BOARD OF DIRECTORS AND KEY SENIOR MANAGEMENT

Dato' Jagjit Singh a/l Bant Singh

Independent Non-Executive Chairman



Dato' Jagjit Singh a/l Bant Singh ("Dato' Jagjit") was appointed to the Board on 28 August 2019 and serves as an Independent Non-Executive Chairman of the Company and a Director of its wholly-owned subsidiaries, San Soon Seng Food Industries Sdn Bhd ("SSSFI") and Three-A Food Industries (M) Sdn Bhd ("3A Food").

Dato' Jagjit holds a Bachelor of Law ("LLB Hons") and Master of Law ("LLM") from the King's College, University of London. He was called to Malaysian Bar in March 2002 and was awarded Kesatria Mangku Negara ("KMN") in 2008, Setia Mahkota Pahang ("SMP") in 2010 and Darjah Indera Mahkota Pahang ("DIMP") in 2011.

Dato' Jagjit was a former Judge and has served the Malaysian Legal and Judicial Service for 28 years in various positions including that of a Senior Federal Counsel, Deputy Treasury Solicitor, Legal Advisor to the Ministry of Health, Deputy Public Prosecutor and Senior Assistant Parliamentary Draftsman.

Dato' Jagjit had served as a member of the Malaysia Competition Commission ("MyCC") under the Ministry of Domestic Trade and Consumer Affairs ("KPDNHEP") and he practises as an Advocate and Solicitor and is a Partner in Jagjit Ariff & Co.

Dato' Jagjit attended all four (4) Board Meetings held during the financial year ended 31 December 2025. He does not have any family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

Ms Fang Siew Ping

Managing Director



Ms Fang Siew Ping was reappointed to the Board on 28 August 2019 and served as an Executive Director of the Company and its wholly-owned subsidiary, SSSFI, until 16 July 2025. She was subsequently redesignated as Managing Director of the Company on 16 July 2025. She also serves as a member of Risk Management Committee, Sustainability Committee and various Committees of the 3A Group.

Ms Fang Siew Ping holds a Bachelor's Degree in Chemistry from the University of Kentucky, USA. She joined SSSFI in 2004 and currently serves as Senior Manager of Business Development cum R&D. She collaborates with the Sales & Marketing team for new business opportunities and she is also Head of R&D and Quality Assurance Department of SSSFI.

Ms Fang Siew Ping attended all four (4) Board Meetings held during the financial year ended 31 December 2025. She is the daughter of Mr Fang Chew Ham who is major shareholder of the Company. She has no conflict of interest with the Company and has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

PROFILE OF BOARD OF DIRECTORS AND KEY SENIOR MANAGEMENT (CONTINUED)

Ms Karmjit Kaur a/p Sarban Singh

Independent Non-Executive Director



Ms Karmjit Kaur a/p Sarban Singh (“Ms Karmjit”) was appointed to the Board on 8 June 2022 and serves as an Independent Non-Executive Director of the Company. She also serves as a Chairperson of Remuneration Committee and Risk Management Committee, and is a member of Audit Committee and Nomination Committee of the Company.

Ms Karmjit holds a Bachelor of Arts from York University, Toronto, Canada.

Ms Karmjit has more than 30 years’ experience in the banking sector having worked in commercial and investment banks locally and for a short stint in Melbourne. She held various senior management positions and leadership roles including Senior Director of Affin Hwang Investment Bank (M) Berhad for about 13 years. She was a member of asset and liability committee, compliance risk and oversight committee, and early alert and watch list committee. Her experience also covers risk assurance functions, change management and business transformation, and stakeholder engagement.

She is currently a member of Institute of Corporate Directors Malaysia.

Ms Karmjit attended four (4) Board Meetings held during the financial year ended 31 December 2025. She does not have any family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. She has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

Dato’ Shamesh a/l Jeevaretnam

Independent Non-Executive Director



Dato’ Shamesh a/l Jeevaretnam (“Dato’ Shamesh”) was appointed to the Board on 8 June 2022 and serves as an Independent Non-Executive Director of the Company. He also serves as a Chairman of Nomination Committee and is a member of Audit Committee, Risk Committee and Remuneration Committee of the Company.

Dato’ Shamesh holds a Bachelor of Law (“LLB Hons”) from the University of London. He has been in legal practice for more than 20 years and has vast experience in civil and commercial law including handling human resource and intellectual property issues. He also currently serves as a President of the Housing Tribunal.

Dato’ Shamesh attended four (4) Board Meetings held during the financial year ended 31 December 2025. He does not have any family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

PROFILE OF BOARD OF DIRECTORS AND KEY SENIOR MANAGEMENT (CONTINUED)

Mr Kee Thuan Chai

Non-Independent Non-Executive Director



Mr Kee Thuan Chai was appointed to the Board on 30 June 2020 and serves as a Non-Independent Non-Executive Director of the Company.

Mr Kee Thuan Chai graduated with a Bachelor of Business in Accountancy from Royal Melbourne Institute of Technology ("RMIT"), Melbourne, Australia. He is a member of CPA, Australia and Malaysian Institute of Accountants ("MIA").

Mr Kee Thuan Chai started his career as Trainee Accountant with Perlis Plantation Berhad (now known as PPB Group Berhad) in 1993. He was transferred to the group's oil palm plantation subsidiary and based in Central Kalimantan in 2006. In 2009, he was transferred back to Kuala Lumpur, with PPB Oil Palms Berhad, now known as Wilmar Plantation Sdn Bhd ("WPSB"), a fully owned subsidiary of Wilmar International Limited. He now heads WPSB Finance Department as Group Manager ("FAA").

Mr Kee Thuan Chai attended all four (4) Board Meetings held during the financial year ended 31 December 2025. He does not have any family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

Mr Liew Kuo Shin

Non-Independent Executive Director



Mr Liew Kuo Shin was reappointed to the Board on 28 August 2019 and serves as a Non-Independent Executive Director of the Company. He also serves as Chief Sustainability Officer of the Sustainability Committee, a member of Risk Management Working Committee and various Committees of the 3A Group.

Mr Liew Kuo Shin graduated as a Mechanical Engineer and joined the Company in 2001. He currently holds the position of General Factory Manager and oversees the daily operations and overall co-ordination of all the manufacturing plants. He is also the Head of Logistic Department and Maintenance Department of SSSFI.

Mr Liew Kuo Shin attended all four (4) Board Meetings held during the financial year ended 31 December 2025. Mr Liew Kuo Shin is brother-in-law of Managing Director, Ms Fang Siew Ping who is the daughter of Mr Fang Chew Ham, a major shareholder of the company. He has no conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

PROFILE OF BOARD OF DIRECTORS AND KEY SENIOR MANAGEMENT (CONTINUED)

Mr Jamel Bin Ibrahim

Independent Non-Executive Director



Mr Jamel Ibrahim was appointed to the Board on 13 June 2023 and serves as an Independent Non-Executive Director of the Company. He also serves as the Chairman of Audit Committee and a member of Nomination Committee and Remuneration Committee of the Company.

Mr Jamel Ibrahim is a qualified accountant and a member of the Malaysian Institute of Accountants. He has more than 30 years of professional experience gained in various positions in Tenaga Nasional Berhad, Shell Malaysia plus a few other companies.

Mr Jamel Ibrahim attended all four (4) Board meetings held during the financial year ended 31 December 2025. He does not have any family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

Mr Tan Soon Hoe

Non-Independent Non-Executive Director



Mr Tan Soon Hoe was appointed to the Board on 29 February 2024 and serves as a Non-Independent Non-Executive Director of the Company.

Mr Tan Soon Hoe graduated with an accounting and finance degree from the University of London (external programme). He is presently an investment manager with Wilmar International Limited. He has more than 15 years in the investment management industry.

Mr Tan Soon Hoe attended all four (4) Board Meetings held during the financial year ended 31 December 2025. Mr Tan Soon Hoe does not have any family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

PROFILE OF BOARD OF DIRECTORS AND KEY SENIOR MANAGEMENT (CONTINUED)

Mr Fong Peng Fai

Group Financial Controller/Key Senior Management



Mr Fong Peng Fai was appointed to the Company in 2013 and currently serves as the Group Financial Controller. He graduated with a Bachelor of Commerce majoring in Accounting from the University of Otago. He is a Chartered Global Management Accountant of the Chartered Institute of Management Accountants (“CIMA”), UK and American Institute of CPAs (“AICPA”) and a member of the Malaysian Institute of Accountants (“MIA”).

Mr Fong Peng Fai also holds a Masters of Business Administration from the University of Strathclyde, UK. His professional working experience started in external audit firms. Then he moved on to business recovery and consulting assignments in PriceWaterhouseCoopers and later, he joined Digi as Head of Accounting and Financial Reporting.

He does not have any direct family relationship with any Director and/or major shareholder, nor any conflict of interest with the Company. He has no convictions for any offences within the past five (5) years (other than traffic offences, if any), nor any public sanction or penalty imposed by regulatory bodies during the financial year.

MANAGEMENT DISCUSSION AND ANALYSIS



INDUSTRY AND MARKET OVERVIEW

The financial year ended 31 December 2025 (“FY2025”) unfolded against a backdrop of continued global economic uncertainty, moderated growth, and persistent geopolitical tensions. While inflationary pressures eased in certain major economies, business sentiment remained cautious amid currency volatility and evolving trade dynamics. These factors influenced commodity pricing benchmarks and supply chain conditions, particularly for internationally traded agricultural and food-based raw materials.

Across Asia, economic activity moderated, particularly in export-oriented markets. The Group’s key markets experienced softer demand conditions, with customers adopting more prudent purchasing and inventory management practices. Excess production capacity across parts of the region, coupled with softer demand conditions, intensified competition and heightened price sensitivity, resulting in downward pressure on average selling prices across several product categories.

In Malaysia, underlying domestic consumption provided some stability; however, competitive pressures within the food and beverage (“F&B”) manufacturing value chain increased during the year. Customers remained focused on cost management amid softer demand conditions, leading to tighter margins across the supply chain. Foreign exchange movements also influenced performance, as the depreciation of the United States Dollar (“USD”) contributed to lower raw material costs while affecting revenue translation for USD-denominated sales.

Overall, the F&B ingredients sector in FY2025 was characterised by intensified competition, greater pricing pressure, and continued raw material cost fluctuations. In this operating environment, manufacturers prioritised operational efficiency and cost optimisation to maintain competitiveness. Against this backdrop, the Group operated in a more challenging and price-sensitive market, while relying on its established customer base and disciplined cost management practices to sustain operational stability.

OPERATIONAL REVIEW

In FY2025, the Group’s operational focus centred on disciplined execution and long-term capacity strengthening amid a more demanding market landscape. Management concentrated on reinforcing core manufacturing capabilities, advancing strategic infrastructure projects, such as the construction of a new warehouse facility and the implementation of the second phase of the solar photovoltaic energy project, and sustaining customer engagement to preserve competitiveness. Despite softer demand conditions, the Group continued to implement initiatives aimed at supporting operational readiness, improving cost structure resilience, and positioning the business for sustainable performance in the years ahead.

Production and Operational Efficiency

During the financial year, the Group maintained its focus on production stability, operational optimisation, and cost management amid intensified competitive pressures.

Continuous improvement initiatives were undertaken to enhance quality control, productivity, improve workflow efficiency, and minimise operational inefficiencies. These initiatives form part of the Group’s long-term strategy to maintain cost competitiveness while ensuring consistent product quality across its manufacturing operations. In a more price-sensitive market environment, operational discipline remained critical to safeguarding margins and sustaining production reliability.

The Group also placed emphasis on supplier engagement and raw material sourcing management to mitigate volatility in input costs. Close monitoring of procurement conditions enabled the Group to manage cost fluctuations more effectively while maintaining uninterrupted production.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Infrastructure Development and Capacity Enhancement

A key operational milestone in FY2025 was the near completion of the new warehouse facility, which is currently pending approval from the relevant authorities. The new facility is expected to enhance storage capacity, improve inventory management, and strengthen overall logistics efficiency. Upon operationalisation, it will provide greater flexibility in stock management and support efficient handling and storage of materials and finished goods.

In line with the Group's sustainability objectives and cost optimisation strategy, the installation of the second phase of the solar photovoltaic panel system was also undertaken during the year and is expected to be fully operational in the first quarter of 2026. This builds upon the first phase implemented in FY2023, which contributed to reduced energy costs and a lower carbon footprint. The continued investment in renewable energy reflects the Group's commitment to long-term energy efficiency and responsible resource management.

Marketing and Market Expansion

In a challenging and competitive market environment, the Group remained focused on strengthening customer relationships and maintaining market presence. Adjustments to product pricing strategies were implemented in response to intensified competition and evolving demand conditions. These measures were aimed at sustaining competitiveness while protecting business profitability.

The Group continued to explore opportunities to expand its presence in both existing and new markets. Ongoing engagement with customers and market intelligence gathering enabled the Group to respond more effectively to changing demand patterns and pricing dynamics.

Although demand conditions were softer during the year, the Group's established customer base and reputable brand positioning in selected product categories provided operational continuity. Management remains committed to enhancing market penetration and identifying opportunities for growth while maintaining prudent commercial discipline.

FINANCIAL REVIEW

REVENUE

(RM'000)

RM511,039

PROFIT AFTER TAX (PAT)

(RM'000)

RM42,278



Revenue Performance

For the financial year ended 31 December 2025 ("FY2025"), the Group recorded revenue of RM511.0 million, compared to RM557.1 million in FY2024, representing a decline of approximately 8.3% year-on-year. The reduction in revenue was primarily attributable to lower average selling prices, followed by a decrease in quantities of products sold. Intensified market competition and heightened price sensitivity across key markets exerted downward pressure on pricing, while softer demand conditions contributed to reduced sales volumes. Foreign exchange movements also influenced revenue performance, as approximately half of the Group's sales are denominated in United States Dollar ("USD").

Despite the decline in revenue, the Group maintained its market presence through proactive pricing adjustments and continued customer engagement.

Profitability

Profit before tax for FY2025 stood at RM56.1 million, marginally lower than RM56.9 million recorded in FY2024. Profit after tax amounted to RM42.3 million, compared to RM43.4 million in the preceding year, representing a decrease of approximately 2.7%. While revenue declined during the year, the impact on profitability was mitigated by lower raw material costs and continued cost management initiatives. The depreciation of the USD translated to higher foreign exchange losses from USD-denominated trade receivables in FY2025 as compared to FY2024 which was mitigated by reduced costs for USD-denominated raw material purchases. Earnings per share decreased slightly to 8.70 sen (FY2024: 8.89 sen), in line with the marginal reduction in profit after tax.

Financial Position

As at 31 December 2025, the Group's financial position remained strong. Total assets increased to RM547.5 million (FY2024: RM535.3 million), while total liabilities decreased to RM45.8 million (FY2024: RM57.4 million), reflecting prudent financial management and a strengthened balance sheet. Shareholders' equity rose to RM501.7 million from profits earned in FY2025 as compared to RM477.9 million in the previous year and net assets per share improved to 103.2 sen (FY2024: 97.7 sen), underscoring the Group's solid capital base.

The Group continued to maintain a net cash position, providing financial flexibility to support operational requirements and capital investments. For FY2025, the Group declared three interim single-tier dividends totalling 3.8 sen per ordinary share (FY2024: 2.8 sen), representing a dividend payout ratio of 43.7% (FY2024: 31.5%). The dividend decision reflects the Group's balanced approach in rewarding shareholders while preserving liquidity amid a more competitive operating environment.

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Five-Year Financial Highlights

Financial Highlights	2025 (RM'000)	2024 (RM'000)	2023 (RM'000)	2022 (RM'000)	2021 (RM'000)
Revenue	511,039	557,116	603,864	658,702	515,615
Profit Before Tax	56,118	56,933	57,422	47,803	62,506
Profit After Tax	42,278	43,449	45,155	35,094	46,545
Total Assets	547,463	535,261	505,664	509,048	463,570
Total Liabilities	45,794	57,402	55,072	88,941	65,259
Share Capital	149,087	149,087	149,087	149,087	149,087
Shareholders' Equity	501,669	477,859	450,592	420,107	398,311
Earnings per Share (sen)	8.7	8.9	9.2	7.2	9.5
Net Assets per Share (sen)	103.2	97.7	92.2	85.8	81.2
Net Dividend per Share (sen)	3.8	2.8	3.0	2.5	3.0
Return On Equity (%)	8.4	9.1	10.0	8.4	11.7
Return On Assets (%)	7.7	8.1	8.9	6.9	10.0
Dividend Payout Ratio (%)	43.7	31.5	32.5	34.9	31.6

KEY RISKS AND OPPORTUNITIES

The Group operates in a competitive and evolving business environment where market conditions, input cost movements, and macroeconomic developments may impact operational and financial performance. In FY2025, intensified market competition and raw material cost volatility were identified as the principal risks affecting the Group's results, while ongoing geopolitical shifts and operational enhancements presented potential growth opportunities. Management continues to actively monitor these risk factors and implement appropriate mitigation measures to safeguard business stability and support sustainable performance.

Principal Risks

During FY2025, the Group identified principal risks that had the most significant impact on performance. These risks are ranked based on their impact to the business and likelihood of occurrence.



INTENSIFIED MARKET COMPETITION

NATURE OF RISK

The Group operates in a competitive food and beverage ingredients market where pricing pressure is significant. During FY2025, competition increased both directly and indirectly from products originating from overseas, particularly from China. Intensified competition from imported products in the domestic market, as well as competing supplies from regional producers in export markets increased market rivalry and contributed to softer demand for certain product categories.

IMPACT TO THREE-A

- Revenue declined by approximately 8.3% year-on-year to RM511.0 million
- Downward pressure on average selling prices
- Softer demand conditions across certain markets
- Increased price sensitivity among customers
- Margin compression in selected product lines

MITIGATION MEASURES

- Active monitoring of market conditions and competitive developments
- Adjustments to pricing strategies to remain competitive while safeguarding profitability
- Increased efforts in market intelligence gathering
- Exploration of opportunities in both existing and new markets and segments
- Strengthening of relationships with key customers to preserve business continuity
- Continued focus on operational efficiency and cost control

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)



RAW MATERIAL COST VOLATILITY

NATURE OF RISK

The Group's operations are dependent on key agricultural-based raw materials. Prices of these inputs are influenced by geopolitical developments, global supply-demand dynamics, and foreign exchange movements. In FY2025, geopolitical uncertainties and a weaker economic landscape contributed to fluctuations in raw material prices.

IMPACT TO THREE-A

- Volatility in raw material prices created uncertainty in cost planning
- Downward pressure on selling prices due to competitive market conditions
- Need for continuous pricing adjustments to align with input cost movements
- Margin sensitivity to timing differences between cost movements and price revisions

MITIGATION MEASURES

- Strategies to effectively manage the cost pass through to customers
- Closer engagement and coordination with suppliers
- More frequent monitoring of raw material market trends
- Active management of sourcing strategies
- Cost control initiatives across operations
- Timely adjustments to selling prices where market conditions permitted



FOREIGN EXCHANGE RISK

NATURE OF RISK

Approximately half of the Group's sales and a significant portion of its raw material purchases are denominated in United States Dollar ("USD"). While this provides a degree of natural hedging between USD-denominated revenues and costs, fluctuations in foreign exchange rates may affect revenue translation, input costs, and profitability.

IMPACT TO THREE-A

- Lower USD currency exchange rates contributed to lower raw material costs during the year
- Impact from lower currency exchange rates translation of USD-denominated trade receivables resulted in higher foreign exchange losses as compared to FY2024
- Volatility in reported earnings due to currency fluctuations




MITIGATION MEASURES

- Continuous monitoring of currency movements
- Alignment of USD-denominated costs and revenues to provide natural hedging
- Prudent treasury and cash flow management practices

MANAGEMENT DISCUSSION AND ANALYSIS (CONTINUED)

Growth Opportunities

Notwithstanding the principal risks, the Group continues to identify opportunities to strengthen its market position and support sustainable growth.

	<h4>Supply Chain Realignment</h4>		<h4>High-Quality and Customised Solutions</h4>		<h4>Operational and Energy Efficiency Enhancements</h4>
<p>Geopolitical uncertainties between major economies, including the United States and China, may create opportunities for customers seeking alternative and reliable sourcing arrangements. The Group's established manufacturing capabilities and regional presence position it to potentially benefit from such supply chain shifts.</p> <p>Potential Benefits</p> <ul style="list-style-type: none"> • Expansion of export customer base • Strengthened regional market presence • Diversification of revenue streams 		<p>Customers increasingly seek reliable suppliers capable of delivering high-quality and tailored ingredient solutions to meet specific application requirements. The Group's experience and technical capabilities enable it to support such requirements.</p> <p>Potential Benefits</p> <ul style="list-style-type: none"> • Improved customer retention • Enhanced product differentiation • Greater resilience against pure price-based competition 		<p>The near completion of the new warehouse facility and the installation of Phase 2 of the solar panel photovoltaic system provide opportunities to enhance logistics efficiency and reduce long-term operating costs.</p> <p>Potential Benefits</p> <ul style="list-style-type: none"> • Improved inventory management and order fulfilment • Reduction in energy costs over time • Strengthened sustainability profile 	

OUTLOOK AND PROSPECTS

The Group expects the operating environment in FY2026 to remain challenging amid continued competitive pressures, geopolitical uncertainties, and foreign exchange volatility. Pricing competition, particularly from regional imports, may be present to exert downward pressure on margins, while demand conditions in certain markets may remain under pressure. In response, management will maintain a disciplined focus on pricing strategies, cost optimisation, product mix management, and close monitoring of raw material markets to safeguard profitability and operational stability.

At the same time, the Group is supported by a strong balance sheet and ongoing infrastructure enhancements. The near completion of the new warehouse facility is expected to improve logistics and inventory efficiency, while the operationalisation of Phase 2 of the solar panel photovoltaic system is anticipated to contribute to longer-term energy cost savings. The Group will continue to explore opportunities to strengthen market presence and enhance contributions from key product categories, while maintaining prudent financial management and operational discipline to support sustainable performance.

FIVE-YEAR GROUP FINANCIAL HIGHLIGHTS



	2025 RM'000	2024 RM'000	2023 RM'000	2022 RM'000	2021 RM'000
Revenue	511,039	557,116	603,864	658,702	515,615
Profit Before Tax	56,118	56,933	57,422	47,803	62,506
Profit After Tax	42,278	43,449	45,155	35,094	46,545
Total Assets	547,463	535,261	505,664	509,048	463,570
Total Liabilities	45,794	57,402	55,072	88,941	65,259
Share Capital	149,087	149,087	149,087	149,087	149,087
Shareholders' Equity	501,669	477,859	450,592	420,107	398,311

	Sen	Sen	Sen	Sen	Sen
Earnings per Share	8.7	8.9	9.2	7.2	9.5
Net Assets per Share	103.2	97.7	92.2	85.8	81.2
Net Dividend per Share	3.8	2.8	3.0	2.5	3.0

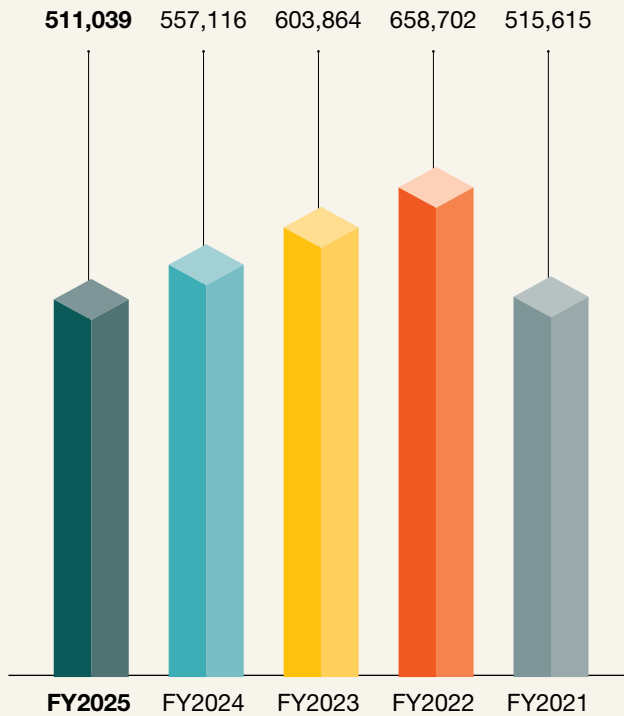
	%	%	%	%	%
Return on Equity	8.4	9.1	10.0	8.4	11.7
Return on Assets	7.7	8.1	8.9	6.9	10.0
Dividend Payout Ratio	43.7	31.5	32.5	34.9	31.6

FIVE-YEAR GROUP FINANCIAL HIGHLIGHTS (CONTINUED)

REVENUE

(RM'000)

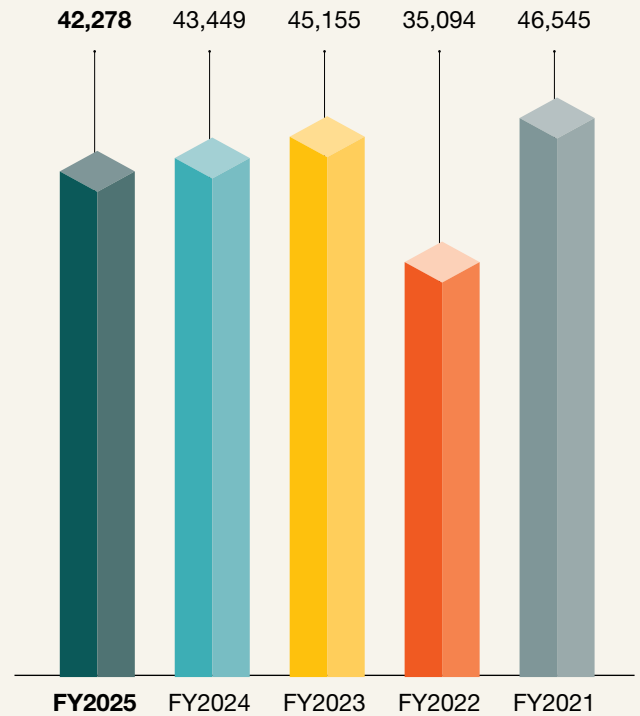
RM511,039



PROFIT AFTER TAX

(RM'000)

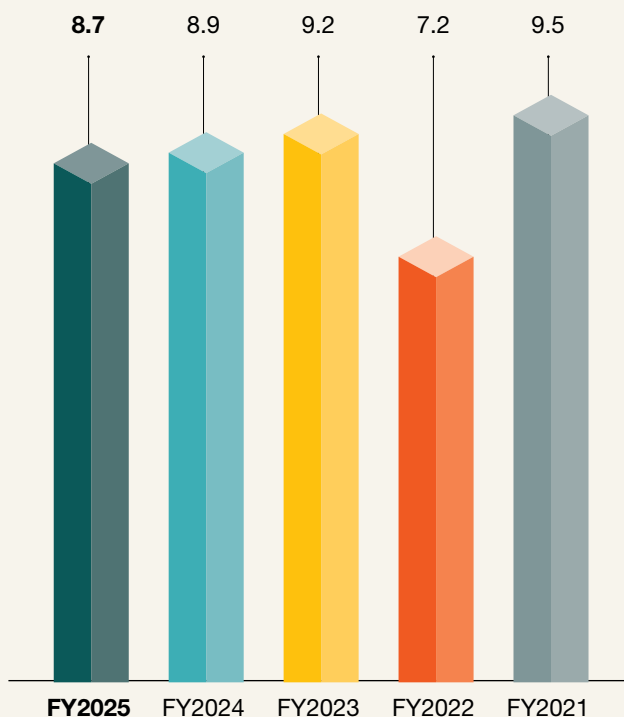
RM42,278



EARNINGS PER SHARE

(Sen)

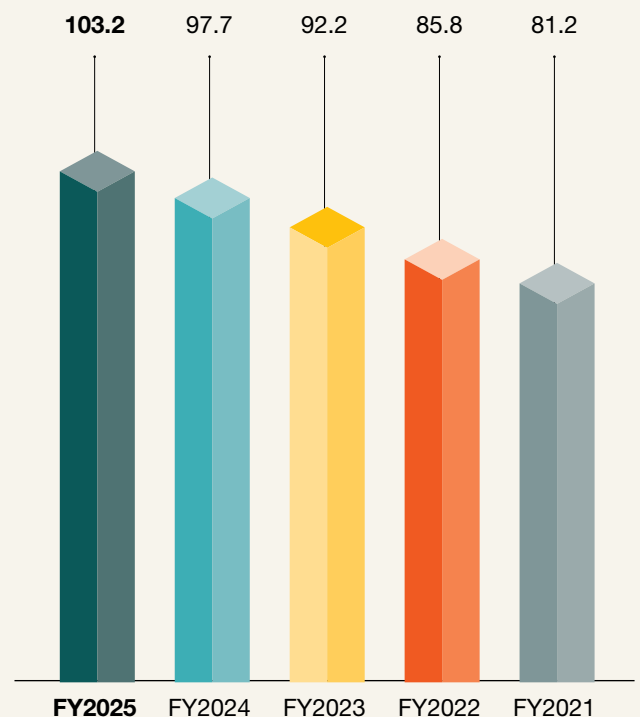
8.7 sen



NET ASSETS PER SHARE

(Sen)

103.2 sen



SUSTAINABILITY STATEMENT

17	ENHANCING SUSTAINABILITY IN FOOD MANUFACTURING
17	Reporting Scope and Boundary
17	Reporting Framework and Guidelines
17	Ensuring Data Integrity
17	Feedback on Our Statement
17	MEMBERSHIPS AND CERTIFICATIONS
17	Our Memberships
17	Our Certifications
18	DOCUMENTING OUR SUSTAINABILITY JOURNEY
19	OUR APPROACH TO SUSTAINABILITY
19	Sustainability Strategy
20	Sustainability Policy
20	Alignment with the UN SDGs
21	Sustainability Governance Structure
22	STAKEHOLDER ENGAGEMENT
24	ASSESSING OUR MATERIALITY
24	Prioritising Our Material Matters
25	TRACKING OUR SUSTAINABILITY PERFORMANCE
26	ROBUST GOVERNANCE
27	Corporate Governance and Anti-Corruption
28	Customer Privacy and Data Protection
30	ECONOMIC IMPACT
31	Economic Performance
31	Supply Chain Management
33	ENVIRONMENTAL STEWARDSHIP
34	Climate Change and Energy
39	Water Management
39	Waste and Effluent
41	SOCIAL RESPONSIBILITY
42	Product Quality and Customer Satisfaction
42	Health and Safety
43	Fair Labour Practices
47	Diversity
48	Community Investment
50	ADVANCING OUR JOURNEY TOWARDS SUSTAINABILITY
50	BURSA MALAYSIA'S CSI PRESCRIBED TABLE
57	GRI CONTENT INDEX



SUSTAINABILITY STATEMENT (CONTINUED)

ENHANCING SUSTAINABILITY IN FOOD MANUFACTURING

3A continues to integrate sustainability in our operational management. Across our food ingredients manufacturing activities, we are advancing our efforts that support responsible and resilient business performance. We present our Sustainability Statement, outlining key developments and initiatives implemented within our operations for the year ending 2025.

We commenced our solar panel installation project during the reporting period, building upon the completion of Phase 1 in 2023. Expected to conclude by the first quarter of 2026, Phase 2 supports our expansion of renewable energy utilisation. We also established baseline years for monitoring Scope 1 and Scope 2 greenhouse gas (“GHG”) emissions, forming the basis for future target-setting and evaluation.

The Group improved the transparency of climate-related disclosures by further aligning with the International Financial Reporting Standards (“IFRS”) S2 requirements. Additionally, we broadened our assessment of major suppliers against environmental and social criteria to 20 suppliers, representing a twofold increase from last year.

Moving forward, we will continue to advance our efforts in line with our current operating priorities within the food ingredients manufacturing industry.

Reporting Scope and Boundary

This Sustainability Statement (“the Statement”) covers the reporting period from 1 January 2025 to 31 December 2025 (“FY2025”). The Statement encompasses 3A and our wholly owned subsidiaries, San Soon Seng Food Industries Sdn Bhd (“SSSFI”) and Three-A Food Industries (M) Sdn Bhd (“3A Food”), collectively referred to as “the Group”.

Reporting Framework and Guidelines

The Statement has been prepared in compliance with the Bursa Malaysia Securities Main Market Listing Requirements (“MMLR”). Our sustainability disclosures are guided with the following guidelines.

- Bursa Malaysia’s Sustainability Reporting Guide (3rd Edition)
- International Financial Reporting Standards (“IFRS”) Sustainability Disclosure Standards: IFRS S2
- Global Reporting Initiative (“GRI”) Standards
- United Nations Sustainable Development Goals (“UN SDGs”)

ENSURING DATA INTEGRITY

The data included in this statement was provided by relevant business divisions. The Group’s Internal Auditor conducted a review of the Statement to assess the accuracy and completeness of the information presented.

Feedback on Our Statement

Your feedback is instrumental in our efforts to improve our sustainability reporting. Kindly share your suggestions and enquiries via the points of communication listed below.



Ms Jessica Fang
Senior Manager



Mr Fong Peng Fai
Group Financial Controller



Email
info@three-a.com.my

MEMBERSHIPS AND CERTIFICATIONS

Our Memberships

Our affiliation with the following associations helps us stay informed of industry developments, standards and trends.



International Technical
Caramel Association (“ITCA”)

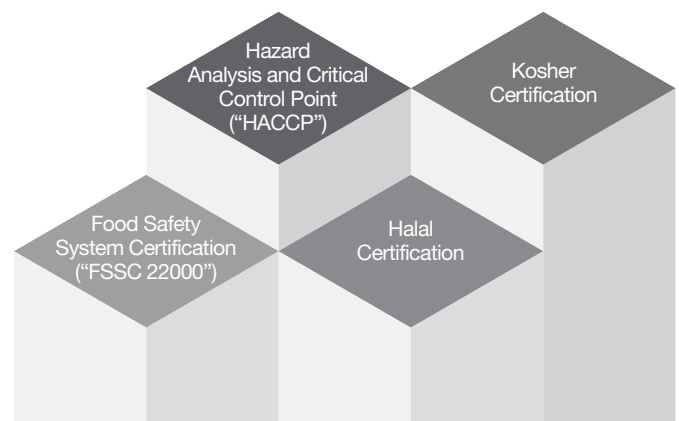


FMM

Federation of Malaysian
Manufacturers (“FMM”)

Our Certifications


The certifications that we have acquired demonstrate our compliance to both national and international standards for quality products.



SUSTAINABILITY STATEMENT (CONTINUED)

DOCUMENTING OUR SUSTAINABILITY JOURNEY

The milestones 3A has achieved since 2017 illustrates the progress of our sustainability initiatives across the organisation. Looking ahead, we will maintain our focus on generating positive economic, environmental, social and governance impacts.

FY2017-FY2019	FY2020-FY2023	FY2024	FY2025
<ul style="list-style-type: none"> Published the inaugural Sustainability Statement in FY2017 Reported in accordance with Bursa Malaysia’s Sustainability Reporting Guide (1st Edition) in FY2018 Structured sustainability disclosures around three pillars: Marketplace, Environment and Workplace Renamed the Sustainability Pillars to Economic, Environmental and Social Implemented a three-tier sustainability governance structure Conducted a materiality assessment in FY2019 and identified 10 material sustainability matters 	<ul style="list-style-type: none"> Incorporated an internal assurance statement Introduced a new pillar and renamed the Sustainability Pillars to Economic Impact, Robust Governance, Environmental Stewardship and Social Protection Enhanced climate-related disclosures by adopting the TCFD recommendations Established a Sustainability Strategy and Sustainability Policy Conducted a materiality reassessment and identified 12 material sustainability matters 	<ul style="list-style-type: none"> Adopted an additional UN SDG: SDG 7 – Affordable and Clean Energy Conducted a supply chain ESG assessment for ten major active suppliers and disclosed the findings. Enhanced sustainability disclosures by reporting Scope 1, Scope 2 and limited Scope 3 GHG emissions (Category 6: Business Travel and Category 7: Employee Commute) 	<ul style="list-style-type: none"> Enhanced climate-related disclosures to align with the IFRS S2 Standards Established baseline years for Scope 1 and 2 GHG emissions Disclosed Scope 1 and 2 emissions for a second consecutive year to support year-on-year comparison Continued the supply chain ESG assessment by evaluating twenty major active suppliers and disclosing the findings 

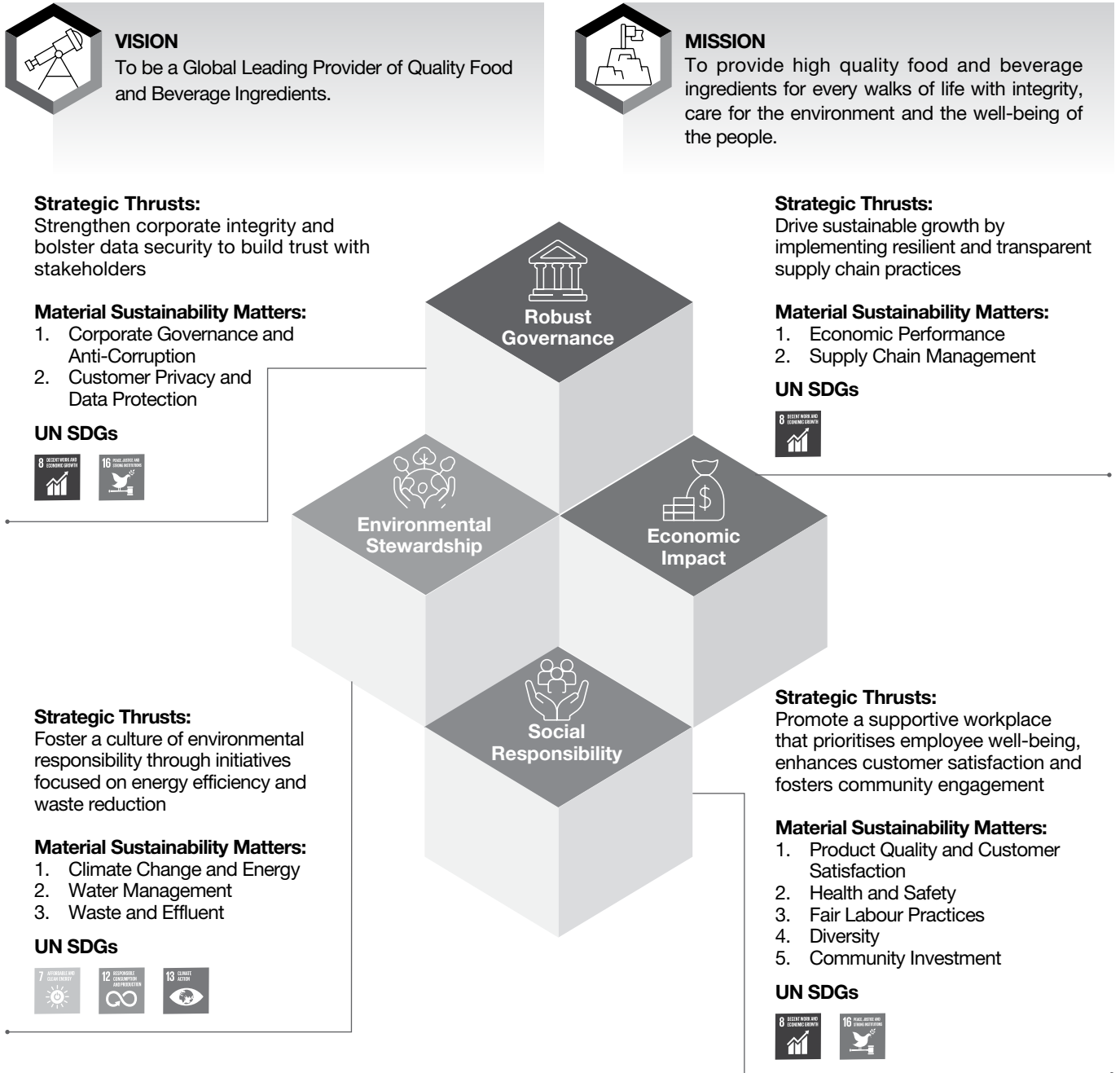


SUSTAINABILITY STATEMENT (CONTINUED)

OUR APPROACH TO SUSTAINABILITY

Sustainability Strategy

The Group's Sustainability Strategy guides actions across four key focus areas and their corresponding UN SDGs, providing a framework to advance our sustainability aspirations.



Stakeholder Groups

Shareholders



Regulators



Employees



Customers



Suppliers



Local Communities



SUSTAINABILITY STATEMENT (CONTINUED)

Sustainability Policy

Our Sustainability Policy highlights our commitment to the four focus areas, namely governance, economic, environmental and social. It serves as a guideline for embedding sustainability principles and practices into our operations, decision-making and overall business strategy.




Robust Governance

3A maintains transparent, accurate communication to build stakeholder trust and accountability. We adhere to high ethical standards, ensure legal compliance and manage environmental, social and governance risks to uphold responsible corporate conduct.




Economic Impact

3A commits to a sustainable business model focused on quality products and value-added service. We foster innovation, prioritise sustainable suppliers, conduct supply chain assessments and aim for long-term shareholder returns.



Environmental Stewardship

3A strives to enhance energy efficiency, reduce carbon emissions, conserve water and advance circular economy practices throughout our operations. We focus on pollution prevention, effective environmental management and regulatory compliance.




Social Responsibility

The Group cultivates workplace diversity and inclusion through equal opportunity and anti-discrimination policies. We emphasise employee health and safety through protocols and training, support professional growth and engage in community development initiatives.

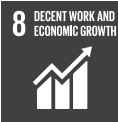
Alignment with the UN SDGs

In FY2025, we continued aligning our sustainability initiatives with five key UN SDGs, consistent with the 2030 Agenda for Sustainable Development.

- 


Target 7.2: Increase substantially the share of renewable energy in the energy mix

 - Advanced Phase 2 of the Solar Power Generation Project, with installation works in progress. It is targeted for completion by the first quarter of 2026

- 


Target 8.8: Protect labour rights and promote safe and secure working environments for all

 - Conducted 2,294 hours of health and safety training for 383 employees
 - Maintained zero fatalities for three consecutive years

- 


Target 12.5: Reduce waste generation through prevention, reduction, recycling and reuse

 - Improved the reuse rate of reconditioned plastic packaging containers from 36% in FY2024 to 39% in FY2025

- 

Target 13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters

 - Established baseline years for Scope 1 and Scope 2 GHG emissions to support future reduction target-setting
 - Enhanced climate disclosures by assessing the financial impacts of transition and physical risks in alignment with IFRS S2

- 

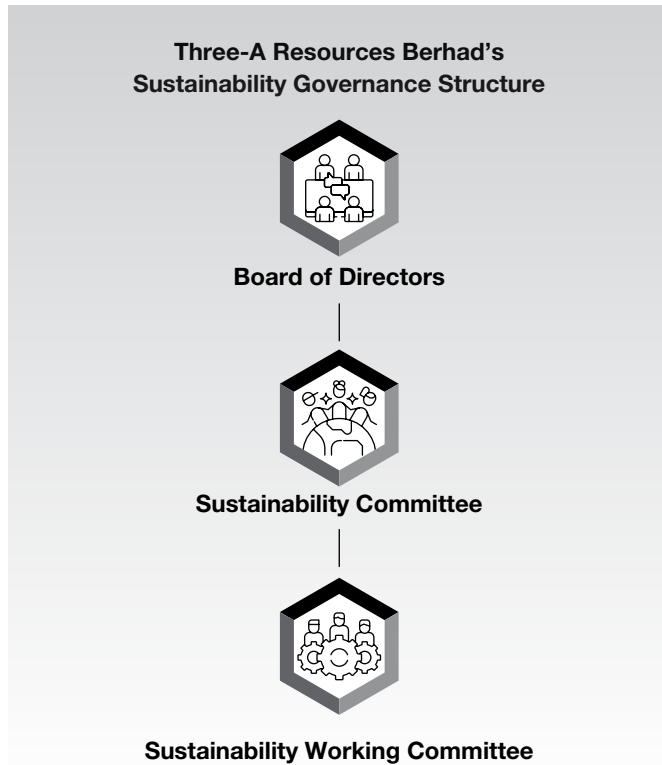
Target 16.5: Substantially reduce corruption and bribery in all their forms

 - Maintained 100% anti-corruption assessment coverage across all operations for the third consecutive year
 - Achieved 100% staff attendance in anti-corruption training for three successive years

SUSTAINABILITY STATEMENT (CONTINUED)

Sustainability Governance Structure

The Group's governance structure delineates clear roles and responsibilities, supporting strategic oversight and accountability in the implementation of our sustainability initiatives.



Board of Directors ("the Board")

- Oversees the Group's sustainability agenda, including practices, strategies, performance and material sustainability matters
- Guides the integration of sustainability- and climate-related risks and opportunities ("CRROs") into the Group's strategy and risk management framework
- Approves sustainability policies, strategies, material sustainability matters and the annual Sustainability Statement proposed by the SC



Sustainability Committee ("SC")

- Proposes sustainability strategies, initiatives and targets for the Board's consideration
- Oversees the execution of sustainability policies, strategies and initiatives
- Evaluates and monitors SRROs and CRROs
- Proposes changes to sustainability policies, standards and procedures for Board consideration when necessary
- Meet quarterly to review sustainability performance and provide guidance on sustainability strategy and initiatives






Sustainability Working Committee ("SWC")

- Executes sustainability initiatives within daily operations
- Identifies material sustainability matters relevant to the Group and recommends them to the SC
- Regularly tracks and reports sustainability-related data to the SC
- Meet quarterly to drive the implementation of sustainability action plans, track performance metrics and report progress to the Sustainability Committee




SUSTAINABILITY STATEMENT (CONTINUED)

STAKEHOLDER ENGAGEMENT

Ongoing engagement with our stakeholders enables us to gain valuable insights into our operations from their perspectives. This approach ensures that we remain informed of current industry trends, allowing our business to stay responsive and aligned with stakeholder expectations.

Stakeholder Group	Areas of Interest	Our Responses	Methods and Frequencies
 <p>Shareholders provide the financial capital critical to 3A's growth. They also expect investment returns and updates on the Group's development and performance.</p>	<ul style="list-style-type: none"> • Stable financial returns and long-term profitability • Enhanced corporate credibility and market standing • Adherence to regulatory requirements 	<ul style="list-style-type: none"> • Release quarterly financial results and annual reports • Maintain high corporate governance standards 	<p>Ongoing</p> <ul style="list-style-type: none"> • Investor relations feedback channels • Company website <p>Quarterly</p> <ul style="list-style-type: none"> • Financial results announcements <p>Annually</p> <ul style="list-style-type: none"> • Annual General Meeting
 <p>Regulators develop and uphold legal frameworks that guide the Group's integrity, legal compliance and alignment with industry standards.</p>	<ul style="list-style-type: none"> • Anti-bribery and corruption • Regulatory and law compliance • Food safety, quality and compliance • Occupational Health and Safety 	<ul style="list-style-type: none"> • Implement and uphold anti-corruption policy • Adhere to relevant laws and regulations • Ensure implementation of whistleblowing mechanism 	<p>As needed</p> <ul style="list-style-type: none"> • On-site inspections and audits • Updates and briefings from regulators • Whistleblowing reports
 <p>Employees drive 3A's success with their skills, supporting innovation and productivity. The Group's overall performance is dependent upon a positive workplace culture cultivated by their engagement and well-being.</p>	<ul style="list-style-type: none"> • Recognition and competitive remuneration and benefits • Training, guidance and assistance • Employee welfare • Occupational health and safety measures • Recruitment, career development, recognition and job satisfaction 	<ul style="list-style-type: none"> • Offer appropriate skill enhancement and career growth options • Perform independent audits to ensure compliance with labour standards • Maintain mechanism for employee feedback and whistleblowing • Implement health and safety training programmes • Provide employee benefits and attractive salary packages 	<p>Ongoing</p> <ul style="list-style-type: none"> • Management meetings <p>As needed</p> <ul style="list-style-type: none"> • Workshops and training programmes • Employee interviews • Whistleblowing reports <p>Annually</p> <ul style="list-style-type: none"> • Employee feedback surveys • Performance appraisal

SUSTAINABILITY STATEMENT (CONTINUED)

Stakeholder Group	Areas of Interest	Our Responses	Methods and Frequencies
 <p>Customers rely on 3A for reliable, high-quality ingredients, which builds lasting partnerships and boosts 3A's industry reputation.</p>	<ul style="list-style-type: none"> • Food safety and quality • Adherence to international quality standards • Pricing and product delivery 	<ul style="list-style-type: none"> • Maintain Food Safety System Certification • Meet FSSC 22000, HACCP, Halal and Kosher certification requirements • Ensure on-time and dependable product delivery 	<p>As needed</p> <ul style="list-style-type: none"> • Meetings • Customer satisfaction survey feedback
 <p>Suppliers provide 3A with key resources that impact product quality and operations. Maintaining good supplier relationships supports a dependable, efficient supply chain and upholds the Group's standards.</p>	<ul style="list-style-type: none"> • Product quality and price • Supply chain responsibility 	<ul style="list-style-type: none"> • Perform supplier/vendor evaluation to ensure pricing, delivery, service, and product quality expectations are met • Involve procurement and management personnel in monitoring supply chain practices 	<p>As needed</p> <ul style="list-style-type: none"> • Product quality feedback • Meetings <p>Bi-annually</p> <ul style="list-style-type: none"> • Performance reviews • Review procurement processes
 <p>Local communities form 3A's socio-economic landscape. Engaging with and supporting them actively reinforce social relationships, improve public image and foster collective growth.</p>	<ul style="list-style-type: none"> • Involvement in community initiatives • Community impact and local issues 	<ul style="list-style-type: none"> • Participate in CSR programmes aimed at meeting community needs • Provide access to mechanism for whistleblowing 	<p>As needed</p> <ul style="list-style-type: none"> • Communication with local representatives • Whistleblowing reports



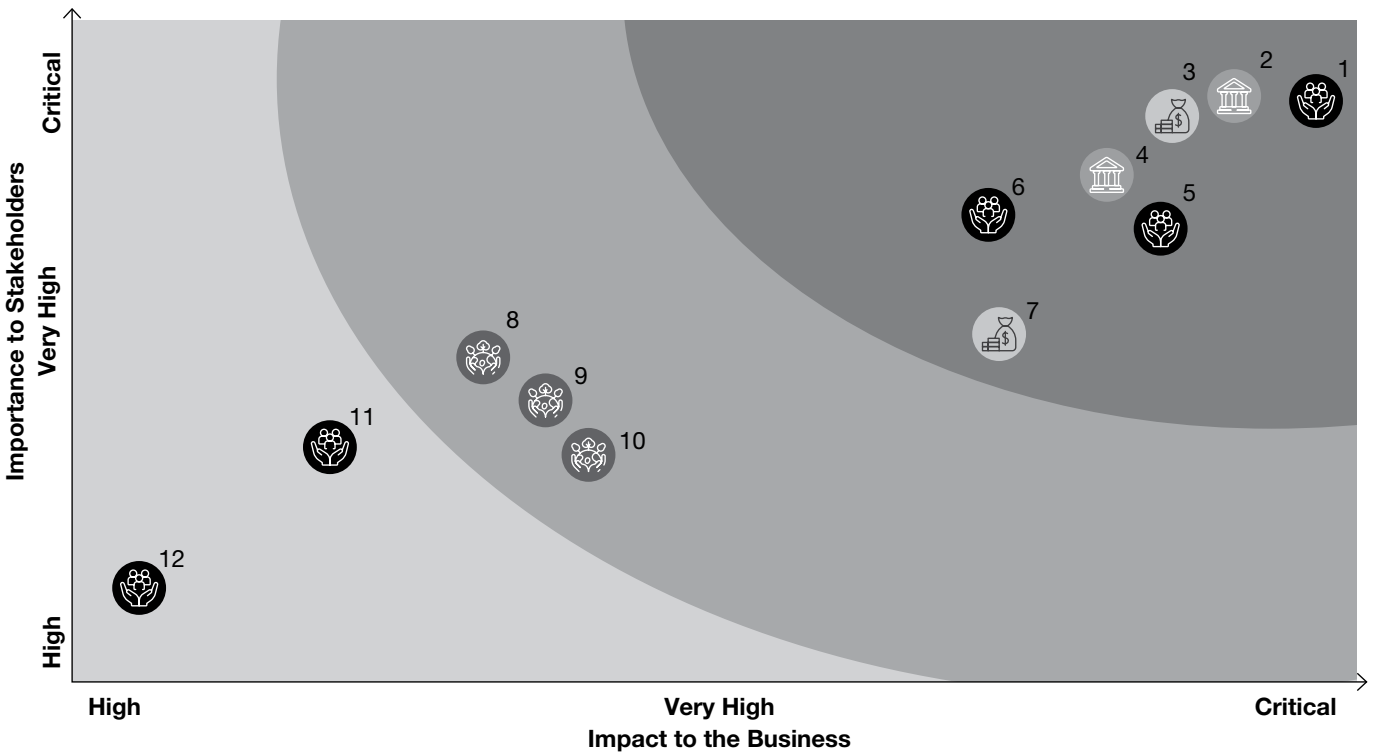
SUSTAINABILITY STATEMENT (CONTINUED)

ASSESSING OUR MATERIALITY

Prioritising Our Material Matters

Materiality assessments are essential in our strategic planning and risk management, as they identify sustainability issues most pertinent to our operations and stakeholders. In FY2023, 3A performed a materiality reassessment, during which we identified 12 key sustainability matters. Given their continued relevance, we retained these material matters and the materiality matrix for FY2025.

Our top seven priorities are Product Quality and Customer Satisfaction, Corporate Governance and Anti-Corruption, Economic Performance, Customer Privacy and Data Protection, Health and Safety, Fair Labour Practices and Supply Chain Management.



Robust Governance

- 2. Corporate Governance & Anti-Corruption
- 4. Customer Privacy & Data Protection

Environmental Stewardship

- 8. Waste and Effluent
- 9. Climate Change and Energy
- 10. Water Management

Economic Impact

- 3. Economic Performance
- 7. Supply Chain Management





Social Responsibility

- 1. Product Quality and Customer Satisfaction
- 5. Health and Safety
- 6. Fair Labour Practices
- 11. Diversity
- 12. Community Investment

SUSTAINABILITY STATEMENT (CONTINUED)

TRACKING OUR SUSTAINABILITY PERFORMANCE

The Group utilises KPIs to measure our progress and performance towards achieving our sustainability goals. This approach also enables us to identify areas for improvement, enhancing our transparency and accountability. In FY2025, we maintained 11 KPIs throughout our four focus areas.

Material Sustainability Matters	KPIs	Performance		
		FY2023	FY2024	FY2025
	Robust Governance			
Corporate Governance and Anti-Corruption	Achieve zero reported incidents of bribery and corruption annually	0	0	0
	Achieve zero reported grievances or whistleblowing complaints to the Group annually	0	0	0
	Economic Impact			
Supply Chain Management	Conduct supplier ESG assessments for at least 50% of major active suppliers ¹ annually	N/A ²	50%	100%
	Environmental Stewardship			
Climate Change and Energy	Establish the baseline year for Scope 1 GHG emission by FY2025	In progress	In progress	Baseline year established: FY2025
	Establish the baseline year for Scope 2 GHG emission by FY2025	In progress	In progress	Baseline year established: FY2025
Waste and Effluent	Achieve 20% of used plastic packaging containers (by weight) reconditioned and reused annually	36%	36%	39%
	Monitor and disclose volume of wastewater released annually by FY2025	In progress	Disclosed wastewater release (64 ML)	50 ML released in 2025
	Social Responsibility			
Health and Safety	Achieve zero cases of serious accidents annually	0	0	0
	Ensure that at least 60% of workers receive safety and health training annually	83%	93%	67% ³
Fair Labour Practices	Achieve zero substantiated complaints of human rights violations	0	0	0
	Provide an average of 10 training hours per employee annually for non-safety training	18 hours	19 hours	21 hours

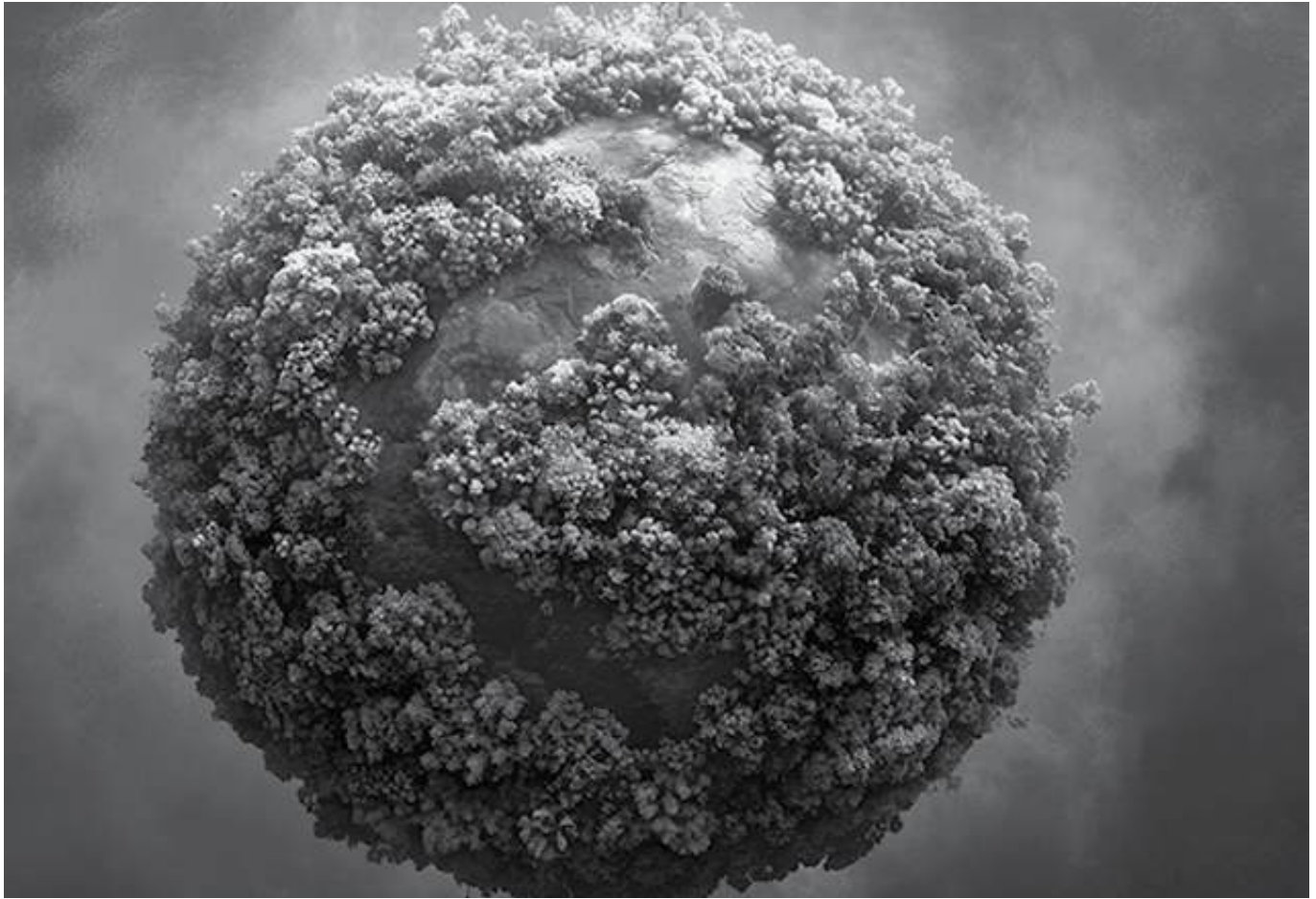
Notes:

¹ Major active suppliers refer to suppliers accounting for the largest share of procurement expenditure

² The FY2023 KPI is presented as not applicable following the revision of the FY2024 target after a review of the measurement approach

³ The percentage of workers receiving health and safety training was calculated based on the number of individual employees who participated in one or more training sessions during the reporting period

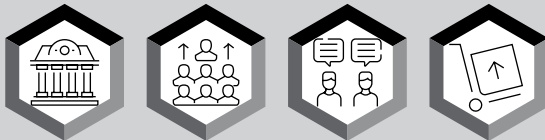
SUSTAINABILITY STATEMENT (CONTINUED)



ROBUST GOVERNANCE

Material Sustainability Matters: • Corporate Governance and Anti-Corruption • Customer Privacy and Data Protection

Key Stakeholders



Alignment with UN SDGs









Across our business operations, 3A maintains a focus on transparency, accountability and ethical responsibility. We manage our stakeholder interests and risks through an established governance structure and compliance with relevant corporate governance and data protection regulations. We recognise that sound governance enhances operational reliability, facilitates informed decision-making and reinforces organisational resilience.

SUSTAINABILITY STATEMENT (CONTINUED)

Corporate Governance and Anti-Corruption

Responsible operations and stakeholder trust at 3A are grounded in established corporate governance and ethical standards. The Group adheres to principles of transparency, accountability and integrity, supported by policies that guide ethical conduct and compliance across our operations and, where applicable, our value chain.

Our governance policies set clear expectations for ethical conduct and regulatory compliance.

 <p>Anti-Bribery and Corruption (“ABC”) Policy</p> <p>The policy outlines 3A’s zero-tolerance position on bribery and corruption, providing guidance on ethical conduct, compliance with the Malaysian Anti-Corruption Commission (“MACC”) Act and measures to prevent improper advantages.</p>	 <p>Code of Conduct & Ethics (“CCE”) Policy</p> <p>The policy specifies ethical expectations for all employees and directors, covering integrity, responsible conduct and compliance with applicable laws.</p>
 <p>Directors’ Fit and Proper (“DFP”) Policy</p> <p>The policy sets out the criteria and assessment process to ensure Directors have the integrity, competence, experience and commitment required to perform their responsibilities effectively.</p>	 <p>Remuneration Policy and Procedures</p> <p>The policy guides the Board and Remuneration Committee in determining fair, competitive and performance-aligned remuneration for Directors and Senior Management.</p>
 <p>Whistleblowing Policy</p> <p>The policy establishes channels for employees and business associates to confidentially report misconduct, wrongdoing or breaches of laws and regulations, supported by mechanisms intended to protect whistleblowers acting in good faith and facilitate fair investigation.</p>	 <p>Board Charter</p> <p>The Board Charter outlines the Board’s composition, roles, responsibilities and governance framework, serves as a reference for Directors in guiding the Board’s oversight of the Group.</p>

Note: For more information on the Group’s policies and procedures, please visit our corporate website at <https://www.three-a.com.my/>



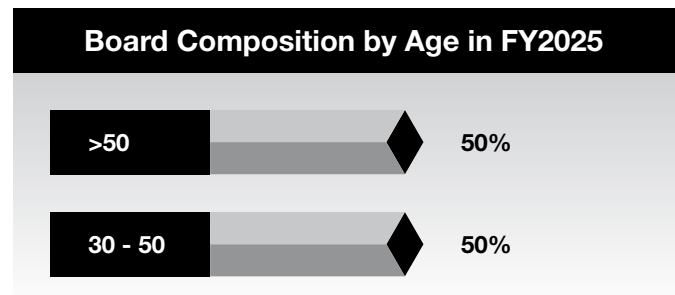
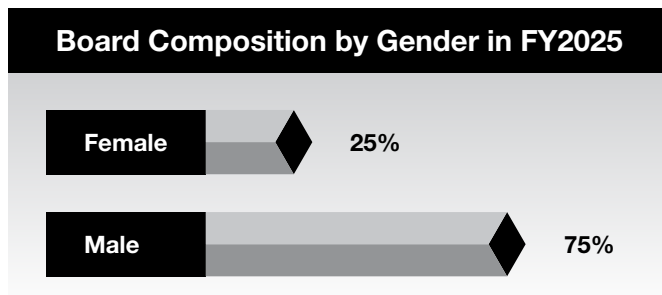
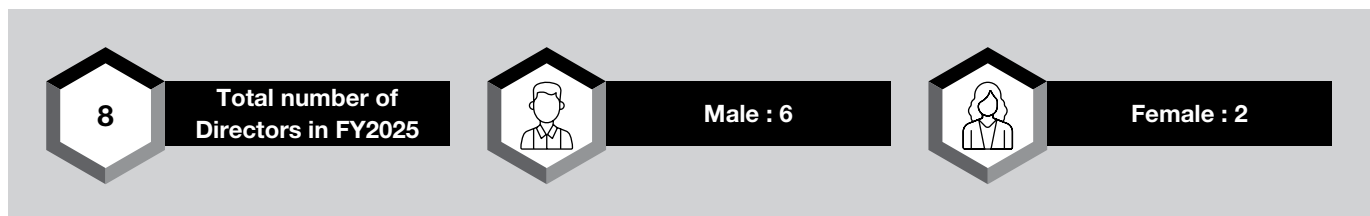
SUSTAINABILITY STATEMENT (CONTINUED)

Anti-Bribery and Corruption

In FY2025, 3A completed our annual Group-wide Anti-Corruption Risk Assessment (“ACRA”), covering all departments to identify potential corruption risks and review internal controls.

The Group conducts capacity-building sessions on the ABC Policy, Whistleblowing Policy and CCE Policy for the Board, employees, suppliers and third parties to reinforce awareness on anti-corruption compliance.

Anti-Corruption Training by Employee Category in FY2025			
Employee Category	Total Employee Attended Training	Total Employee by Employee Category	Percentage
Senior Management	6	6	100%
Management	12	12	100%
Executive	79	79	100%
Non-Executive	479	479	100%



Customer Privacy and Data Protection

Protecting customer information remains a key operational priority for 3A, supported by ongoing efforts to enhance the security of our digital systems across the organisation. We focus on implementing essential safeguards to prevent unauthorised access, enhancing internal awareness and complying with relevant data protection regulations. Our procedures and controls are updated regularly to address emerging risks and meet industry expectations.

The Group upholds the principles of Personal Data Protection Act 2010 (“PDPA”). We maintain basic controls over data collection, use and storage, complemented by initiatives to reduce the risk of unauthorised access or disclosure. Internal procedures undergo periodic review to support responsible data handling across the Group.

SUSTAINABILITY STATEMENT (CONTINUED)

During the reporting year, 3A undertook several measures to reinforce data protection practices.

Enforcement of Internal Protocols	▶ We reinforced data-handling rules and applied disciplinary measures where behaviours posed security risks
Ongoing Employee Awareness and IT Training	▶ We continued cyber reminders and IT briefings to help employees identify risks such as phishing and use systems safely
System Safeguards	▶ Antivirus tools, firewall configurations and system monitoring were kept up to date to limit exposure to cyber threats

3A prioritises the safeguarding of personal data, with ongoing monitoring for potential breaches or unauthorised disclosures. This underscores our sustained focus on data protection.



ZERO

substantiated complaints concerning breaches of customer privacy and losses of customer data over the past three years



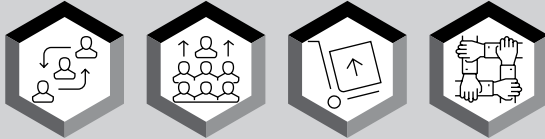
SUSTAINABILITY STATEMENT (CONTINUED)



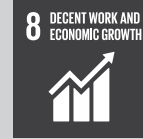
ECONOMIC IMPACT

Material Sustainability Matters: • Economic Performance • Supply Chain Management

Key Stakeholders



Alignment with UN SDGs



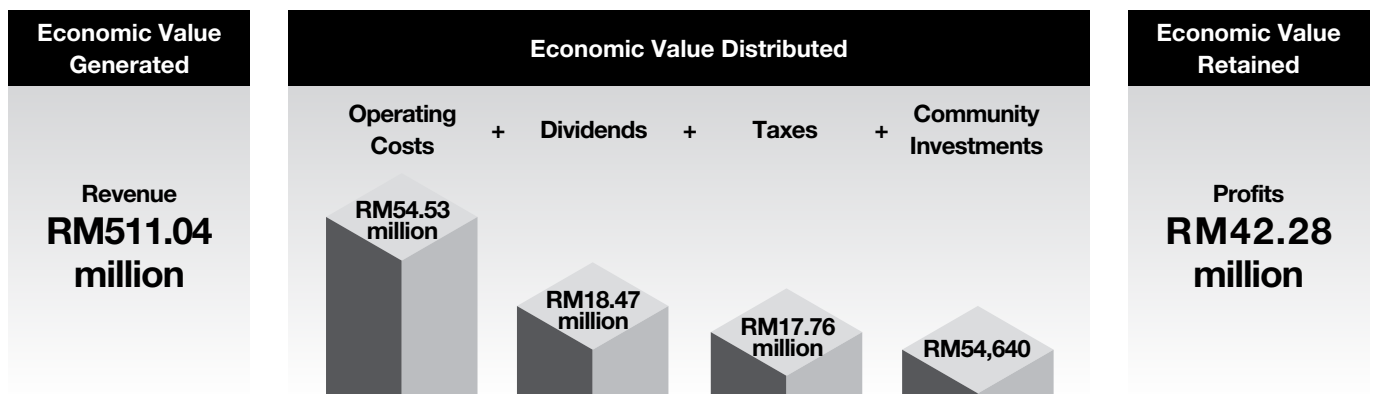
The Group is committed to balancing financial success and sustainable practices, recognising its vital role in ensuring long-term growth. We acknowledge that sustained economic resilience is an important enabler for advancing sustainability initiatives across our operations and supply chain.

SUSTAINABILITY STATEMENT (CONTINUED)

Economic Performance

Sustained economic performance is central to our strategy for long-term growth. Prudent financial management and ongoing operational enhancements enable us to maintain stability and resilience. Our focus on delivering quality, improving efficiency and making informed investments strengthens our market position.

We manage economic performance by ensuring our operations remain efficient, reliable and aligned with industry expectations. This entails optimising production planning, enhancing internal processes and monitoring market trends affecting our cost and production levels. These efforts support stable operations, customer fulfilment and responsible adaptation to economic shifts.

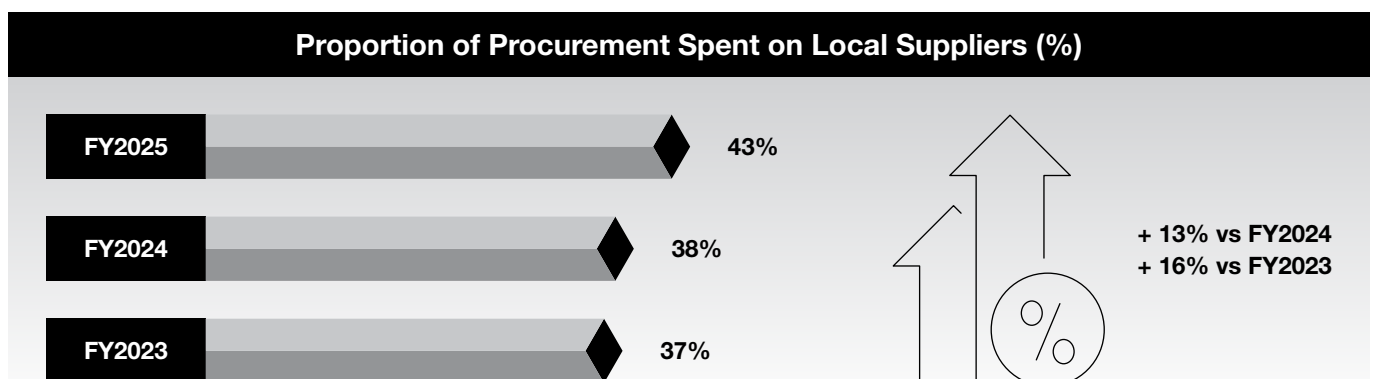


Supply Chain Management

Ensuring responsible sourcing and traceability of essential agricultural inputs, such as starches, soybeans and sugar derivatives, is crucial to 3A's manufacturing processes. As these raw materials form the basis of our food-ingredient products, effective supply chain management helps safeguard product quality, maintain operational continuity and ensure regulatory compliance.

Commitment to Local Sourcing

3A prioritises the utilisation of local suppliers whenever feasible to bolster domestic supply chains and promote long-term partnerships. We engage local vendors who meet our quality and compliance requirements, working closely with them to ensure consistent service delivery and reliable operational support.



SUSTAINABILITY STATEMENT (CONTINUED)

We implemented a supplier assessment framework to measure factors such as pricing, delivery, service and quality. During the current reporting year, the Group achieved full coverage, with all major active suppliers assessed for their environmental and social impacts. All suppliers are expected to acknowledge and comply with 3A's Supplier Code of Practice, which outlines minimum expectations on labour standards, environmental responsibility, product quality and confidentiality.



20

major active suppliers assessed for environmental and social impacts in FY2025



SUSTAINABILITY STATEMENT (CONTINUED)



ENVIRONMENTAL STEWARDSHIP

Material Sustainability Matters: • Climate Change and Energy • Water Management • Waste and Effluent

Key Stakeholders



Alignment with UN SDGs



3A's food ingredients manufacturing operations involve the use of energy and water and generate domestic waste. These environmental aspects are monitored, measured and disclosed through the Group's operational control processes to support responsible resource management.

SUSTAINABILITY STATEMENT (CONTINUED)

Climate Change and Energy

We continue to enhance our climate-related disclosures to support the management of risks associated with reliance on agricultural inputs and energy-intensive manufacturing activities. The Group’s disclosures focus on energy use, emissions and climate-related risks relevant to its operations and long-term resilience.

Strategy

We have identified climate-related risks along with their corresponding opportunities and financial impacts. These risks can be categorised as follows:

- **Transition Risks:** Arising from shifts toward a low-carbon economy, driven by evolving policies, legal frameworks, technologies and market conditions
- **Physical Risks:** Resulting from extreme weather events or long-term climate impacts such as rising temperatures and sea levels, potentially causing operational setbacks, infrastructure damage and supply chain disruptions

Legend:

- ◆ Short to medium term risks (present to 2030)
- ◆ Medium to long term risks (2031 to 2050)

Transition Risks: Climate-related Risks, Financial Impacts, Current Mitigation Measures and Opportunities

Transition Risks	Financial Impacts	Current Mitigation Measures	Opportunities
Policy and Legal			
◆ Introduction of carbon tax in Malaysia in 2026	Price adjustments by energy providers and packaging suppliers in response to carbon charges may lead to higher direct costs.	Commenced solar installation at our manufacturing plant in FY2023 to improve long-term energy cost stability. Phase 2 of the initiative is currently in progress.	Carbon tax may encourage greater focus on emissions reduction opportunities, where feasible. Over time, such improvements may enhance cost efficiency.
Technology			
◆ Rising costs associated with maintaining ageing equipment	Higher consumption and emissions from ageing equipment may increase operating expenditure (“OPEX”) and future capital expenditure (“CAPEX”).	Improve energy and process efficiency through steam leak detection, hydroheater installation and gas flow monitoring, enhancing ageing equipment performance and narrowing efficiency gap with modern technology.	Upgrading to more efficient technologies may reduce OPEX, boost energy performance and strengthen long-term cost resilience.
Market			
◆ Increasing expectations for efficient manufacturing, operational transparency	Increased spending on monitoring, data processes and equipment upgrades may contribute to pricing pressure and margin strain in a competitive market.	Enhance operational transparency by improving data processes and monitoring key performance trends, including energy use and emissions.	Improved data processes and operational transparency may help meet evolving disclosure requirements.

SUSTAINABILITY STATEMENT (CONTINUED)

Physical Risks: Climate-related Risks, Financial Impacts and Mitigation Measures/Opportunities

Physical Risks	Financial Impacts	Mitigation Measures/Opportunities
Acute		
◆ Short-term extreme weather events (e.g. heavy rainfall and floods)	Acute weather events may disrupt production, increase repair and material costs and cause logistical delays that raise transport expenses and extend delivery times.	Enhancing drainage systems, securing stored materials and planning alternative logistics arrangements can improve resilience and help maintain reliable supply during extreme weather.
Chronic		
◆ Long-term climate impact (e.g. hotter temperatures, shift in rainfall patterns)	<ul style="list-style-type: none"> Higher temperatures may increase cooling and utility needs, raising OPEX and maintenance requirements. Changes in water availability or quality may disrupt production or require further treatment investment, increasing OPEX and CAPEX. 	Improving energy and water efficiency may help moderate future cooling and treatment costs, reduce CAPEX requirements and strengthen cost resilience amid changing climate conditions.

Risk Management

Our risk management framework uses a structured approach to identify, evaluate and manage climate-related risks. This enhances the Group's understanding of how climate change may affect its operations and supports informed risk management, regulatory compliance and effective governance oversight.

Risk Management
Identification of Climate-related Risks
<ul style="list-style-type: none"> Climate-related risks are identified through a structured process of risk identification, assessment, management and continuous monitoring. Significant risks are escalated to the Risk Management Committee ("RMC") and the Board for further action. The Board and relevant committees meet at least four times annually to discuss and update strategic business matters, including climate-related issues.
Managing Climate-related Risks
<ul style="list-style-type: none"> The RMC and SC are responsible for managing sustainability and climate risks, including monitoring the anticipated or reported impacts of climate change on the Company's operations. Both committees are required to propose mitigation strategies for identified sustainability and climate risks, ensuring they are effectively implemented. The Group adheres to the ISO 31000 standard for Risk Management, which includes risk identification, analysis, evaluation, treatment, reporting, ongoing communication, monitoring and review, to continuously improve our management processes.
Integration of Climate-related Risk Management
<ul style="list-style-type: none"> Climate-related risks are fully embedded into the Company's Risk Management framework, ensuring that these risks are addressed with comprehensive oversight.

Metrics and Targets

We apply the operational control approach to monitor and disclose our Scope 1, Scope 2 and limited Scope 3 GHG emissions. Our Scope 3 reporting covers Category 6: Business Travel and Category 7: Employee Commute. The Group also monitors water consumption and waste management performance as part of our broader environmental metrics.

GHG Emission Scopes	Baseline Year	FY2024	FY2025
Scope 1 (tCO ₂ e)	FY2025	43,523	44,104
Scope 2 (tCO ₂ e)	FY2025	13,315 ¹	14,225 ¹

Note:

¹ Scope 2 emissions were restated for FY2024 and calculated for FY2025 using the 2024 Grid Emission Factor sourced from the National Energy Commission of Malaysia

SUSTAINABILITY STATEMENT (CONTINUED)

Other Climate-Related Metrics

Metrics	Description	FY2023	FY2024	FY2025
Energy Consumption (MWh)	Total energy usage based on the Group's fuel and electricity consumption	277,574	252,168	256,515
Water Consumption (ML)	Total water consumption across operations	1,393	1,227	1,229
Waste Generation (tonnes)	Total scheduled and non-scheduled waste generated across operations	–	7,368.45 ¹	7,582.90

Note:

¹ The waste data for FY2024 has been restated to reflect more accurate data

Energy Management

Energy management remains a focus for 3A, as our manufacturing processes require consistent and reliable energy use, particularly for heating and production operations. Managing energy consumption supports operational continuity and mitigates the environmental impacts associated with energy use. Fuel and electricity are the primary sources of energy consumption across our facilities.

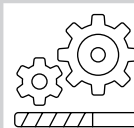
We continue to implement practical measures to optimise energy use, improve equipment performance and reduce avoidable wastage across our operations. These efforts support operational efficiency and contribute to the management of energy-related greenhouse gas emissions.

Energy Efficiency Initiatives	Value Created
Deployed steam leak detection system in boilers	Early leak detection lowers energy wastage, lower fuel costs and improves overall process reliability.
Installed hydroheater equipment	The hydroheater enhances heating efficiency by optimising heat transfer and reducing the energy required to achieve target temperatures.
Incorporated gas flow meters at our boilers	Installing gas flow meters enables accurate fuel-use monitoring, supporting improved energy management and cost optimisation.

Renewable Energy Deployment



Completed **Phase 1** of our Solar Panel Installation



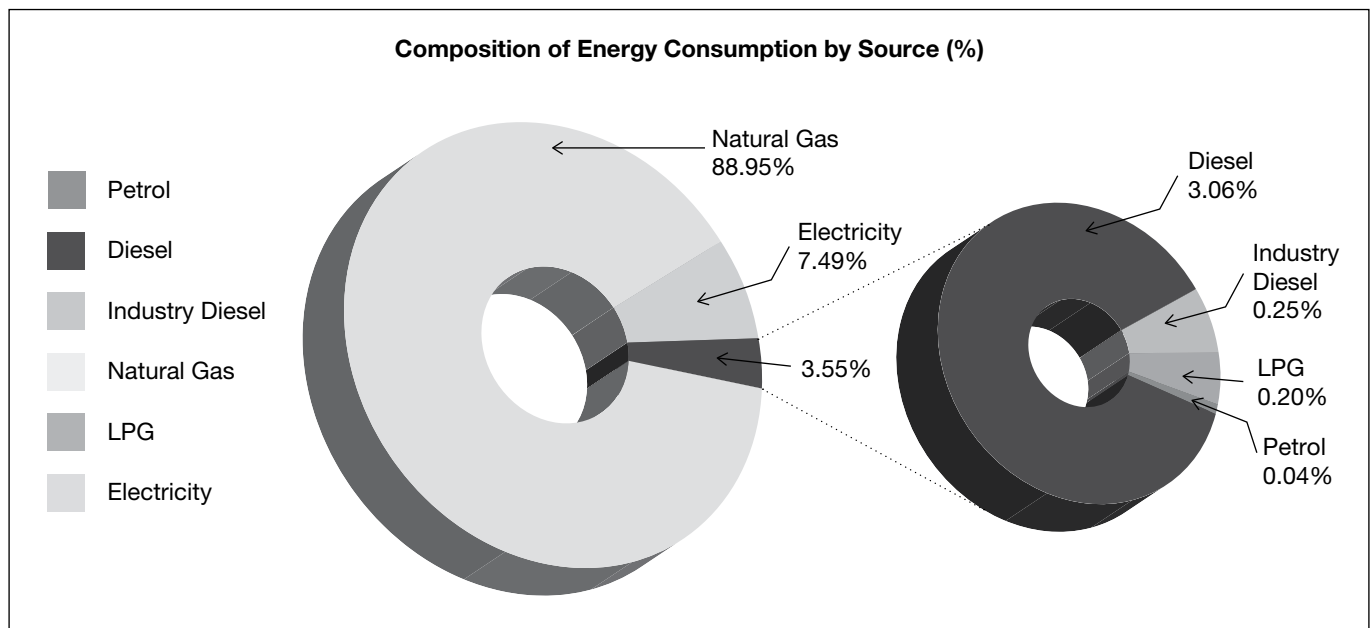
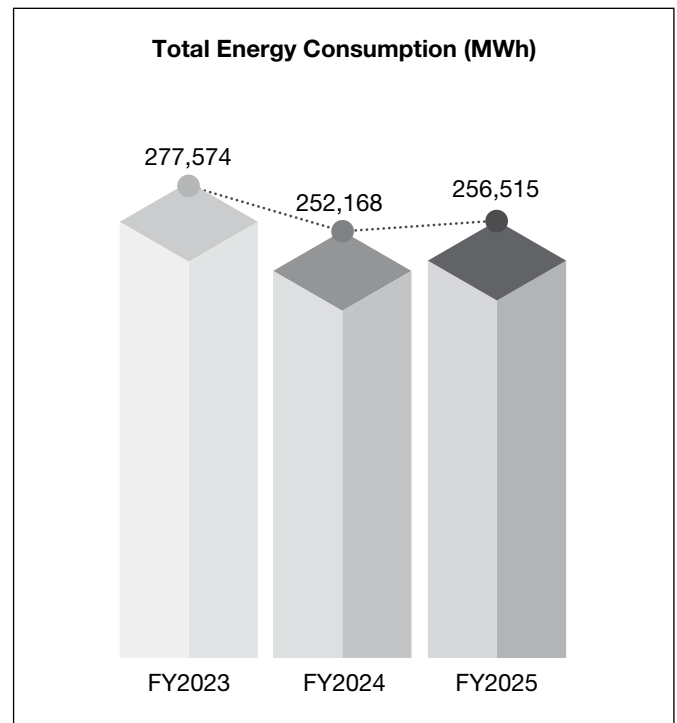
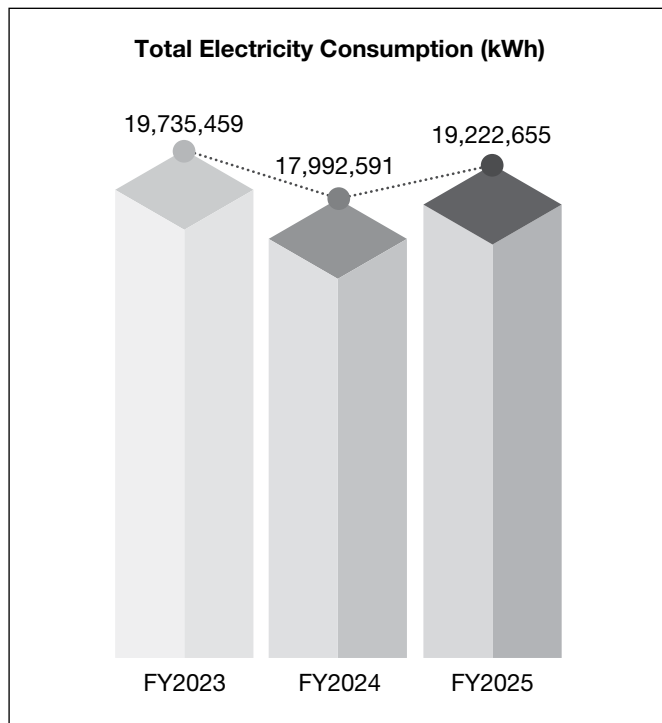
Phase 2 of solar installation in progress, with completion scheduled for the first quarter of 2026

3A utilises a mix of fuel sources to support our production and logistics activities. Natural gas, the primary source of our total energy consumption, is used to operate boilers during cooking, heating and pasteurisation processes. Diesel is utilised for the transportation of raw materials and finished products, while petrol supports the operation of company cars. In addition, Liquefied Petroleum Gas ("LPG") and industrial diesel are used to power essential equipment and forklifts within the Group's operations.

Type of Fuel	Unit of Measurement	FY2023	FY2024	FY2025
Petrol	Litre ("L")	14,450	14,770	10,975
Diesel	Litre ("L")	930,066	831,440	793,616
Industrial Diesel	Litre ("L")	–	87,360	65,520
Natural Gas	Gigajoule ("GJ")	892,682	808,050	821,397
LPG	Kilogram ("KG")	42,252	38,318	40,278

SUSTAINABILITY STATEMENT (CONTINUED)

During the reporting year, total electricity consumption increased by 7% year-on-year, with overall energy consumption recording a 2% increase compared to the previous year.



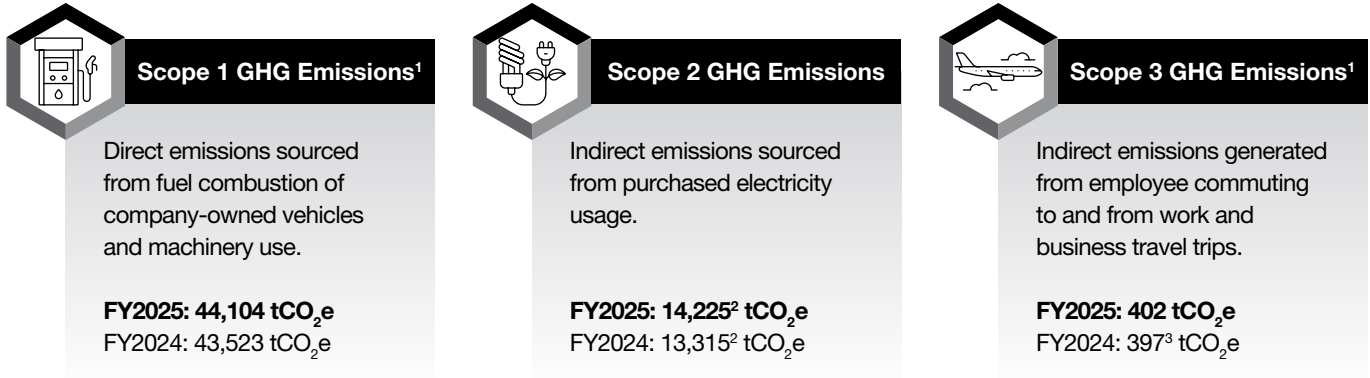
Notes:

- Percentages may not total exactly 100% due to rounding differences arising from decimal adjustments in data calculations
- The conversion of fuel consumption into energy units (MWh) was based on the UK Government GHG Conversion Factors. For FY2023 to FY2025, conversion factors from the 2023 to 2025 datasets were applied for petrol and diesel (L to MWh), LPG (kg to MWh) and natural gas (GJ to MWh). For FY2024 to FY2025, conversion factors from the 2024 to 2025 datasets were applied for industrial diesel (L to MWh), following its inclusion in reporting from FY2024

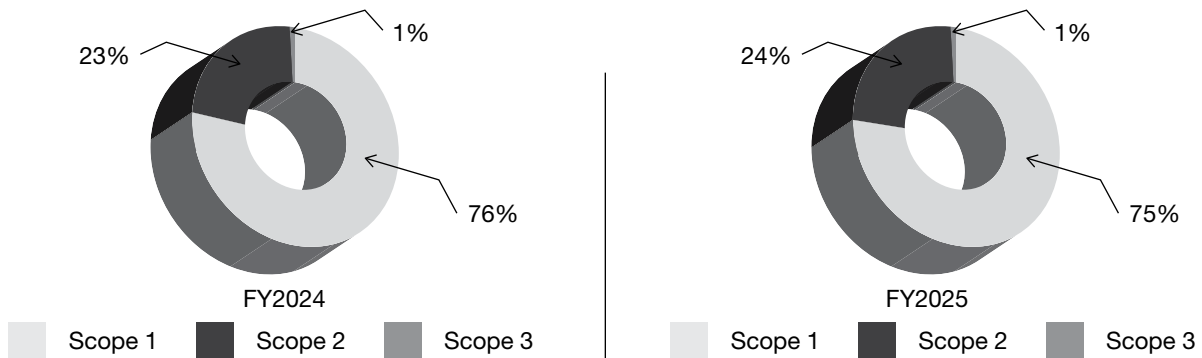
SUSTAINABILITY STATEMENT (CONTINUED)

In FY2025, we continued disclosing Scope 1, 2 and limited 3 GHG emissions, totalling 58,731 tCO₂e.

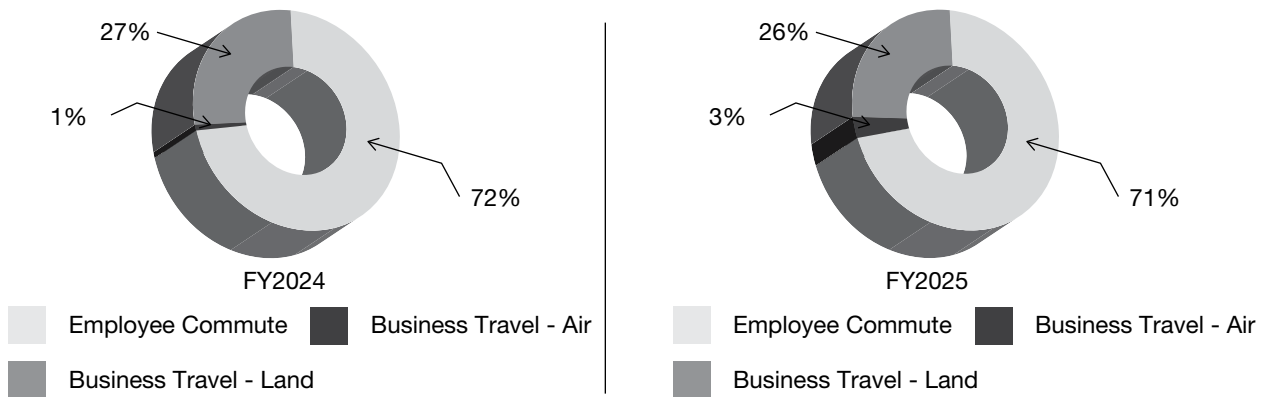
GHG Emissions Breakdown by Scopes (tCO₂e)



GHG Emissions Breakdown by Scopes (%)



Scope 3 GHG Emissions Breakdown (%)



Notes:

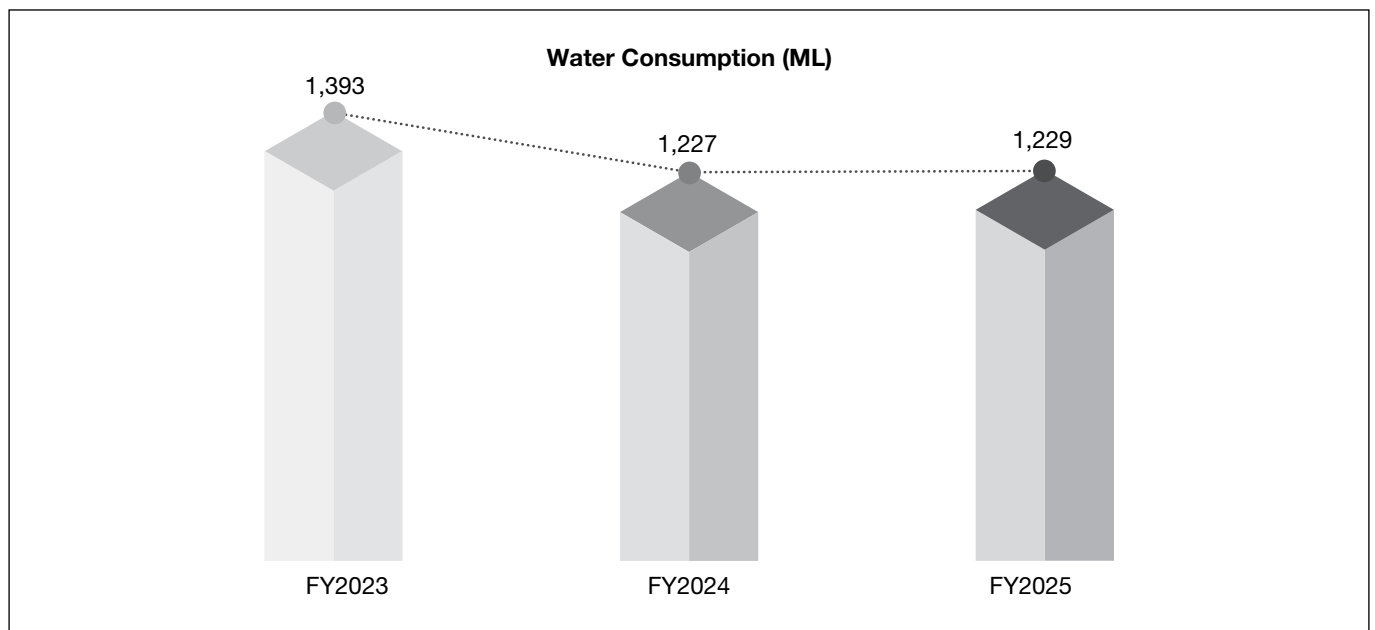
- ¹ Scope 1 and 3 emissions calculated using the emission factors sourced from the UK Government's GHG Conversion Factor 2024 and 2025
- ² Scope 2 emissions were restated for FY2024 and calculated for FY2025 using the 2024 Grid Emission Factor sourced from the National Energy Commission of Malaysia
- ³ Scope 3 emissions for FY2024 were restated to include the updated business – air travel calculations

SUSTAINABILITY STATEMENT (CONTINUED)

Water Management

Water is an integral input in the Group's food ingredient manufacturing processes. Effective water management supports operational requirements and contributes to consistent production quality. The following measures are in place to manage water use and quality across our operations.

Water Management Initiatives	Value Created
Reuse hot water sourced from evaporators and heat exchangers	Reduces water consumption, lowers operating costs and minimises wastewater discharge, supporting efficient and sustainable operations.
Monthly testing of water supplied to our operations	Ensures our operations meet quality standards, supporting safe and consistent food ingredient production.



Waste and Effluent

Waste

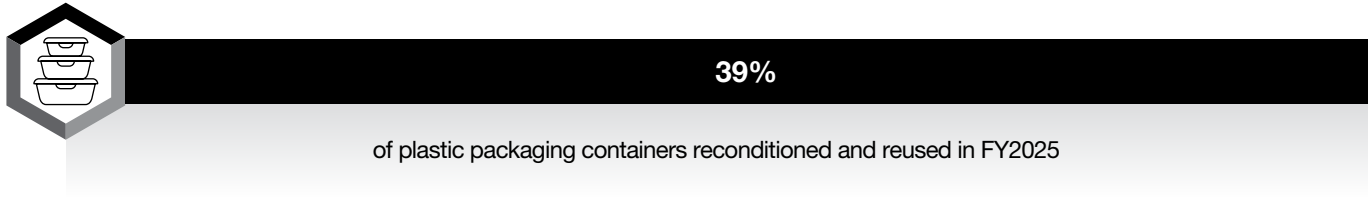
During the reporting year, 3A managed waste in accordance with applicable regulations as part of our manufacturing operations. We engaged licensed contractors under the Environmental Quality (Scheduled Wastes) Regulations 2005 to ensure compliant waste handling. Our waste generation includes both scheduled and non-scheduled waste.

We monitored waste streams, maintained records and implemented source reduction measures where feasible, supporting responsible waste management across our facilities.

Water Management Initiatives	Value Created
Periodic testing of production waste to assess suitability of recycling	Supports material recovery, reduces disposal costs and improves waste handling.
Replacement of Plastic Pallets with Steel Pallets	Extends pallet lifespan, lowering replacement frequency, reducing plastic waste and associated costs.
Reconditioned Plastic Packaging Containers	Reduces reliance on new packaging, thereby lowering costs and minimising waste.

SUSTAINABILITY STATEMENT (CONTINUED)

FY2025 operations yielded 7,582.9 tonnes of waste, comprising 7,575 tonnes of non-scheduled waste and 7.90 tonnes of scheduled waste, all directed to appropriate disposal in accordance with our waste management practices.



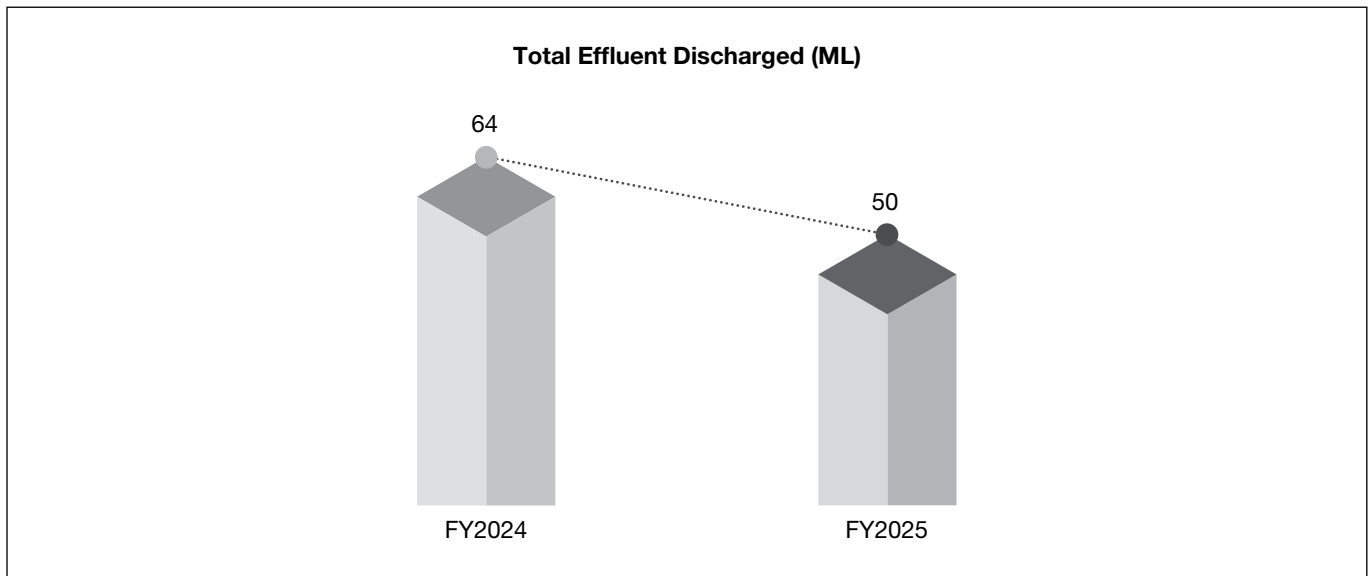
Type of Waste Generated (tonnes)	FY2024	FY2025
Scheduled Waste	7.45	7.90
Non-Scheduled Waste	7,361 ¹	7,575

Note:

¹ The waste data for FY2024 has been restated to reflect more accurate data

Effluent Discharge

3A conducts daily and weekly monitoring of operational effluent discharges as required by the Environmental Quality (Industrial Effluent) Regulations 2009. In FY2025, our total effluent discharge decreased by 22%.



SUSTAINABILITY STATEMENT (CONTINUED)



SOCIAL RESPONSIBILITY

- Material Sustainability Matters:**
- Product Quality and Customer Satisfaction
 - Health and Safety
 - Fair Labour Practices
 - Diversity
 - Community Investment

Key Stakeholders



Alignment with UN SDGs



3A remains committed to maintaining product quality as well as supporting our workforce and communities. Our social initiatives ensure workplace health and safety, promote fair labour practices, upholding product quality standards and contribute to community well-being through targeted programmes that generate positive impact.

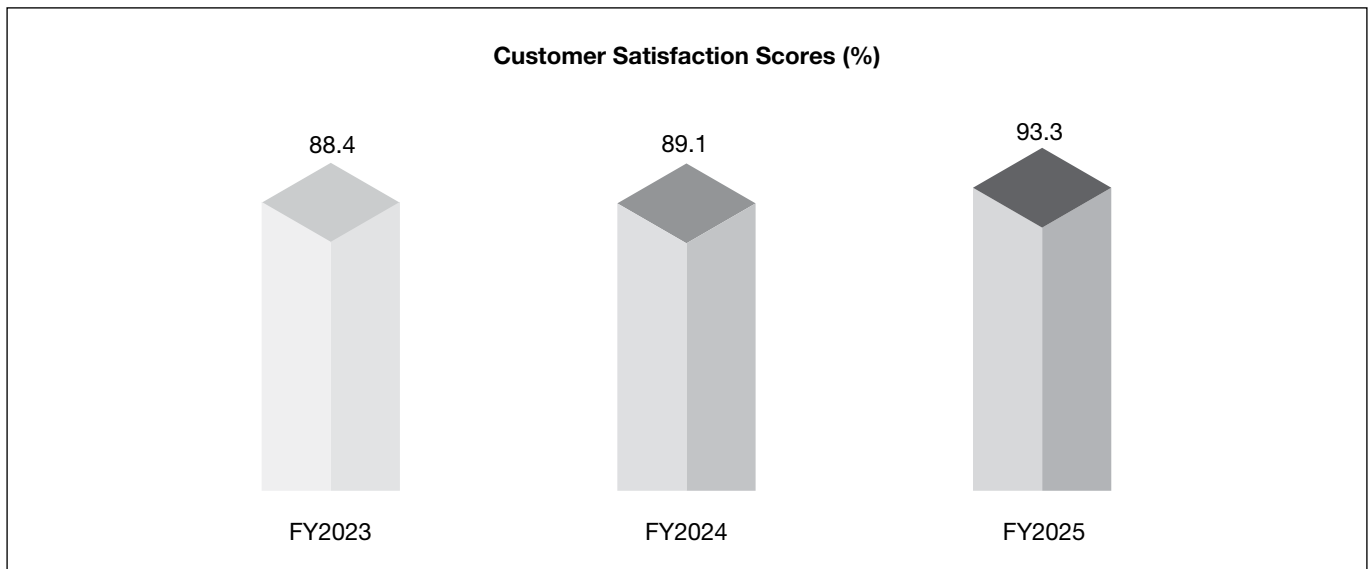
SUSTAINABILITY STATEMENT (CONTINUED)

Product Quality and Customer Satisfaction

The Group places importance on consistent product quality and safety across our food ingredient manufacturing operations. Compliance with relevant food safety regulations and recognised standards continues to be an integral component of our processes. Our Food Safety Management System undergoes regular internal and external audits, enabling us to assess its effectiveness and identify areas for improvement.

3A's Certification			
Food Safety System Certification	Hazard Analysis and Critical Control Point	Kosher Certification	Halal Certification

3A employs structured feedback mechanisms to engage with our customers, ensuring their concerns are reviewed carefully and addressed promptly. For example, our annual customer satisfaction survey evaluates key areas such as product quality, delivery performance and sales service. The survey insights inform ongoing improvements, allowing us to meet customer needs while maintaining product and service quality in line with industry practices.



Health and Safety

3A prioritises a safe and healthy working environment across our operations. Our safety measures comply with relevant laws and regulations and are guided by our Safety and Health Policy. Acknowledging the inherent risks associated with manufacturing processes and the use of machinery, 3A implements comprehensive occupational safety and health (“OSH”) protocols.

Our approach emphasises shared responsibility among employees, contractors and management, reinforced by

ongoing monitoring and prevention to reduce workplace incidents and illnesses. This commitment ensures our workforce’s well-being and supports operational productivity.



ZERO

fatalities reported over the past three years

SUSTAINABILITY STATEMENT (CONTINUED)

	FY2023	FY2024	FY2025
Total number of hours worked	1,384,628	1,450,583	1,382,258
Total number of recordable work-related injuries	2	1	1 ¹
Total number of cases of recordable work-related ill health	0	0	0
Total number of lost time injuries	19	2	33
Lost time incident rate ("LTIR") ²	0.29 ³	0.14 ³	0.14

Notes:

- ¹ The work-related injury occurred at the client's factory premises
- ² LTIR is calculated per 200,000 hours worked annually
- ³ LTIR data for FY2023 and FY2024 was restated to reflect corrected calculations

Workers receive ongoing training to ensure understanding of health and safety requirements and encourage proactive workplace participation. They undergo comprehensive OSH training, supplemented by periodic refresher sessions that strengthen safe work practices.

Key Health and Safety Training Programmes 2025

- Safety Induction
- Equipment Operation
- Chemical Handling
- Fire Safety
- First Aid
- Ergonomics
- Occupational Health Risk Management



Conducted 2,294 hours of health and safety training programmes in FY2025

(FY2024: 3,176 hours)
(FY2023: 1,649 hours)



383 employees received health and safety training in FY2025

(FY2024: 573)
(FY2023: 486)

Fair Labour Practices

3A commits to upholding fair and ethical labour practices that ensure a respectful, safe and equitable working environment for our employees. In line with national labour regulations and industry standards, we prioritise protecting fundamental human rights and promoting decent working conditions across our operations.

Our Human Resource department oversees policies and processes that support responsible employment practices, including compliance with relevant laws and regulations as well as internal guidelines.

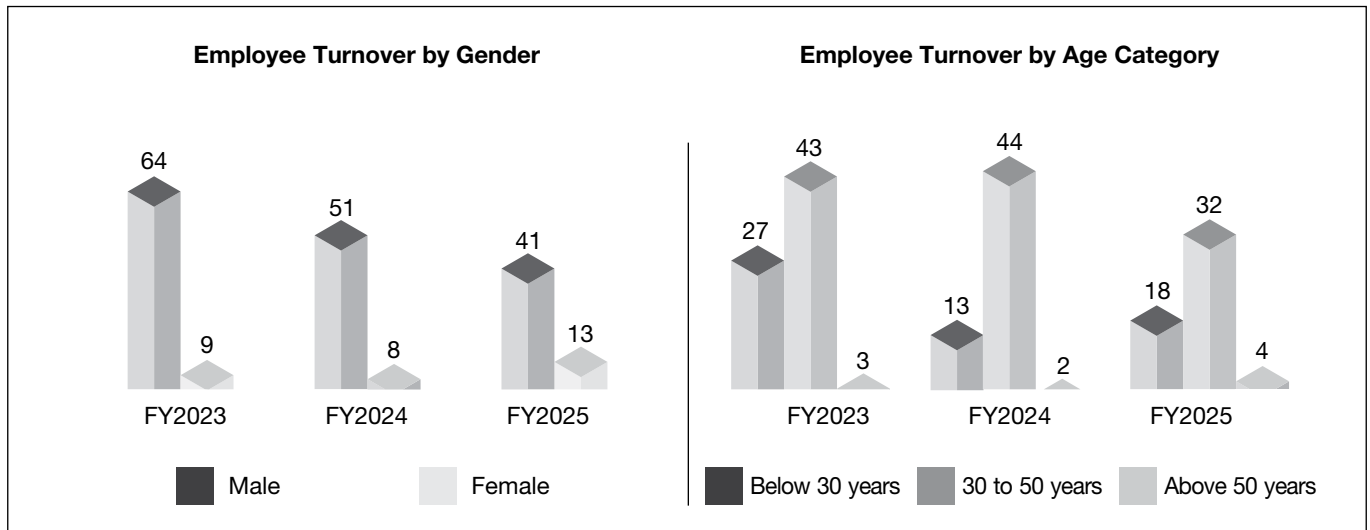
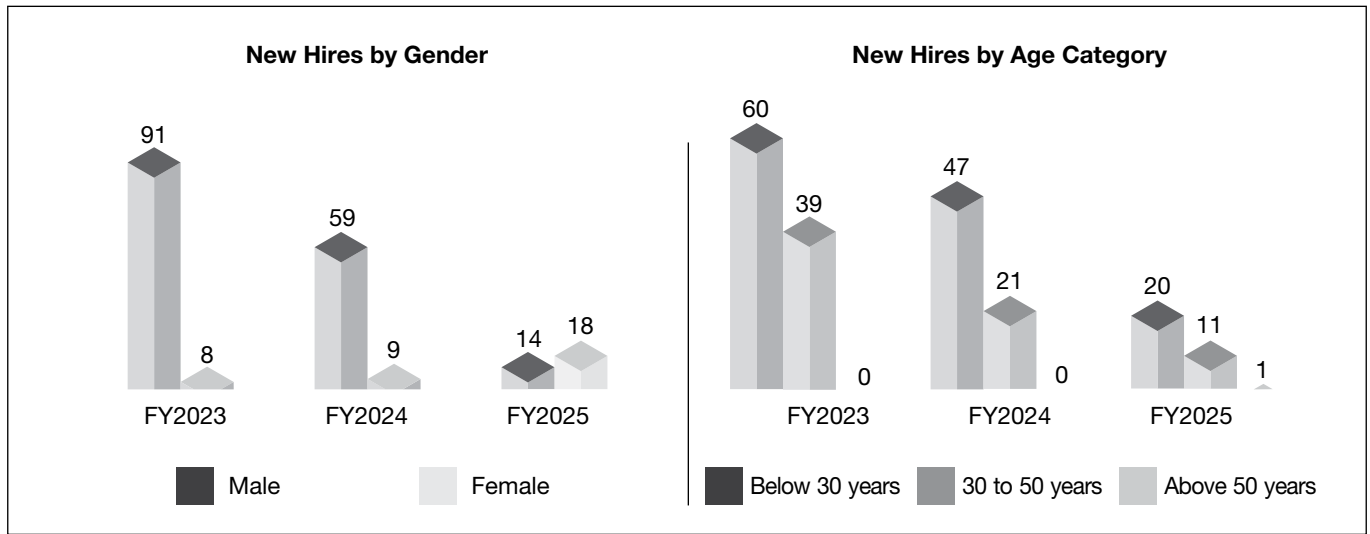
Laws and Regulations related to Fair Labour Practices

- National Wages Consultative Council Act 2011 and its Amendments
- Employment Act 1955 and its Amendments
- Minimum Wages Order 2022
- Employment (Limitation of Overtime Work) Regulations 1980

In FY2025, the Group observed more balanced hiring across genders, with an increase in female new hires compared to previous years. Recruitment remained concentrated among candidates below 30 years old, supporting workforce renewal and operational capacity.

Turnover in FY2025 was mainly recorded among employees aged 30 to 50, who form the principal segment of the workforce. Male employees continued to represent the majority of departures, consistent with the Group's overall workforce demographics. Notably, total turnover has declined since FY2023, indicating improved workforce stability and effective retention measures.

SUSTAINABILITY STATEMENT (CONTINUED)



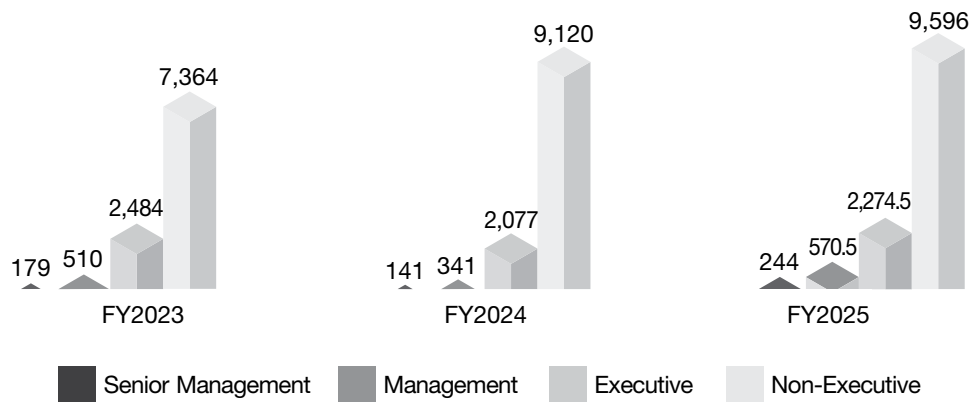
Employee Turnover by Employee Category	FY2023	FY2024	FY2025
Senior Management	0	0	1
Management	0	1	0
Executive	7	9	11
Non-Executive	66	49	42

During the reporting year, we continued to invest in employee development through targeted training programmes that strengthened technical capabilities, enhanced safety awareness and supported overall workplace performance.

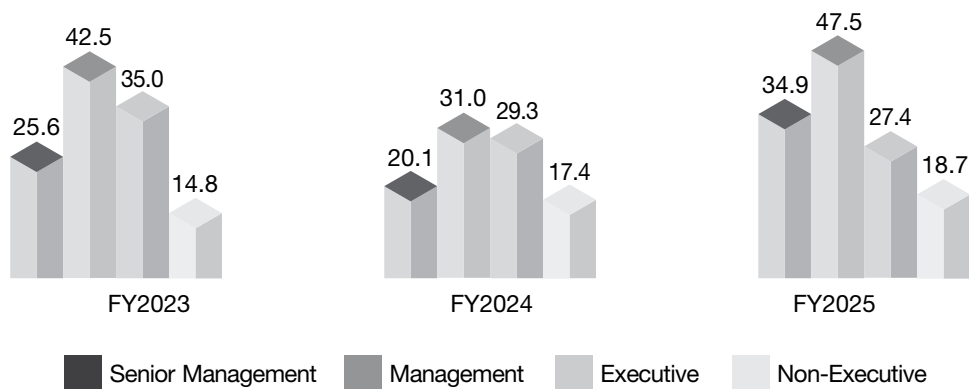
Total Training Hours	Average Training Hours by Gender	Average Training Hours per Employee
<p>FY2025: 12,685 FY2024: 11,679 FY2023: 10,537</p>	<p>FY2025: 20.0 FY2024: 18.0 FY2023: 16.3</p>	<p>FY2025: 24.9 FY2024: 27.1 FY2023: 30.5</p>
		<p>FY2025: 21 FY2024: 19 FY2023: 18</p>

SUSTAINABILITY STATEMENT (CONTINUED)

Total Training Hours by Employee Category



Average Training Hours by Employee Category



FY2025 Training Highlights



Forklift Training



Fire Safety



First Aid Training

Additionally, the Group conducts annual performance appraisals to provide feedback on employees' strengths and identifying opportunities for their professional growth.



568 performance appraisals completed in FY2025, covering employees across all departments.

SUSTAINABILITY STATEMENT (CONTINUED)

Employee Engagement Activities

3A cultivates a motivated and engaged workforce by implementing various programmes aimed at promoting teamwork and inclusiveness.

3A's Employee Engagement Events

Sports and Recreation

The Group promotes employee well-being and teamwork through structured sports and recreational activities. These initiatives aim to promote healthy lifestyles, strengthen teamwork and create opportunities for employees to connect in a positive and inclusive environment.

SSSFI Football Tournament 2025



SSSFI Bowling Friendship Tournament 2025



SUSTAINABILITY STATEMENT (CONTINUED)

Parental Leave

Access to parental leave and a supportive return-to-work process are essential for fostering work-life balance at 3A. In FY2025, all eligible employees returned to work after parental leave, with retention maintained 12 months later.

	Gender	FY2023	FY2024	FY2025
Number of employees that took Parental Leave	Male	11	6	6
	Female	2	2	3
Number of employees that returned after Parental Leave	Male	11	6	6
	Female	2	2	3
Number of employees that returned to work after Parental Leave ended that were still employed 12 months after their return to work	Male	10	6	6
	Female	2	2	3

Diversity

The Group affirms that a diverse and inclusive workplace enhances our culture and underpins long-term business resilience. In valuing employees from different backgrounds and perspectives, we aim to create a respectful and supportive working environment where individuals can contribute meaningfully to organisational goals.

3A's Workforce Profile

Total Number of Employees



FY2025: 576
FY2024: 613
FY2023: 587

Type of Employment

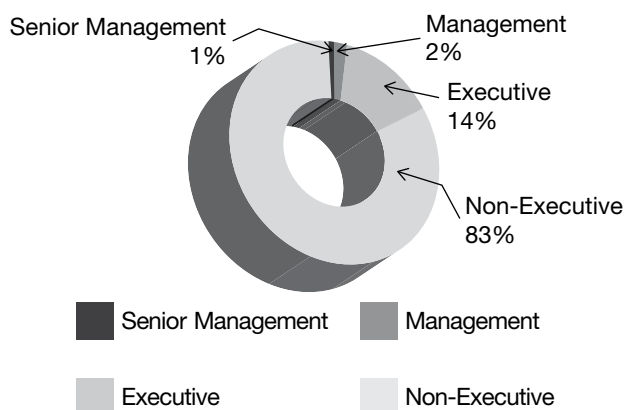
Permanent

FY2025: 35%
FY2024: 31%
FY2023: 32%

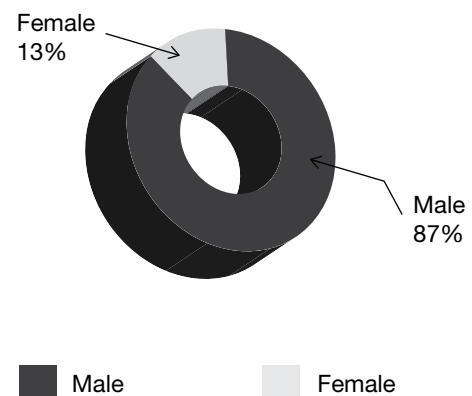
Contract/Temporary

FY2025: 65%
FY2024: 69%
FY2023: 68%

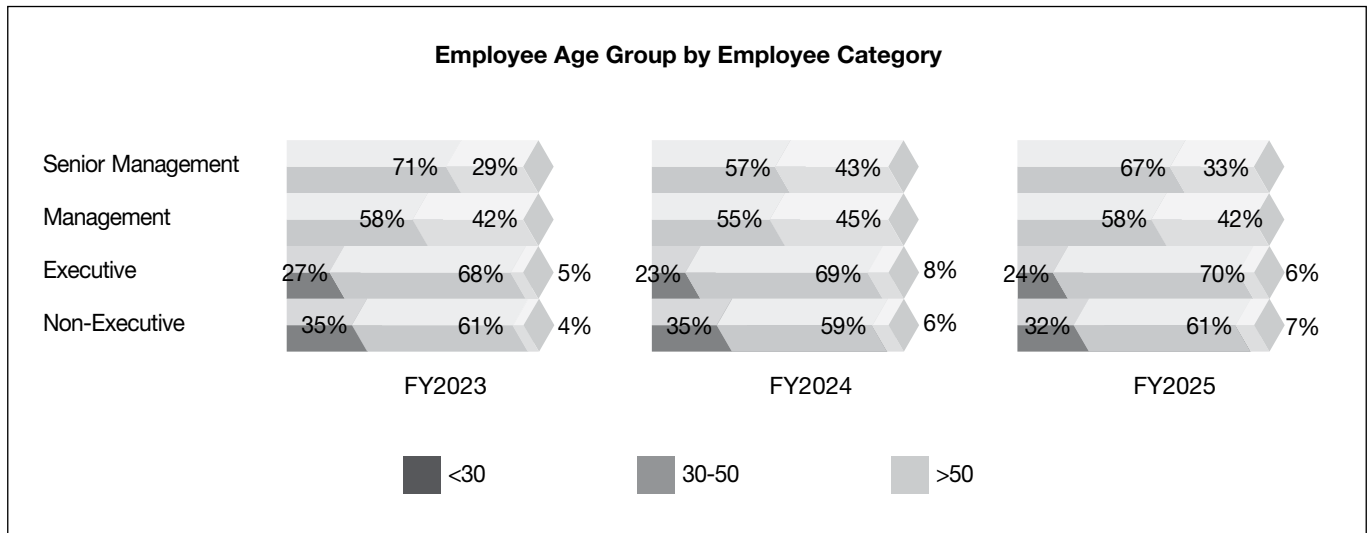
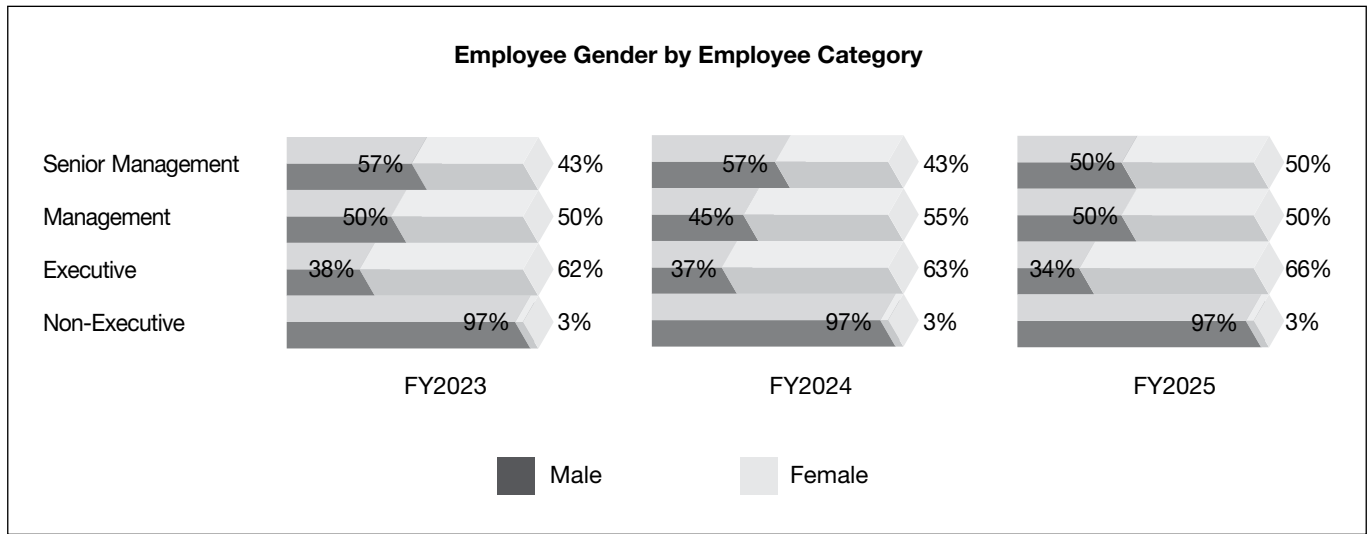
3A's Workforce by Employee Category



Employee Gender Diversity (%)



SUSTAINABILITY STATEMENT (CONTINUED)



Community Investment

3A seeks to maintain positive community relationships through our engagement programmes that address local needs in a practical and impactful manner. We continue to prioritise modest yet purposeful contributions, including charitable assistance, event participation and employee volunteerism. These initiatives strengthen community ties, promote inclusiveness and support local well-being while remaining aligned with our capacity and resources.

Year	Contribution	Beneficiaries		
		Organisations	Communities	People
FY2025	RM54,640	3 Organisations	1 Community	2,000 people
FY2024	RM28,364	6 Organisations	4 Communities	
FY2023	RM16,262			1,550 people

SUSTAINABILITY STATEMENT (CONTINUED)

Description	Contribution	Beneficiary
Chinese New Year Celebration for Orphanage and Handicapped	RM600	Tokong Ng Fook Kong (Organisation)
Flowering Trees Planting Programme	RM15,040	National Botanic Garden Shah Alam (Organisation)
Quarter-page advertisement placement in the "Perjuangan" publication	RM2,000	Kesatuan Pegawai Kastam (Organisation)
Chinese New Year Open House celebration at Kampung Seri Sungai Buloh	RM5,000	JPPK Kampung Seri Sungai Buloh (Community)
2025 Lantern Festival Celebration	RM5,000	
School Development Fund for upgrading school hall and facilities	RM25,000	SJK (C) Sungai Buloh (2,000 people)
Facilitated school co-curriculum activities	RM2,000	

3A's Community Engagement Events

Tree Planting Programme at Taman Botanic Negara 2025



Donation to SJK (C) Sungai Buloh for upgrading school hall and facilities



SUSTAINABILITY STATEMENT (CONTINUED)

ADVANCING OUR JOURNEY TOWARDS SUSTAINABILITY

3A continues to incorporate environmental and social considerations into our strategies and operational practices. As we progress towards a sustainable future, we will uphold our commitment in offering high-quality products while delivering initiatives that benefit our stakeholders and communities.

BURSA MALAYSIA'S CSI PRESCRIBED TABLE

Three-A Resources Berhad

BMLR Transition Period

Date & Time: 2026-04-01_18:09:44

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Corporate Governance and Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Senior Management)	Percentage	100	—	Internal
Corporate Governance and Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Management)	Percentage	100	—	Internal
Corporate Governance and Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Executive)	Percentage	100	—	Internal
Corporate Governance and Anti-Corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category (Non-Executive)	Percentage	100	—	Internal
Corporate Governance and Anti-Corruption	Bursa C1(b) Percentage of operations assessed for corruption related risks	Percentage	100	—	Internal
Corporate Governance and Anti-Corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	Achieve zero reported incidents of bribery and corruption annually	Internal
Corporate Governance and Anti-Corruption	Bursa C3(b) Percentage of directors by gender (Male)	Percentage	75	—	Internal
Corporate Governance and Anti-Corruption	Bursa C3(b) Percentage of directors by gender (Female)	Percentage	25	—	Internal
Corporate Governance and Anti-Corruption	Bursa C3(b) Percentage of directors by age group (Between 30-50)	Percentage	50	—	Internal
Corporate Governance and Anti-Corruption	Bursa C3(b) Percentage of directors by age group (Above 50)	Percentage	50	—	Internal

SUSTAINABILITY STATEMENT (CONTINUED)

Date & Time: 2026-04-01_18:09:44
FYE 31/12/2025

Three-A Resources Berhad BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Customer Privacy and Data Protection	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	Internal
Economic Performance	Economic value generated	RM (in million)	511.04	—	Internal
Economic Performance	Operating costs	RM (in million)	54.53	—	Internal
Economic Performance	Payments made to providers of capital (dividends)	RM (in million)	18.47	—	Internal
Economic Performance	Payments to government (taxes)	RM (in million)	1776	—	Internal
Economic Performance	Economic value retained	RM (in million)	42.28	—	Internal
Supply Chain Management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	43	—	Internal
Climate Change and Energy	Bursa C4(a) Total energy consumption	Megawatt-hour (MWh)	256,515	—	Internal
Climate Change and Energy	Bursa C11(a) Scope 1 emissions in tonnes of CO ₂ e	tCO ₂ e	44,104	—	Internal
Climate Change and Energy	Bursa C11(b) Scope 2 emissions in tonnes of CO ₂ e	tCO ₂ e	14,225	—	Internal
Climate Change and Energy	Bursa C11(c) Scope 3 emissions in tonnes of CO ₂ e (at least for the categories of business travel and employee commuting)	tCO ₂ e	402	—	Internal
Water Management	Bursa C9(a) Total volume of water used	Megalitres (ML)	1,229	—	Internal
Waste and Effluent	Bursa C10(a) Total waste generated	Metric tonnes	7,582.90	—	Internal
Waste and Effluent	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	0	—	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-01_18:09:44

Page 2 of 7

SUSTAINABILITY STATEMENT (CONTINUED)

Three-A Resources Berhad
BMLR Transition Period

Date & Time: 2026-04-01 18:09:44
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Waste and Effluent	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	7,582.90	—	Internal
Waste and Effluent	Percentage of used plastic packaging containers reconditioned and reused by weight	Percentage	39	Achieve 20% of used plastic packaging containers (by weight) reconditioned and reused annually	Internal
Waste and Effluent	Bursa S8(a) Total volume of water (effluent) discharge over the reporting period	Megalitres (ML)	50	Monitor and disclose volume of wastewater released annually by FY2025	Internal
Product Quality and Customer Satisfaction	Customer satisfaction scores	Percentage	93.30	—	Internal
Health and Safety	Bursa C5(a) Number of work-related fatalities	Number	0	Achieve zero cases of serious accidents annually	Internal
Health and Safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	014	—	Internal
Health and Safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	383	Ensure that at least 60% of workers receive safety and health training annually	Internal
Fair Labour Practices	Bursa C6(a) Total hours of training by employee category (Senior Management)	Hours	244	—	Internal
Fair Labour Practices	Bursa C6(a) Total hours of training by employee category (Management)	Hours	570.5	—	Internal
Fair Labour Practices	Bursa C6(a) Total hours of training by employee category (Executive)	Hours	2,274.5	—	Internal
Fair Labour Practices	Bursa C6(a) Total hours of training by employee category (Non-Executive)	Hours	9,596	—	Internal
Fair Labour Practices	Bursa C6(c) Total number of employee turnover by employee category (Senior Management)	Number	1	—	Internal

SUSTAINABILITY STATEMENT (CONTINUED)

Date & Time: 2026-04-01_18:09:44
FYE 31/12/2025

Three-A Resources Berhad BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Fair Labour Practices	Bursa C6(c) Total number of employee turnover by employee category (Management)	Number	0	—	Internal
Fair Labour Practices	Bursa C6(c) Total number of employee turnover by employee category (Executive)	Number	11	—	Internal
Fair Labour Practices	Bursa C6(c) Total number of employee turnover by employee category (Non-Executive)	Number	42	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Senior Management Under 30)	Percentage	0	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Senior Management Between 30-50)	Percentage	67	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Senior Management Above 50)	Percentage	33	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Management Under 30)	Percentage	0	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Management Between 30-50)	Percentage	58	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Management Above 50)	Percentage	42	—	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-01_18:09:44

Page 4 of 7

SUSTAINABILITY STATEMENT (CONTINUED)

Date & Time: 2026-04-01_18:09:44
FYE 31/12/2025

Three-A Resources Berhad BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Executive Under 30)	Percentage	24	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Executive Between 30-50)	Percentage	70	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Executive Above 50)	Percentage	6	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Non-Executive Under 30)	Percentage	32	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Non-Executive Between 30-50)	Percentage	61	—	Internal
Diversity	Bursa C3(a) Percentage of employees by age group, for each employee category (Non-Executive Above 50)	Percentage	7	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Senior Management Male)	Percentage	50	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Senior Management Female)	Percentage	50	—	Internal

SUSTAINABILITY STATEMENT (CONTINUED)

Date & Time: 2026-04-01_18:09:44
FYE 31/12/2025

Three-A Resources Berhad BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Management Male)	Percentage	50	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Management Female)	Percentage	50	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Executive Male)	Percentage	34	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Executive Female)	Percentage	66	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Non-Executive Male)	Percentage	97	—	Internal
Diversity	Bursa C3(a) Percentage of employees by gender group, for each employee category (Non-Executive Female)	Percentage	3	—	Internal
Diversity	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	65	—	Internal
Diversity	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	Achieve zero substantiated complaints of human rights violations	Internal
Community Investment	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	54,640.00	—	Internal

This report was generated on the Bursa Malaysia CSI Platform on 2026-04-01_18:09:44

Page 6 of 7

SUSTAINABILITY STATEMENT (CONTINUED)

Date & Time: 2026-04-01_18:09:44
FYE 31/12/2025

Three-A Resources Berhad
BMLR Transition Period

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Community Investment	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	3 Organisations, 1 Community & 2,000 People	—	Internal

SUSTAINABILITY STATEMENT (CONTINUED)

GRI CONTENT INDEX

Statement of use	3A has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	17
	2-2 Entities included in the organisation's sustainability reporting	17
	2-3 Reporting period, frequency and contact point	17
	2-5 External assurance	17
	2-6 Activities, value chain and other business relationships	17
	2-7 Employees	47-48
	2-9 Governance structure and composition	21
	2-12 Role of the highest governance body in overseeing the management of impacts	21
	2-13 Delegation of responsibility for managing impacts	21
	2-14 Role of the highest governance body in sustainability reporting	21
	2-19 Remuneration policies	27
	2-20 Process to determine remuneration	27
	2-22 Statement on sustainable development strategy	19
	2-23 Policy commitments	20
	2-24 Embedding policy commitments	20
	2-25 Processes to remediate negative impacts	22-23, 27
	2-26 Mechanisms for seeking advice and raising concerns	22-23, 27
2-27 Compliance with laws and regulations	27	
2-29 Approach to stakeholder engagement	22-23	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	24
	3-2 List of material topics	24
	3-3 Management of material topics	<i>Throughout</i>
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	34-35
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	31
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	28
	205-2 Communication and training about anti-corruption policies and procedures	28
	205-3 Confirmed incidents of corruption and actions taken	25
GRI 301: Materials 2016	301-2 Recycled input materials used	40
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	36-37
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	39
	303-5 Water consumption	39
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	38
	305-2 Energy indirect (Scope 2) GHG emissions	38
	305-3 Other indirect (Scope 3) GHG emissions	38
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	39
	306-3 Waste generated	40
	306-5 Waste directed to disposal	40

SUSTAINABILITY STATEMENT (CONTINUED)

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	44
	401-3 Parental leave	47
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	42-43
	403-5 Worker training on occupational health and safety	43
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	43
	403-9 Work-related injuries	43
	403-10 Work-related ill health	43
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44
	404-2 Programmes for upgrading employee skills and transition assistance programmes	44
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	25
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	25
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	25
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	48-49
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	29

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (“the Board”) of Three-A Resources Berhad (“3A” or “the Company”) is committed to the best practices and principles of good corporate governance as set out in the Malaysian Code on Corporate Governance (“the Code”) as well as the Main Market Listing Requirements (“Listing Requirements”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

Excellent corporate governance is essential to good business performance and the numerous past corporate governance awards accorded to 3A testify that the Board, Management and staff of 3A remain steadfast and focused in ensuring the highest level of corporate governance so that the interests of investors and all other stakeholders are well taken care of.

This Corporate Governance Overview Statement, which highlights key focus areas on how the Company applied the principles, practices and step-ups of the Code for the financial year ended 31 December 2025 (“financial year 2025”), is to be read in conjunction with the Corporate Governance Report (“CG Report”) which contains a detailed application for each practice as set out in the Code for the financial year 2025 and is made available on the corporate website: www.three-a.com.my.

The Board considers that the Company has adopted the CG practices and applied the main principles of the CG Code for the financial year 2025 except:

- Practice 5.9 (At least 30% of the board comprises women on the board.)
- Practice 5.10 (The board discloses in its annual report the company’s policy on gender diversity for the board and senior management.)
- Practice 13.3 (The Company has fully leveraged technology to facilitate voting, including voting in absentia, and remote shareholder participation at general meetings.)

A. BOARD LEADERSHIP AND EFFECTIVENESS

1.0 Board’s Leadership on Governance and Objectives

The Board is responsible for the overall governance of the Group and discharges this responsibility through compliance with relevant rules, laws, regulations, directives and guidelines in addition to adopting the best practices in the Code. Collectively, the Directors combine their diverse experience and qualifications on commercial, regulatory, industry and financial expertise to discharge their duties and responsibilities.

The Board’s main responsibility is to lead and manage the Group in an effective manner including developing strategic directions and objectives in line with its vision and missions, implement plans and supervise the conduct of the Group’s business as a whole. The Board’s role is to provide leadership of the Group within a framework of prudent and effective controls whilst ensuring risks are consistently assessed and controlled.

The Board conducts ongoing review and evaluation of the Group’s strategic plans to ensure the Group’s focus is in line with the constantly evolving market conditions as well as identifying new businesses and opportunities. The Board also ensures that an adequate system of internal controls is in place and adopts appropriate measures to mitigate any foreseeable and/or unexpected risks.

The Board members are attentive to applying high ethical standards in their decision-making, taking into account the interests of all stakeholders.

Certain functions of the Board have been delegated to various Board Committees, which reviews and make recommendations to the Board on specific areas. There are currently four (4) Board committees, namely:

- Audit Committee (“AC”);
- Nomination Committee (“NC”);
- Remuneration Committee (“RC”); and
- Risk Management Committee (“RMC”).

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

1.0 Board's Leadership on Governance and Objectives (continued)

Each of the Board committee operates within approved Terms of Reference. These committees have authority to examine particular issues and report to the Board with their findings and recommendations. The ultimate responsibility for the final decision on all matters, however, lies with the entire Board.

1.1 Duties and Responsibilities of the Board

The Company acknowledges the importance of having an effective Board for the overall governance and management of the Group. The core responsibilities of the Board include reviewing and approving the Company's business strategies and plans, significant policies and monitoring the Management's performance in implementing them.

In carrying out their duties and responsibilities, the Board exercises great care to ensure that high ethical standards are upheld, and that the interests of stakeholders are not compromised. The Board members are consistently mindful that the interests of the Group's stakeholders are always being protected.

The Board's principal functions include the following responsibilities:

- Promotes good corporate governance culture within the Group which reinforces ethical, prudent and professional behaviour;
- Reviews and approves the Group's medium-term and long-term strategic business plans;
- Oversees the conduct of the Group's business operations and financial performance against the approved strategic business plans;
- Ensures that the operating infrastructure, systems of control, systems of risk management as well as financial and operational controls are in place and properly implemented;
- Reviews the adequacy and the integrity of the internal control system and mitigation measures; and
- Undertakes various functions and responsibilities as specified in guidelines and directives issued by the regulatory authorities from time to time.

The Independent Non-Executive Directors by virtue of their roles and responsibilities, in effect represent the minority shareholders' interest in the 3A Group. The Independent Non-Executive Directors engage proactively with the Management and with both the external and internal auditors. The Independent Non-Executive Directors play a significant role in bringing objectivity and scrutiny to the Board's deliberations and decision-making. They also serve to inspire and challenge the Management in an objective and constructive manner.

In enhancing the function of the Independent Non-Executive Directors, the Board has also defined their roles and responsibilities to include the following:

- Provides relevant check and balances, focusing on shareholders' and other stakeholders' interests and ensuring high standards of corporate governance are applied;
- Scrutinises the performance of Management in meeting agreed goals and objectives and monitors the reporting of performance;
- Constructively challenges and contributes to the development of the business strategies; and
- Ensures the financial information presented is accurate and that financial controls as well as system of risk management is robust and defensible.

The Independent Directors are at liberty to obtain advice from independent professionals if deemed necessary for the proper discharge of their duties at the expense of the Group. The Independent Directors also have direct access to the advice and services of internal and external auditors and the Company Secretary who is responsible for ensuring that the Board procedures are followed.

1.2 Board Meetings and Supply of Information to the Board

Board meetings for the following financial year are scheduled in advance before the end of the current financial year so as to facilitate the Directors to plan ahead and organise the next year's Board meetings into their respective schedules.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

1.2 Board Meetings and Supply of Information to the Board (continued)

The Chairman of the respective Board Committees would inform the Directors at Board meetings, of any salient matters noted by the committee and which require the Board's notice or direction.

The Board members are provided with the agenda and board papers including status report, quarterly report, performance and management report at least five (5) business days before each meeting so that the Directors have ample time to review matters to be deliberated at the Board meeting and to facilitate informed decision making by the Directors. The Chairman of all Board meetings ensures that each of the agenda items is adequately reviewed and thoroughly deliberated within a reasonable timeframe.

The Board papers provide, among others, periodical financial and corporation information, significant operational, financial and corporate issues, by the Group and management proposals that require the Board's approval.

At the Board meetings, the Board reviews the Group's business operations by analysing the financial statements and its accompanying notes and disclosures as contained in the quarterly report of the Group as compared to the same corresponding period. The Board also notes the decisions and salient issues deliberated by the AC that are tabled to the Board.

The Board members are regularly updated by the Company Secretary on the new statutory as well as regulatory requirements relating to Directors' duties and responsibilities or the discharge of their duties as Director of the Company. The Company Secretary attends all Board meetings and ensures that accurate and adequate records of the proceedings of the Board meetings and decisions made are properly kept. The external auditors update the Board on latest developments on new accounting standards that are relevant to the Group.

All Board members have full and timely access to information on the Company's businesses and affairs for the discharge of their duties and responsibilities. Where necessary, senior management staff as well as advisors and professionals appointed to act for the Company on corporate proposal may be invited to attend the Board meeting to furnish the Board with their comments and advice on the relevant proposal tabled.

1.3 Board Charter

The primary objective of the Company's Board Charter ("Board Charter") is to set out the roles and responsibilities of the Board to achieve the vision and mission of the Company. The Board is guided by the Board Charter which provides references for Directors in relation to the Board's role, powers, duties and functions.

Apart from reflecting the current best practices and the applicable rules and regulations, the Board Charter also outlines processes and procedures for the Board and their committees to be effective and efficient. The Board regularly reviews the Board Charter to ensure it remains consistent with the Board's objectives and responsibilities and all the relevant standards of corporate governance. The Board Charter is made available on 3A's website, www.three-a.com.my.

1.4 Sustainability of Business

The Board governs the overall sustainability matters of the Group and takes responsibility for the setting of the Group's sustainability strategies, priorities and targets. The Sustainability Committee ("SC") that comprises members from Management to provide support to the Board taking into sustainability considerations in the development and implementation of major business strategies and plans.

The Board is mindful of the importance of business sustainability and its growing impact to the Group, whilst no less emphasis been put into managing the social and environmental impact of its business operations. The Group also embraces sustainability through collaboration and partnership with its suppliers, customers and other stakeholders. The Group is committed to the continuous efforts in maintaining a delicate balance between the sustainability agenda and the shareholders' interests.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

1.5 Board Gender Diversity Policies and Targets and the Measures

For the financial year 2025, the Board composed of six (6) males and two (2) females to ensure a good mix of gender as well.

Therefore, the Board currently does not fulfil Practice 5.9 of the Code of 30% composition of women on the Board. The Board takes note of the need to establish a policy formalising the approach to gender diversity for the board and senior management. The Board will consider gender diversity as part of its future selection to identify suitable candidates if the need arises. If any, such candidates will be strictly assessed based on merit, their competencies, time commitment, experience, gender diversity, age and cultural background, and competencies required for an effective Board.

The NC will oversee the overall composition of the Board and Board Committees, including succession planning to maintain the appropriate size and skills, the balance between Executive Directors, Non-Executive Directors and Independent Directors as well as the mixture of skills and other core competencies required on the Board.

1.6 Code of Conduct and Ethics

The Board will continue to adhere to the Code of Conduct and Ethics which is applicable to all directors, management and employees of the Group. The Code of Conduct and Ethics as established by the Board that was published in the Company's website, www.three-a.com.my is based on the following principles:

- Uphold of human rights of workers and commitment to a safe and healthy work environment;
- Social responsibility and protection of the environment;
- Duty to act in the best interest of the Group;
- Protect and maintain the assets and confidentiality of sensitive information of the Group;
- Conduct of fair trade in business;
- Honesty and integrity;
- No conflict of interests and no bribery or unethical business practices;
- Anti-Bribery and Corruption Policy; and
- Compliance with legal and regulatory requirements and Group policies.

1.7 Whistleblowing Policy and Anti-Bribery and Corruption Policy

The Board acknowledges that misconduct such as violation of laws, rules, regulations, production fraud, fraud, health and safety infringements or corruption are usually known first by people who work within or with the Group. An early warning system such as a Whistleblowing Policy and Procedure can help the Group to detect wrongdoings and alert the Group to take corrective action before a problem becomes a crisis. In order to promote ethical values and conduct throughout the Group, the Board has put in place an Anti-Bribery and Corruption Policy to prevent conflict of interest, the risk of bribery and corruption within the Group.

The Board in its effort to enhance corporate governance has put in place a Whistleblowing Policy to provide an avenue for employees, suppliers and stakeholders to report genuine concerns about malpractices, unethical behaviour or misconduct without fear of reprisal. Any concerns raised will be received by the members of the AC, investigated and outcome of such investigation will be reported to the Board. Appropriate action will be taken to resolve the issue. The whistleblower's identity will be kept confidential. The Company will assign a senior officer from the Human Resources ("HR") Department as whistleblower protector who will keep in touch with the whistleblower to monitor and assess any signs of victimisation or stress.

The Whistleblowing Policy and Anti-Bribery and Corruption Policy are made available on 3A's website, www.three-a.com.my.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

1.8 Promoting Sustainability

3A's approach to governance is to drive business revenues and profits and manage risks prudently in order to deliver long-term profitability and provide value to shareholders on a sustainable basis. This includes meeting expectations of stakeholders such as customers, shareholders, regulators, bankers, joint-venture partners and the communities in which 3A operates.

The Board and Management of 3A uphold sustainability efforts in terms of achieving economic, environment and social sustainable objectives as part of its responsibility to its stakeholders and the communities in which it operates.

The Group is committed to the implementation of safe work practices and aims to provide an injury-free workplace for all its employees. Besides, 3A is dedicated to do its part to protect the environment in its business activities and support the local communities. More details of the Group's efforts in incorporating sustainability in its business operations can be found in the Sustainability Statement on pages 16 to 58 of the Annual Report.

1.9 Qualified and Competent Company Secretaries

The Company Secretaries are appointed by the Board. The appointments are based on criteria related to the qualifications, experience and competence of the individual concerned to carry out their duties and responsibilities to ensure 3A is in compliance with the regulations and Listing Requirements. The Company Secretaries are qualified and their roles and responsibilities include the following:

- Preparation and submission of forms as required under the Companies Act 2016 to the Companies Commission Malaysia;
- Ensure compliance of regulatory requirements, updates on new Bursa Securities Listing Requirements to the Board;
- Submissions of corporate announcements electronically via Bursa Link to Bursa Securities;
- Support the Board of Directors, by ensuring adherence to Board policies and procedures, rules, relevant laws and best practices on Corporate Governance;
- Attendance at Annual General Meeting, AC, NC, RC and Board of Directors' meetings and ensure minutes of meetings are well documented; and
- Follow-up on matters arising from the meetings.

The Board is satisfied with the performance and support rendered by the Company Secretaries in assisting them to discharge their duties.

2.0 Board Composition

Good governance principles require fairness, transparency, accountability and responsibility. The Board acknowledges the importance of the Board structure.

The Board consists of eight (8) members, two (2) Executive Directors (including the Managing Director), two (2) Non-Independent Non-Executive Directors and four (4) Independent Non-Executive Directors.

The Board comprises members with a wide range of business, financial and technical service background. The size of the Board is optimum given the scope, size and complexity of the Group's operations. The composition of the Board complies with the Paragraph 15.02(1)(a) of the Listing Requirements that requires a minimum of two (2) or one-third (1/3) of the Board, whichever is the higher, to be Independent Directors.

There is a clearly accepted division of responsibility between the Chairman and the Managing Director to ensure balance of the power and authority. The Executive Directors have primary responsibilities for managing the Group's day-to-day operations and together with the other Directors, to ensure that the strategies are fully discussed and examined and to take into consideration the long-term interests of the various stakeholders including shareholders, employees, customers, suppliers and the various communities in which the Group conducts its business.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

2.0 Board Composition (continued)

The Independent Non-Executive Directors do not engage in the day-to-day management of the Group and do not participate in any business dealings and are not involved in any other relationship with the Group. This ensures that the Independent Non-Executive Directors remain free from conflict of interest and facilitate them to carry out their roles and responsibilities as Independent Directors effectively. The Independent Directors are at liberty to seek independent professional advice on matters relating to the discharge of their duties. The cost of securing such professional services will be borne by 3A.

2.1 Appointment to the Board

Any proposed appointment of a new member to the Board is deliberated by the full Board upon the recommendation by the NC, of which NC will review based on the necessity and qualification as well as experience of the proposed new member.

The NC will also conduct the Fit and Proper assessment prior to the appointment of any additional Board member to the Board to ensure the Board quality and integrity for the appointment to the Group.

The appointment of any additional member to the Board is made as and when it is deemed necessary by the Board with due consideration given to the mix of expertise, skills, experience, gender diversity, age and cultural background, competencies required for an effective Board.

2.2 Re-Election of Directors

Clause 76(3) of the Company's Constitution provides that at every Annual General Meeting ("AGM"), at least one-third (1/3) of the Directors for the time being, or if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3), shall retire from office at the conclusion of the AGM and be eligible for re-election provided always that all Directors shall retire from office once at least in each three (3) years but shall be eligible for re-election.

The re-election of Directors at the AGM is subject to the assessment by the NC pursuant to the Company's Fit and Proper Policy. For the forthcoming AGM, the following Directors will be retiring by rotation in accordance with Clause 76(3) of the Company's Constitution, and being eligible, have offered themselves for re-election:

- Karmjit Kaur a/p Sarban Singh;
- Liew Kuo Shin; and
- Kee Thuan Chai

The profile of the abovementioned Directors and their respective attendance in Board meetings are presented in this Annual Report. In determining whether to recommend a Director for re-election, the aforesaid Directors' time commitment such as attendance at meetings, participation, contribution to the activities of the Board, character, integrity and experience had been considered by the NC.

The NC had on 24 February 2026 at its NC meeting conducted the assessment pursuant to the directors' fit and proper policy, was satisfied that the abovementioned Directors have met the criteria set out and recommended to the Board for their re-election at the forthcoming AGM.

The Directors of 3A are individuals of high calibre and integrity and their knowledge and expertise in their fields from other businesses, have enhanced the effectiveness of the Board and Board Committees.

The Board is of the view that given the size of the Group and its business complexity, the current number of Directors remains optimum and conducive for effective deliberations at Board meetings and for the efficient conduct of Board meetings.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

2.3 The Board Committees

The Board delegates certain authorities to the Board Committees that operate under clearly defined written Terms of Reference and operating procedures duly approved by the Board.

The functions and terms of reference of the Board Committees as well as authority delegated by the Board to these Committees, have been approved by the Board and are reviewed from time to time to ensure that they are relevant and up to date.

The various Committees report the outcome of their meetings to the Board which are then incorporated in the Board's minutes. The Board Committees are AC, NC, RC and RMC.

2.4 Nomination Committee

The Board has established a NC and its principal objectives are in line with the Terms of Reference of the NC which is available on the Company's website, www.three-a.com.my.

The NC shall meet as and when necessary and at such other time(s) as it deems necessary to fulfil its responsibilities. The quorum for each meeting is two (2) members, of whom shall be Independent Non-Executive Directors. Recommendations of the NC will be submitted to the Board for approval.

To carry out the assessment of those Directors who are standing for re-election, the NC will base on the review of performance, contribution to the Board through their skills, experience, strength and qualities, level of independence and abilities to exercise independent judgment, demonstrate objectivity, clarity of thought during deliberations at meetings and ability to spend sufficient time and commitment to the Group.

Annual evaluation, in the form of self and peer evaluation, will be conducted by the NC, on the effectiveness of the Board as a whole, Board Committees, contribution of each individual Director, independence of Independent Directors and assessment on Senior Management. A summary of the evaluations will be furnished to the NC for discussion.

The NC will furnish the Board Evaluation Questionnaire in relation to Environmental, Social and Governance ("ESG") or Sustainability to the Board for review of the ESG or Sustainability performance of the Board and Senior Management in addressing the Company's material sustainability risks and opportunities as recommended under Practice 4.4 of the Code.

The NC had on 24 February 2026 conducted the annual assessment in respect of the financial year 2025 and was satisfied with the existing Board composition, The NC was of the view that all the Directors and Board Committee of 3A had discharged their responsibilities in a commendable manner and had performed competently and effectively. The Board's effectiveness is assessed on areas of composition, administration and process, accountability and responsibility, conduct and communication, decision-making and Boardroom activities, each Director's skills and competencies, as well as Board diversity.

For the Board diversity, the evaluation of the candidates' suitability by the Board is solely based on their competence, character, time commitment, integrity and experience in meeting the needs of the Group.

For the financial year 2025, the NC met once (1) and the composition of the NC and their attendance at meetings of NC are as follows:

Members of NC and Meeting Attendance during the financial year ended 2025

Name	Membership	Attendance
Dato' Shamesh a/l Jeevaretnam <i>(Independent Non-Executive Director)</i>	Chairman	1/1
Karmjit Kaur a/p Sarban Singh <i>(Independent Non-Executive Director)</i>	Member	1/1
Jamel Bin Ibrahim <i>(Independent Non-Executive Director)</i>	Member	1/1

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

2.4 Nomination Committee (“NC”) (continued)

The NC had undertaken the following activities in respect of the financial year 2025:

- Reviewed the Self and Peer Assessment Forms of the Directors who are standing for retirement pursuant to the Company’s Constitution and recommended to the Board for re-election at the AGM;
- Reviewed the yearly Self and Peer Assessment Forms of Board Members, the Board’s mix of skills and the performance of Board committees;
- Reviewed the independence of Independent Directors;
- Reviewed the Key Officer’s evaluation;
- Reviewed the structure, size and composition of the Board and Board Committees; and
- Assessed the training needs of Directors.

In 3A Group, all appointments and employments are based on merits and not determined by gender, ethnicity and age bias. The current structure of gender, ethnicity and age of the employees of the Group as at 5 March 2026 are as follows:

Gender		Age		Ethnicity	
Male	87%	18 – 30	34%	Malaysian – Bumiputera	27%
Female	13%	31 – 40	37%	Malaysian – Chinese	10%
	100%	41 – 50	22%	Malaysian – Indian	1%
		Above 50	7%	Foreigners	62%
			100%		100%

2.5 Remuneration Committee

The RC has a formal and transparent procedure to review each Director’s remuneration package which takes into consideration on corporate and individual performance; experience and level of responsibilities of the Directors concerned. The RC is responsible for recommending the remuneration framework for Directors, the remuneration packages of Executive Directors to the Board as well as reviewing and deliberating on the quantum of Directors’ fee.

None of the Executive Directors participates in any way in determining their own remuneration.

The Board as a whole determines the level of remuneration of Non-Executive Directors with individual Directors abstaining from decisions in respect of their own remuneration. Directors’ fees and benefits, if any, are approved at the AGM by the shareholders.

The policy practiced on Directors’ remuneration by the RC is to recommend the remuneration packages necessary to attract, retain and motivate Directors of the quality required to manage the business of the Group and to align the interest of the Directors with those of the shareholders.

Information prepared by independent consultants and survey data on the remuneration practices of comparable companies are taken into consideration in determining the remuneration packages, where necessary.

The components of Directors’ remuneration are structured so as to link rewards to corporate and individual performance in the case of Executive Directors. In the case of Non-Executive Directors, the level of remuneration reflects the experience and level of responsibilities undertaken by the individual Non-Executive Director concerned.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

2.5 Remuneration Committee (continued)

Meetings are held as and when necessary and at least once a year. The quorum for each meeting shall be two (2) members, of whom shall be Independent Non-Executive Directors. Minutes of each meeting shall be kept as evidence that the RC has discharged its functions.

The RC held one (1) meeting during the financial year 2025 to review and recommend to the Board the remuneration of the Directors.

Members of RC and Meeting Attendance during the financial year 2025

Name	Membership	Attendance
Karmjit Kaur a/p Sarban Singh (<i>Independent Non-Executive Director</i>)	Chairperson	1/1
Dato' Shamesh a/l Jeevaretnam (<i>Independent Non-Executive Director</i>)	Member	1/1
Jamel Bin Ibrahim (<i>Independent Non-Executive Director</i>)	Member	1/1

2.6 Remuneration of Directors

The remuneration package for Directors comprises the following elements:

Directors' Fees

The Directors' fees are only payable to Non-Executive Directors. The RC recommends the framework of Directors' fees to the Board. The fees structure is determined after a study of comparable organisations' practices as well as the level of responsibilities involved.

Salaries and Bonuses

The basic salaries for the Executive Directors are recommended by the RC to the Board for approval. In the evaluation process, consideration is given to the salary scales for similar positions and job scopes in the industry.

The details of the remuneration Directors for the financial year 2025 are as follows:

	Fees (RM)	Salaries (RM)	Allowance (RM)	Bonus (RM)	Other Emoluments (RM)	Total (RM)
Received from the Company						
Dato' Jagjit Singh a/l Bant Singh	168,000	–	–	–	–	168,000
Tan Soon Hoe	35,000	–	–	–	–	35,000
Kee Thuan Chai	35,000	–	–	–	–	35,000
Dato' Shamesh a/l Jeevaretnam	74,000	–	–	–	–	74,000
Karmjit Kaur a/p Sarban Singh	74,000	–	–	–	–	74,000
Jamel Bin Ibrahim	74,000	–	–	–	–	74,000
	460,000	–	–	–	–	460,000
Received from subsidiaries						
Dato' Jagjit Singh a/l Bant Singh	78,000	–	–	–	–	78,000
Fong Chu King @ Tong Chu King (Resigned on 30 June 2025)	–	378,000	–	–	200,000	578,000
Fang Siew Ping	–	576,000	60,000	528,000	139,680	1,303,680
Liew Kuo Shin	–	576,000	60,000	528,000	139,680	1,303,680
	78,000	1,530,000	120,000	1,056,000	479,360	3,263,360

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

2.7 Independence of the Board

The Independent Non-Executive Directors with their extensive knowledge and experience contribute independent views, advice and judgement on interests, not only of the Company but also of shareholders, employees, customers and suppliers in which the Group conducts its business. Independent Non-Executive Directors are essential for protecting the interests of shareholders and stakeholders and can make significant contributions to the Group's decision-making by bringing in detached impartiality.

The roles of the Independent Non-Executive Chairman and Managing Director of the Company are distinct and separate with individual responsibilities. Each of them has clear defined duties and authority thus ensures balance of power and greater capacity for independent decision-making.

Where a potential conflict of interest may arise, it is mandatory practice for the Director concerned to declare his or her interest and abstain from the decision-making process.

The Board through the NC assessed the independence of its Independent Non-Executive Directors based on criteria set out in the Listing Requirements. The Board Charter provides a limit of a cumulative term of nine (9) years on the tenure of an Independent Director. However, an Independent Director may continue to serve on the Board upon reaching the nine (9) year's limit subject to redesignation of the said Independent Director as a Non-Independent Director. In the event, the Board intends to retain the Director as an Independent Non-Executive Director who serves beyond nine (9) years, the Company is required to seek shareholders' approval at general meeting. In justifying the decision, the Board is required to assess the candidate's suitability to continue as an Independent Non-Executive Director based on the criteria on independence assessment as adopted by the Board.

2.8 Board Meetings

The Board meets every three (3) months in regular Board meetings during the year to approve the quarterly results on a pre-scheduled basis. Additional meetings are convened when urgent and important decisions need to be taken between scheduled meetings.

The Board met four (4) times during the financial year 2025. The dates of the Board meetings are as follows:

- 25 February 2025
- 21 May 2025
- 14 August 2025
- 28 November 2025

Details of attendance by each Director at the Board meetings held under the financial year 2025 are as follows:

Director	Number of Board Meetings Held	Number of Board Meetings Attended
Dato' Jagjit Singh a/l Bant Singh (<i>Chairman</i>)	4	4/4
Fong Chu King @ Tong Chu King (Resigned on 30 June 2025)	2	2/2
Fang Siew Ping	4	4/4
Liew Kuo Shin	4	4/4
Kee Thuan Chai	4	4/4
Dato' Shamesh a/l Jeevaretnam	4	4/4
Karmjit Kaur a/p Sarban Singh	4	4/4
Jamel Bin Ibrahim	4	4/4
Tan Soon Hoe	4	4/4

The listing of directorships held by Directors is disclosed by the respective Directors to the Board to ensure compliance to the above Listing Requirements.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

A. BOARD LEADERSHIP AND EFFECTIVENESS (CONTINUED)

2.9 Directors' Training

The Directors have continued to participate in relevant training programmes to keep abreast with the latest developments in the security industry, in particularly in areas of corporate governance and regulatory changes so that they would be able to discharge their duties as Directors effectively.

The Board will review the training needs of the Directors from time to time.

For the financial year 2025, the conferences, seminars and training programmes attended by each of the Directors were in respect of the following areas:

Director	Seminars/Training Programmes Attended	Date
Dato' Jagjit Singh a/l Bant Singh	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Fang Siew Ping	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Liew Kuo Shin	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Karmjit Kaur a/p Sarban Singh	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Dato' Shamesh a/l Jeevaretnam	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Jamel Bin Ibrahim	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Tan Soon Hoe	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025
Kee Thuan Chai	<ul style="list-style-type: none"> Sustainability Reporting under IFRS S1 General Requirements for Disclosure of Sustainability-Related Financial Information and S2 Climate-Related Disclosures 	1 December 2025

The Company Secretary regularly updates the Board on relevant guidelines on statutory and regulatory requirements from time to time at Board meetings. The Directors will continue to undergo relevant training programmes to further enhance their skills and knowledge in the discharge of their stewardship role.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

B. EFFECTIVE AUDIT AND RISK MANAGEMENT

1.0 Audit Committee

The AC currently comprises three (3) Independent Non-Executive Directors. The AC meets not less than four (4) times a year and is governed by clearly defined Terms of Reference. In the financial year 2025, the Committee met four (4) times. The main responsibilities of the AC are to ensure integrity of financial reporting, a sound internal control system with effective risk monitoring procedures and adherence to compliance matters.

The Chairman of AC is not the Chairman of the Board. Details of the composition of the AC, attendance of meetings held during the financial year 2025 and the activities carried out by the AC during the year are set out in the AC Report on pages 76 to 78 of this Annual Report.

1.1 Financial Reporting

In presenting the annual audited financial statements and quarterly announcements of results to shareholders, the Directors take responsibility to provide a balanced, clear and comprehensive assessment of the financial performance and prospects of the Company and the Group in all the disclosures made to the stakeholders and the regulatory authorities. Following discussions with the External Auditors, the Directors consider that the Company and the Group uses appropriate accounting policies that are consistently applied and supported by reasonable as well as prudent judgments and estimates; and that financial statements are prepared in accordance with applicable approved accounting standards in Malaysia and the provisions of the Companies Act 2016. The Directors recognise the responsibility for ensuring that accounting records are properly kept.

The AC who assists the Board in overseeing the financial reporting process of the Company and the Group, has adopted a policy for the types of non-audit services permitted to be provided by the External Auditors, including the need for AC's approval prior to such services can be provided by the External Auditors.

In assessing the independence of External Auditors, the AC requires written assurance by the External Auditors, confirming that they are and have been independent throughout the conduct of the audit engagement with the Group in accordance with the independence criteria set out by the International Ethics Standards Board for Accountants and the Malaysian Institute of Accountants.

Early announcements of the quarterly results and issuance of annual report to Bursa Securities reflect the Board's commitment to provide timely, transparent and up-to-date assessments on the Company's and the Group's performance and prospects.

The Board is assisted by the AC to oversee the quality of the financial reporting of the Company and the Group. The AC reviews and monitors the integrity of the Company's and the Group's annual and interim financial statements and reviews the appropriateness of the Company's and the Group's accounting policies and changes to these policies as well as ensures these financial statements comply with accounting and regulatory requirements.

AC had on 24 February 2026 conducted an assessment on the suitability and independence of the external auditors, Messrs BDO PLT. Having considered their independence, competency, resources and the audit team assigned and the tenure of the change of its audit engagement partner, the AC had recommended to the Board on the suitability and independence of Messrs BDO PLT for re-appointment as Auditors of the Group at the forthcoming AGM.

The Board of Directors also have overall responsibilities for taking such steps as are reasonably open to them to safeguard the assets of the Company and the Group and for the implementation and continued operation of adequate accounting and internal control systems for the prevention of fraud and other irregularities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

B. EFFECTIVE AUDIT AND RISK MANAGEMENT (CONTINUED)

1.2 Statement on Directors' Responsibility

The Directors are required by the Companies Act 2016 to prepare financial statements for each year which give a true and fair view of the state of affairs of the Company and of the Group at the end of the financial year and of their results and cash flow for the financial year then ended. In preparing these financial statements, the Directors have:

- adopted suitable accounting policies and applied them consistently;
- made judgments and estimates that are prudent and reasonable;
- ensured applicable accounting standards have been followed; and
- prepared the financial statements on the going concern basis.

The Directors are responsible for ensuring that the Company and the Group keep proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and of Group which enables them to ensure that the financial statements comply with the Companies Act 2016.

The Directors have overall responsibility for taking such steps that are reasonably open to them to safeguard the assets of the Company and the Group to prevent and detect fraud and other irregularities.

1.3 Risk Management and Internal Control Framework

The Board requires the Company and the Group to maintain a rigorous risk management framework for identifying, evaluating, monitoring and managing the risks taken to achieve the Company's and the Group's business objectives. This process is periodically reviewed by the Board.

The Group's Internal Audit function is outsourced to an independent consultant whose credentials and qualifications had been reviewed and found to be competent by the Board and had adequate resources to carry out the scope of activities as outlined in the internal audit plan of the Company. They report directly to the AC on the effectiveness of the current system of internal controls from the perspectives of governance, risks and controls. The internal audit function is independent of the activities it audits. The internal audit function carries out the internal audit reviews based on internal audit plans approved by the AC and the Board. The findings/results of the audits are presented to the AC at their quarterly meetings.

Follow-up reviews are also carried out to assess the status of implementation of management action plans, which are based on internal audit recommendations. The results of these follow-up reviews are also highlighted to the AC at their quarterly meetings.

On 24 February 2026, the AC performed an assessment and review of the adequacy and scope of the internal audit function and the backgrounds of Internal Auditors as part of ongoing effort to ensure an effective and sound internal controls system. The areas covered are the competency and independence of Internal Auditors as well as the scope, functions, resources and authority of the internal audit function that is in place.

For further details on the focus areas for internal audit during the financial year 2025, please refer to the Statement of Risk Management and Internal Control on pages 73 to 75 of this Annual Report.

The aforesaid Statement of Risk Management and Internal Control provides an overview of the state of internal controls within the Group.

The cost incurred for the internal audit function in respect of the financial year 2025 was about RM104,000.

CORPORATE GOVERNANCE OVERVIEW STATEMENT (CONTINUED)

C. INTEGRITY IN CORPORATE REPORTING & RELATIONSHIP WITH STAKEHOLDERS

1.0 Communication with Stakeholders

The Company recognises the importance of maintaining accountability and transparency to its shareholders through proper communication with its shareholders and stakeholders. The Company reaches out to its stakeholders through its distribution of the annual reports, public announcements, company website, investor relations through telephone or emails.

The Group also provides corporate information as well as highlights key financial information in order to facilitate shareholders' easy access to the information.

The Company maintained a website (www.three-a.com.my) to which shareholders can access information related to the Group. The Group's website is continuously updated to provide timely and accurate information to the users. The notice of general meetings, proxy form, Annual Report, Circulars to shareholders, Questions and Answers from the Minority Shareholders Watchdog Group, if any, and summary of key matters discussed at the AGM are also published on the Company's website.

Investors and the public who wish to assess corporate and financial information that is made public such as the quarterly announcements of the financial results of the Group, announcements and disclosures made pursuant to the disclosure requirements of Listing Requirements and other corporate information and events related to the Company can channel their queries to the following personnel:

Name:	Fong Peng Fai	Jessica Fang Siew Yee
Designation:	Group Financial Controller	Senior Manager
Email:	fong.pengfai@three-a.com.my	jessica.fang@three-a.com.my
Tel:	+603 6156 2655	+603 6156 2655
Website:	www.three-a.com.my	

Whilst the Company endeavours to provide as much information as possible to its shareholders and stakeholders, the Company is mindful of the legal and regulatory framework governing the release of material and price sensitive information.

1.1 Conduct of General Meeting

All shareholders are encouraged to attend the Company's Annual General Meeting ("AGM") and to participate in the proceedings. Shareholders' suggestions received during AGM are reviewed and considered for implementation, whenever possible. Every opportunity is given to the shareholders to ask questions and seek clarification on the performance of the Company and the Group.

The 23rd AGM of the Company held on 4 June 2025 was conducted physically at Ballroom I (Main Wing), Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan. Shareholders were encouraged to participate (including posing questions to the Board) and vote at the 23rd AGM of the Company.

In accordance with the Listing Requirements, the Board put all resolutions to vote by way of poll and verified by independent scrutineer at the AGM and the results of the polling were made to Bursa Securities on the same day.

At the 23rd AGM, all Directors of the Company, along with the Group Financial Controller, Company Secretary and the External Auditors were present to respond to the shareholders' queries, where applicable and necessary. Further, in line with good corporate governance practices, the Annual Report 2024 and notice of the said last AGM were made available to the shareholders of the Company at least 28 days prior to the AGM. The notice of AGM is also published in a nationally circulated newspaper. The notice would include explanatory statements for proposed resolutions to facilitate understanding and evaluation of issues involving the shareholders.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board of Directors (“Board”) of Three-A Resources Berhad is pleased to present its Statement on Risk Management and Internal Control (“SORMIC”) for the financial year ended 31 December 2025. The disclosure of this Statement is presented pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Securities”).

This Statement is prepared with reference to the 2025 SORMIC Guide. It also addresses Part II of Principle B, Intended Outcome 10.0, and Practices 10.1 and 10.2, read together with Guidance 10.1 and 10.2 as set out in the Malaysian Code on Corporate Governance (“MCCG”), which relate to risk management and the internal control framework.

BOARD RESPONSIBILITY

Pursuant to under Practice 10.1 and Guidance 10.1 of the MCCG, the Board has established an effective risk management and internal control framework, determined the risk tolerance and identified, assessed and monitored key business risks to safeguard the shareholders’ investment and the Group’s assets.

The Board is supported by the Audit Committee (“AC”) and the Risk Management Committee (“RMC”) in overseeing the Group’s internal control and risk management systems. The AC oversees the integrity of financial reporting and the effectiveness of the internal control system, while the RMC’s oversight focuses on the Group’s risk management framework and policies. Collectively, they are responsible for ensuring a sound risk management and internal control framework is maintained in the Group.

In response to Practice 10.2 and Guidance 10.2, the Board discloses in this Statement the features of its risk management framework, including its policy, working group, management assurance process, board review, and the key risks faced by the Group during the financial year, and how the Group navigates and mitigates those risks.

To ensure the effectiveness of risk management and internal control systems, the Board, the AC and the RMC undertake the following oversight measures during the financial year:

- The AC reviews the quarterly financial results, annual report, and audited financial statements in consultation with Management to ensure the integrity of the financial reporting, and to identify any significant financial risks and trends;
- The Board and AC deliberate the External Audit Memorandum on the annual audit findings and risk and control issues noted by them during their statutory audit, enabling the Board to ensure that appropriate corrective actions are undertaken by Management;
- The Board and AC review and deliberate the findings in the Internal Audit reports and the status of Management’s implementation actions for improvement to evaluate the effectiveness of the Group’s internal control framework;
- The RMC oversees risk management processes, evaluates the adequacy of risk mitigation measures, and ensures that Management effectively addresses business and operational risks; and
- The Managing Director, Executive Directors, and Group Financial Controller provide periodic briefings on business, financial, and operational performance, enabling the Board to monitor emerging risks and ensure that appropriate risk management measures are in place.

RISK MANAGEMENT

The Group maintains an enterprise risk management framework aligned with internationally recognised principles. The framework encompasses risk identification, assessment, mitigation, monitoring and reporting.

The RMC is assisted by the Risk Management Working Committee (“RMWC”) in overseeing the Group’s risk management activities. During the financial year, the RMC held four (4) quarterly meetings to review the Group’s key risks and ensure that appropriate mitigation measures are in place. The RMWC conducts quarterly risk reviews and presents the detailed risk profiles for the RMC’s review and deliberation. The RMC subsequently reports to and updates the Board on the key risks identified and the corresponding management actions for the Board’s consideration.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONTINUED)

RISK MANAGEMENT (CONTINUED)

In FY2025, the Group continued to face several principal risks, including increased competition in the business environment, volatility in raw material costs arising from geopolitical instability, and uncertainty in the global economic landscape. Notwithstanding the decline in sales, the Group maintained profitability through effective risk management measures implemented by management.

Key mitigation measures undertaken during the year included:

- Close monitoring of market conditions, including commodity price fluctuations, foreign exchange movements, customers' ordering patterns, regional demand recovery trends, and competitive pressures, particularly from China;
- Optimising working capital and cost structures through prudent inventory management, control of raw material costs, protection of profit margins, and ensuring timely fulfilment of sales orders;
- Enhancing operational efficiency through economies of scale, cost optimisation initiatives, and continuous efforts to improve productivity while maintaining the quality of the Group's products;
- Offering dynamic prices alongside continued enhancement of customer service quality; and
- Expanding product portfolios and market development initiatives, including the introduction of additional caramel variants within existing categories, as well as the exploration of new markets and customer segments.

INTERNAL CONTROLS AND MANAGEMENT OVERSIGHT

In addition to the Board's risk management oversight governance mechanisms, the Group has implemented the following frameworks, measures, and procedures to ensure risks are detected and managed in a timely and effective manner:

- i. A clearly defined organisational structure with established lines of responsibility, hierarchical reporting, and documented limits of authority and approval to facilitate effective delegation of authority across Senior Management and the Heads of Department;
- ii. Annual group budget detailing the estimation of revenue and expenditures of the Group, which is used as a benchmark to monitor the financial performance of the operations;
- iii. The adoption, certification and continuous compliance with internationally recognised food safety and quality standards, including Food Safety System 22000, Halal, Kosher, and HACCP, to ensure the highest standards of food safety and quality management;
- iv. Insurance coverage to mitigate financial risks and safeguard the Group's assets against fire, perils, consequential losses, burglary, public liability, product liability, contamination, and employee dishonesty; and
- v. Implementation of the Anti-Bribery and Corruption Policy, Code of Conduct and Ethics, and Whistleblowing Policy and the provision of refresher training on the subject matters to uphold and reinforce the ethical business practices and compliance.

In addition, during the financial year, regular management meetings were held to review operational performance, food safety compliance, credit risk management and sales activities. These included quarterly Food Safety Team meetings to monitor key production and food safety indicators; Credit Control Committee meetings to review collection status, credit exposure, and receivables ageing; and Sales Meetings to assess sales performance, customer developments, market opportunities, and pricing strategies.

INTERNAL AUDIT FUNCTION

The Group has outsourced its internal audit function to IA Essential Sdn Bhd, whose work is conducted with reference to the International Professional Practice Framework of the Institute of Internal Auditors. The AC reviews internal audit reports by evaluating the impact of findings and management's responses, and periodically assesses the internal auditor's performance based on service quality, resource adequacy, independence, objectivity, and professional scepticism. For FYE 2025, there were no conflicts of interest affecting the auditor's independence. The function is led by Mr Chong Kian Soon and supported by a qualified audit team. The AC, having conducted an evaluation in February 2026, expressed satisfaction with the internal auditor's performance and the quality of work. Further details of the Internal Audit Function are reported in Practices 11.1 and 11.2 of the Corporate Governance Report.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL (CONTINUED)

SUSTAINABILITY REPORTING

The 2025 SORMIC Guide also references the IFRS S1 and S2 disclosure requirements, particularly the four-pillar structure of Governance, Strategy, Risk Management, and Metrics & Targets, which originally formed the foundation of the Task Force on Climate-related Financial Disclosures (TCFD).

The Group has addressed these disclosures in detail in the Sustainability Statement on pages 16 to 58, among other topics, including board oversight, stakeholder engagement, identification of material matters, sustainability- and climate-related risks and opportunities, performance metrics, and internal assurance.

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In accordance with the SORMIC Guide, Management is responsible for identifying risks, implementing and maintaining sound systems of risk management and internal control, and monitoring and reporting to the Board the significant control deficiencies and changes in risks that could significantly affect the Group's achievement of its objectives and performance.

The Board has received assurance from the Managing Director and Group Financial Controller that, to the best of their knowledge, the Group's risk management and internal control systems are operating adequately and effectively in all material aspects.

BOARD ASSURANCE AND LIMITATION

The Board is of the opinion that the Group's existing risk management and internal control systems are sound and sufficient in all material aspects. The Board and the Management will continuously assess the adequacy of the Group's risk management and internal control systems to meet the rapidly changing business environment. The Board did not note any significant control weaknesses for the financial year under review. The Group has no joint ventures or associates which shall be included in the SORMIC disclosure.

Nonetheless, the Board wishes to reiterate that, due to the limitations inherent in any internal control and risk management systems, such systems can only manage and mitigate risk within tolerable levels, rather than eliminating every possible risk the Group encounters. Therefore, these systems can only provide reasonable assurance, not absolute assurance, against the possibility of material error, misstatement, fraud, or loss.

REVIEW OF THIS STATEMENT BY EXTERNAL AUDITORS

The External Auditors have reviewed this SORMIC pursuant to the scope set out in the Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the Annual Report of the Group for the year ended 31 December 2025, and reported to the Board that nothing has come to their attention that caused them to believe that the statement intended to be included in the Annual Report of the Group, in all material respects:

- a. has not been prepared in accordance with the disclosures required by Section 7 of the SORMIC Guide 2025, or
- b. is factually inaccurate.

AAPG 3 does not require the External Auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system, including the assessment and opinion by the Board of Directors and Management thereon. The Auditors are also not required to consider whether the processes described to address material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy those problems.

This Statement is made with the approval of the Board.

AUDIT COMMITTEE REPORT

COMPOSITION AND ATTENDANCE

The Audit Committee (“AC”) of the Company comprises three (3) members who are all Independent Non-Executive Directors:

Chairman

Jamel Bin Ibrahim

Independent Non-Executive Director

Members

Dato’ Shamesh a/l Jeevaretnam

Independent Non-Executive Director

Karmjit Kaur a/p Sarban Singh

Independent Non-Executive Director

Mr Jamel Bin Ibrahim, the Chairman of the AC, is a member of the Malaysian Institute of Accountants. Thus, Paragraph 15.09(1)(c)(i) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Listing Requirements”)(“Bursa Securities”) has complied.

A total of four (4) meetings were held during the financial year ended 31 December 2025 (“FYE 2025”). The record of attendance of each member at the AC Meetings held during the FYE 2025 is as follows:

Name of AC Members	Number of AC Meetings Attended
Jamel Bin Ibrahim	4/4
Dato’ Shamesh a/l Jeevaretnam	4/4
Karmjit Kaur a/p Sarban Singh	4/4

Upon invitation by the AC, the Directors, Group Financial Controller, Internal Auditors, External Auditors and senior management attended the meetings as and where required. The meetings were appropriately structured through the use of agendas, which were distributed to members with sufficient notification.

TERMS OF REFERENCE (“TOR”)

The latest TOR of the AC is available for reference at the Company’s website, www.three-a.com.my.

SUMMARY OF ACTIVITIES IN 2025

In line with the TOR of the AC, the following activities were carried out by the AC for the FYE 2025 under review in accordance with its functions and duties:

- At the meeting held in February 2025, the AC:
 - Reviewed the Audit Completion Report in respect of the audit of the Company and the Group for the financial year ended 31 December 2024 from External Auditors.
 - Conducted a private session with BDO without the presence of the Executive Directors and Management.
 - Assessed the independence and suitability of external auditors and being satisfied with the performance of the External Auditors, recommended the re-appointment of BDO to the Board for further recommendation to the shareholders for approval at the Twenty-Third Annual General Meeting.
 - Deliberated the Risk Management Committee Report.
 - Reviewed the adequacy of the scope, functions, competency and resources of the outsourced Internal Auditors of the Company and was satisfied with their performance and resources.

AUDIT COMMITTEE REPORT (CONTINUED)

SUMMARY OF ACTIVITIES IN 2025 (CONTINUED)

2. At the meeting held in November 2025, the AC reviewed and deliberated the following:
 - Audit Planning Memorandum (“APM”) for the FYE 2025 as prepared by BDO in relation to statutory and non-audit services. In the APM, BDO gave assurance that they had complied with the independence requirement and further described BDO’s engagement and reporting responsibilities, audit scope, and approach to the statutory audit for FYE 2025. The non-audit services of BDO and its affiliate firm involve the annual review of the SORMIC as well as tax compliance services for the Group.
 - Report from the Risk Management Committee.
 - Assessed the solvency of the Company and recommended the payment of third interim dividend for the FYE 2025 to the Board for consideration.
 - Reviewed the proposed audit fees of BDO and recommended the same to the Board for consideration.
3. On financial reporting, the AC reviewed every quarterly financial report during the AC meetings and subsequently recommended the reports to the Board for approval. The reviews of quarterly reports were conducted in Feb 2025, May 2025, August 2025 and November 2025 respectively. The AC also reviewed the audited financial statements and recommended to the Board for approval.
4. The AC also reviewed and discussed the recommendations from the Credit Control Committee on matters in relation to the proposed reversal of impairment of trade receivables or any other matters relating thereto.
5. At the meetings held in May 2025 and August 2025, the AC assessed the solvency of the Company and recommended the payment of first and second interim dividends respectively for the FYE 2025 to the Board for consideration.
6. The AC reviewed and discussed the Internal Audit Reports of the Group that were prepared and presented by the Internal Auditors every quarter. The AC reviewed the findings of Internal Audit Reports and discussed the management actions and updates on follow-up matters with the Internal Auditors as and when required.
7. The AC reviewed the recurrent related party transactions of a revenue nature within the Group and provided an opinion on whether they are fair and reasonable and not detrimental to the interest of the minority shareholders of the Company every quarter.
8. The AC also reviewed any conflict of interest situation that arose, persist or may arise together with the measures taken to resolve, eliminate or mitigate such conflicts, if any.

INTERNAL AUDIT FUNCTION

Paragraph 15.27 of Listing Requirements of Bursa Securities provides that a listed issuer must establish an internal audit function independent of the activities it audits and ensure it reports directly to the AC.

The Company has outsourced its internal audit function to an internal audit consulting firm. The primary responsibility of this internal audit function is to assist the Board and the AC in reviewing and assessing the management systems of internal control and to provide recommendations to strengthen these internal control procedures.

The internal audit function is led by a director who is assisted by a manager and audit executives assist. The director in charge is Mr Chong Kian Soon, a member of Chartered Accountants Australia and New Zealand, the Malaysian Institute of Certified Public Accountants and the Institute of Internal Auditors Malaysia, and the team members are accounting graduates.

The Internal Auditors have carried out their work with reference to the principles of the International Professional Practice Framework (“IPPF”) of the Institute of Internal Auditors (“IIA”). These principles include the audit planning, execution, documentation, communication of findings and consultation with key stakeholders.

An Internal Audit Plan will be proposed and presented to the AC for deliberation and approval before internal audit reviews are carried out. The Internal Audit Plan is developed in consultation with management and the AC, and after considering the significant risk factors identified by the Risk Management Working Group, changes in the compliance landscape and requirements, the audit emphasis of the External Auditor, the audit universe in the Group and past internal audit findings. Subsequent changes to the approved Internal Audit Plan will be discussed with the AC, and its approval will be obtained prior to the commencement of the audit.

AUDIT COMMITTEE REPORT (CONTINUED)

INTERNAL AUDIT FUNCTION (CONTINUED)

The Internal Auditors report and present the Internal Audit reports to the AC periodically. These reports contained the conclusion of control status, an overview of management performance, audit findings, management actions for improvement and target completion dates. In addition, internal auditors conduct follow-up audits to ascertain the status of management actions.

The costs incurred for the Internal Audit function in respect of the FYE 2025 was about RM104,000.

During the FYE 2025, the Internal Auditors attended four (4) AC meetings. The summary of work conducted and reported by the Internal Auditors in the current financial year is as follows:

- Conducted follow-up audit to ascertain the status of management actions;
- Assessed the adequacy and effectiveness of management control procedures and SOP compliance in the HR Functions, Maltodextrin Plants and Caramel Plants;
- Reviewed recurrent related party transactions; and
- Reviewed the conduct of the AC in managing COI in accordance with Bursa's Main Market Listing Requirements and Issuers Communication Guidance on Conflict of Interest.

The AC and the Board are satisfied with the Internal Auditor's performance. They are interested in greater independence and continuity in the Internal Audit function and have decided to continue outsourcing the Internal Audit Function of the Group.

ADDITIONAL COMPLIANCE INFORMATION

The information set out below is disclosed in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad (“Bursa Securities”).

1. Audit and Non-Audit Fees

The amount of audit fees and non-audit fees paid or payable to the Company’s External Auditors and a firm affiliated to the External Auditors’ by the Company and Group for the financial year ended 31 December 2025 are as follows:

	Group (RM'000)	Company (RM'000)
Audit Fees	158	60
Non-Audit Fees	57	30
Total	215	90

2. Material Contracts

There were no material contracts entered into by the Company or its subsidiaries which involve Directors’ and major shareholders’ interest either still subsisting at the end of the financial year ended 31 December 2025 or entered into since the end of the previous financial year that have been entered by the Company or its subsidiary involving the interests of the Directors and major shareholders.

3. Utilisation of Proceeds

There were no proceeds raised by the Company from any corporate proposal during the financial year ended 31 December 2025.

4. Recurrent Related Party transactions of a Revenue or trading Nature (“RRPT”)

The Company did not seek any mandate from its shareholders pertaining to recurrent related party transactions of revenue or trading nature during the financial year ended 31 December 2025.

5. Employee share scheme

The Company did not establish any employee share scheme and does not have any subsisting employee share scheme during the financial year ended 31 December 2025.

6. Disclosure of Financial Data for Shariah Screening

Pursuant to Paragraph 9.25A of the MAIN Market Listing Requirements, below are the financial data that are relevant for purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group’s business activities and interest-based financial position.

(A) Group Total Income and Total Assets

	Remarks	Group	
		2025 (RM)	2024 (RM)
Total Income			
Revenue		511,038,797	557,115,869
Interest income		3,558,886	2,087,035
Other income		449,614	3,150,278
Total		515,047,297	562,353,182
Total Assets		547,464,787	535,260,095

ADDITIONAL COMPLIANCE INFORMATION (CONTINUED)

6. Disclosure of Financial Data for Shariah Screening (continued)

(B) Business Activities

Shariah Non-Compliant Activities	Remarks	Group	
		2025 (RM)	2024 (RM)
Interest income	Conventional	3,455,615	2,087,035
Insurance income	Insurance claim	111,599	91,890
Other Shariah non-compliant activities (please specify under the remarks column)	Miscellaneous income	338,014	3,058,388
Total		3,905,228	5,237,313

(C) Component of Financial Position

(i) Cash Component

Islamic Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Cash at bank (exclude cash in hand)		23,787	3,807
Deposits with licensed bank		21,000,000	–
Total		21,023,787	3,807

Conventional Account/Instruments	Remarks	Group	
		2025 (RM)	2024 (RM)
Cash at bank (exclude cash in hand)		33,019,264	24,872,250
Deposits with licensed bank		33,056,532	6,000,000
Short-term deposits	Placement in money market deposit	37,340,000	53,340,000
Other cash equivalents (please specify in the remarks column)	Cash in hand	97,345	66,608
Total		103,513,141	84,278,858

ADDITIONAL COMPLIANCE INFORMATION (CONTINUED)

6. Disclosure of Financial Data for Shariah Screening (continued)

(C) Component of Financial Position (continued)

(ii) Debt Component

Islamic Financing	Remarks	Group	
		2025 (RM)	2024 (RM)
Current		N/A	N/A
Non-Current		N/A	N/A
Total		N/A	N/A

Conventional Borrowing	Remarks	Group	
		2025 (RM)	2024 (RM)
Current			
Term loans	Secured	–	1,825,712
Non-Current			
Term loans	Secured	–	1,448,672
Total		–	3,274,384

FINANCIAL STATEMENTS

- 83 Directors' Report
- 88 Statement By Directors
- 88 Statutory Declaration
- 89 Independent Auditors' Report
- 92 Statements of Financial Position
- 93 Statements of Profit or Loss and Other Comprehensive Income
- 94 Consolidated Statement of Changes in Equity
- 95 Statement of Changes In Equity
- 96 Statements of Cash Flows
- 98 Notes to The Financial Statements



DIRECTORS' REPORT

DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are primarily involved in manufacturing and sale of food and beverages ingredients and investment holding. Further details of the subsidiaries are disclosed in Note 7 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

RESULTS

	Group RM'000	Company RM'000
Profit for the financial year, attributable to owners of the parent	42,278	17,161

DIVIDENDS

Dividends paid, declared or proposed since the end of the previous financial year were as follows:

	RM'000
In respect of financial year ended 31 December 2025:	
First interim single tier dividend of 1.0 sen per ordinary share, paid on 26 June 2025	4,860
Second interim single tier dividend of 1.2 sen per ordinary share, paid on 19 September 2025	5,832
Third interim single tier dividend of 1.6 sen per ordinary share, paid on 31 December 2025	7,776
	18,468

The Directors do not recommend any payment of final dividend for the financial year ended 31 December 2025.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year.

ISSUE OF SHARES AND DEBENTURES

The Company did not issue any new shares or debentures during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

DIRECTORS' REPORT (CONTINUED)

REPURCHASE OF OWN SHARES

At the Annual General Meeting held on 4 June 2025, the shareholders of the Company by an ordinary resolution renewed the mandate given to the Company to repurchase up to 10% of existing issued and paid-up share capital of the Company.

The Company did not repurchase any of its issued ordinary shares during the current financial year.

As at 31 December 2025, a total of 6,000,000 issued and fully paid ordinary shares at a total cost of RM4,641,380 were held as treasury shares by the Company. The number of ordinary shares as at 31 December 2025 net of treasury shares was 486,000,010.

The details of the treasury shares are set out in Note 11 to the financial statements.

DIRECTORS

The Directors who have held office during the financial year and up to the date of this report are as follows:

Dato' Jagjit Singh a/l Bant Singh*
 Fang Siew Ping*
 Liew Kuo Shin
 Kee Thuan Chai
 Dato' Shamesh a/l Jeevaretnam
 Karmjit Kaur a/p Sarban Singh
 Jamel Bin Ibrahim
 Tan Soon Hoe
 Fong Chu King @ Tong Chu King (Resigned on 30 June 2025)

* These Directors of the Company are also the Directors of certain subsidiaries of the Company.

DIRECTORS' INTERESTS

The Director holding office at the end of the financial year and their beneficial interests in ordinary shares of the Company and of its related corporations during the financial year ended 31 December 2025 as recorded in the Register of Directors' Shareholdings kept by the Company under Section 59(3) of the Companies Act 2016 in Malaysia were as follows:

	Number of ordinary shares			Balance as at 31.12.2025
	Balance as at 1.1.2025	Bought	Sold	
	Direct interest:			
Liew Kuo Shin	125,000	-	-	125,000

None of the other Directors holding office at the end of the financial year held any interest in the ordinary shares of the Company and of its related corporations during the financial year.

DIRECTORS' REPORT (CONTINUED)

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received or become entitled to receive any benefit (other than those benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the financial statements) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than the following:

- (a) certain Directors who may be deemed to derive benefits by virtue of trade transactions entered into in the ordinary course of business with companies in which certain Directors have substantial financial interests; and
- (b) certain Directors who received remuneration from a subsidiary as Directors of the subsidiary.

The details of the above transactions are disclosed in Note 25 to the financial statements.

There were no arrangements during and at the end of the financial year, to which the Company is a party, which had the object of enabling the Directors to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

DIRECTORS' REMUNERATION

The details of the Directors' remuneration for the current financial year of the Group and of the Company are as follows:

	Group RM'000	Company RM'000
Executive Directors' remuneration:		
- Salaries and other emoluments	3,185	-
Non-Executive Directors' remuneration:		
- Fees	538	460
Total	3,723	460

INDEMNITY AND INSURANCE FOR OFFICERS, DIRECTORS AND AUDITORS

The Group and the Company effected Directors' and officers' liability insurance during the financial year to protect the Directors and the officers of the Group and of the Company against potential costs and liabilities arising from claims brought against the Directors and officers. The insurance premium paid by the Group during the financial year amounted to RM21,505.

There were no indemnity given to or insurance effected for the auditors of the Group and of the Company during the financial year.

DIRECTORS' REPORT (CONTINUED)

OTHER STATUTORY INFORMATION REGARDING THE GROUP AND THE COMPANY

(I) AS AT THE END OF THE FINANCIAL YEAR

- (a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and had satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
 - (ii) to ensure that any current assets other than debts, which were unlikely to realise their book values in the ordinary course of business have been written down to their estimated realisable values.
- (b) In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

(II) FROM THE END OF THE FINANCIAL YEAR TO THE DATE OF THIS REPORT

- (c) The Directors are not aware of any circumstances:
 - (i) which would render the amounts written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Company inadequate to any material extent;
 - (ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; and
 - (iii) which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) In the opinion of the Directors:
 - (i) there has not arisen any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made; and
 - (ii) no contingent or other liability has become enforceable, or is likely to become enforceable, within the period of twelve (12) months after the end of the financial year which would or may affect the ability of the Group or of the Company to meet their obligations as and when they fall due.

(III) AS AT THE DATE OF THIS REPORT

- (e) There are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liabilities of any other person.
- (f) There are no contingent liabilities of the Group and of the Company which have arisen since the end of the financial year.
- (g) The Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements of the Group and of the Company misleading.

**DIRECTORS' REPORT
(CONTINUED)****AUDITORS**

The auditors, BDO PLT (201906000013 (LLP0018825-LCA) & AF 0206), have expressed their willingness to continue in office.

Auditors' remuneration of the Group and of the Company for the financial year ended 31 December 2025 were as follows:

	Group RM'000	Company RM'000
Statutory audit	158	60
Other services	8	8
	166	68

Signed on behalf of the Board of Directors ("Board") in accordance with a resolution of the Directors.

Fang Siew Ping
Director

Kuala Lumpur
6 April 2026

Dato' Jagjit Singh a/l Bant Singh
Director

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on pages 92 to 123 have been drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

On behalf of the Board,

Fang Siew Ping

Director

Kuala Lumpur

6 April 2026

Dato' Jagjit Singh a/l Bant Singh

Director

STATUTORY DECLARATION

I, Fong Peng Fai (CA 23408), being the officer primarily responsible for the financial management of Three-A Resources Berhad, do solemnly and sincerely declare that the financial statements set out on pages 92 to 123 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by)
 the abovenamed at)
 Kuala Lumpur, this)
 6 April 2026)

Fong Peng Fai

Before me:

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THREE-A RESOURCES BERHAD (INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Three-A Resources Berhad, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended and notes to the financial statements, including material accounting policy information, as set out on pages 92 to 123.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Recoverability of trade receivables

As at 31 December 2025, trade receivables of the Group, net of impairment losses, amounted to RM103,508,000. The details of trade receivables and their credit risk have been disclosed in Note 9 to the financial statements.

We determine this to be a key audit matter because it requires management to exercise significant judgements in determining the probability of default by trade receivables and appropriate forward-looking information.

Audit response

Our audit procedures included the following:

- (a) Recomputed the probability of default using historical data and forward-looking information adjustment applied by the Group;
- (b) Recomputed the correlation coefficient between the macroeconomic factors used by the Group and historical credit losses to determine the appropriateness of the forward-looking information used by the Group; and
- (c) Inquiries of management to assess the rationale underlying the relationship between the forward-looking information and expected credit losses.

We have determined that there are no key audit matters to communicate in our report in respect of the audit of the financial statements of the Company.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THREE-A RESOURCES BERHAD (INCORPORATED IN MALAYSIA) (CONTINUED)

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the ability of the Group and of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control of the Group and of the Company.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THREE-A RESOURCES BERHAD (INCORPORATED IN MALAYSIA) (CONTINUED)

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also (continued):

- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

BDO PLT

201906000013 (LLP0018825-LCA) & AF 0206
Chartered Accountants

Kuala Lumpur
6 April 2026

Koo Swee Lin

03281/08/2026 J
Chartered Accountant

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	5	181,134	176,947	-	-
Right-of-use assets	6	61,916	63,968	-	-
Investments in subsidiaries	7	-	-	163,382	163,382
		243,050	240,915	163,382	163,382
Current assets					
Inventories	8	71,469	94,066	-	-
Trade and other receivables	9	108,408	115,982	-	-
Current tax assets		-	15	-	15
Cash and cash equivalents	10	124,536	84,283	2,757	4,045
		304,413	294,346	2,757	4,060
TOTAL ASSETS		547,463	535,261	166,139	167,442
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital	11	149,087	149,087	149,087	149,087
Treasury shares	11	(4,641)	(4,641)	(4,641)	(4,641)
Reserves	12	357,223	333,413	21,183	22,490
TOTAL EQUITY		501,669	477,859	165,629	166,936
LIABILITIES					
Non-current liabilities					
Borrowings	14	-	1,449	-	-
Deferred tax liabilities	13	17,004	18,605	-	-
		17,004	20,054	-	-
Current liabilities					
Trade and other payables	15	23,298	29,610	509	506
Borrowings	14	-	1,826	-	-
Current tax liabilities		5,492	5,912	1	-
		28,790	37,348	510	506
TOTAL LIABILITIES		45,794	57,402	510	506
TOTAL EQUITY AND LIABILITIES		547,463	535,261	166,139	167,442

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	17	511,039	557,116	18,000	19,500
Cost of sales		(404,259)	(454,377)	–	–
Gross profit		106,780	102,739	18,000	19,500
Other income	18	4,008	5,237	42	25
Administrative expenses	19	(44,355)	(42,183)	(873)	(874)
Other operating expenses	19	(10,180)	(8,667)	–	–
Profit from operations		56,253	57,126	17,169	18,651
Finance costs	20	(135)	(193)	–	–
Profit before tax		56,118	56,933	17,169	18,651
Tax expense	21	(13,840)	(13,484)	(8)	(7)
Profit for the financial year		42,278	43,449	17,161	18,644
Other comprehensive income, net of tax		–	–	–	–
Total comprehensive income		42,278	43,449	17,161	18,644
Profit attributable to owners of the parent		42,278	43,449	17,161	18,644
Total comprehensive income attributable to owners of the parent		42,278	43,449	17,161	18,644
Earnings per share attributable to equity holders of the parent (sen):					
Basic and diluted	22	8.7	8.9		

The accompanying notes form an integral part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Group	Note	Share capital (Note 11) RM'000	Treasury shares (Note 11) RM'000	Distributable Retained earnings RM'000	Total equity RM'000
Balance as at 1 January 2024		149,087	(2,151)	303,656	450,592
Profit for the financial year		-	-	43,449	43,449
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	43,449	43,449
Transactions with owners					
Dividends paid	23	-	-	(13,692)	(13,692)
Purchase of treasury shares	11(b)	-	(2,490)	-	(2,490)
Total transactions with owners		-	(2,490)	(13,692)	(16,182)
Balance as at 31 December 2024/1 January 2025		149,087	(4,641)	333,413	477,859
Profit for the financial year		-	-	42,278	42,278
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	42,278	42,278
Transactions with owners					
Dividends paid	23	-	-	(18,468)	(18,468)
Total transactions with owners		-	-	(18,468)	(18,468)
Balance as at 31 December 2025		149,087	(4,641)	357,223	501,669

The accompanying notes form an integral part of the financial statements.

STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Company	Note	Share capital (Note 11) RM'000	Treasury shares (Note 11) RM'000	Distributable Retained earnings RM'000	Total equity RM'000
Balance as at 1 January 2024		149,087	(2,151)	17,538	164,474
Profit for the financial year		-	-	18,644	18,644
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	18,644	18,644
Transactions with owners					
Dividends paid	23	-	-	(13,692)	(13,692)
Purchase of treasury shares	11(b)	-	(2,490)	-	(2,490)
Total transactions with owners		-	(2,490)	(13,692)	(16,182)
Balance as at 31 December 2024/ 1 January 2025		149,087	(4,641)	22,490	166,936
Profit for the financial year		-	-	17,161	17,161
Other comprehensive income, net of tax		-	-	-	-
Total comprehensive income		-	-	17,161	17,161
Transactions with owners					
Dividends paid	23	-	-	(18,468)	(18,468)
Total transactions with owners		-	-	(18,468)	(18,468)
Balance as at 31 December 2025		149,087	(4,641)	21,183	165,629

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit before tax		56,118	56,933	17,169	18,651
Adjustments for:					
Depreciation of property, plant and equipment	5	12,235	11,837	-	-
Depreciation of right-of-use assets	6	2,052	2,053	-	-
Bad debts written off	19	13	-	-	-
Dividend income from a subsidiary	17	-	-	(18,000)	(19,500)
Interest expense	20	135	193	-	-
Interest income	18	(3,559)	(2,087)	(42)	(25)
Gain on disposal of property, plant and equipment	18	(24)	(27)	-	-
Property, plant and equipment written off	19	606	8	-	-
Reversal of impairment losses on trade receivables	9(e), 18	(17)	-	-	-
Unrealised loss/(gain) in foreign exchange	19, 18	1,519	(1,614)	-	-
Operating profit/(loss) before changes in working capital		69,078	67,296	(873)	(874)
Changes in working capital:					
Inventories		22,597	(14,103)	-	-
Trade and other receivables		6,324	15,361	-	-
Trade and other payables		(6,494)	4,110	3	54
Cash generated from/(used in) operations		91,505	72,664	(870)	(820)
Tax refunded		14	-	14	-
Tax paid		(15,860)	(14,809)	(6)	(5)
Net cash from/(used in) operating activities		75,659	57,855	(862)	(825)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(CONTINUED)

	Note	Group		Company	
		2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
CASH FLOWS FROM INVESTING ACTIVITIES					
Dividend received from a subsidiary	17	–	–	18,000	19,500
Interest received	18	3,559	2,087	42	25
Proceeds from disposal of property, plant and equipment		32	150	–	–
Placements of deposits with maturity period more than three (3) months		(22,000)	(4,340)	–	–
Purchase of property, plant and equipment	5(b)	(16,921)	(11,648)	–	–
Purchase of right-of-use assets	6	–	(16)	–	–
Net cash (used in)/from investing activities		(35,330)	(13,767)	18,042	19,525
CASH FLOWS FROM FINANCING ACTIVITIES					
Dividends paid	23	(18,468)	(13,692)	(18,468)	(13,692)
Interest paid		(135)	(193)	–	–
Repayments of term loans	14(i)	(3,275)	(1,621)	–	–
Repurchase of treasury shares of the Company	11(b)	–	(2,490)	–	(2,490)
Net cash used in financing activities		(21,878)	(17,996)	(18,468)	(16,182)
Net increase/(decrease) in cash and cash equivalents		18,451	26,092	(1,288)	2,518
Effect of exchange rate changes on cash and cash equivalents		(198)	155	–	–
Cash and cash equivalents at beginning of financial year		79,943	53,696	4,045	1,527
Cash and cash equivalents at end of financial year	10	98,196	79,943	2,757	4,045

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

1. CORPORATE INFORMATION

Three-A Resources Berhad (“the Company”) is a public limited liability company, incorporated and domiciled in Malaysia, and listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company is located at AL 308, Lot 590 & Lot 4196, Jalan Industri, U19, Kampung Baru Sungai Buloh, 40160 Shah Alam, Selangor Darul Ehsan.

The consolidated financial statements for the financial year ended 31 December 2025 comprise the Company and its subsidiaries. These financial statements are presented in Ringgit Malaysia (“RM”), which is also the functional currency of the Company. All financial information presented in RM has been rounded to the nearest thousand, unless otherwise stated.

The financial statements were authorised for issue in accordance with a resolution by the Board of Directors on 6 April 2026.

2. PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding. The principal activities of the subsidiaries are primarily involved in manufacturing and sale of food and beverages ingredients and investment holding. Further details of the subsidiaries are disclosed in Note 7 to the financial statements. There have been no significant changes in the nature of these activities during the financial year.

3. BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRSs”), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The accounting policies adopted are consistent with those of the previous financial year except for the effects of adoption of Amendments to MFRS during the financial year. The Amendments to MFRS adopted during the financial year is disclosed in Note 27.1 to the financial statements.

The financial statements of the Group and of the Company have been prepared under the historical cost convention except as otherwise stated in the financial statements.

4. OPERATING SEGMENTS

Segmental information

Segment analysis has not been prepared as the business of the Group is focused only in manufacturing and sale of food and beverage ingredients.

The Group does not have any non-current assets that are located in countries other than Malaysia.

The Board of Directors review the business performance of the Group as a whole and management monitors the operating results of its business for the purpose of making decisions on resources allocation and performance assessment.

Geographical information

For the purpose of disclosing geographical information, revenue is based on the geographical location of customers from which the sales transactions originated. The customers are based in Malaysia, Singapore, and other foreign countries.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

4. OPERATING SEGMENTS (CONTINUED)

	Group	
	2025 RM'000	2024 RM'000
Revenue:		
Malaysia	273,030	300,152
Singapore	49,546	59,747
Other foreign countries	188,463	197,217
	511,039	557,116

Major customers

There are no major customers with revenue equal or more than ten percent (10%) of the Group's revenue. As such, information on major customers is not presented.

5. PROPERTY, PLANT AND EQUIPMENT

Group 2025	Factory and office buildings RM'000	Plant and machinery, tools and implements RM'000	Furniture and fittings and equipment RM'000	Renovations and electrical installations RM'000	Motor vehicles RM'000	Construction- in-progress RM'000	Total RM'000
Cost							
As at 1 January 2025	99,474	171,651	10,838	14,661	17,925	4,675	319,224
Additions	1,114	3,773	428	1,028	460	10,233	17,036
Transfers	-	1,513	-	-	-	(1,513)	-
Disposals	-	-	-	-	(426)	-	(426)
Written off	(351)	-	(54)	(33)	(374)	-	(812)
As at 31 December 2025	100,237	176,937	11,212	15,656	17,585	13,395	335,022
Accumulated depreciation							
As at 1 January 2025	21,501	96,496	6,581	6,395	11,304	-	142,277
Charges for the financial year	1,999	7,229	652	1,245	1,110	-	12,235
Disposals	-	-	-	-	(418)	-	(418)
Written off	(100)	-	(43)	(33)	(30)	-	(206)
As at 31 December 2025	23,400	103,725	7,190	7,607	11,966	-	153,888
Carrying amount							
As at 31 December 2025	76,837	73,212	4,022	8,049	5,619	13,395	181,134

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group 2024	Factory and office buildings RM'000	Plant and machinery, tools and implements RM'000	Furniture and fittings and equipment RM'000	Renovations and electrical installations RM'000	Motor vehicles RM'000	Construction- in-progress RM'000	Total RM'000
Cost							
As at 1 January 2024	92,684	169,528	9,827	12,364	17,810	4,397	306,610
Additions	4,879	2,059	1,066	2,297	284	2,259	12,844
Transfers	1,911	70	–	–	–	(1,981)	–
Disposals	–	–	–	–	(169)	–	(169)
Written off	–	(6)	(55)	–	–	–	(61)
As at 31 December 2024	99,474	171,651	10,838	14,661	17,925	4,675	319,224
Accumulated depreciation							
As at 1 January 2024	19,584	89,297	6,063	5,346	10,249	–	130,539
Charges for the financial year	1,917	7,203	567	1,049	1,101	–	11,837
Disposals	–	–	–	–	(46)	–	(46)
Written off	–	(4)	(49)	–	–	–	(53)
As at 31 December 2024	21,501	96,496	6,581	6,395	11,304	–	142,277
Carrying amount							
As at 31 December 2024	77,973	75,155	4,257	8,266	6,621	4,675	176,947

Company	Furniture and fittings	
	2025 RM'000	2024 RM'000
Cost		
At 1 January/31 December	5	5
Accumulated depreciation		
At 1 January/31 December	(5)	(5)
Carrying amount		
At 31 December	–	–

- (a) All items of property, plant and equipment are initially measured at cost. After initial recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write down the cost of the assets to their residual values on a straight-line basis over their estimated useful lives. The estimated useful lives represent common life expectancies applied in the manufacturing industry within which the Group operates.

Factory and office buildings	50 years
Plant and machinery, tools and implements	10 to 20 years
Furniture and fittings and equipment	10 years
Renovations and electrical installations	10 years
Motor vehicles	7 to 15 years

Construction-in-progress represents factory and plant and machinery under construction and is stated at cost. Construction-in-progress is not depreciated until such time when the asset is available for use.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

5. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

- (b) During the financial year, the Group made the following cash payments to purchase property, plant and equipment:

	Group	
	2025 RM'000	2024 RM'000
Purchase of property, plant and equipment	17,036	12,844
Financed by credit purchase (Note 15(c))	(115)	(1,196)
Cash payments on purchase of property, plant and equipment	16,921	11,648

- (c) As at the end of the current financial year, certain factories and office buildings of the Group with a total carrying amount of RM6,834,000 (2024: RM6,980,000) have been charged to a licensed bank for credit facilities granted to the Group, which were not utilised as at the end of the reporting period.

6. RIGHT-OF-USE ASSETS

Group	Balance as at 1.1.2025 RM'000	Depreciation RM'000	Balance as at 31.12.2025 RM'000
	Carrying amount		
Long-term leasehold land	55,789	(872)	54,917
Short-term leasehold land	8,179	(1,180)	6,999
	63,968	(2,052)	61,916

Group	Balance as at 1.1.2024 RM'000	Additions RM'000	Depreciation RM'000	Balance as at 31.12.2024 RM'000
	Carrying amount			
Long-term leasehold land	56,662	-	(873)	55,789
Short-term leasehold land	9,343	16	(1,180)	8,179
	66,005	16	(2,053)	63,968

- (a) The right-of-use assets are initially measured at cost, which comprise the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date of the leases.

After initial recognition, right-of-use assets are stated at cost less accumulated depreciation and any accumulated impairment losses, and adjusted for any re-measurement of the lease liabilities.

The right-of-use assets are depreciated on the straight-line basis over the earlier of the estimated useful lives of the right-of-use assets or the end of the lease term. The lease terms of right-of-use assets are as follows:

Long-term leasehold land	60 to 99 years
Short-term leasehold land	60 years

- (b) As at the end of the reporting period, certain leasehold land with a carrying amount of RM890,000 (2024: RM903,000) were charged as securities for bank facilities granted to the Group, which were not utilised as at the end of the reporting period.
- (c) In the previous financial year, certain leasehold land with carrying amount of RM15,061,000 were charged as securities for bank facilities granted to the Group as disclosed in Note 14 (c) to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

6. RIGHT-OF-USE ASSETS (CONTINUED)

(d) The following are the amounts recognised in profit or loss:

	Group	
	2025 RM'000	2024 RM'000
Depreciation charge of right-of-use assets (included in administrative expenses)	2,052	2,053
Expense relating to short-term leases (included in administrative expenses)	647	813
	2,699	2,866

7. INVESTMENTS IN SUBSIDIARIES

	Company	
	2025 RM'000	2024 RM'000
Unquoted shares - at cost	189,923	189,923
Less: Impairment losses	(26,541)	(26,541)
	163,382	163,382

(a) Investments in subsidiaries are stated in the separate financial statements of the Company at cost less impairment losses.

(b) Details of the subsidiaries are as follows:

Name of companies	Country of incorporation/ Principal place of business	Effective interest in equity		Principal activities
		2025 %	2024 %	
San Soon Seng Food Industries Sdn. Bhd.	Malaysia	100	100	Manufacturing and sale of food and beverage ingredients
Three-A Food Industries (M) Sdn. Bhd.	Malaysia	100	100	Investment holding

All subsidiaries of the Company are audited by BDO PLT.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

8. INVENTORIES

	Group	
	2025 RM'000	2024 RM'000
At cost		
Raw materials	42,954	62,648
Work-in-progress	6,980	8,252
Packing materials	1,765	1,779
Finished goods	19,770	21,387
	71,469	94,066

- (a) Cost of inventories is determined using the first-in first-out basis and stated at the lower of cost and net realisable value. Cost incurred in bringing the inventories to their present location and condition are accounted for as follows:
- (i) raw materials and packing materials: all purchase costs.
 - (ii) finished goods and work-in-progress: costs of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity.
- (b) During the financial year, inventories of the Group recognised as cost of sales amounted to RM390,409,000 (2024: RM442,066,000).

9. TRADE AND OTHER RECEIVABLES

	Group	
	2025 RM'000	2024 RM'000
Trade receivables		
Third parties	106,241	115,665
Related parties	168	250
	106,409	115,915
Less: Impairment losses - third parties	(2,901)	(2,918)
	103,508	112,997
Other receivables		
Other receivables	1,004	74
Deposits	764	721
	1,768	795
Total receivables	105,276	113,792
Prepayments	3,132	2,190
	108,408	115,982

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (a) Trade receivables are classified as financial assets measured at amortised cost.
- (b) Trade receivables are non-interest bearing and the normal trade credit terms granted by the Group range from 30 to 150 days (2024: 30 to 150 days). They are recognised at their original invoice amounts, which represent their fair values on initial recognition.
- (c) Amounts owing by related parties are due from Seong Chan Sauce & Foodstuff Sdn. Bhd. and Holistic Food Sdn. Bhd., companies in which certain Directors have financial interests. Amounts owing by related parties are non-interest bearing and credit terms range from 60 to 90 days (2024: 60 to 90 days) and 30 to 60 days (2024: 30 to 60 days) respectively.
- (d) Impairment for trade receivables that do not contain a significant financing component are recognised based on the simplified approach by applying the provisional matrix using the flow-rate approach to calculate the lifetime expected credit losses ("ECL").

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group is exposed to credit risk.

The Group considers historical credit loss experience and observable data such as current changes and future forecasts in economic conditions to estimate the amount of expected impairment loss. The methodology and assumptions including any forecasts of future economic conditions are reviewed regularly.

During this process, the probabilities of non-payments by the trade receivables are adjusted by forward-looking information based on macroeconomic factors such as unemployment rate, gross domestic product ("GDP") and inflation rate and multiplied by the amounts of the expected loss arising from defaults to determine the lifetime expected credit losses for the trade receivables. For trade receivables, which are reported net, such impairments are recorded in a separate impairment account with the loss being recognised within the statement of profit or loss and other comprehensive income. On confirmation that the trade receivable would not be collectable, the gross carrying value of the asset would be written off against the associated impairment.

It requires management to exercise significant judgement in determining the probability of default by trade receivables and appropriate forward-looking information.

- (e) Movements in the impairment allowance for trade receivables are as follows:

	Group Lifetime ECL	
	2025 RM'000	2024 RM'000
At the beginning of the year	2,918	2,918
Reversal of impairment losses (Note 18)	(17)	–
At the end of the year	2,901	2,918

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

(f) Lifetime expected credit loss provision for trade receivables are as follows:

Group	Gross carrying amount RM'000	Lifetime ECL RM'000	Net balance RM'000
As at 31 December 2025			
Not past due	103,001	–*	103,001
Past due:			
- 1 to 30 days	481	–*	481
- 61 to 90 days	3	–*	3
- 91 to 120 days	16	–*	16
- more than 120 days	2,908	(2,901)	7
	3,408	(2,901)	507
	106,409	(2,901)	103,508
As at 31 December 2024			
Not past due	112,412	–	112,412
Past due:			
- 1 to 30 days	339	–*	339
- 31 to 60 days	134	–*	134
- 61 to 90 days	112	–*	112
- more than 120 days	2,918	(2,918)	–
	3,503	(2,918)	585
	115,915	(2,918)	112,997

* Amount is negligible.

(g) Impairment for other receivables are recognised based on the general approach within MFRS 9 using the forward-looking expected credit loss model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve-month expected credit losses along with gross interest income are recognised. At the end of the reporting period, the Group assesses whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring over the expected life with the risk of default since initial recognition. For those in which credit risk had increased significantly, lifetime expected credit losses along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime expected credit losses along with interest income on a net basis are recognised.

Lifetime expected credit losses are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month expected credit losses are the portion of expected credit losses that result from default events that are possible within the 12 months after the end of the reporting period. The maximum period considered when estimating expected credit losses is the maximum contractual period over which the Group is exposed to credit risk.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

(g) (continued)

The Group defined significant increase in credit risk based on operating performance of the receivables, changes to contractual terms, payment delays more than 30 days past due in making contractual payments and past due information.

The Group considers a receivable as credit impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

The probability of non-payment by other receivables is adjusted by forward-looking information based on macroeconomic factors such as unemployment rate, gross domestic product ("GDP") and inflation rate and multiplied by the amount of the expected loss arising from default to determine the twelve-month or lifetime expected credit losses for other receivables.

No expected credit loss is recognised arising from other receivables as it is negligible.

(h) Credit risk concentration profile

At the end of each reporting period, the maximum exposure to credit risk of the Group is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Group determines concentrations of credit risk by monitoring the country of its trade receivables on an ongoing basis. The credit risk concentration profile of the trade receivables of the Group at the reporting date are as follows:

	2025		2024	
	RM'000	% of total	RM'000	% of total
By country:				
Malaysia	68,910	67%	66,437	59%
Singapore	12,379	12%	13,756	12%
Other foreign countries	22,219	21%	32,804	29%
	103,508	100%	112,997	100%

At the end of each reporting period, approximately 58% (2024: 51%) of the trade receivables of the Group were due from 10 (2024: 10) major customers.

(i) The currency exposure profiles of trade and other receivables (excluding prepayments) are as follows:

	Group	
	2025 RM'000	2024 RM'000
Ringgit Malaysia	69,754	67,684
Singapore Dollar	1,270	1,899
United States Dollar	34,233	44,209
Other foreign currency	19	–
	105,276	113,792

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

- (j) Sensitivity analysis of RM against foreign currencies at the end of the reporting period, assuming that all other variables remain constant, are as follows:

	Group	
	2025 RM'000	2024 RM'000
Effects of 3% changes to RM against foreign currencies		
Profit after tax		
- United States Dollar	781	1,008
- Singapore Dollar	29	43
Equity		
- United States Dollar	-	-
- Singapore Dollar	-	-

Sensitivity analysis of other foreign currency is not disclosed as it is not material to the Company.

10. CASH AND CASH EQUIVALENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Cash and bank balances	33,140	24,943	2,757	4,045
Fixed deposits with licensed banks	54,056	6,000	-	-
Placements in money market deposits	37,340	53,340	-	-
	124,536	84,283	2,757	4,045
Less:				
Deposits with maturity period more than three (3) months	(26,340)	(4,340)	-	-
Cash and cash equivalents/as reported in statements of cash flows	98,196	79,943	2,757	4,045

- (a) Placements in money market deposits of the Group have maturity periods of 31 to 183 days (2024: 2 to 181 days).
- (b) Fixed deposits with licensed banks of the Group have maturity period of 31 to 365 days (2024: 33 to 182 days).
- (c) The effective interest rates of the placements in money market deposits and fixed deposits with licensed banks as at the end of reporting period are as follows:

	Group		Company	
	2025 %	2024 %	2025 %	2024 %
Placements in money market deposits	3.12 - 3.48	2.95 - 3.80	-	-
Fixed deposits with licensed banks	3.25 - 3.93	3.14 - 3.80	-	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

10. CASH AND CASH EQUIVALENTS (CONTINUED)

- (d) Sensitivity analysis for fixed rate deposits with licensed banks and placements in money market deposits at the end of the reporting period is not presented as they are not affected by changes in interest rates.
- (e) The currency exposure profiles of cash and bank balances are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Ringgit Malaysia	113,689	75,391	2,757	4,045
United States Dollar	10,793	8,870	-	-
Other foreign currencies	54	22	-	-
	124,536	84,283	2,757	4,045

- (f) Sensitivity analysis of RM against foreign currency at the end of the reporting period, assuming that all other variables remain constant, is as follows:

	Group	
	2025 RM'000	2024 RM'000
Effects of 3% changes to RM against foreign currency		
Profit after tax		
- United States Dollar	246	202
Equity		
- United States Dollar	-	-

Sensitivity of other foreign currencies are not disclosed as they are not significant to the Group.

- (g) No expected credit losses were recognised arising from bank balances, fixed deposits with licensed banks and placements in money market deposits because the probability of default by these financial institutions were negligible.

11. SHARE CAPITAL AND TREASURY SHARES

	Group and Company			
	2025		2024	
	Number of shares ('000)	RM'000	Number of shares ('000)	RM'000
Issued and fully paid with no par value				
At beginning/end of financial year	492,000	149,087	492,000	149,087

- (a) The owners of the parent are entitled to receive dividends as and when declared by the Company and are entitled to one (1) vote per ordinary share at meetings of the Company. All ordinary shares rank pari passu with regard to the residual assets of the Company.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

11. SHARE CAPITAL AND TREASURY SHARES (CONTINUED)

(b) Treasury shares

At the Annual General Meeting held on 4 June 2025, the shareholders of the Company by an ordinary resolution renewed the mandate given to the Company to repurchase up to 10% of existing issued and paid-up share capital of the Company.

In the previous financial year, the Company repurchased 3,000,000 of its issued ordinary shares at a total cost of RM2,490,460 that were held as treasury shares.

The Company did not repurchase any of its issued ordinary shares in the current financial year.

As at 31 December 2025, a total of 6,000,000 (2024: 6,000,000) issued and fully paid ordinary shares at a total cost of RM4,641,380 (2024: RM4,641,380) were held as treasury shares by the Company. The number of ordinary shares as at 31 December 2025 net of treasury shares was 486,000,010 (2024: 486,000,010).

The treasury shares have no rights to voting, dividends or participation in other distribution. None of the treasury shares held were resold, distributed or cancelled during the financial year.

12. RESERVES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Distributable				
Retained earnings	357,223	333,413	21,183	22,490

13. DEFERRED TAX LIABILITIES

(a) The deferred tax liabilities are made up of the following:

	Group	
	2025 RM'000	2024 RM'000
Balance as at 1 January	18,605	19,411
Recognised in profit or loss (Note 21)	(1,601)	(806)
Balance as at 31 December	17,004	18,605

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

13. DEFERRED TAX LIABILITIES (CONTINUED)

- (b) The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

Deferred tax assets of the Group

	Provisions RM'000	Offsetting RM'000	Total RM'000
Balance as at 1 January 2024	(2,583)	2,583	–
Recognised in profit or loss	37	(37)	–
Balance as at 31 December 2024	(2,546)	2,546	–
Recognised in profit or loss	(420)	420	–
Balance as at 31 December 2025	(2,966)	2,966	–

Deferred tax liabilities of the Group

	Property, plant and equipment RM'000	Others RM'000	Offsetting RM'000	Total RM'000
Balance as at 1 January 2024	21,838	156	(2,583)	19,411
Recognised in profit or loss	(1,075)	232	37	(806)
Balance as at 31 December 2024	20,763	388	(2,546)	18,605
Recognised in profit or loss	(793)	(388)	(420)	(1,601)
Balance as at 31 December 2025	19,970	–	(2,966)	17,004

14. BORROWINGS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Non-current liabilities				
Secured:				
Term loans	–	1,449	–	–
Current liabilities				
Secured:				
Term loans	–	1,826	–	–
Financial guarantee contracts	–	–	–	–*
	–	1,826	–	–
Total borrowings	–	3,275	–	–

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Secured:				
Term loans	–	3,275	–	–
Financial guarantee contracts	–	–	–	–*
	–	3,275	–	–

* Amount is negligible.

- (a) In the previous financial year, borrowings were classified as financial liabilities measured at amortised cost.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

14. BORROWINGS (CONTINUED)

- (b) In the previous financial year, financial guarantee contracts issued were initially measured at fair value. Subsequently, they were measured at higher of:
- (i) the amount of the loss allowance; and
 - (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15, *Revenue from Contracts with Customers*.
- (c) The bank borrowings of the Group were secured by the following:
- (i) fixed charges over the long-term leasehold land and short-term leasehold land of a subsidiary as disclosed in Note 6(b) and 6(c) to the financial statements; and
 - (ii) corporate guarantees by the Company.
- (d) All borrowings were denominated in RM.
- (e) In the previous financial year, the interest rate profiles of the borrowings were as follows:

	Group 2024 RM'000
- Floating rates	3,275

- (f) Sensitivity analysis of interest rate for the floating rate instruments in the previous financial year, assuming all other variables remain constant, was as follows:

	Group 2024 RM'000
Profit after tax	
Floating rate instrument	
- increase by 1%	(25)
- decrease by 1%	25
Equity	
Floating rate instrument	
- increase by 1%	-
- decrease by 1%	-

- (g) The table below summarises the maturity profile of the borrowings of the Group and of the Company in the previous financial year based on contractual undiscounted repayment obligations:

Group	On demand or within one year RM'000	One to five years RM'000	Total RM'000
As at 31 December 2024			
Term loans	1,935	1,492	3,427
Total undiscounted financial liabilities	1,935	1,492	3,427

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

14. BORROWINGS (CONTINUED)

- (g) The table below summarises the maturity profile of the borrowings of the Group and of the Company in the previous financial year based on contractual undiscounted repayment obligations: (continued)

Company	On demand or within one year RM'000	One to five years RM'000	Total RM'000
As at 31 December 2024			
Financial guarantee contracts	3,275	–	3,275
Total undiscounted financial liabilities	3,275	–	3,275

- (h) The following table sets out the carrying amounts, the weighted average effective interest rates (“WAEIR”) as in the previous financial year and the remaining maturities of the financial instruments of the Group that were exposed to interest rate risk:

	WAEIR %	Within 1 year RM'000	1 - 2 years RM'000	2 - 3 years RM'000	Total RM'000
As at 31 December 2024					
<u>Floating rates</u>					
Term loans	4.61	1,826	1,127	322	3,275

- (i) Reconciliation of liabilities arising from financing activities

The table below details changes in borrowings of the Group arising from financing activities, including both cash and non-cash changes. Borrowings arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the statement of cash flows of the Group as cash flows from financing activities.

	Group Term loans RM'000
2025	
At 1 January 2025	3,275
Cash flows	(3,275)
At 31 December 2025	–
2024	
At 1 January 2024	4,896
Cash flows	(1,621)
At 31 December 2024	3,275

15. TRADE AND OTHER PAYABLES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Trade payables				
Third parties	3,856	10,153	–	–
Other payables				
Other payables	5,763	5,313	–	–
Deposit received	615	494	–	–
Accruals	13,064	13,650	509	506
	19,442	19,457	509	506
	23,298	29,610	509	506

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

15. TRADE AND OTHER PAYABLES (CONTINUED)

- (a) Trade and other payables are classified as financial liabilities measured at amortised cost.
- (b) Trade payables are non-interest bearing and the normal trade credit terms granted to the Group range from 14 to 60 days (2024: 30 to 60 days).
- (c) Included in other payables of the Group are credit purchase of property, plant and equipment amounting to RM115,000 (2024: RM1,196,000) as disclosed in Note 5(b) to the financial statements.
- (d) The currency exposure profiles of trade and other payables are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Ringgit Malaysia	22,329	26,084	509	506
United States Dollar	776	3,347	–	–
Other foreign currencies	193	179	–	–
	23,298	29,610	509	506

- (e) Sensitivity analysis of RM against foreign currency at the end of the reporting period, assuming that all other variables remain constant, is as follows:

	Group	
	2025 RM'000	2024 RM'000
Effects of 3% changes to RM against foreign currency		
Profit after tax		
- United States Dollar	(18)	(76)
Equity		
- United States Dollar	–	–

Sensitivity analysis of other foreign currencies are not disclosed as they are not material to the Group.

- (f) The maturity profile of trade and other payables of the Group and of the Company at the reporting date based on contractual undiscounted repayment obligations is repayable on demand or within one (1) year.

16. CAPITAL COMMITMENTS

	Group	
	2025 RM'000	2024 RM'000
Capital expenditure in respect of purchase of property, plant and equipment:		
Contracted but not provided for	2,793	7,839

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

17. REVENUE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue from contracts with customers:				
Sale of goods	511,039	557,116	-	-
Other revenue:				
Dividend income from a subsidiary	-	-	18,000	19,500
	511,039	557,116	18,000	19,500

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers is disaggregated by geographical market as disclosed in Note 4 to the financial statements.

Revenue from contracts with customers is disaggregated in the table below by timing of revenue recognition.

	Group	
	2025 RM'000	2024 RM'000
Timing of revenue recognition		
Transferred at a point in time	511,039	557,116

(i) Sale of goods

Revenue from sale of goods is recognised at a point in time when the goods have been transferred to the customers and coincides with the delivery of products and acceptance by customers.

There is no right of return and warranty provided to the customers on the sale of goods.

There is no significant financing component in the revenue arising from sale of goods as the sales are made on the normal credit terms not exceeding twelve months.

(ii) Dividend income

Dividend income is recognised when the right to receive payment is established.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

18. OTHER INCOME

Included in other operating income are:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Gain on disposal of property, plant and equipment	24	27	-	-
Interest income	3,559	2,087	42	25
Unrealised gain in foreign exchange	-	1,614	-	-
Reversal of impairment losses on trade receivables (Note 9 (e))	17	-	-	-
Insurance claims	112	92	-	-
Rental income	98	139	-	-
Other income	198	1,278	-	-
	4,008	5,237	42	25

Interest income is recognised as it accrues, using the effective interest method.

19. ADMINISTRATIVE AND OTHER OPERATING EXPENSES

Other than those disclosed elsewhere in the financial statements, included in administrative and other operating expenses are:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration:				
- statutory audit	158	151	60	57
- other services	8	8	8	8
Bad debts written off	13	-	-	-
Property, plant and equipment written off	606	8	-	-
Rental of machineries	140	114	-	-
Rental of hostel	505	502	-	-
Rental of premises	-	196	-	-
Rental of motor vehicles	2	1	-	-
Realised loss in foreign exchange	5,221	4,839	-	-
Unrealised loss in foreign exchange	1,519	-	-	-

20. FINANCE COSTS

	Group	
	2025 RM'000	2024 RM'000
Interest expense on:		
- term loans	135	193

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

21. TAX EXPENSE

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current tax				
Current tax expense based on profit for the financial year	15,899	14,724	6	4
(Over)/Under-provision in prior years	(458)	(434)	2	3
	15,441	14,290	8	7
Deferred tax (Note 13):				
Relating to origination and reversal of temporary differences	(1,285)	423	-	-
Over-provision in prior years	(316)	(1,229)	-	-
	(1,601)	(806)	-	-
	13,840	13,484	8	7

- (a) Malaysian income tax is calculated at the statutory tax rate of 24% (2024: 24%) of the estimated taxable profits for the fiscal year.
- (b) The numerical reconciliations between the average effective tax rates and the applicable tax rates of the Group and of the Company are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Profit before tax	56,118	56,933	17,169	18,651
Tax at Malaysian statutory tax rate of 24% (2024: 24%)	13,468	13,664	4,121	4,476
Tax effects in respect of:				
Non-allowable expenses	1,146	1,483	205	208
Non-taxable income	-	-	(4,320)	(4,680)
	14,614	15,147	6	4
(Over)/Under-provision of tax expense in prior years	(458)	(434)	2	3
Over-provision of deferred tax in prior years	(316)	(1,229)	-	-
	13,840	13,484	8	7

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

22. EARNINGS PER SHARE

(a) Basic earnings per ordinary share

Basic earnings per ordinary share for the financial year is calculated by dividing the profit for the financial year attributable to equity holders of the parent by the weighted average number of ordinary shares outstanding during the financial year after deducting treasury shares.

	Group	
	2025 RM'000	2024 RM'000
Profit attributable to owners of the parent	42,278	43,449
Weighted average number of ordinary shares in issue ('000)	486,000	488,894
Basic earnings per ordinary share (sen)	8.7	8.9

(b) The diluted earnings per ordinary share for the financial year is the same as the basic earnings per ordinary share for the financial year as there were no dilutive potential ordinary shares.

23. DIVIDENDS

	Group and Company			
	2025		2024	
	Dividend per share Sen	Amount of dividend RM'000	Dividend per share Sen	Amount of dividend RM'000
In respect of financial year ended 31 December 2024:				
First interim single tier dividend	-	-	1.0	4,890
Second interim single tier dividend	-	-	1.0	4,890
Third interim single tier dividend	-	-	0.8	3,912
In respect of financial year ended 31 December 2025:				
First interim single tier dividend	1.0	4,860	-	-
Second interim single tier dividend	1.2	5,832	-	-
Third interim single tier dividend	1.6	7,776	-	-
	3.8	18,468	2.8	13,692

The Directors do not recommend the payment of any final dividend in respect of the financial year ended 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

24. EMPLOYEE BENEFITS

	Group	
	2025 RM'000	2024 RM'000
Salaries, wages, allowances and bonuses	42,831	39,748
Contributions to defined contribution plan	2,279	2,054
Social security contributions	472	399
Other employee benefits	155	151
	45,737	42,352

Included in the employee benefits of the Group are Executive Directors' remuneration amounting to RM3,185,000 (2024: RM4,129,000).

25. RELATED PARTIES DISCLOSURES

(a) Identities of related parties

Parties are considered to be related to the Group if the Group has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Group and the Company have controlling related party relationships with its subsidiaries, companies related to the Directors and the significant corporate shareholder of the Company as follows:

Seong Chan Sauce & Foodstuff Sdn. Bhd.	A company of which Fong Chu King @ Tong Chu King* and Fang Siew Ping, who are Directors of the Company and Fang Chew Ham Holdings Sdn. Bhd., a significant corporate shareholder of the Company, have significant financial interests.
Excellent Chemicals Industrial Sdn. Bhd.	A company of which Fong Chu King @ Tong Chu King* and Fang Siew Ping, who are Directors of the Company, have significant financial interests.
Holistic Food Sdn. Bhd.	A company of which Liew Kuo Shin, who is the Director of the Company, have significant financial interests.

* Mr. Fong Chu King @ Tong Chu King resigned as a Director of Three-A Resources Berhad on 30 June 2025.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

25. RELATED PARTIES DISCLOSURES (CONTINUED)

(b) Significant related party transactions

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following transactions with related parties during the financial year:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Sale of goods				
- Seong Chan Sauce & Foodstuff Sdn. Bhd.	905	948	-	-
- Holistic Food Sdn. Bhd.	46	72	-	-
Rental expenses				
- Excellent Chemicals Industrial Sdn. Bhd.	58	70	-	-
Dividend income received/ receivable from a subsidiary				
- San Soon Seng Food Industries Sdn. Bhd.	-	-	18,000	19,500

The related party transactions described above were carried out on negotiated terms and conditions in the ordinary course of business between the related parties and the Company.

Information regarding outstanding balances arising from related party transactions as at 31 December 2025 is disclosed in Note 9 to the financial statements.

(c) Compensation of key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the entity, directly and indirectly, including any Director of the Group and of the Company.

The remunerations of Directors and other key management personnel during the financial year were as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Short-term employee benefits	3,755	4,873	-	-
Contributions to defined contribution plan	405	393	-	-
Directors' fees	538	509	460	435
Other emoluments	200	-	-	-
	4,898	5,775	460	435

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

26. CAPITAL AND FINANCIAL RISK MANAGEMENT

(i) Capital management

The primary objective of the capital management of the Group is to ensure that entities of the Group would be able to continue as going concerns whilst maximising return to shareholders through the optimisation of the debt and equity ratios. The overall strategy of the Group remains unchanged from that in the previous financial year.

The Group manages its capital structure and makes adjustments to it in response to changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the financial years ended 31 December 2025 and 31 December 2024.

The Group monitors capital using a net debt-to-equity ratio, which is net debt divided by total capital plus net debt. The Group includes within net debt, loans and borrowings, trade and other payables, less cash and bank balances, fixed deposits with licensed banks and placements in money market deposits. Capital represents equity attributable to the owners of the parent.

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Borrowings	–	3,275	–	–
Trade and other payables	23,298	29,610	509	506
Total liabilities	23,298	32,885	509	506
Less:				
Cash and bank balances	(33,140)	(24,943)	(2,757)	(4,045)
Fixed deposits with licensed banks	(54,056)	(6,000)	–	–
Placements in money market deposits	(37,340)	(53,340)	–	–
Net cash	(101,238)	(51,398)	(2,248)	(3,539)
Total equity	501,669	477,859	165,629	166,936
Net cash	(101,238)	(51,398)	(2,248)	(3,539)
	400,431	426,461	163,381	163,397
Ratio (%)	– [^]	– [^]	– [^]	– [^]

[^] Gearing ratio is not presented as the Group and the Company are in net cash position.

Pursuant to the requirements of Practice Note No. 17/2005 of the Bursa Malaysia Securities, the Group is required to maintain a consolidated shareholders' equity of more than twenty-five percent (25%) of the issued and paid-up capital (excluding treasury shares) and such shareholders' equity is not less than RM40,000,000. The Group has complied with this requirement during the financial year ended 31 December 2025.

The Group is not subject to any other external imposed capital requirements.

(ii) Financial risk management

The financial risk management objective of the Group is to optimise value creation for shareholders whilst minimising the potential adverse impact arising from fluctuations in interest rates and the unpredictability of the financial markets.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

26. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

(ii) Financial risk management (continued)

The Group is exposed mainly to credit risk, liquidity and cash flow risk, interest rate risk and foreign currency risk. Information on the management of the related exposures is detailed below:

(a) Credit risk

Credit risk is the risk of a financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The exposure to credit risk of the Group arises principally from its receivables from customers. The exposure to credit risk of the Group arises principally from trade and other receivables and financial guarantees given to bank for banking facilities granted to a subsidiary.

In the previous financial year, the maximum exposure to credit risk in relation to financial guarantee contracts provided as credit enhancements to the secured loans of a subsidiary amounted to RM3,275,000 representing the outstanding banking facilities of a subsidiary as at the end of the previous reporting period.

Recognition and measurement of impairment loss of financial guarantee contracts

The Company assumes that there is a significant increase in credit risk when the financial position of the subsidiary deteriorates significantly. The Company considers a financial guarantee to be credit impaired when:

- (i) the subsidiary is unlikely to repay its credit obligation to the bank in full; or
- (ii) the subsidiary is continuously loss making and is having a deficit shareholder's fund.

The Company determines the probability of default of the subsidiary using internal information available.

The Company monitors on an ongoing basis the results of the subsidiary and repayments made by the subsidiary. As at the end of the reporting period, there was no indication that the subsidiary would default on repayment whereby such loans and bank facilities are fully collateralised by charges over the long-term leasehold land, short-term leasehold land, factories and office buildings of a subsidiary and where the Directors regard the fair values of the credit enhancement provided by the corporate guarantees as negligible. The Directors are of the view that the likelihood of the bank calling upon the corporate guarantees is remote.

No impairment loss is recognised arising from the financial guarantees as it is negligible.

(b) Liquidity and cash flow risk

Liquidity risk is the risk that the Group and the Company would encounter difficulty in meeting financial obligations due to shortage of funds. The exposure to liquidity and cash flow risk of the Group and of the Company arises primarily from mismatches of the maturities of financial assets and liabilities. The objective of the Group and of the Company is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that all refinancing, repayment and funding needs are met. As part of its overall liquidity management, the Group maintains sufficient levels of cash or cash convertible investments to meet its working capital requirements. In addition, the Group strives to maintain available banking facilities at a reasonable level to its overall debt position.

The analysis of financial instruments by remaining contractual maturities has been disclosed in Notes 14 and 15 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

26. CAPITAL AND FINANCIAL RISK MANAGEMENT (CONTINUED)

(ii) Financial risk management (continued)

The Group is exposed mainly to credit risk, liquidity and cash flow risk, interest rate risk and foreign currency risk. Information on the management of the related exposures is detailed below: (continued)

(c) Interest rate risk

The variable rate borrowings of the Group are exposed to a risk of change in cash flows due to changes in interest rates. The short term receivables and payables are not significantly exposed to interest rate risk.

The income and operating cash flows of the Group are substantially independent of changes in market interest rate. Interest rate exposure arises from the borrowings and deposits of the Group and is managed through the use of fixed and floating rate borrowings and deposits. The Group does not use derivative financial instruments to hedge its interest rate risk.

The interest rate profile and sensitivity analysis of interest rate risk have been disclosed in Notes 10 and 14 to the financial statements.

(d) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument would fluctuate because of changes in foreign exchange rates. The Group is exposed to foreign currency risk as a result of the foreign currency denominated transactions entered into by the Group during the course of business. The foreign currencies primarily involved are the United States Dollar and Singapore Dollar. In addition, the Group has a natural hedge position of sales and purchases that are both denominated in a foreign currency. The Group also holds cash and bank balances denominated in foreign currencies for working capital purposes.

The foreign currency exposure profile and sensitivity analysis of foreign currency risk have been disclosed in Notes 9, 10 and 15 to the financial statements.

27. ADOPTION OF NEW MFRS AND AMENDMENTS TO MFRSs

27.1 Amendments to MFRS adopted during the financial year

The Group and the Company adopted the following Amendments to MFRS of the MFRS Framework that were issued by the Malaysian Accounting Standards Board ("MASB") during the financial year:

Title	Effective Date
Amendments to MFRS 121 <i>Lack of Exchangeability</i>	1 January 2025

Adoption of the above Amendments to MFRS did not have any material effect on the financial performance or position of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2025

(CONTINUED)

27. ADOPTION OF NEW MFRS AND AMENDMENTS TO MFRSs (CONTINUED)

27.2 New MFRSs and Amendments to MFRSs that have been issued, but only effective for annual periods beginning on or after 1 January 2026

Title	Effective Date
Amendments to MFRS 9 and MFRS 7 <i>Amendments to the Classification and Measurement of Financial Instruments</i>	1 January 2026
Amendments to MFRS 9 and MFRS 7 <i>Contracts Referencing Nature-dependent Electricity</i>	1 January 2026
<i>Annual Improvements to MFRS Accounting Standards – Volume 11</i>	1 January 2026
MFRS 18 <i>Presentation and Disclosure in Financial Statements</i>	1 January 2027
MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendment to MFRS 19 <i>Subsidiaries without Public Accountability: Disclosures</i>	1 January 2027
Amendment to MFRS 121 <i>Translation to a Hyperinflationary Presentation Currency</i>	1 January 2027
Amendments to MFRS 10 and MFRS 128 <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Deferred

The Group and the Company are in the process of assessing the impact of implementing the above Standards and Amendments to MFRSs, since the effects would only be observable for the future financial years.

PARTICULARS OF PROPERTIES HELD BY THE GROUP

Location	Title No. PM 472 Lot 4196 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. PN 21710 Lot 47720 (Lot 590) Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. PN 57895 Lot 53150 (PT 585 & PT 586) Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Office Building Production Factory Warehouse	Office Building Production Factory Warehouse	Production Factory Warehouse
Types of Property	Industrial Land	Industrial Land	Industrial Land
Tenure	Leasehold 99 years	Leasehold 99 years	Leasehold 99 years
Expiry of Lease	30 May 2070	3 Jul 2102	3 Jul 2102
Remaining of Lease	44 years	76 years	76 years
Age of Property	30 years	49 years	21 years
Land Area (Sq. Feet)	110,976	34,950	93,032
Date of Acquisition	31 Jan 1996	24 Jan 1997	13 Jan 1998
Year of Last Revaluation	2003	2003	2003
Cost (RM'000)	20,467	4,442	8,900
Net Book Value as at 31 Dec 2025 (RM'000)	14,017	2,439	5,845

Location	Title No. H.S.(M) 4098 PT 2317 Jalan Middle, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 4651 PT 5938 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 3999 PT Lot 584 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Warehouse	Warehouse	Production Factory
Types of Property	Residential Land	Residential Land	Industrial Land
Tenure	Leasehold 60 years	Leasehold 60 years	Leasehold 60 years
Expiry of Lease	22 Jun 2042	26 Jun 2046	24 May 2041
Remaining of Lease	16 years	20 years	15 years
Age of Property	27 years	27 years	18 years
Land Area (Sq. Feet)	8,168	6,806	46,005
Date of Acquisition	19 Dec 1997	25 Nov 1998	25 May 2005
Year of Last Revaluation	2003	2003	2010
Cost (RM'000)	577	874	5,671
Net Book Value as at 31 Dec 2025 (RM'000)	267	405	3,518

PARTICULARS OF PROPERTIES HELD BY THE GROUP (CONTINUED)

Location	Title No. H.S.(M) 11086 Lot 66 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(D) 264602 PT 12294 (PT 589) Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. PM 5376 Lot 686 Jalan Middle, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Warehouse	Production Factory Warehouse	Under Construction
Types of Property	Industrial Land	Industrial Land	Residential Land
Tenure	Leasehold 99 years	Leasehold 60 years	Leasehold 60 years
Expiry of Lease	30 May 2070	25 Jul 2070	19 Jul 2054
Remaining of Lease	44 years	44 years	28 years
Age of Property	16 years	15 years	–
Land Area (Sq. Feet)	87,123	43,560	7,631
Date of Acquisition	12 Sep 2006	18 Dec 2008	30 Sep 2009
Year of Last Revaluation	2009	2008	2009
Cost (RM'000)	7,314	6,319	1,751
Net Book Value as at 31 Dec 2025 (RM'000)	5,113	4,417	1,628

Location	Title No. H.S.(M) 9111 PT 27687 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. PN 67417 Lot 2306 Jalan Welfare, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 14513 PT 12493 (Lot 9107 & Lot 9108) Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Vacant	Hostel	Production Factory Warehouse
Types of Property	Industrial Land	Residential Land	Industrial Land
Tenure	Leasehold 99 years	Leasehold 60 years	Leasehold 99 years
Expiry of Lease	22 Sep 2093	17 Jul 2065	22 Sep 2093
Remaining of Lease	67 years	39 years	67 years
Age of Property	–	16 years	22 years (Lot 9108) 15 years (Lot 9107)
Land Area (Sq. Feet)	42,281	7,535	103,570
Date of Acquisition	14 Apr 2010	28 Apr 2010	22 Jun 2010 (Lot 9108) 10 Mar 2010 (Lot 9107)
Year of Last Revaluation	–	–	2010
Cost (RM'000)	999	1,030	20,470
Net Book Value as at 31 Dec 2025 (RM'000)	829	727	15,429

PARTICULARS OF PROPERTIES HELD BY THE GROUP (CONTINUED)

Location	Title No. H.S.(D) 321305 PT 13116 (PT 847 & PT 848) Jln Khalifah Zakaria 2, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(D) 261056 PT 12202 Jalan Middle, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(D) 312040 PT 582 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Warehouse	Hostel	Warehouse
Types of Property	Industrial Land	Residential Land	Industrial Land
Tenure	Leasehold 99 years	Leasehold 99 years	Leasehold 99 years
Expiry of Lease	15 Jan 2112	21 Dec 2108	5 Oct 2114
Remaining of Lease	86 years	82 years	88 years
Age of Property	10 years (PT 847) 8 years (PT 848)	14 years	9 years
Land Area (Sq. Feet)	161,674	7,623	46,005
Date of Acquisition	23 Aug 2010 (PT 847) 26 Apr 2013 (PT 848)	5 Sep 2011	2 Nov 2016
Year of Last Revaluation	2010 (PT 847) 2013 (PT 848)	-	2015
Cost (RM'000)	23,216	1,025	7,984
Net Book Value as at 31 Dec 2025 (RM'000)	18,711	790	7,078

Location	Title No. H.S.(M) 9109 PT 27685 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 12526 PT 64 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(D) 295891 PT 583 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Under Construction	Office Building Production Factory	Production Factory
Types of Property	Industrial Land	Industrial Land	Industrial Land
Tenure	Leasehold 99 years	Leasehold 99 years	Leasehold 99 years
Expiry of Lease	22 Sep 2093	30 May 2070	30 Dec 2112
Remaining of Lease	67 years	44 years	86 years
Age of Property	-	4 years	6 years
Land Area (Sq. Feet)	48,265	87,123	47,641
Date of Acquisition	19 Oct 2016	15 Jun 2017	7 Aug 2017
Year of Last Revaluation	2015	2017	2017
Cost (RM'000)	5,684	21,966	11,517
Net Book Value as at 31 Dec 2025 (RM'000)	5,224	19,465	10,403

PARTICULARS OF PROPERTIES HELD BY THE GROUP (CONTINUED)

Location	Title No. H.S.(M) 9110 PT 27684 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 2168 PT 63 Jalan Industri 1, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(D) 314676 PT 2313 Jalan Middle, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Water Treatment	Under Construction	Hostel
Types of Property	Industrial Land	Industrial Land	Residential Land
Tenure	Leasehold 99 years	Leasehold 99 years	Leasehold 60 years
Expiry of Lease	22 Sep 2093	23 Feb 2072	12 Dec 2075
Remaining of Lease	67 years	46 years	49 years
Age of Property	4 years	–	2 years
Land Area (Sq. Feet)	43,637	84,066	7,351
Date of Acquisition	6 Jun 2018	17 Aug 2020	11 Aug 2020
Year of Last Revaluation	2018	2019	2019
Cost (RM'000)	6,452	14,927	2,850
Net Book Value as at 31 Dec 2025 (RM'000)	5,863	14,346	2,688

Location	Title No. H.S.(M) 4626 PT 587 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 9025 PT 591 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor	Title No. H.S.(M) 14712 PT 12722 Jalan Industri, U19 Kg Baru Sungai Buloh 40160 Shah Alam, Selangor
Existing Use	Vacant	Under Construction	Under Construction
Types of Property	–	Industrial Land	Industrial Land
Tenure	Leasehold 60 years	Leasehold 60 years	Leasehold 60 years
Expiry of Lease	20 Jan 2030	1 Mar 2029	22 May 2033
Remaining of Lease	4 years	3 years	7 years
Age of Property	6 years	–	–
Land Area (Sq. Feet)	49,826	34,574	54,885
Date of Acquisition	23 Jun 2020	25 Feb 2021	28 Feb 2023
Year of Last Revaluation	2020	2020	2021
Cost (RM'000)	2,404	9,156	5,266
Net Book Value as at 31 Dec 2025 (RM'000)	1,018	6,957	3,812

ANALYSIS OF SHAREHOLDINGS

AS AT 31 MARCH 2026

Total Number of Issued Shares : 492,000,010 (including 6,000,000 treasury shares)
 Class of Shares : Ordinary Share
 Voting Rights : One (1) Voting Right per Ordinary Share

DISTRIBUTION OF SHAREHOLDINGS

Size of Shareholdings	No. of Shareholders	Shareholders (%)	No. of Shares	Shareholdings (%)
Less than 100	338	8.408	14,007	0.003
100 to 1,000	463	11.517	192,712	0.040
1,001 to 10,000	1,686	41.940	8,858,933	1.823
10,001 to 100,000	1,246	30.995	40,189,176	8.269
100,001 to 24,300,000 (*)	284	7.065	216,749,482	44.599
24,300,001 and above (**)	3	0.075	219,995,700	45.267
TOTAL	4,020	100	486,000,010	100

Notes:

(*) Less than 5% of issued shares

(**) 5% and above of issued shares

List of Top Thirty (30) Shareholders

No.	Name of Shareholders	No. of Shares	%
1	FANG CHEW HAM HOLDINGS SDN BHD	86,250,000	17.747
2	WILMAR INTERNATIONAL LIMITED	77,000,000	15.844
3	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEO KWEE HOCK	56,745,700	11.676
4	FOONG CHIEW FATT	15,818,825	3.255
5	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR FANG CHEW HAM HOLDINGS SDN BHD (MY3185)	14,500,000	2.984
6	FONG CHU KING @ TONG CHU KING	13,687,500	2.816
7	TEO SIEW LAI	12,288,500	2.528
8	UOB KAY HIAN NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR TEO SIEW LAI	12,184,900	2.507
9	FONG CHIEW HEAN HOLDINGS SDN. BHD.	10,198,600	2.098
10	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR PGEO GROUP SDN BHD	8,452,300	1.739
11	SHIN LEE YEUCH @ CHIN LEE YEUK	4,100,000	0.844
12	CHONG CHEONG LEONG	3,300,000	0.679
13	MAYBANK SECURITIES NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YOONG KAH YIN	3,230,000	0.665
14	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR FONG PENG MAN (MY3238)	3,055,000	0.629
15	CHAN SEONG KUN	2,805,700	0.577
16	DING HUONG SENG	2,701,000	0.556

ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2026 (CONTINUED)

No.	Name of Shareholders	No. of Shares	%
17	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEGDED SECURITIES ACCOUNT FOR LOH CHOOI TENG (JLNKUNINGDUA -CL)	2,404,000	0.495
18	DB (MALAYSIA) NOMINEE (TEMPATAN) SENDIRIAN BERHAD DEUTSCHE TRUSTEES MALAYSIA BERHAD FOR EASTSPRING INVESTMENTSSMALL-CAP FUND	2,212,775	0.455
19	T.B.R SHOPPING CENTRE (M) SDN. BHD.	2,200,000	0.453
20	SAM TUCK WAH	2,014,800	0.415
21	CHAN CHAI BEE	2,000,050	0.412
22	CHAN CHU WEI	1,978,750	0.407
23	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TAN AH CHAI (E-SRB)	1,855,100	0.382
24	CHIN SWEE CHEW	1,823,000	0.375
25	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TAN BOON SEONG (E-SRB)	1,814,850	0.373
26	TRIPLE BOUTIQUE SDN BHD	1,800,000	0.370
27	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR KAWAN FOOD MANUFACTURING SDN BHD (PB)	1,762,300	0.363
28	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TAN AH HOCK (E-SRB)	1,740,000	0.358
29	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEGDED SECURITIES ACCOUNT FOR TAN BOON THIAM (E-SRB)	1,739,500	0.358
30	CHOONG YEAN YAW	1,700,200	0.350

DIRECTORS' SHAREHOLDINGS

Name of Directors	Number of Shares held [®]			
	Direct	%	Indirect	%
Dato' Jagjit Singh a/l Bant Singh	-	-	-	-
Liew Kuo Shin	125,000	0.026	-	-
Fang Siew Ping	-	-	-	-
Kee Thuan Chai	-	-	-	-
Dato' Shamesh a/l Jeevaretnam	-	-	-	-
Jamel Bin Ibrahim	-	-	-	-
Karmjit Kaur a/p Sarban Singh	-	-	-	-
Tan Soon Hoe	-	-	-	-

Notes:

[®] Computation of percentage of shareholdings is based on the total issued shares of the Company excluding 6,000,000 Shares held by the Company as Treasury Shares.

ANALYSIS OF SHAREHOLDINGS AS AT 31 MARCH 2026 (CONTINUED)

SUBSTANTIAL SHAREHOLDERS

Name of Shareholders	Number of Shares held [®]			
	Direct	%	Indirect	%
Fang Chew Ham Holdings Sdn Bhd	100,750,000	20.730	1,577,600 ¹	0.325
Wilmar International Limited	77,000,000	15.844	8,452,300 ²	1.739
Fang Chew Ham	100,000	0.021	102,327,600 ³	21.055
Teo Kwee Hock	56,762,250	11.679	554,375 ⁴	0.114

Notes:

- [®] Computation of percentage of shareholdings is based on the total issued shares of the Company excluding 6,000,000 Shares held by the Company as Treasury Shares.
- ¹ Deemed interest through Seong Chan Sauce & Foodstuff Sdn Bhd pursuant to Section 8 of the Act.
- ² Deemed interest through its wholly owned subsidiary, namely PGEO Group Sdn Bhd pursuant to Section 8 of the Act.
- ³ Indirect interest via shareholdings of Fang Chew Ham Holdings Sdn Bhd (100,750,000 ordinary shares) and Seong Chan Sauce & Foodstuff Sdn Bhd (1,577,600 ordinary shares) pursuant to Section 8 of the Act.
- ⁴ Deemed interest via shareholdings held by his family pursuant to Section 8 of the Act.

NOTICE OF TWENTY-FOURTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the Twenty-Fourth Annual General Meeting (“24th AGM”) of Three-A Resources Berhad (“the Company”) will be 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. to transact the following business:

AGENDA

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 1 on Ordinary Business)*
2. To approve the payment of Directors’ fees of RM460,000.00 for the financial year ended 31 December 2025. *(Please refer to Explanatory Note 2 on Ordinary Business)*
(Ordinary Resolution 1)
3. To re-elect the following Directors who retire by rotation pursuant to Clause 76(3) of the Company’s Constitution: *(Please refer to Explanatory Note 3 on Ordinary Business)*
 - (i) Karmjit Kaur a/p Sarban Singh **(Ordinary Resolution 2)**
 - (ii) Liew Kuo Shin **(Ordinary Resolution 3)**
 - (iii) Kee Thuan Chai **(Ordinary Resolution 4)**
4. To re-appoint BDO PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. *(Please refer to Explanatory Note 4 on Ordinary Business)*
(Ordinary Resolution 5)

SPECIAL BUSINESS

To consider and if thought fit, to pass, with or without modifications, the following resolutions:

5. **AUTHORITY TO ALLOT AND ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016** *(Please refer to Explanatory Note 1 on Special Business)*
(Ordinary Resolution 6)

“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.”

NOTICE OF TWENTY-FOURTH ANNUAL GENERAL MEETING (CONTINUED)

6. PROPOSED RENEWAL OF AUTHORITY FOR SHARE BUY-BACK

(Please refer to Explanatory Note 2 on Special Business)
(Ordinary Resolution 7)

“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

NOTICE OF TWENTY-FOURTH ANNUAL GENERAL MEETING (CONTINUED)

- 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.”

7. To consider any other business of which due notice shall have been given.

By Order of the Board,

TAN KOK SIONG [SSM PC NO. 202008001592 (LS0009932)]
LAU YEN HOON [SSM PC No. 202008002143 (MAICSA 7061368)]
Company Secretaries

Kuala Lumpur
30 April 2026

NOTES:

APPOINTMENT OF PROXY

- (a) For the purpose of determining who shall be entitled to participate in this Annual General Meeting (“AGM”), the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at **29 May 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to participate in this AGM.
- (b) A member who is entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
- (c) A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the General Meeting.
- (d) Where a member of the Company is an authorised nominee as defined in the Securities Industries (Central Depositories) Act 1991 (“Central Depository Act”), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- (e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
- (f) Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- (g) The appointment of a proxy may be made in hard copy form or by electronic form. In the case of an appointment made in hard copy form, the proxy form must be deposited with the Share Registrar of the Company, Boardroom Share Registrars Sdn. Bhd. (“Boardroom”) at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. In the case of the appointment of a proxy made in electronic form, the proxy form must be deposited through the Share Registrar’s website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. All proxy forms submitted must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote.

NOTICE OF TWENTY-FOURTH ANNUAL GENERAL MEETING (CONTINUED)

- (h) Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the office of the Share Registrar of the Company, Boardroom, at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia, not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- (i) Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.
- (j) Last date and time for lodging this proxy form is **Sunday, 7 June 2026 at 10:00 a.m.**
- (k) For a corporate member who has appointed an authorised representative instead of a proxy to attend this meeting, please deposit the **ORIGINAL** certificate of appointment executed in the manner as stated in this proxy form if this has not been lodged at the Company's registered office earlier.

EXPLANATORY NOTES ON ORDINARY BUSINESS

1. **Item 1 of the Agenda – Audited Financial Statements for the financial year ended 31 December 2025**

The Audited Financial Statements is meant for discussion only as an approval from shareholders is not required pursuant to the provision of Section 340(1)(a) of the Companies Act 2016. Hence, this item on the Agenda is not being put forward for voting by shareholders of the Company.

2. **Ordinary Resolution 1 – Payment of Directors' Fees**

Pursuant to Section 230(1) of the Companies Act 2016, the fees of the Directors and any benefits payable to the Directors of a listed company and its subsidiaries shall be approved at a general meeting. The proposed Ordinary Resolution 1 is to facilitate the payment of Directors' fees for the financial year ended 31 December 2025.

In the event the proposed Directors' fees are insufficient due to new appointments which resulted in enlarged Board size, approval will be sought at the next AGM for the shortfall.

3. **Ordinary Resolutions 2, 3 and 4 – Re-election of Directors pursuant to Clause 76(3) of the Company's Constitution**

Ms. Karmjit Kaur a/p Sarban Singh, Mr Liew Kuo Shin and Mr Kee Thuan Chai will retire at the 24th AGM pursuant to Clause 76(3) of the Company's Constitution. All of them are standing for re-election by rotation as Directors of the Company and being eligible, have offered themselves for re-election at the 24th AGM.

Pursuant to Practice 5.7 of the Malaysian Code on Corporate Governance ("MCCG"), the profiles of the three (3) Directors are set out in the Directors' profile of the Annual Report 2025. The Board has through the Nomination Committee ("NC"), considered the assessment of the said Directors pursuant to the Fit and Proper Policy adopted by the Company and agreed that they met the criteria as prescribed by Paragraph 2.20A of the Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities") on character, experience, integrity, competence and time commitment to effectively discharge their roles as Directors.

The Board collectively agreed that the Directors had met the criteria as prescribed under Paragraph 2.20A of the Listing Requirements of Bursa Securities on character, experience, integrity, competence and time commitment to effectively discharge their roles as Directors and recommended the said Directors be re-elected as Directors of the Company.

4. **Ordinary Resolution 5 – Re-appointment of Auditors**

The Audit Committee had assessed the suitability and independence of the External Auditors and recommended the re-appointment of BDO PLT as External Auditors of the Company for the financial year ending 31 December 2026. The Board had reviewed the recommendation of the Audit Committee and recommended to table the same to the shareholders for approval at this AGM of the Company under Ordinary Resolution 5. BDO PLT have indicated their willingness to be re-elected as auditors of the Company.

NOTICE OF TWENTY-FOURTH ANNUAL GENERAL MEETING (CONTINUED)

EXPLANATORY NOTES ON SPECIAL BUSINESS

1. **Ordinary Resolution 6 – Authority to allot and issue shares pursuant to Sections 75 and 76 of The Companies Act 2016**

The proposed Ordinary Resolution 6, if passed, would renew the mandate granted to the Directors at the 23rd AGM held on 4 June 2025 and provide flexibility to the Directors to undertake fundraising activities including but not limited to placement of shares for the purpose of funding the Company's future investment project(s), business expansion, working capital and/or acquisition(s) at any time as the Directors may deem fit provided that the aggregate number of shares issued pursuant to the mandate does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being, without having to convene a general meeting. This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company or at the expiry of the period within which the next AGM is required to be held after the approval was given, whichever is earlier.

As at the date of this Notice, the Company did not allot any shares pursuant to the shareholders' mandate granted to the Directors at the 23rd AGM as there were no requirements for such fund raising activities.

2. **Ordinary Resolution 7 – Proposed Renewal of Authority for the Company to purchase its own shares**

The proposed Ordinary Resolution 7, if passed, will allow the Company to purchase its own shares through Bursa Securities up to ten per centum (10%) of the total number of issued shares of the Company. Please refer to the Statement to Shareholders dated 30 April 2026 in relation to the Proposed Renewal of Authority to Purchase its own Shares by the Company for further details.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

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

There is no individual standing for election as a director of the Company at the forthcoming Twenty-Fourth Annual General Meeting.

This page is intentionally left blank.

PROXY FORM

THREE-A RESOURCES BERHAD
199901006659 (481559-M)
(Incorporated in Malaysia)

CDS Account No.

No. of Shares Held

I/We, _____ Tel.: _____
(Full name in block, NRIC/Passport/Company No.)

of _____
(Address)

being a member of **THREE-A RESOURCES BERHAD** ("the Company"), hereby appoint:

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address	Email Address/Tel No.		

and/or^

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address	Email Address/Tel No.		

or failing him/her, the Chairman of the Meeting as ^my/our proxy(ies) to vote for ^me/us and on ^my/our behalf, at the Twenty-Fourth Annual General Meeting ("24th AGM") of the Company will be 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. and at any adjournment thereof:-

^my/our proxy(ies) shall vote as indicated follows:

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

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 direction, your proxy will vote or abstain as he thinks fit.

Signed this _____ day of _____ 2026

Signature*
Member

^Delete whichever is inapplicable

*Manner of execution:

- (a) *If you are an individual member, please sign where indicated.*
- (b) *If you are a corporate member which has a common seal, this proxy form should be executed under seal in accordance with the constitution of your corporation.*
- (c) *If you are a corporate member which does not have a common seal, this proxy form should be affixed with the rubber stamp of your company (if any) and executed by:-*
 - (i) *at least two (2) authorised officers, of whom one shall be a director; or*
 - (ii) *any director and/or authorised officers in accordance with the laws of the country under which your corporation is incorporated.*

NOTES:

APPOINTMENT OF PROXY

- (a) For the purpose of determining who shall be entitled to participate in this Annual General Meeting (“AGM”), the Company shall be requesting Bursa Malaysia Depository Sdn Bhd to make available to the Company, a Record of Depositors as at **29 May 2026**. Only a member whose name appears on this Record of Depositors shall be entitled to participate in this AGM.
- (b) A member who is entitled to participate in this AGM is entitled to appoint a proxy or attorney or in the case of a corporation, to appoint a duly authorised representative to participate in his/her place. A proxy may but need not be a member of the Company.
- (c) A member of the Company who is entitled to attend and vote at a General Meeting of the Company may appoint not more than two (2) proxies to participate instead of the member at the General Meeting.
- (d) Where a member of the Company is an authorised nominee as defined in the Securities Industries (Central Depositories) Act 1991 (“Central Depository Act”), it may appoint not more than two (2) proxies in respect of each securities account it holds in ordinary shares of the Company standing to the credit of the said securities account.
- (e) Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account (“omnibus account”), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the Central Depositories Act which is exempted from compliance with the provisions of Section 25A(1) of the Central Depositories Act.
- (f) Where a member appoints more than one (1) proxy, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.

- (g) The appointment of a proxy may be made in hard copy form or by electronic form. In the case of an appointment made in hard copy form, the proxy form must be deposited with the Share Registrar of the Company, Boardroom Share Registrars Sdn. Bhd. ("Boardroom") at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia. In the case of the appointment of a proxy made in electronic form, the proxy form must be deposited through the Share Registrar's website, Boardroom Smart Investor Portal at <https://investor.boardroomlimited.com>. All proxy form submitted must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote.
- (h) Any authority pursuant to which such an appointment is made by a power of attorney must be deposited at the office of the Share Registrar of the Company, Boardroom, at Ground Floor or 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time appointed for holding the General Meeting or adjourned General Meeting at which the person named in the appointment proposes to vote. A copy of the power of attorney may be accepted provided that it is certified notarially and/or in accordance with the applicable legal requirements in the relevant jurisdiction in which it is executed.
- (i) Please ensure ALL the particulars as required in this proxy form are completed, signed and dated accordingly.
- (j) Last date and time for lodging this proxy form is **Sunday, 7 June 2026 at 10:00 a.m.**
- (k) For a corporate member who has appointed an authorised representative instead of a proxy to attend this meeting, please deposit the **ORIGINAL** certificate of appointment executed in the manner as stated in this proxy form if this has not been lodged at the Company's registered office earlier.

Personal data privacy:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) 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 collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Please fold here

STAMP/SETEM

THREE-A RESOURCES BERHAD
C/O BOARDROOM SHARE REGISTRARS SDN BHD
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13
46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia

Please fold here

THREE-A RESOURCES BERHAD
199901006659 (481559-M)

AL 308, Lot 590 & Lot 4196, Jalan Industri U19, Kampung Baru Sungai Buloh,
40160 Shah Alam, Selangor Darul Ehsan, Malaysia

T +603-6156 2655 F +603-6156 2657

www.three-a.com.my

