TPC PLUS BERHAD

Registration No. 200301012910 (615330-T)



ANNUAL REPORT 2025

23rd ANNUAL GENERAL MEETING

CM V Room, Level 7,
Courtyard by Marriott Melaka,
Lorong Haji Bachee,
Kampung Bukit China,
75100 Melaka, Malaysia

Date & Time
Thursday,
28 May 2026
12.00 p.m.

Kindly scan this QR code to get access to TPC Plus Berhad's website.

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OUR PROFILE

OUR GOALS

Eggs serve as a vital source of affordable protein, vitamins, and minerals for countless families in Malaysia. Our steadfast commitment is to deliver nutritious eggs responsibly and sustainably, aligning with our mission to promote health and well-being in communities.

OUR VISION

To become a premier egg producer and the most trusted supplier of fresh, high-quality eggs and poultry products in Malaysia.

OUR MISSION

We strive to continuously enhance and invest in our people and technologies to deliver high-quality and fresh egg and egg products to our valued customers.

OUR CORE VALUES

- Providing a safe and hygienic work environment for our employees.
- Investing in modern technologies and facilities to achieve farm efficiencies.
- Maximising profits and competitiveness through economies of scale in production.
- Actively contributing to social initiatives for sustainable development.

TPC Plus Berhad ("TPC" or "the Company") and its subsidiaries ("the Group") are primarily involved in the livestock farming industries and oil palm activities. Currently, the Group produces resource-efficient footprints in Malaysia.

Headquartered in Simpang Ampat, Melaka, our businesses have experienced substantial growth over the past two decades. The Group achieved a significant milestone when it became publicly listed on Bursa Malaysia Securities Berhad on 18 December 2003. After the official takeover by Huat Lai Resources Berhad in 2012, significant changes were observed especially when the Group underwent a regularisation and internal restructuring exercises from 2014 to 2016.

With businesses spanning the entire value chain, TPC's integrated operations encompass raising pullets and layers, manufacturing feeds, and producing, packaging, and distributing eggs and poultry feeds throughout Malaysia. Being as one of the egg producers in the country, the Group places utmost importance on ensuring the highest quality and nutritional value in its eggs, which are widely consumed by the local community on a regular basis.

The broad eggs offering capabilities help us to continue to serve a diverse customer base like wholesalers, distributors, hypermarkets, bakeries, restaurants, retailers, and ultimately, consumers.

Today, TPC has become one of the preferred eggs suppliers in Malaysia. Despite the uncertainties and challenges experienced over several years, the Group continues to expand, delivering sustainable value to our stakeholders through operational excellence, improved performance standards, and robust corporate governance practices.

We strive to foster positive relationships with our stakeholders by promoting transparency, ethical practices, and accountability in all aspects of our operations. Additionally, we actively engage in initiatives that contribute to community development, environmental sustainability, and social responsibility.

OUR STRATEGY HAS REMAINED CONSISTENT FOR OVER YEARS

Focus on Operational Excellence

TPC Management Process to optimise everything within our control.

Adapt to Changing Consumer Demand

Expand and adjust eggs production to meet needs of customers and consumers.

Allocate Capital Responsibly

Deploy capital to organic growth.

MILESTONES AND DEVELOPMENTS

1978

Teck Ping Chan Agriculture Sdn. Bhd., now a wholly owned subsidiary of the Company commenced its poultry farming business.



2003

TPC Plus Berhad was incorporated and became publicly listed on the Second Board of Bursa Malaysia Securities Berhad on 18th December in the same year.

2012

TPC Group became subsidiaries of Huat Lai Resources Berhad in March, reaching production capacity of 300,000 eggs per day.





2017

TPC Group invested in its own feedmill and expanded its livestock farming into Rembau, Negeri Sembilan with an additional 8 layer houses, increased its daily egg production to approximately 1,400,000.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Non-Independent Executive Directors

- DATUK LIM YEW PIAU
  Chairman
- MR. LIM YEW KWANG
  Managing Director
- MS. LIM CHIAN HARN

Independent Non-Executive Directors

- MR. CHONG CHEE SIONG
- MR. CHONG PENG KHANG
- MR. LEE HAN YUNG
  (Appointed on 28 August 2025)
- YBHG. TAN SRI DATUK SERI (DR.) ABU SEMAN BIN HAJI YUSOP
  (Retired on 29 May 2025)

COMPANY SECRETARY
Ms. Ong Soo Leng
SSM PC No. 202008002605
MAICSA 7018257

AUDITORS
Crowe Malaysia PLT
52, Jalan Kota Laksamana 2/15
Taman Kota Laksamana, Seksyen 2
75200 Melaka

SHARE REGISTRAR
Bina Management (M) Sdn. Bhd.
Lot 10, The Highway Centre
Jalan 51/205
46050 Petaling Jaya, Selangor
Tel No. : 03-7784 3922
Fax No. : 03-7784 1988
Email : binawin@binamg168.com

PRINCIPAL BANKERS
Bangkok Bank Berhad
MBSB Bank Berhad

AUDIT COMMITTEE
Mr. Chong Peng Khang, Chairman
Mr. Chong Chee Siong
Mr. Lee Han Yung
(Appointed on 28 August 2025)
YBhg. Tan Sri Datuk Seri (Dr.)
Abu Seman bin Haji Yusop
(Retired on 29 May 2025)

NOMINATION AND REMUNERATION COMMITTEE
Mr. Chong Chee Siong, Chairman
Mr. Chong Peng Khang
Mr. Lee Han Yung
(Appointed on 28 August 2025)
YBhg. Tan Sri Datuk Seri (Dr.)
Abu Seman bin Haji Yusop
(Retired on 29 May 2025)

RISK MANAGEMENT COMMITTEE
Mr. Lee Han Yung, Chairman
(Appointed on 28 August 2025)
Mr. Chong Chee Siong
Mr. Chong Peng Khang
Mr. Lim Yew Kwang
Ms. Lim Chian Harn
YBhg. Tan Sri Datuk Seri (Dr.)
Abu Seman bin Haji Yusop,
Chairman
(Retired on 29 May 2025)

REGISTERED OFFICE
PT 1678, Mukim of Serkam
77300 Merlimau
Melaka
Tel No. : 06-2686315
Fax No. : 06-2686327
Email : contact@tpc.com.my

STOCK EXCHANGE LISTING
Main Market
Bursa Malaysia Securities Berhad

WEBSITE
www.tpc.com.my

GROUP STRUCTURE

AS AT 31 MARCH 2026

TPC PLUS BERHAD

- 100% TECK PING CHAN AGRICULTURE SDN. BHD.
  - 100% MESTIKA ARIF SDN. BHD.
- TECK PING CHAN (1976) SDN. BHD. 100%

DIRECTORS' PROFILE

DATUK LIM YEW PIAU

Chairman, Non-Independent Executive Director

49 years old

Malaysian

Male

Datuk Lim Yew Piau was appointed to the Board of TPC Plus Berhad on 8 March 2012 and redesignated as Chairman of the Board with effect from 1 June 2023. He is also a director of all the subsidiaries of the Company.

Datuk Lim Yew Piau has over 25 years of poultry farming experience and knowledge. Datuk Lim undertook various positions in the operating, purchasing, sales and marketing divisions before being promoted to the current position. Presently, he is tasked to assist the organisation in streamlining its operations and to oversee the logistic, marketing and distribution of eggs and feeds to customers.

Datuk Lim Yew Piau is a brother of Mr. Lim Yew Kwang and of all the directors of Huat Lai Resources Berhad, a substantial shareholder of the Company. He is also an uncle to Ms. Lim Chian Harn.

LIM YEW KWANG

Managing Director, Non-Independent Executive Director

52 years old

Malaysian

Male

Mr. Lim Yew Kwang was appointed to the Board of TPC Plus Berhad on 8 March 2012 and redesignated as Managing Director effective from 1 June 2023. He is also a member of the Risk Management Committee and a director of all the subsidiaries of the Company.

Mr. Lim Yew Kwang has over 25 years of poultry farming experience and knowledge. Mr. Lim Yew Kwang gains vast experience through his direct involvement in various farm projects and he has been leading the management team on the day-to-day operations of TPC Group. Currently, he is primarily responsible for managing the various aspects of the farms' operation and flock health and for developing strategic plans of the Group's current projects and expansion plans.

Mr. Lim Yew Kwang is a brother of Datuk Lim Yew Piau and of all the directors of Huat Lai Resources Berhad, a substantial shareholder of the Company. He is also an uncle to Ms. Lim Chian Harn.

LIM CHIAN HARN

Non-Independent Executive Director

36 years old

Malaysian

Female

Ms. Lim Chian Harn was appointed to the Board of TPC Plus Berhad on 1 June 2023. She is also a member of the Risk Management Committee.

Ms. Lim Chian Harn graduated from the London School of Economics and Political Science, UK with an Accounting and Finance degree.

Ms. Lim Chian Harn started her career in TPC Plus Berhad in 2014 as Finance Executive responsible for the preparation of reports, monitor financial records and coordinate the daily accounting procedures of the Company. With her knowledge and commitment, she had headed and successfully completed the regularisation plan and several expansion plans of the Company over the years.

Ms. Lim Chian Harn was promoted to Finance Manager of TPC Group in 2022 and is currently involved in strategic planning, compliance, internal audits and business improvement initiatives of the Company and Group. She is also engaged in the management of the Group's poultry farming activities and therefore has the experience in the poultry farming sector.

Ms. Lim Chian Harn is a niece of Mr. Lim Yew Kwang and Datuk Lim Yew Piau.

Ms. Lim Chian Harn is also the daughter of Mr. Lim Yeow Her and a niece of Mr. Lim Yeow Kian and Datuk Seri Lim Yeow Siong, all of whom have an indirect interest in TPC Plus Berhad through Huat Lai Resources Berhad, a substantial shareholder of TPC Plus Berhad.

CHONG CHEE SIONG

Independent Non-Executive Director

51 years old

Malaysian

Male

Mr. Chong Chee Siong was appointed to the Board of TPC Plus Berhad on 30 November 2015. He is the Chairman of the Nomination and Remuneration Committee and a member of the Audit Committee and the Risk Management Committee.

Mr. Chong Chee Siong graduated with an Advanced Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman College and has about 4 years of auditing experience.

He left as a General Manager after about 7 years in the commercial sector, including 3 years in a Malaysian public listed company, before starting his own business. Currently, Mr. Chong Chee Siong is also a Director of another Malaysian public listed company.

CHONG PENG KHANG

Independent Non-Executive Director

46 years old

Malaysian

Male

Mr. Chong Peng Khang was appointed to the Board of TPC Plus Berhad on 30 November 2015. He is the Chairman of the Audit Committee and a member of the Nomination and Remuneration Committee and the Risk Management Committee.

Mr. Chong Peng Khang graduated from Multimedia University, Malaysia with a Bachelor of Accounting (Hons) Degree. He is a Chartered Accountant of the Malaysian Institute of Accountants and a fellow member of the Association of Chartered Certified Accountants.

He began his career as an auditor with Deloitte Kassim Chan and subsequently Ernst & Young, involving in audit and business advisory of companies from various industries.

His experience covers audit and assurance engagements, corporate reporting and compliance, taxation and wide ranging overseas exposures. He has previously headed the accounting and finance division of a public company listed on the Main Market of Bursa Malaysia Securities Berhad and responsible for the corporate finance, accounting, tax and cash flow functions of the company and its subsidiaries. He has then held several senior finance roles in some major Malaysian conglomerate companies covering industries from manufacturing, heavy and process equipment, energy and automotive. Mr. Chong Peng Khang is also a Director in two other Malaysian public listed companies.

LEE HAN YUNG

Independent Non-Executive Director

46 years old

Malaysian

Male

Mr. Lee Han Yung was appointed as an Independent Non-Executive Director of TPC Plus Berhad on 28 August 2025. On the same date, he was appointed as a member of the Audit Committee, a member of the Nomination and Remuneration Committee, and the Chairman of the Risk Management Committee.

Mr. Lee Han Yung is a seasoned finance professional with over 20 years of experience in corporate finance and accounting, particularly within the semiconductor industry. He holds a First Class Honours Degree in Accountancy from Multimedia University.

Mr. Lee Han Yung previously served as the Personal Assistant to the Group Managing Director of a public company listed on the Main Market of Bursa Malaysia Securities Berhad. Prior to this, he was the Group Financial Controller of the same listed company from March 2010 to December 2024 where he oversaw all finance and accounting functions across the Group. In addition to his finance and accounting responsibilities, he was also involved in managing investor relations and assisting the Group Managing Director in the execution of the Group's Risk Management Policy and the implementation of internal controls. He currently also serves as a director of one of the subsidiaries of the said listed company.

Save as disclosed, the Directors do not have any family relationship with any Director and/or major shareholder of TPC Plus Berhad.

All the Directors:

i. Do not have any conflict of interest or potential conflict of interest, including interest in any competing business, with TPC Plus Berhad or its subsidiaries;

ii. Have not been convicted of any offences within the past 5 years other than traffic offences, if any; and

iii. Do not have any public sanction or penalty imposed by the relevant regulatory bodies during the financial year ended 31 December 2025.

KEY MANAGEMENT PROFILES

The profiles of Datuk Lim Yew Piau, Mr. Lim Yew Kwang and Ms. Lim Chian Harn are listed in the Directors' Profiles on page 6 and 7.

DATUK LIM YEW PIAU

Chairman

LIM YEW KWANG

Managing Director

LIM CHIAN HARN

Executive Director

LIM YEW CHUA

Project Manager

59 years old

Malaysian

Male

Mr. Lim Yew Chua joined TPC Group since 2012. Mr. Lim has over 30 years of poultry farming experience and knowledge. Mr. Lim took several senior leadership roles in strategising and overseeing the Group's development throughout the years. He is also proficient in construction and managerial roles. Currently, he is primarily responsible in the overall development and construction of farm houses and various projects in the Group.

Mr. Lim Yew Chua is a brother of Mr. Lim Yew Kwang, Datuk Lim Yew Piau and all the directors of Huat Lai Resources Berhad, a substantial shareholder of the Company. He is also an uncle to Ms. Lim Chian Harn. Mr. Lim has no conviction of any offences within the past five (5) years, or any sanctions and penalties imposed by relevant regulatory bodies during the financial year ended 31 December 2025.

CHAM CHEE SONG

Feedmill Manager

42 years old

Malaysian

Male

Mr. Cham Chee Song joined TPC Group in 2017. Prior to joining TPC Group, he has worked in the poultry farming sector for nearly 20 years. Mr. Cham is currently in charge of the Company's feed production planning and performance monitoring as well as the in-process and outgoing quality control of the raw materials and feeds.

Mr. Cham is the cousin of Ms. Lim Chian Harn. He does not have any conflict of interest with the Company. Mr. Cham has no conviction of any offences within the past five (5) years, or any sanctions and penalties imposed by relevant regulatory bodies during the financial year ended 31 December 2025.

LIM CHIN YOONG

Senior Grading Store Supervisor

40 years old

Malaysian

Male

Mr. Lim Chin Yoong joined TPC Group in 2014. Mr. Lim has held various positions since he joined TPC Group and raised from rank and file to his current position. Mr. Lim is currently in charge of the day-to-day operation and management at the egg grading store. He also oversees the sales and distribution management to ensure that the Group achieves its sales target and that all egg deliveries are on schedule.

Mr. Lim is the nephew of Datuk Lim Yew Piau and Mr. Lim Yew Kwang. Mr. Lim is also the cousin of Ms. Lim Chian Harn. He does not have any conflict of interest with the Company. Mr. Lim has no conviction of any offences within the past five (5) years, or any sanctions and penalties imposed by relevant regulatory bodies during the financial year ended 31 December 2025.

KOH CHEE SENG

Farm Manager

54 years old

Malaysian

Male

Mr. Koh Chee Seng joined TPC Group in 2024. He brings with him approximately 38 years of extensive experience in the poultry farming industry. Over the course of his career, he has held the position of Farm Manager for about 18 years.

Mr. Koh Chee Seng is currently responsible for the overall management of the Group's layer farm and reports directly to the Managing Director. In addition to overseeing the farm's daily operations, he monitors the health and production performance of the flocks. He also ensures that all machinery and equipment at the farms are properly maintained and kept in good working condition.

Mr. Koh does not have any family relationship with any Directors and/or major shareholder of the Company. He does not have any conflict of interest with the Company. Mr. Koh has no conviction of any offences within the past five (5) years, or any sanctions and penalties imposed by relevant regulatory bodies during the financial year ended 31 December 2025.

FOO SHI JING

Account Manager

34 years old

Malaysian

Male

Mr. Foo Shi Jing joined TPC Group in 2018. He holds an Advanced Diploma in Commerce (Financial Accounting) from Tunku Abdul Rahman University College, Kuala Lumpur.

Prior to joining TPC Group, he was with an international audit firm where he advanced to the position of Audit Senior. During his tenure, he gained extensive experience in audit, taxation, due diligence, and advisory assignments across a broad range of clients, including public listed companies and multinational corporations.

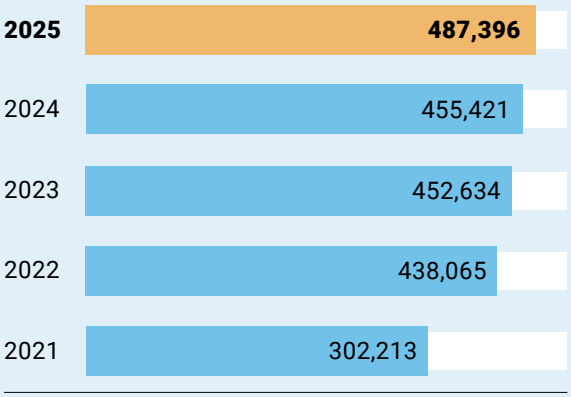
Mr. Foo currently oversees the Group's financial reporting, treasury management, taxation, and forecasting. He plays a key role in the preparation of consolidated financial statements and quarterly reporting to Bursa Malaysia, and actively supports senior management and the Board of Directors through financial analysis, performance insights, and strategic recommendations. He is also instrumental in strengthening internal control frameworks, enhancing financial governance, and driving continuous improvements in financial processes across the Group.

Mr. Foo does not have any family relationship with any Directors and/or major shareholder of the Company. He does not have any conflict of interest with the Company. Mr. Foo has no conviction of any offences within the past five (5) years, or any sanctions and penalties imposed by relevant regulatory bodies during the financial year ended 31 December 2025.

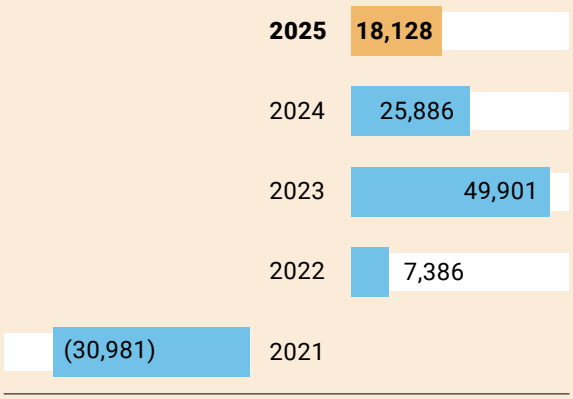
FINANCIAL HIGHLIGHTS

	FINANCIAL YEAR ENDED 31 DECEMBER				
	2021 RM'000	2022 RM'000	2023 RM'000	2024 RM'000	2025 RM'000
Revenue	302,213	438,065	452,634	455,421	**487,396**
(Loss)/Profit before taxation	(30,981)	7,386	49,901	25,886	**18,128**
(Loss)/Profit attributable to owners of the Company	(28,453)	7,318	43,414	18,276	**13,981**
Total assets	221,286	227,739	308,610	323,587	**373,227**
Net assets	62,872	70,190	113,604	125,715	**138,155**
Current assets	110,660	123,027	190,219	210,809	**219,957**
Current liabilities	139,716	143,630	159,261	163,369	**184,845**
Share capital	86,080	86,080	86,080	86,080	**86,080**
Basic (loss)/earnings per share (sen)	(9.66)	2.37	14.08	5.93	**4.54**
Weighted average number of shares issued	294,654,686	308,232,783	308,232,783	308,232,783	**308,232,783**
Current ratio (times)	0.79	0.86	1.19	1.29	**1.19**

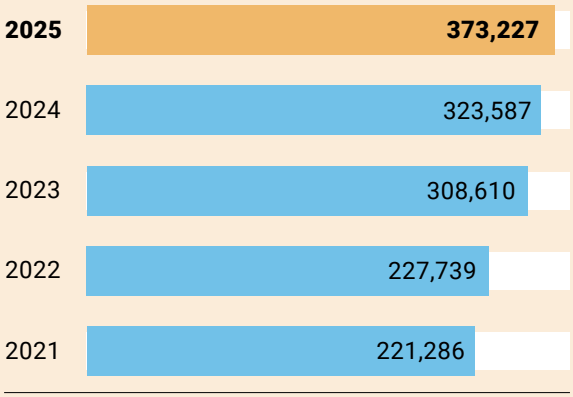
REVENUE RM'000



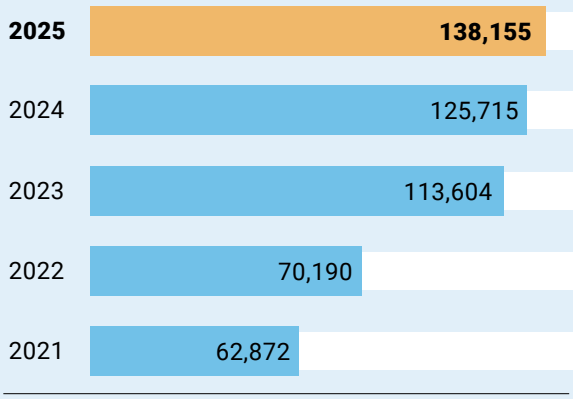
PROFIT/(LOSS) BEFORE TAXATION RM'000



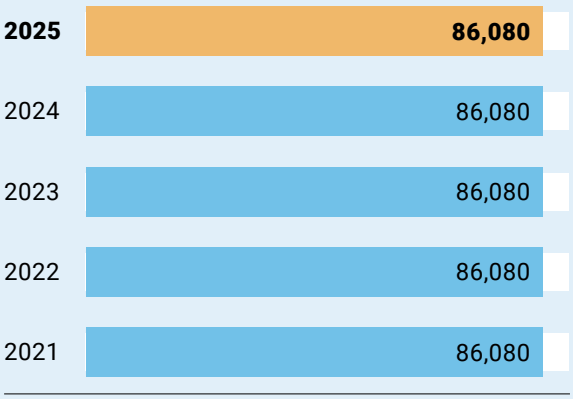
TOTAL ASSETS RM'000



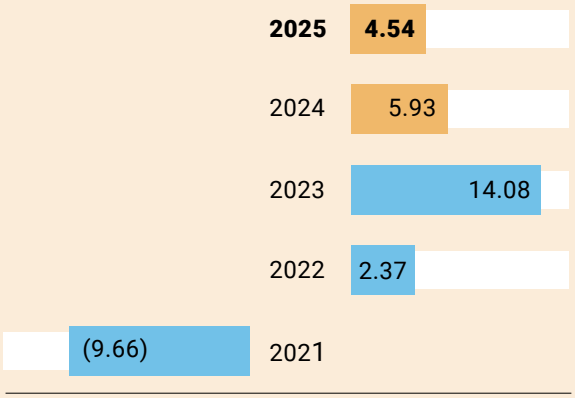
NET ASSETS RM'000



SHARE CAPITAL RM'000



BASIC EARNINGS/(LOSS) PER SHARE sen



CHAIRMAN STATEMENT

In line with our commitment to delivering sustainable shareholder value, the Board declared an interim dividend of RM1.54 million for FY2025.



DATUK LIM YEW PIAU
Chairman

Dear valued shareholders,
On behalf of the Board of Directors, I am pleased to present the Annual Report of TPC Plus Berhad ("TPC" or "the Group") for the financial year ended 31 December 2025 ("FY2025").

FY2025 has been a defining year for the Group, one that tested our resilience while reinforcing the strength of our fundamentals. Amid a shifting operating landscape marked by rising costs, subsidy rationalisation, and market adjustments, the Group remained steadfast in executing its strategy with discipline and agility.

The Group recorded revenue of RM487.40 million, a 7.0% increase from the previous year, driven by higher sales volumes of eggs and poultry feed. While profitability was impacted by cost pressures, particularly feed-related expenses, the Group delivered a net profit after taxation of RM13.98 million. This performance reflects not only the realities of the current market cycle, but also our ability to remain operationally resilient and financially disciplined.

FY2025

Revenue	Net Profit After Taxation	Interim Dividend
RM487.40 MIL	RM13.98 MIL	RM1.54 MIL



INDUSTRY OVERVIEW

The poultry industry underwent notable structural changes during the year, particularly following the cessation of subsidies and the gradual liberalisation of egg pricing. These developments have reshaped competitive dynamics and reinforced the importance of efficiency, scale, and adaptability.

Despite these changes, the long-term fundamentals of the industry remain intact. Eggs continue to be one of the most affordable and essential sources of protein, and demand is expected to grow steadily in line with population trends. As one of the key industry players, TPC remains committed to supporting national food security while maintaining consistent product quality and supply reliability.

OPERATIONAL PERFORMANCE

Operationally, the Group continued to demonstrate steady progress. Egg production increased to approximately 466 million eggs in FY2025, reflecting our ongoing focus on productivity and farm efficiency.

Our feedmill operations also reached new milestones, delivering higher production volumes and strengthening our vertically integrated model.

This integration enhances cost control, improves supply chain stability, and supports overall operational performance – positioning the Group for long-term sustainability.

FINANCIAL POSITION

The Group's financial position remains robust, with total assets rising to RM373.23 million and shareholders' equity increasing to RM138.15 million. Cash and cash equivalents stood at RM71.82 million, reflecting strong liquidity, while gearing remained low at 0.16 times.

This solid financial foundation enables us to continue investing prudently in expansion, operational improvements, and strategic initiatives, while maintaining resilience against external uncertainties.

SHAREHOLDER VALUE

In line with our commitment to delivering sustainable shareholder value, the Board declared an interim dividend of RM1.54 million for FY2025. This follows our maiden dividend in FY2024 and reflects our continued efforts to balance returns to shareholders with reinvestment for future growth.

CHAIRMAN STATEMENT



BOARD & GOVERNANCE

A strong and effective Board is fundamental to the Group's long-term success. During the year, there were key leadership changes that further strengthened our governance structure and leadership depth.

We welcomed Mr. Lee Han Yung as an Independent Non-Executive Director on 28 August 2025. He also serves as a member of the Audit Committee, Nomination and Remuneration Committee, and Chairman of the Risk Management Committee. With over two decades of experience in corporate finance and accounting, Mr. Lee brings valuable expertise in financial oversight, risk management, and governance, further enhancing the Board's effectiveness.

During the year, the Board bade farewell to YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop, who retired at the conclusion of the 22nd Annual General Meeting on 29 May 2025. The Board extends its deepest appreciation for his distinguished service and invaluable contributions to the Group.

Following these changes, the Board now comprises a balanced mix of executive and independent directors, ensuring robust oversight, diverse perspectives, and continued adherence to high standards of corporate governance.

SUSTAINABILITY AND RESPONSIBLE GROWTH

Sustainability remains a key pillar of our long-term strategy. The Group continues to strengthen its biosecurity measures, enhance closed house systems (CHS), and adopt responsible farming practices to safeguard productivity and animal health.

We are also focused on improving resource efficiency, reducing environmental impact, and aligning our operations with evolving sustainability expectations - ensuring that growth is both responsible and sustainable.

OUTLOOK: BUILDING FOR FY2026 AND BEYOND

Looking ahead to FY2026, the Group remains cautiously optimistic, supported by resilient demand fundamentals and our strengthened operational capabilities. Nevertheless, we recognise that the year ahead will continue to present a challenging environment.

The industry is transitioning into a fully liberalised pricing structure following the removal of subsidies, resulting in greater exposure to market-driven price fluctuations and increased competitive pressures. At the same time, cost volatility - particularly in feed raw materials such as corn and soybean meal - is expected to persist, influenced by global commodity trends, currency movements, and ongoing geopolitical uncertainties. Rising energy and logistics costs may also continue to impact overall operating expenses.

In addition, the Group remains mindful of operational risks, including disease outbreaks, climate variability, and evolving regulatory requirements, all of which may affect production efficiency and cost structures.

In response, the Group will continue to adopt a disciplined and forward-looking approach. We will intensify our efforts to enhance operational efficiency through improved farm management, process optimisation, and the adoption of advanced technologies and automation. Our vertically integrated model, particularly our feedmill operations, will remain a key strength in managing cost volatility and ensuring supply chain stability.

At the same time, we will continue to invest prudently in expanding our production capacity, supported by ongoing enhancements to farm infrastructure and closed house systems (CHS), which will further strengthen biosecurity, improve environmental control, and support sustainable productivity.

While challenges remain, the Board is confident that the Group's strong fundamentals, disciplined management, and clear strategic direction will enable us to navigate the evolving landscape and continue delivering sustainable value to our shareholders and stakeholders.

APPRECIATION

On behalf of the Board, I would like to express our sincere gratitude to our shareholders, customers, business partners, and financial institutions for their continued trust and support.

I would also like to extend my deepest appreciation to our management team and employees for their unwavering dedication and commitment. Their resilience and hard work have been instrumental in navigating challenges and driving the Group forward.

Thank you.

Datuk Lim Yew Piau
Chairman

MANAGEMENT DISCUSSION AND ANALYSIS

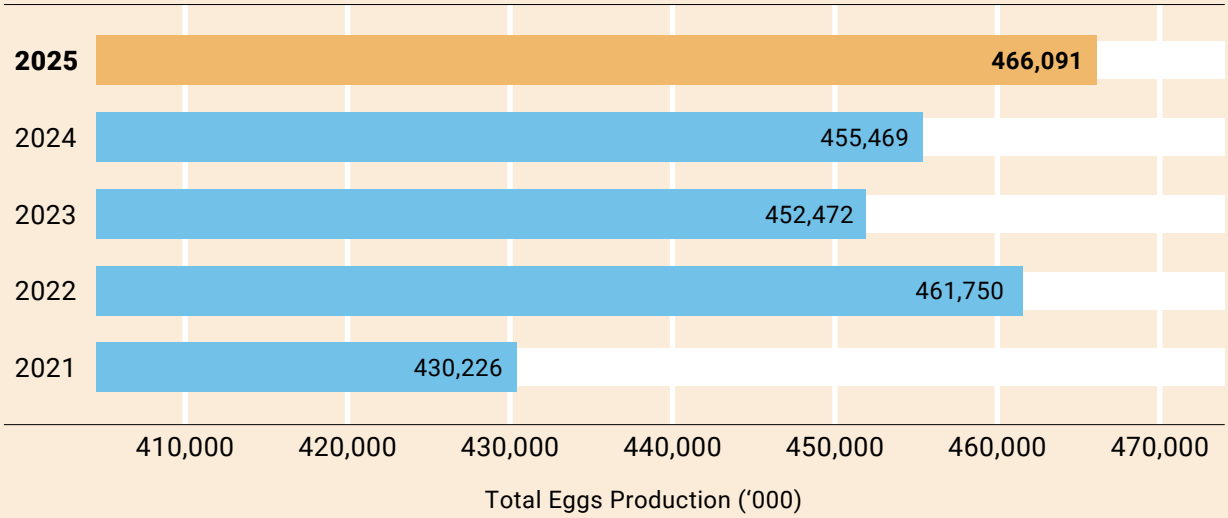


The Management Discussion and Analysis ("MD&A") provides an overview of the financial performance and operational developments of TPC Plus Berhad ("TPC" or "the Group") for the financial year ended 31 December 2025 ("FY2025").

FY2025 was characterised by a challenging operating environment, driven by cost volatility, subsidy rationalisation, and evolving market dynamics. Despite these headwinds, the Group demonstrated resilience, supported by its integrated operations and disciplined approach to execution.

REVIEW OF OPERATIONS

TPC 5-YEARS ANNUAL TOTAL EGGS PRODUCTION



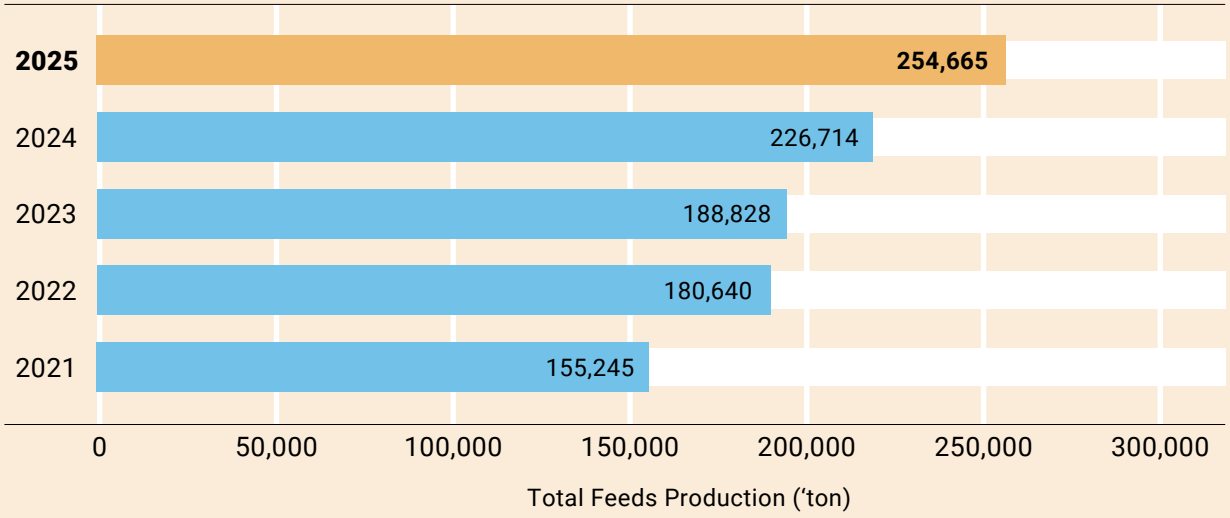
Based on historical consumption patterns, we anticipate that the overall demand for eggs will typically correlate with population growth trends. However, various factors can influence both egg supply and consumption within specific periods. According to statistics from the Department of Statistics Malaysia (DOSM, 2021), Malaysians consumed approximately 20.7 kilograms of eggs per person in 2020. The consumption of chicken eggs is expected to continue rising, reaching 41.4 kilograms of eggs per person by 2030.

In view of challenges posed by volatility of the market and unforeseen circumstances during FY2025, TPC delivered a modest performance compared to the stronger results achieved in the preceding year. Following the cessation of government subsidies in August 2025, price control measures on chicken eggs were also lifted, reshaping the operating environment for the industry.

In response, the Group adopted a cautious and measured approach in FY2025, prioritising cost efficiency and preserving capital to safeguard against unexpected developments. This was reflected in the Group's conservative capital expenditure strategy throughout the year.

Despite these headwinds, the Group reaffirmed its commitment to agility and productivity in navigating the unpredictable market landscape. Egg production levels were sustained, with total output reaching 466 million eggs in FY2025, an increase from 455 million eggs in FY2024. Looking ahead, the Group remains focused on optimising overall operations, embracing new technologies, and delivering sustainable value to stakeholders amidst evolving market conditions.

TPC 5-YEARS ANNUAL FEEDS PRODUCTION





The Group's feedmill operations have continued to showcase steady growth over the past five years, reflecting both rising demand and the successful execution of capacity expansion initiatives. Total feed production increased from 155,245 tons in 2021 to 254,665 tons in 2025, representing a cumulative growth of more than 64% since the feedmill's establishment in 2017.

The expansion undertaken in FY2023 enabled the Group to meet growing market requirements, with production reaching new highs in FY2024 and further strengthening in FY2025. This consistent upward trajectory underscores the Group's ability to scale operations efficiently while maintaining product quality and reliability.

Beyond volume growth, the feedmill continues to play a critical role in supporting farm productivity and sustainability. By ensuring optimal bird nutrition, enhancing cost efficiency, and adopting responsible farming practices, the Group reinforces its position as a trusted contributor to Malaysia's poultry industry. The feedmill's performance highlights TPC's commitment to innovation, operational excellence, and long-term value creation for stakeholders.

FINANCIAL PERFORMANCE REVIEW

	FYE 2025 (RM'000)	FYE 2024 Restated (RM'000)	Changes (%)
REVENUE	**487,396**	455,421	7.0%
COST OF SALES ("COS")	**496,148**	448,927	10.5%
OTHER INCOME	**36,926**	28,049	31.6%
FINANCE COSTS	**4,646**	4,782	(2.8%)
EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION ("EBITDA")	**33,627**	41,712	(19.4%)
PROFIT BEFORE TAX ("PBT")	**18,128**	25,886	(30.0%)
NET PROFIT AFTER TAX ("PAT")	**13,981**	18,276	(23.5%)
PBT MARGIN	***3.7%***	*5.7%*	*(35.1%)*
PAT MARGIN	***2.9%***	*4.0%*	*(27.5%)*

Revenue

The Group delivered stronger top-line results in FY2025, with revenue rising 7.0% to RM487.40 million, compared to RM455.42 million in FY2024. This growth was driven by higher sales volumes of eggs and poultry feed, supported by improved market demand, despite continued pressure from competitive pricing.

Cost of Sales

Cost of sales increased by 10.5%, from RM448.93 million in FY2024 to RM496.15 million in FY2025. The rise reflects higher production costs, particularly feed and raw materials, which offset the benefits of revenue growth and placed pressure on margins.

Other Income

Other income strengthened to RM36.93 million, up 31.6% from RM28.05 million in FY2024. The improvement was mainly attributable to higher government egg subsidies recognised and ancillary income streams, which provided partial relief against rising operating costs.

Finance Costs

Finance costs declined slightly by 2.8%, from RM4.78 million in FY2024 to RM4.65 million in FY2025. This reduction reflects disciplined utilisation of banking facilities and improved capital management, despite term loan commitments for the ongoing expansion project.

Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA")

EBITDA fell by 19.4%, from RM41.71 million in FY2024 to RM33.63 million in FY2025. The decline was primarily due to higher production costs and margin compression, though the Group's operating resilience helped mitigate the impact of cost pressures.

Net Profit After Taxation ("PAT")

The Group's PAT declined by 23.5%, from RM18.28 million in FY2024 to RM13.98 million in FY2025. In line with the factors affecting EBITDA, this was primarily due to higher COS, notwithstanding improvements in other income (government egg subsidies), and lower finance costs.

Overall, the Group recorded stronger revenue performance in FY2025, supported by increased sales volumes of eggs and poultry feeds. Despite margin pressures arising from increased feed and production costs, the Group delivered a resilient performance, aided by subsidy income and disciplined capital management.

FINANCIAL POSITION STRENGTH

	FYE 2025	FYE 2024	Variance (%)
Total Assets (RM'000)	**373,227**	323,587	15.3
Total Liabilities (RM'000)	**235,073**	197,872	18.8
Debt/Asset Ratio (Times)	**0.63**	0.61	3.3
Net Asset Per Share (RM)	**0.45**	0.41	9.8
Gearing Ratio (Times)	**0.16**	0.14	14.3
Current Ratio (Times)	**1.19**	1.29	(7.8)

TPC Group's financial position continues to provide a strong foundation for driving core business outcomes and supporting long-term resilience. As of 31 December 2025, the Group's total assets stood at RM373.23 million, representing a 15.3% increase from RM323.59 million in FY2024.

A breakdown of the Group's total assets for FY2025 is as follows:

(i) **Non-current assets** amounted to RM153.27 million, comprising freehold land, buildings, machinery, and investment properties, representing 41.1% of total assets.

(ii) **Trade receivables**, including related companies balances, totalled RM118.48 million, contributing 31.7% of total assets.

(iii) **Cash and cash equivalents** closed at RM71.82 million, comprising 19.2% of total assets.

The Group's total liabilities increased by 18.8%, from RM197.87 million in FY2024 to RM235.07 million in FY2025. These liabilities mainly consist of:

(i) **Trade payables** of RM103.14 million, both related and non-related parties, representing 43.9% of total liabilities.

(ii) **Borrowings**, both short-term and long-term, accounting for 40.2% of total liabilities.

Total equity attributable to shareholders grew by 9.8%, rising from RM125.72 million (RM0.41 per share) in FY2024 to RM138.15 million (RM0.45 per share) in FY2025. Net borrowings (total bank borrowings less cash and cash equivalents) as of FY2025 reaching RM22.76 million, against shareholders' funds of RM138.15 million, marking gearing ratio of 0.16 times, compared to 0.14 times in FY2024. While gearing rose slightly, it remains at a healthy level, reflecting disciplined capital management.

TPC Group closed FY2025 with a stronger financial position, as total assets rose 15.3% to RM373.23 million and shareholders' equity grew nearly 10% to RM138.15 million. The Group maintained a disciplined capital structure with a gearing ratio of 0.16 times, reflecting prudent leverage management. Overall, the strengthened financial position demonstrates resilience and the capacity to support sustainable growth and shareholder long-term value creation.



CASH AND CAPITAL MANAGEMENT

The management of TPC Group remains focused on actively managing its capital structure to ensure a balance between delivering shareholders values and safeguarding long-term financial resilience.

	2025 (RM'000)	2024 Restated (RM'000)
Net cash from operating activities	**31,285**	30,165
Net cash (for)/from investing activities	**(20,517)**	3,234
Net cash for financing activities	**(6,152)**	(15,071)
Net change in cash and cash equivalent	**4,616**	18,328
Cash and cash equivalents at beginning of the financial year	**67,208**	48,880
Cash and cash equivalents at end of the financial year	**71,824**	67,208

In pursuing this objective, the Group continues to evaluate operating cash flows, capital commitments, and strategic investment opportunities, while maintaining a prudent approach to capital and cash management.

As at 31 December 2025, the Group's liquidity position strengthened further, with cash and cash equivalents rising to RM71.82 million from RM67.21 million in FY2024. Looking ahead, the Group will prioritise sustaining an optimal cash and capital base to support operational enhancements and future growth initiatives.

Cash Flow from Operating Activities

Net cash from operating activities for FY2025 amounted to RM31.29 million, a modest increase of RM1.12 million, or 3.7%, compared to RM30.17 million in FY2024. This improvement in cash inflow was primarily due to government subsidies recognised during the year, despite lower average selling prices of eggs and poultry feeds compared to prior year.

This improvement reflects stronger operational efficiency and rigorous working capital management, despite ongoing challenges in the poultry industry. The resilience of operating cash flows underscores the Group's ability to preserve liquidity and navigate market uncertainties.

Cash Flow (for)/from Investing Activities

The Group recorded a net cash outflow of RM20.52 million from investing activities in FY2025, compared to a net inflow of RM3.23 million in FY2024. This shift was primarily attributable to capital expenditure commitments during the year, including investments in new farm project and operational enhancements. These investments are expected to strengthen production capabilities, improve overall efficiency, and support the Group's long-term sustainability objectives.

Cash Flow for Financing Activities

Net cash outflow from financing activities in FY2025 was RM6.15 million, compared to RM15.07 million in FY2024. The lower outflow was primarily driven by the Group's debt re-optimisation strategy, which involved increasing long-term borrowings to better align with long-term investments, as well as the repayment of short-term borrowings to reduce reliance on short-term financing.

During the year, the Group also continued its dividend distribution policy, reinforcing its commitment to delivering shareholder value while maintaining financial prudence.

Capital Structure, Reserve and Expenditure

As at 31 December 2025, TPC's share capital and reserves remained stable, supporting an equity base that continues to provide a strong foundation for growth. The Group finances its operations through a balanced mix of internal cash reserves, trade payables, and banking facilities. Adequate trade facilities have been secured to meet working capital requirements and fund ongoing projects.

The Group's capital expenditure in FY2025 was directed towards:

- New farm project to increase overall productivity, operational efficiency, and livestock welfare.
- Operational enhancements aimed at improving sustainability and supporting long-term growth.

Looking ahead, the Group will continue to adopt prudent approach to cash and capital management, ensuring that liquidity remains sufficient to support both operational needs and future growth initiatives. Strategic investments will be carefully prioritised to enhance efficiency, strengthen sustainability practices, and create long-term value for shareholders. By maintaining a resilient capital structure and embedding sustainability into financial and operational planning, the Group is well-positioned to navigate industry challenges while driving sustainable growth and reinforcing stakeholder confidence.

ANTICIPATED OR KNOWN RISKS

The Group's business, financial, and operational results remain subject to various uncertainties and risks, many of which are beyond its control. To address these challenges, TPC Group continues to strengthen its risk management framework and implement proactive measures to minimise, mitigate, or eliminate potential adverse impacts.

Egg Production Subject to Agricultural and Disease Risks

TPC Group remains exposed to livestock-related disease risks, particularly avian influenza, which could significantly disrupt operations and financial performance. Extreme weather conditions and other disease outbreaks also pose threats to egg production quality and volume. Negative publicity surrounding industry-wide outbreaks may further affect consumer confidence, even if the Group's flocks remain unaffected.

To mitigate these risks, the Group maintains a comprehensive vaccination programme overseen by in-house veterinarians and an experienced farm management team. The Group has progressively converted all conventional open flock houses into closed house systems (CHS), equipped with advanced ventilation technology to reduce heat stress and prevent contact with wild birds. These biosecurity enhancements have strengthened flock health and productivity, though unforeseen outbreaks or adverse weather conditions could still materially impact performance.

Poultry Industry Risks: Feed Costs, Market Fluctuations, and Biosecurity

The Group's operations are inherently exposed to feed cost volatility, labour expenses, fluctuating egg prices, and evolving environmental regulations. Feed costs, the largest component of production, remain sensitive to global commodity trends in corn, soybean meal, and wheat, which are influenced by weather, harvest yields, supply-demand dynamics, and currency movements. Any significant rise in feed costs without a corresponding increase in egg prices could erode margins.

To counter these risks, the Group continues to invest in CHS technology, automation, and farm management improvements. Strategic adoption of innovation enhances biosecurity and supports production efficiency. However, oversupply risks and regulatory changes may still affect profitability and market share.

Credit Risks Management

Exposure to credit risk arises primarily from trade receivables. Delays or defaults in customer payments could adversely affect cash flows and financial stability. To mitigate this, the Group enforces strict credit controls, sets clear credit limits, and continuously monitors receivables. Legal action is taken where necessary to recover overdue amounts, ensuring disciplined credit risk management.

Macroeconomic and Regulatory Risks

Global and domestic macroeconomic developments, including policy changes, licensing requirements, minimum wage adjustments, and price controls, may impact the Group's operations. To mitigate these risks, management actively monitors economic and regulatory trends, engages with the Department of Veterinary Services (DVS), and consults external professionals to ensure compliance and readiness for new requirements.

Dependence on Leadership and Expertise of Management Team for Continued Success

The Group's success continues to rely on the leadership and expertise of its Executive Directors and senior management team. Their industry knowledge and strategic direction are critical to driving growth and expansion. However, reliance on key individuals presents succession risks. To address this, the Group places strong emphasis on succession planning and leadership development to ensure continuity and long-term sustainability.

RISKS MANAGEMENT FRAMEWORK

The Group remains committed to cultivating a strong risk management culture across all levels of the organisation. Its risk management framework is continuously reinforced to ensure resilience, sustainability, and stakeholder confidence. For further details on the Group's risk management and internal control systems, please refer to the Statement on Risk Management and Internal Control in this Annual Report.



FUTURE PROSPECT AND OUTLOOK

Looking ahead to FY2026, the Group adopts a cautiously optimistic outlook, underpinned by resilient demand for eggs as an essential and affordable source of protein, alongside the Group's strengthened operational foundation and integrated business model.

The operating environment, however, is expected to remain challenging. The industry continues to adjust to a post-subsidy landscape, where pricing dynamics are increasingly driven by market forces. At the same time, global uncertainties, including ongoing geopolitical tensions and volatility in commodity markets, are likely to sustain pressure on input costs, particularly feed and energy. These factors may continue to influence margins and require careful cost management across the Group's operations.

In response, the Group will maintain a disciplined and measured approach, focusing on enhancing operational efficiency and optimising cost structures. Continuous improvements in farm management practices, coupled with the adoption of advanced technologies and automation, are expected to further strengthen productivity and mitigate the impact of rising costs. The Group will also continue to leverage its vertically integrated model, particularly its feedmill operations, to improve cost control, ensure supply stability, and enhance overall operational resilience.

At the same time, the Group remains committed to expanding its production capacity in a prudent and sustainable manner. Ongoing investments in farm infrastructure, including enhancements to closed house systems, are expected to support higher productivity, improved biosecurity, and greater operational consistency. These initiatives will position the Group to meet growing demand while maintaining high standards of product quality.

Sustainability will continue to be an integral part of the Group's strategy moving forward. Efforts to improve resource efficiency, reduce environmental impact, and align with evolving ESG expectations will remain a key focus.

By embedding sustainable practices into its operations, the Group aims to ensure long-term viability while meeting the expectations of stakeholders, regulators, and the communities it serves.

Notwithstanding the uncertainties in the external environment, the Group remains confident in its long-term prospects. Supported by a strong balance sheet, prudent financial management, and an experienced management team, TPC is well-positioned to navigate near-term challenges while pursuing sustainable growth opportunities.

The Board and Management will continue to monitor market developments closely and remain agile in responding to changes. With a clear strategic direction and a focus on operational excellence, the Group is committed to delivering long-term value to its shareholders and other stakeholders in FY2026 and beyond.

DIVIDEND

The Board is dedicated to balancing shareholder value creation with the Group's long-term financial stability and sustainable growth.

Although TPC does not have a formal dividend policy, we recognise the importance of rewarding our shareholders for their ongoing support. The decision to declare a dividend is based on various factors, including cash flow availability, financial performance, capital expenditure requirements, overall financial health, and any other relevant considerations deemed important by our Board. It is also subject to the solvency test as mandated by the Companies Act 2016.

In view of the decent results for the FY2025, the Board announced an interim cash dividend to reward shareholders amounting to RM1.54 million, which represented approximately 11.0% of PAT for the financial year ended 31 December 2025.

SUSTAINABILITY STATEMENT

ABOUT THIS SUSTAINABILITY STATEMENT

TPC Plus Berhad ("TPC" or "the Company") and its subsidiaries ("TPC Group" or "the Group") recognise that sustainable and responsible business practices are fundamental to long-term value creation. We consider sustainability commitments and initiatives as integral to our strategy, shaping how we engage with our stakeholders and contribute positively to society and the environment.

The Board of Directors ("the Board") of TPC Group is pleased to present the Sustainability Statement for the financial period ended 31 December 2025 ("FY2025"). Through this Statement, the Board underscores the Group's dedication to responsible business practices, aiming to create lasting value for our shareholders, employees, communities, and broader stakeholders, while supporting the transition towards a sustainable economy.

REPORTING SCOPE AND BOUNDARY

This Sustainability Statement covers the financial period from 1 January 2025 to 31 December 2025 ("FY2025").

The scope of this Statement encompasses the Group's key operating segments, namely the layer farm and feed mill divisions located in Melaka and Negeri Sembilan, Malaysia, operating under Teck Ping Chan Agriculture Sdn. Bhd. These operations represent the primary contributors to the Group's economic, environmental, and social impacts, and therefore form the basis of this year's sustainability disclosures.

The Group also has oil palm plantation activities, operated under Mestika Arif Sdn. Bhd., which are not included within the reporting scope for FY2025, as they are currently not a significant contributor to the Group's overall revenue and operational impact. Similarly, the dormant subsidiary, Teck Ping Chan (1976) Sdn. Bhd., is excluded from reporting. The Group will continue to assess the materiality of these activities and may consider including them in future sustainability disclosures as their contribution becomes more significant.

REPORTING FRAMEWORKS AND STANDARDS

This Sustainability Statement is prepared in accordance with Practice Note 9 and Practice Note 9A of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities"). In developing this Statement, the Group has also referenced the following frameworks and guidelines to enhance the quality, comparability, and transparency of disclosures:

- Part A and B of Practice Note 9A of MMLR;
- Sustainability Reporting Guide (3rd Edition) issued by Bursa Securities ("the Guide");
- Global Reporting Initiative Standards ("GRI Standards");
- FTSE4Good Bursa Malaysia Index;
- The United Nations Sustainable Development Goals ("UNSDG"); and
- Malaysia Code of Corporate Governance 2021 ("MCCG").

Going forward, the Group is aligning its reporting with the National Sustainability Reporting Framework ("NSRF"). From next year, we will transition to a reporting approach that incorporates NSRF requirements alongside other relevant standards, further strengthening the robustness and comparability of our sustainability disclosures.

ASSURANCE

This Sustainability Statement has not been subjected to an independent external assurance process. The Group will continue to assess the feasibility of obtaining external assurance in future reporting cycles to enhance the credibility and reliability of disclosures.

APPROVAL

This Sustainability Statement has been reviewed and approved by the Board of Directors on 9 April 2026, reflecting the Board's oversight and accountability for the Group's sustainability performance and disclosures.

STAKEHOLDER FEEDBACK

The Group values feedback from its stakeholders as part of its continuous improvement in sustainability practices and reporting. We welcome inquiries, comments, and suggestions regarding this Statement and the matters discussed herein.

For further information, please contact:
contact@tpc.com.my or ir@tpc.com.my

FY2025 KEY SUSTAINABILITY PERFORMANCE HIGHLIGHTS

As we move forward, we remain dedicated to continuous improvement, sustainable growth, and delivering long-term value for all stakeholders.

We have summarised our key sustainability performance highlights below:

ENVIRONMENTAL PERFORMANCE

Energy Consumption

Total Energy Use:
15,823.50 MWh

Direct energy:
5,988.38 MWh

Indirect energy:
9,835.11 MWh

Energy intensity:
0.0339 kWh per egg
(equivalent to 33.9 kWh per 1,000 eggs)

Greenhouse Gas ("GHG") Emissions

Total GHG:
9,326.81 $MTCO_2e$

Scope 1:
1,508.53 $MTCO_2e$

Scope 2:
7,612.38 $MTCO_2e$

Scope 3:
205.90 $MTCO_2e$

GHG emission intensity:
0.0200 $kgCO_2e$ per egg
(equivalent to 20.0 $kgCO_2e$ per 1,000 eggs)

Water Consumption

Total Water Use:
169.85 megalitres (mL)

Water intensity:
0.364 litres per 1,000 eggs
(Equivalent to 364 mL per egg)

SOCIAL PERFORMANCE

Workplace Safety

ZERO Fatalities

ZERO Lost Time Injury Rate ("LTIR")

GOVERNANCE & ETHICS

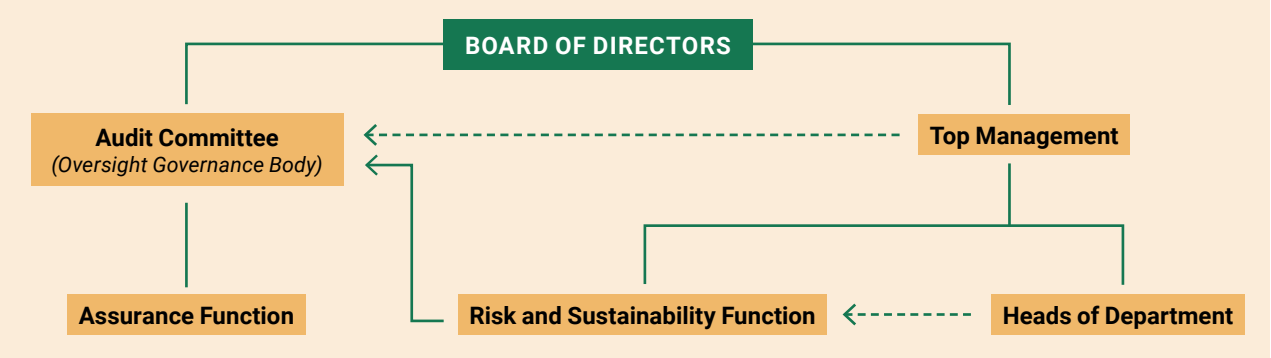
Integrity and Compliance

ZERO Corruption cases

SUSTAINABILITY GOVERNANCE STRUCTURE

As the Group continues to strengthen its sustainability framework, we recognise that having an effective governance structure is essential to effectively drive, implement, and monitor sustainability strategies across the organisation.

At TPC, sustainability governance is guided by a top-down approach, with clear roles and responsibilities defined across all levels of the Group to ensure accountability, transparency, and effective oversight.



The key roles are summarised as follows:

Board of Directors	The Board holds ultimate responsibility for sustainability strategy, initiatives and overall performance oversight.
Audit Committee *(Oversight Governance Body)*	The Audit Committee supports the Board by reviewing the management of sustainability matters, monitoring progress, and providing updates and recommendations to the Board.
Top Management	Led by the Managing Director and Executive Director, and supported by the Account Manager, Top Management is responsible for implementing and managing sustainability initiatives, driving execution, monitoring performance, and ensuring alignment with the Group's strategic direction.
Risk and Sustainability Function	The Risk and Sustainability Function serves as the central coordinating body, providing guidance, facilitating stakeholder engagement, and monitoring the progress of sustainability initiatives across the Group's operations.
Heads of Department	Heads of Department are responsible for managing sustainability within their respective functions, including identifying, assessing, managing, and periodically reviewing sustainability-related risks and opportunities, while supporting effective implementation of initiatives.
Assurance Function	The assurance function provides independent evaluation of the adequacy and effectiveness of sustainability processes and controls, with findings reported to the Audit Committee.

SUSTAINABILITY FRAMEWORK AT A GLANCE

Guided by the Group's vision, mission, and core values, TPC Group has established a sustainability framework that integrates our strategic priorities with economic, environmental, social, and governance ("EESG") considerations. This framework outlines our sustainability objectives, key focus areas, and stakeholder groups, ensuring that sustainability remains embedded in our business operations and decision-making processes.

VISION

To become a premier egg producer and the most trusted supplier of fresh, high-quality eggs and poultry products in Malaysia.

MISSION

We strive to continuously enhance and invest in our people and technologies to deliver high-quality and fresh egg and egg products to our valued customers.

CORE VALUES

- Providing a safe and hygienic work environment for our employees.
- Investing in modern technologies and facilities to achieve farm efficiencies.
- Maximising profits and competitiveness through economies of scale in production.
- Actively contributing to social initiatives for sustainable development.

Sustainability Objectives

- **Workplace Safety and Well-being** – Ensuring a safe, healthy, and conducive working environment;
- **Talent Development** – Continuously providing learning and development opportunities to enhance employees' skills and competencies;
- **Sustainable Growth** – Driving long-term business growth while integrating sustainability considerations into operations;
- **Environmental Stewardship** – Minimising environmental impact through efficient resource management and responsible practices; and
- **Social Responsibility** – Strengthening contributions to the community and broader society.

Sustainability Pillars

Our sustainability approach is anchored on four key pillars:

- **Economic** – Ensuring sustainable financial performance and long-term value creation;
- **Environmental** – Managing environmental impacts responsibly, including resource use and emissions;
- **Social** – Prioritising employee welfare, community engagement, and product responsibility; and
- **Governance** – Upholding strong corporate governance, ethical conduct, and compliance.

Key Stakeholders

We actively engage with our key stakeholders to understand their expectations and incorporate their feedback into our sustainability strategies:

- Shareholders
- Customers
- Suppliers, sub-contractors, and business partners
- Employees
- Bankers and financial institutions
- Local communities
- Government and regulators

The Group recognises that sustainability is not a standalone initiative, but an integral component of its overall business strategy and operations. Our Sustainability Policies and Guidelines 2024 are designed to be aligned with existing corporate policies, ensuring that sustainability principles are embedded across all levels of the organisation and consistently applied in decision-making processes.

This integrated approach supports responsible business practices, effective management of sustainability-related risks and opportunities, and long-term value creation.

Key supporting policies include:

- Anti-Corruption Policy
- Whistleblowing Policy
- Employee Code of Conduct and Ethics
- Employee's Handbook
- Diversity Policy
- Fit and Proper Policy
- Conflict of Interest Policy

STAKEHOLDERS ENGAGEMENT

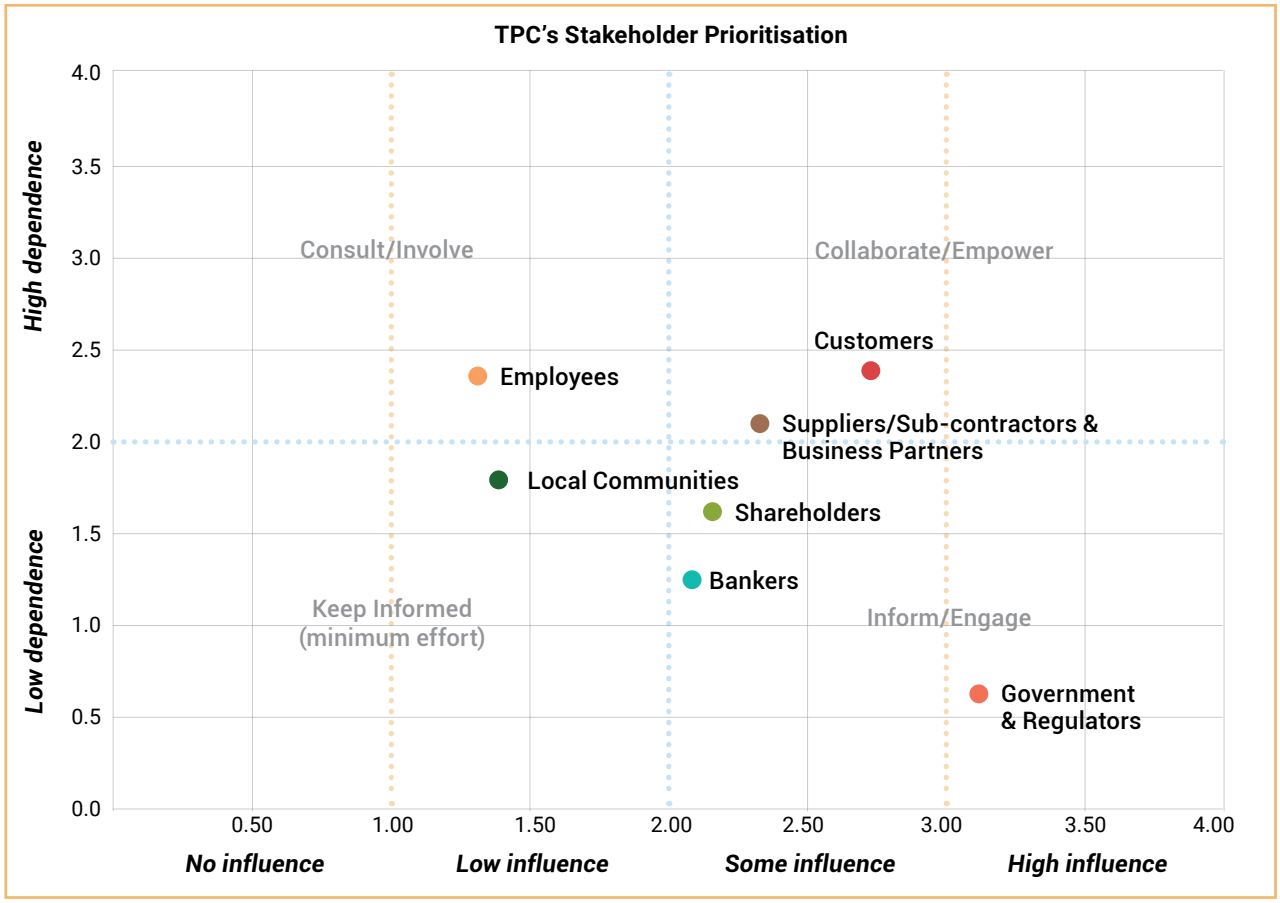
Stakeholders are individuals or groups who may be affected by, or have an interest in, the Group's business operations and decisions. The Group recognises that effective and continuous stakeholder engagement is essential to understand their concerns, expectations, and priorities, which in turn inform the development and enhancement of our sustainability strategies.

The Group engages with its stakeholders through various channels, including:

Stakeholders	Engagement Approach	Engagement Focus & Objectives	Frequency	Initiatives to include
Customers	• Customer feedbacks/ complaints • Email and physical communications • Questionnaires	• Food safety and quality • Supply consistency • Customer feedback review/experience • Timely eggs order delivery	On-going	Company website, Customer satisfaction survey, daily or weekly phone calls
Employees	• On-going trainings and developments • Performance appraisal system • Internship programme • Questionnaires	• Employees' welfare and safety • Career development • Competitive remuneration and benefits • Corporate culture • Employees engagement	On-going/ Monthly/ Quarterly/ Yearly	Yearly trainings, daily or weekly talk, yearly performance appraisal, CSR volunteering activities, Communication with Management
Suppliers/ Subcontractors & Business Partners	• Email and physical communications • Direct negotiation by phone calls or via email • Sound payment practices • Long term business relationship • Questionnaires	• Payments • Transparent procurement practices	On-going/ Periodical	Supply contract negotiation, supplier commitment, supplier audit and evaluation, sound payment practices
Government & Regulators	• Bursa Malaysia Reporting • Regulatory compliance • Authorities • Labour practices	• Compliance • Food safety • Biosecurity • Labour and employment issues • Government taxes contribution	Quarterly/ Yearly	Formal meeting physically and virtually, inspection by local authorities, quarterly production report submission
Local Communities	• Community engagement programme (CSR projects) • Sponsorships • Domestic job opportunities • Environmental impact from business operations	• Social welfare and contributions • Biosecurity and farm management	On-going	Sponsorships and donation of eggs, participation in CSR activities
Shareholders	• Annual general meeting • Investor relations • Quarterly financial results • Bursa announcements • Annual report • Corporate website • Questionnaires	• Financial performance • Business growth and risk • Corporate Strategy and performance • Business outlook and prospects	Quarterly/ Yearly/ As needed	Annual General Meetings (AGMs), Quarterly financial result announcement
Bankers	• Quarterly announcement • Annual report • Physical communications/ farm visits • Direct communication via phone calls or emails • Questionnaires	• Financial performance and liquidity • Business growth and risk • Repayment ability	Monthly/ Quarterly/ As needed	Formal meeting physically, email and phone communication, site visits, monthly bank statements

The Group assessed the significance of each stakeholder group by evaluating their level of influence on, and dependency upon, our business operations.

The outcomes of this assessment are presented in the materiality matrix below.



MATERIALITY ASSESSMENT AND SUSTAINABILITY STRATEGIES

The Board considers materiality assessment a critical process for the Group to identify, evaluate, and prioritise key sustainability risks and opportunities that are most significant to both the Group and its stakeholders. Guided by stakeholder engagement, the Group conducts an annual materiality assessment to review existing sustainability matters and to identify any emerging risks or opportunities across Economic, Environmental, Social, and Governance ("EESG") aspects.

For the assessment, the Group applied a consistent four-step approach:

STEP 1

IDENTIFICATION

Identify the sustainability matters most relevant to the Group.

STEP 2

ASSESSMENT

Evaluate the identified material matters from both the Group's and stakeholders' perspectives.

STEP 3

PRIORITISATION

Prioritise and rank each material matter based on its potential impact on the Group and its stakeholders.

STEP 4

VALIDATION

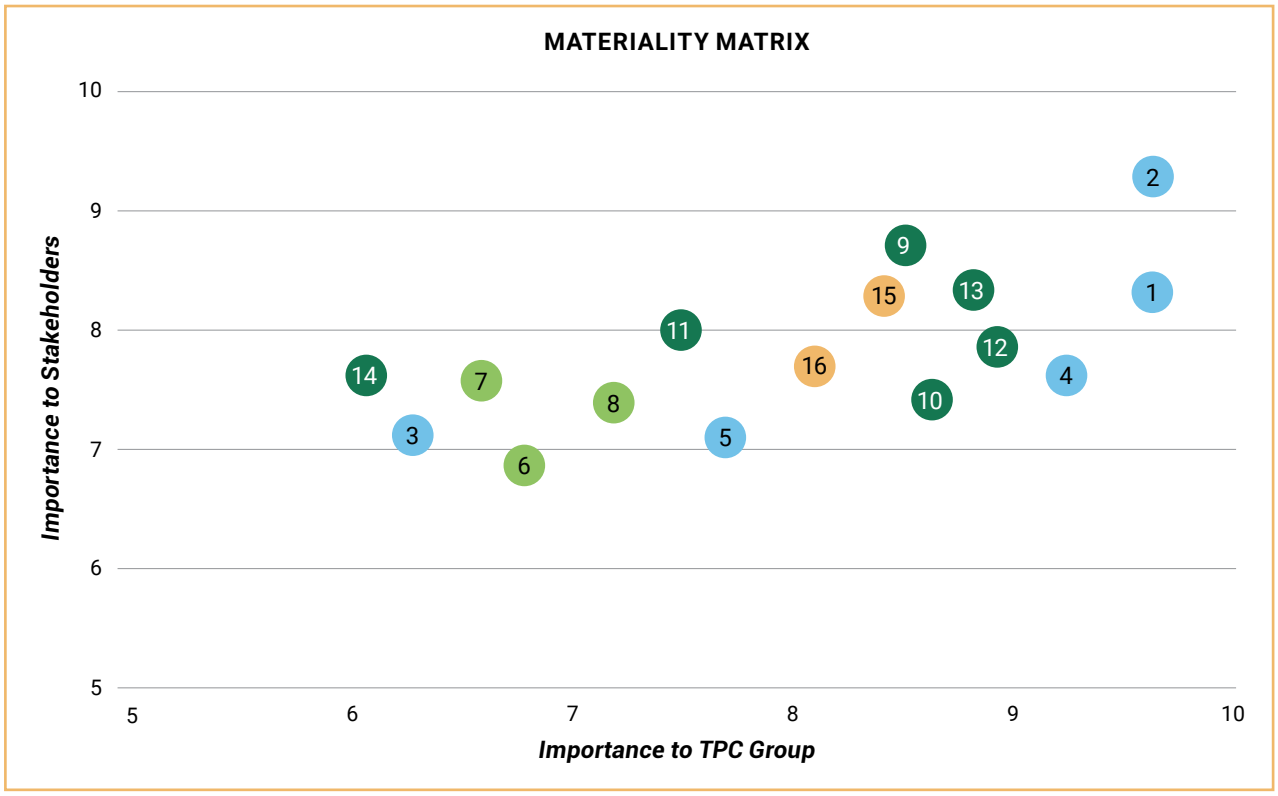
Deliberate and validate the outcomes with Heads of Department and Top Management.

In FY2025, the Group's key material matters remained closely aligned with those identified in FY2024, as there were no significant changes in business operations, stakeholder landscape, or regulatory requirements. Accordingly, no new materiality assessment was conducted during the reporting period. This approach ensures continuity and consistency in evaluating sustainability risks and opportunities while maintaining alignment with previously identified priorities. The material matters and their respective significance continue to guide the Group's sustainability strategies and disclosures for FY2025.

The identification of material matters was conducted in strict adherence to the Guide issued by Bursa Securities, ensuring compliance with recognised best practices in sustainability disclosure.

MATERIALITY MATRIX

Based on the materiality assessment conducted, a total of 16 material matters were identified. These matters are categorised according to their significance, ranging from "Important" to "Most Important" in terms of stakeholder relevance. The relative priority and impact of each matter are illustrated in the Materiality Matrix below:



ECONOMIC

1. Sustainable Business Growth and Performance
2. Product Safety, Quality and Brand
3. Technology and Innovation
4. Customer Satisfaction
5. Local Supply Chain Management

ENVIRONMENT

6. Environmental Stewardship
7. Waste and Effluent Management
8. Emission Discharged

SOCIAL

9. Occupational Safety and Health
10. Training and Development
11. Employee Welfare and Engagement
12. Workforce and Management Diversity
13. Data Privacy
14. Community Outreach

GOVERNANCE

15. Corporate Governance Practices
16. Anti-Bribery

SUSTAINABILITY STRATEGIES AND UNSDG MAPPING

Building on the identified material matters, the Group has considered the seventeen (17) United Nations Sustainable Development Goals ("UNSDGs") introduced by the United Nations Department of Economic and Social Affairs to guide the formulation of our sustainability strategies.

Through this process, we have mapped six (6) UNSDGs to our material matters and corresponding sustainability strategies, ensuring that our initiatives not only address key business and stakeholder priorities but also contribute meaningfully to global sustainable development objectives.

The mapping is summarised as follows:

	UNSDGs	Material Matters	Sustainability Strategies
Economic		• Sustainable Business Growth and Performance • Product Safety and Quality • Technology Automation • Customer Satisfaction • Local Supply Chain Management	• To expand market presence via wholesalers, distributors, hypermarkets and bakeries • To maintain the quality, safety and freshness for our egg products • To leverage on technology automation for operational efficiency • To understand customers' requirements and satisfaction level for continuous improvements • To adopt responsible procurement practice, whenever viable
Environment		• Environmental Stewardship • Waste and Effluent Management • Energy and Water Management	• To promote environmentally friendly initiatives • To protect the environment with on-going environmental monitoring and management
Social		• Occupational Safety and Health • Training and Development • Employee Welfare and Engagement • Workforce and Management Diversity • Customer Privacy • Community Outreach	• To support workplace diversity and inclusivity • To increase employees' Occupational Safety and Health ("OSH") awareness and prevent workplace injury • To invest in the training and development of our employees • To protect our employees' rights and interests at all times • To safeguard our customers' information and prevent data leakage • To contribute to the local community
Governance		• Corporate Governance Practice • Anti-Bribery	• To uphold good corporate governance, ethical business practices and adhere to all applicable laws and regulations • To maintain a corruption and bribery free business environment

RISK MANAGEMENT

The Board of TPC is responsible for overseeing risk management activities, ensuring alignment with our strategic objectives and core values. The Group adopts a comprehensive approach to risk management, supported by both the Board of Directors and Management. The Board oversees the effectiveness of risk management and internal control systems through its sub-committees, namely the Board Risk Management Committee and the Audit Committee.

Sustainability-related risks and opportunities are integrated into the Group's risk management framework. These risks are identified, assessed, and reviewed periodically as part of the Group's risk assessment process to ensure they are effectively managed, while enabling the Group to capitalise on emerging opportunities.

Identifying key material matters further strengthens the Board's ability to make informed decisions and manage risks proactively. By addressing these matters through targeted action plans and forward-looking strategies, the Group enhances its resilience, mitigates potential risks, and supports sustainable long-term growth.

The table below summarises the key risks and opportunities associated with each material matter:

	Material Matters	Risks	Opportunities
Economic	Sustainable Business Growth and Performance	Market volatility, fluctuating egg prices, disease outbreaks affecting productivity	Expanding market share, improving operational efficiency
	Product Safety, Quality and Brand	Contamination, product recalls, foodborne diseases affecting brand reputation	Strengthening brand trust, premium product lines
	Technology and Innovation	High capital expenditure, slow adoption of new technologies	Automation in farms and feed mills, digital monitoring, efficiency and productivity gains
	Customer Satisfaction	Supply disruptions, unmet customer expectations	Stronger customer loyalty, improved product offerings
	Local Supply Chain Management	Dependence on local suppliers for feed or packaging, supply interruptions	Supporting local economy, cost efficiency, stable supply chain through partnerships
Environment	Environmental Stewardship	Resource depletion, climate change impacts, regulatory non-compliance	Energy efficiency, sustainable farming practices
	Waste and Effluent Management	Improper waste handling causing environmental harm, regulatory fines	Converting waste to biogas/fertiliser, circular economy initiatives, community goodwill
	Emission Discharged	GHG emissions from farm operations and feed mills	Carbon footprint reduction, energy efficiency programs
Social	Occupational Safety and Health	Workplace accidents, regulatory fines, reputational damage	Enhanced safety culture, improved employee morale
	Training and Development	Skills gap, low productivity if staff not trained	Upskilling workforce, knowledge retention, innovation adoption
	Employee Welfare and Engagement	Low retention, low job satisfaction	Higher employee satisfaction, retention, and productivity; stronger company culture
	Workforce and Management Diversity	Limited diversity affecting decision-making	Inclusive workplace, attracting talent, improved problem-solving and innovation
	Data Privacy	Breach of customer or employee data	Strengthened trust, compliance with regulations (i.e.; PDPA)
	Community Outreach	Poor community relations, reputational risk	Stronger community ties, enhanced social license to operate, brand goodwill
Governance	Corporate Governance Practices	Non-compliance, weak oversight, reputational damage	Transparency, investor confidence, alignment with MCCG and ESG expectations
	Anti-Bribery	Corruption or unethical practices	Strengthened compliance culture, enhanced reputation

Further details on the Group's risk management activities and internal control systems are set out in the Statement on Risk Management and Internal Control in this Annual Report.

Governance

Strong governance underpins our sustainability efforts, ensuring that we operate with integrity, transparency, and accountability while complying with all applicable laws and regulations.



CORPORATE GOVERNANCE

Upholding Ethical Business Practices and Ensuring Compliance with Applicable Laws and Regulations

Why it is Important

Strong corporate governance forms the foundation for achieving the Group's sustainability objectives. We are committed to upholding high standards of governance in line with the principles and best practices set out in the MCCG and the MMLR of Bursa Securities, anchored on accountability, transparency, integrity, and ethical conduct. These principles are essential in safeguarding shareholders' investments, protecting stakeholder interests, and preserving the Group's assets, while supporting long-term sustainable value creation.

Our Approach and Performance

Code of Conduct and Governance Policies

The Board of TPC and key senior management are committed to conducting business with integrity and professionalism. To reinforce this commitment, the Board has adopted the Employee Code of Conduct and Ethics, which sets out the expected standards of ethical behaviour and promotes a culture of honesty, accountability, and compliance across the Group. All directors, management, and employees are required to adhere to the Code in the discharge of their duties. The Code also provides guidance on addressing ethical concerns and ensuring compliance with applicable laws and regulations.

In addition, the Board has established key governance policies, including:

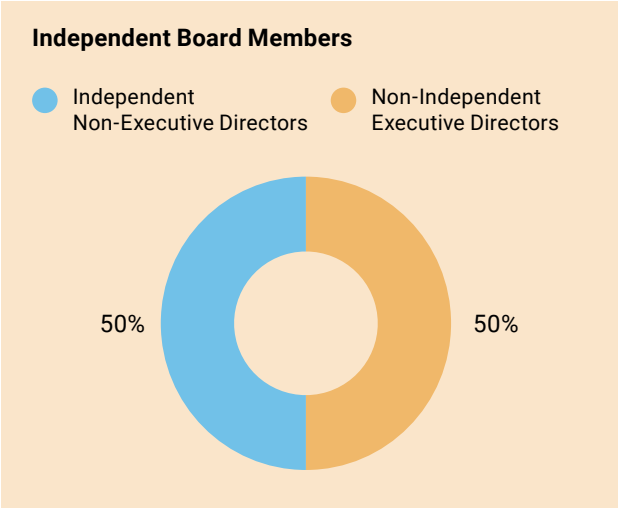
Diversity Policy – promoting an inclusive workforce and enhancing gender and age representation across all levels of the organisation.

Fit and Proper Policy – ensuring that directors and key senior management personnel possess the necessary skills, experience, and integrity to discharge their duties effectively.

Conflict of Interest Policy – providing guidance on identifying, disclosing, and managing potential conflicts of interest to protect the integrity of decision-making processes.

As a public listed company in Malaysia, the Group recognises that a strong corporate governance framework underpins sustainable growth and long-term success. At TPC, corporate governance extends beyond regulatory compliance and serves as a guiding principle across all aspects of our operations. Our governance practices are aligned with the MMLR of Bursa Securities and the MCCG.

Board Composition and Leadership Structure



The Board comprises a balanced mix of executive and independent directors, ensuring objectivity and effective oversight in decision-making. As of FY2025, the Board consists of three (3) Executive Directors and three (3) Independent Directors.

The roles of the Board Chairman and the Managing Director are held by two separate individuals to ensure a clear division of responsibilities and maintain an appropriate balance of power and authority, in accordance with Practice 1.3 of the MCCG. The Chairman, who is an Executive Chairman, is responsible for leading the Board and ensuring its effectiveness, while the Managing Director oversees the day-to-day operations and implementation of the Group's strategies.

In addition, the Chairman is not a member of any Board Committees, including the Audit Committee, Nomination and Remuneration Committee, and Board Risk Management Committee, in line with Practice 1.4 of the MCCG, thereby preserving objectivity in Board oversight.

Board Effectiveness and Meeting Attendance

The Board meets regularly throughout the financial year to deliberate on strategic, operational, and governance matters. The number of Board and Board Committee meetings held during the year, as well as the attendance of each Director at these meetings, are disclosed in the Corporate Governance Report to ensure transparency and accountability.

The Board, through the Nomination and Remuneration Committee, conducts an annual evaluation of the effectiveness of the Board, its Committees, and individual Directors. This structured assessment supports continuous improvement in governance practices and Board performance.

Shareholders' Rights and Engagement

Shareholders are provided with the right to participate in key decision-making processes, including the annual election or re-election of Directors at the Annual General Meeting ("AGM"). Shareholders also vote on Directors' fees and benefits, with such rights explicitly embedded in the Group's Remuneration Policies and Procedures for Directors and Senior Management, ensuring transparency and accountability in remuneration practices. Directors' remuneration is disclosed on a named basis in the Corporate Governance Report.

Related Party Transactions

The Board ensures that all related party transactions are properly identified, reviewed, and approved in accordance with applicable regulatory requirements. Such transactions are disclosed transparently and are subject to oversight by the Audit Committee to safeguard the interests of minority shareholders.

Board Diversity

While the current Board composition includes one female director, the Group acknowledges the importance of diversity and remains committed to enhancing gender representation over time. In line with MCCG best practices, the Group aspires to achieve at least 30% female representation on the Board, while fostering an inclusive environment that supports the development of female talent across all levels of the organisation.

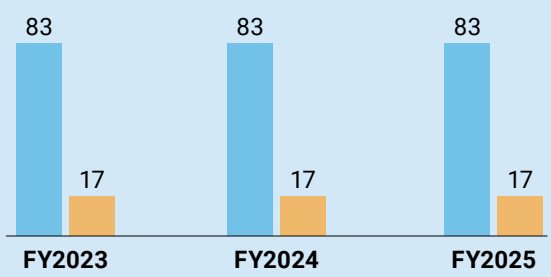
In terms of overall diversity, the Board comprises 83% male and 17% female members, while the Key Senior Management team is currently fully male. Recognising that the poultry industry has traditionally been male-dominated, the Group remains committed to strengthening diversity and building a more inclusive leadership pipeline through equal opportunities and talent development initiatives.

The Board also emphasises a balanced mix of experience and perspectives. A combination of younger directors and experienced members enables diverse viewpoints and effective decision-making.

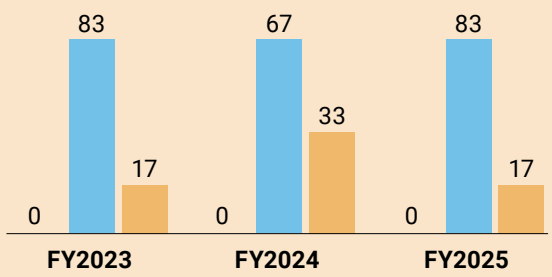
Similarly, the Key Senior Management team reflects a blend of dynamism and experience. As of FY2025, 60% of Key Senior Management are aged between 30 and 50 years, contributing fresh ideas and adaptability, while the remaining 40% are above 50 years old, providing stability, leadership, and deep industry expertise.

Further details on the Group's corporate governance practices and performance are set out in the Corporate Governance Overview Statement in this Annual Report and the Corporate Governance Report.

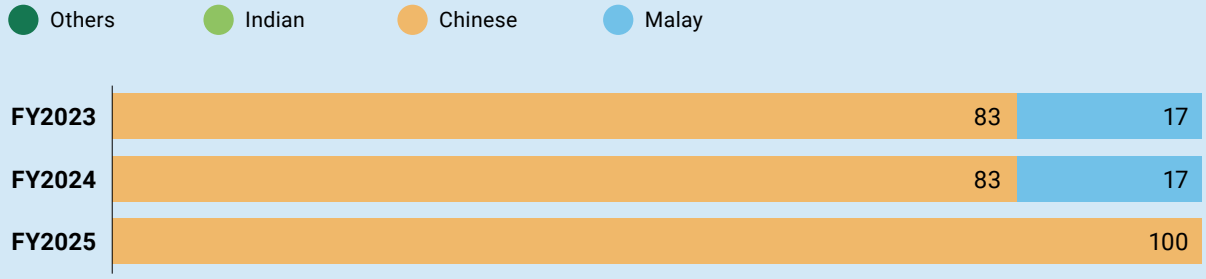
Board Diversity by Gender (%)



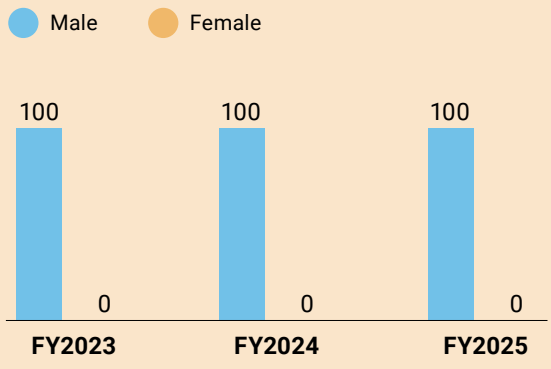
Board Diversity by Age (%)



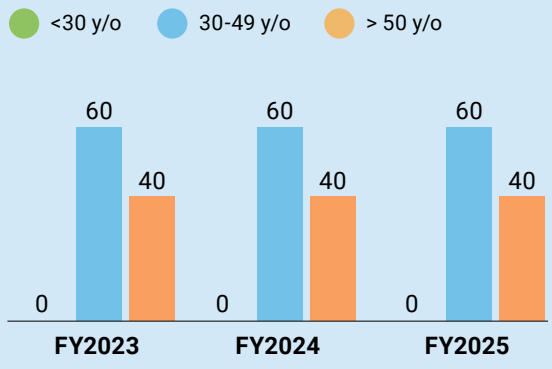
Board Diversity by Ethnicity (%)



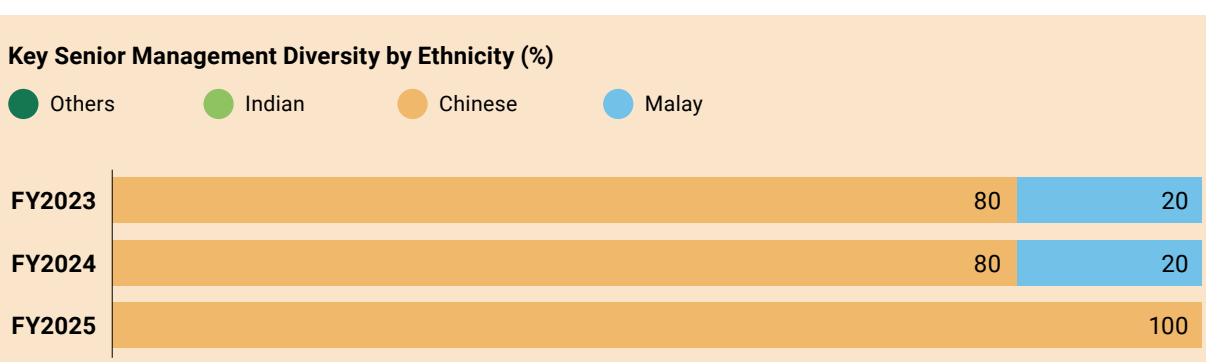
Key Senior Management Diversity by Gender (%)



Key Senior Management Diversity by Age (%)



Key Senior Management Diversity by Ethnicity (%)



ANTI-BRIBERY

Maintaining a Corruption and Bribery Free Business Environment

Why it is Important

An anti-bribery policy sets clear expectations for ethical behaviour within the organisation. It helps foster a culture of integrity and fairness, ensuring that employees make decisions based on merit, not personal gain or influence. Anchored in the Group's Employee Code of Conduct and Ethics and internal policies, these practices strengthen corporate governance and reinforce stakeholder trust, supporting the Board in effectively safeguarding the interests of the Group and its stakeholders while enabling sustainable value creation.

Our Approach

In alignment with UNSDG Target 16.5, the Group has implemented an Anti-Corruption Policy ("AC Policy"), underscoring our zero-tolerance stance against all forms of bribery and corruption. All employees are required to sign a declaration affirming their commitment to and compliance with the Group's Code, AC Policy and Whistle Blowing Policy ("WB Policy"). The Group also expects its business associates to uphold high standards of ethical conduct and adhere to the anti-corruption principles set out in the AC Policy.

To support the effective implementation of the AC Policy, the Board has also put in place a Whistle Blowing Policy ("WB Policy"), offering an avenue and structured mechanism for employees and stakeholders to confidentially report any suspected or known wrongful activities without fear of retaliation.

All disclosures are handled with strict confidentiality and can be made directly to the Chairman of the Audit Committee.

Our Group's Code, AC Policy and WB Policy are available on our website at http://www.tpc.com.my/corporate-governance.

Our Performance

Since the implementation of the AC Policy, all employees have completed the required training. The Group conducts annual Anti-Corruption refresher training to reinforce employees' awareness and understanding of ethical business conduct and anti-corruption requirements.

In FY2025, 100% of the Group's operations were assessed for corruption-related risks, and there were zero (0) confirmed incidents of corruption reported. Additionally, no public cases were brought against the Group or its employees for non-compliance with applicable laws and regulations, and the Group did not incur any fines, penalties, or settlements related to corruption.

Furthermore, no whistleblowing reports were received during the financial year. The Group also confirms that no political contributions were made during FY2025, in line with our commitment to ethical business practices and strong corporate governance.

	FY2023	FY2024	FY2025
Percentage of operations assessed for corruption-related risks	100%	100%	100%

	FY2023	FY2024	FY2025
Number of confirmed corruption incidents	0	0	0

	FY2023	FY2024	FY2025
Number of whistleblowing reports received	0	0	0

	FY2023 (RM)	FY2024 (RM)	FY2025 (RM)
Fines, penalties or settlements related to corruption	-	-	-

	FY2023	FY2024	FY2025
Total political contribution (RM)	-	-	-
Number of political parties benefited from contributions	0	0	0

Percentage of employees who have received training on anti-corruption - Employee Category	Completion Rate (%)		
	FY2023	FY2024	FY2025
Management	100	100	100
Executive	57	78	80
Non-executive/Technical Staff	18	16	14
General Workers	1	2	2

Economic

We are committed to delivering sustainable economic value by enhancing operational efficiency, maintaining product quality, and supporting long-term business growth.



SUSTAINABLE BUSINESS GROWTH AND PERFORMANCE

Sustaining Business Growth and Expansion for Long-Term Value Creation

Why it is Important

We recognise that sustainable business growth not only drives TPC Group's success as an egg producer but also strengthens food security and delivers broader societal benefits through responsible and ethical practices. Egg production is a core pillar of our business, supporting Malaysia's nutritional needs and providing a reliable source of daily protein for the population.

Ensuring a stable and sustainable supply is critical for long-term business success and community well-being. Expanding production capacity allows us to:

- Meet growing market demand
- Create employment opportunities
- Contribute to broader economic development
- Strengthen resilience through a vertically integrated value chain, controlling feed production and farm operations to ensure quality and supply stability

Our Approach

Since 2012, TPC Group has pursued a strategic growth plan to expand its egg production capabilities. The Group continues to grow its farm network, with a third farm expected to commence operations in the second half of 2026. Our diversified customer base includes wholesale egg dealers, retailers, fast-food chains, hypermarkets, and food manufacturers across Malaysia.

To support stable operations and safeguard our layers' health, we have strengthened biosecurity through infrastructure upgrades and innovative solutions. Open system houses have been converted into closed system houses, with 77% of our farm houses now using closed house systems. Additional measures include enhanced vehicle disinfection facilities and strict visitor protocols. These initiatives reduce disease risks and improve operational resilience.

A key element of our vertically integrated business model is our feed mill operation, established in July 2017. By producing our own high-quality feed tailored to the nutritional needs of our commercial layers at various growth stages, we maintain control over one of the most critical inputs in egg production. Combined with in-house egg handling and distribution, this vertical integration enables the Group to ensure consistent product quality, biosecurity, and traceability throughout the supply chain. It also improves operational efficiency, reduces reliance on external suppliers, and strengthens our ability to respond quickly to market demand.

We are committed to responsible and sustainable business practices that support our long-term growth strategy. Our expansion efforts are designed not only to increase production but also to create job opportunities and improve societal well-being. The Group actively explores growth and diversification opportunities that align with our sustainability objectives and deliver value to our stakeholders.

Our Performance

In FY2025, the Group recorded a total revenue of RM487.40 million, representing a 7.0% increase compared to RM455.4 million in FY2024, driven primarily by increased egg production. Total egg production rose from 455.4 million eggs in FY2024 to 466 million eggs, reflecting a 2.3% year-on-year increase. This growth was supported by improved farm productivity and operational efficiency.

In response to a growing bird population and rising demand for poultry feed, TPC expanded its feed mill production capacity in FY2023. As a result, poultry feed production increased to 254,665 tonnes in FY2025, representing a 12.3% increase compared to 226,714 tonnes in FY2024. This expansion supports the Group's vertically integrated operations and enhances supply reliability.

These initiatives strengthen TPC's ability to meet rising demand while solidifying the Group's position as a key player in Malaysia's poultry industry.

QUALITY ASSURANCE

Maintaining MeSTI and Halal Certification to Ensure Product Quality and Safety

Why it is Important

Ensuring product quality and safety is fundamental to maintaining the trust and confidence of our customers. TPC Group is committed to delivering high-quality, safe, and fresh egg products that meet the diverse needs of our customers. Upholding the highest standards in our products, services, and operations safeguards our reputation, supports long-term sustainability, and strengthens our market competitiveness.

Our Approach

TPC Group continuously enhances the safety, freshness, and reliability of its egg products and poultry feed. In response to evolving market demands, we have diversified our product range to include brown eggs, premium table eggs under the "Sandy Egg" range, and omega-enriched eggs, catering to a wide variety of customer preferences.

Our brown eggs, produced using the Lohmann Brown breed, are the most commonly consumed table eggs in Malaysia and are easily recognised by their brown shells and yellow yolks. These eggs are collected fresh from our farms and delivered directly to grading facilities, where they are sorted into grades ranging from Grade AA to Grade F before being distributed to wholesalers.

In addition, the Group offers premium "Sandy Eggs", produced from the Lohmann Sandy breed. These eggs are distinguishable by their creamy-coloured shells and orange yolks and are commonly associated with "kampung eggs" in the market. Produced using specially formulated feed, these eggs are enriched with Omega-3 fatty acids, supporting improved nutritional value and contributing to overall consumer well-being.

To ensure consistent product quality, the Group adopts a fully integrated business model, maintaining control across the entire value chain, from feed production at our feed mill plant to egg handling and distribution. Our feed is carefully formulated using 100% natural ingredients, such as corn and soybeans, to meet the nutritional requirements of chickens at different stages of growth. Rigorous sampling and testing are conducted to ensure feed safety and quality. Every stage of the production process is closely monitored and carried out in compliance with relevant food safety standards. High-quality raw materials are selectively sourced, and advanced production equipment is utilised to ensure that the feed consistently meets stringent quality requirements.

We maintain strict hygiene and food safety standards, as evidenced by our attainment of the MeSTI *(Makanan Selamat Tanggungjawab Industri)* Certification, which confirms compliance with stringent industry requirements covering operational control, hygiene and maintenance practices, traceability, and systematic record-keeping.

For our liquid egg products, which are widely used in the food industry, eggs are pasteurised and processed under stringent quality standards to eliminate harmful bacteria and extend shelf life. Our Quality Assurance (QA) team conducts in-house testing and issues Certificates of Analysis (COA) to ensure compliance with industry specifications. While whole eggs do not require Halal certification, all liquid egg products are Halal-certified, reflecting our commitment to meeting diverse customer requirements and maintaining high standards of quality and compliance.

Customer engagement remains a key priority. Customer feedback is actively collected by our Sales and Marketing team, and concerns or complaints are promptly addressed. We actively engage with our customers through emails, phone calls and in-person communication. Our commitment is to provide a swift response to product and service inquiries, including price quotations, within 24 hours of reaching our sales personnel. This proactive engagement enables the Group to continuously improve our products and services, thereby strengthening customer trust and loyalty in our brand.

Our Performance

The Group achieved zero non-compliances with food safety regulations and standards during the reporting period. Our liquid egg product holds a valid Halal certification, and we have established proactive measures to ensure its renewal and continuous compliance upon expiry.

Looking ahead, we remain committed to upholding and enhancing our quality management systems. These efforts aim to further strengthen customer confidence, safeguard the Group's reputation, and ensure that sustainability continues to be a core driver of our operational strategy. We will also continue to strengthen customer engagement and optimise our response processes to further improve customer satisfaction and uphold our reputation for quality and reliability.

	FY2024	FY2025
Non-compliances with food safety regulations and standards	0	0

TECHNOLOGY AUTOMATION

> **Embracing automation to streamline processes, enhance productivity, and drive sustained success**

Why it is Important

Labour shortages and increasing regulations on foreign labour have posed challenges for the poultry industry. To maintain operational efficiency and ensure business sustainability, TPC Group recognises the critical need to optimise poultry farming conditions, enhance productivity, uphold animal welfare, and strengthen food security, all while reducing reliance on manual labour.

Automation and infrastructure enhancements are therefore essential to address these challenges, enabling the Group to maintain consistent production, minimise operational risks, and improve overall efficiency.

Our Approach

To enhance efficiency and reduce dependency on manual labour, TPC Group has progressively implemented automation and modernised infrastructure across key processes:

Closed-House Farming System
The Group has invested in a closed-house system, creating an optimal living environment for layers. This system improves biosecurity, reduces exposure to external pollutants and diseases, and enhances poultry welfare – resulting in improved egg yield and product quality.

While a portion of our farm houses continues to operate under the open-house system, the number has been significantly reduced over time. All newly constructed and rebuilt farm houses are now designed as closed-house systems, reflecting the Group's commitment to modernisation, enhanced biosecurity, and improved operational efficiency.

Climate Control System
A robust climate control system has been installed to regulate temperature and airflow throughout the day and night. This mitigates the effects of extreme weather, reduces ammonia levels, and creates a cleaner, healthier environment. Optimal housing and climate control are critical for sustaining high productivity, animal welfare, and operational resilience.



Automated Egg Grading and Sorting
Manual egg grading and sorting are labour-intensive and prone to human error, which can impact product consistency and operational costs. To streamline operations and improve efficiency, the Group has installed state-of-the-art, fully automated and computerised egg-grading and sorting machines, which reduce reliance on manual inspections, improve grading accuracy and consistency, minimise human errors and maximise productivity and throughput.

Feed Mill Integration
By maintaining a vertically integrated value chain, including in-house feed production, the Group ensures consistent feed quality, strengthens supply reliability, and reduces operational risks. Integration of feed production with automated farm operations further optimises productivity and sustainability across the Group.

These modernisations underscore our commitment to innovation and quality, positioning the Group as a premium egg producer in the industry while improving overall operational effectiveness.

Our Performance

Closed-house and climate-controlled systems have reduced stress and disease risks, contributing to higher egg production and improved layer welfare. Automation in grading and sorting has increased production capacity, reduced processing time, and improved product consistency. Vertical integration through the feed mill has strengthened supply chain stability, ensuring uninterrupted operations and quality control.

TPC Group remains committed to leveraging advanced automation technologies, enhancing operational efficiency, and maintaining excellence in product quality. These initiatives underpin our sustainable growth strategy, strengthen resilience against labour and operational challenges, and support the Group's long-term position as a trusted, innovative, and premium egg producer.

LOCAL SUPPLY CHAIN MANAGEMENT

Promoting Local Supply and Quality Excellence

Why it is Important

Sustainable supply chain management is important to ensuring product quality, operational efficiency and long-term business sustainability. By integrating responsible sourcing practices, TPC upholds high-quality standards while also supporting local suppliers, contributing to the strength of the domestic economy.

Our Approach

The Group places strong emphasis on the quality and reliability of key inputs, particularly feed raw materials and Day-Old Chicks ("DOC"). Through regular communication, performance monitoring, and quality assessments, we work closely with our suppliers to ensure consistency in product quality, reliability, and timely delivery.

We also prioritise local sourcing, where feasible, to reduce transportation-related carbon emissions and support the local economy. This approach strengthens supply chain resilience while aligning with our sustainability objectives.

Our Performance

In FY2025, all suppliers met the Group's sourcing and quality requirements, reflecting the effectiveness of our supplier management practices. The Group continues to maintain a strong focus on local procurement as part of its commitment to sustainable sourcing to support long-term value creation.

	FY2023	FY2024	FY2025
Proportion of spending on local suppliers	100%	99.9%	99.9%

Moving forward, TPC Group remains committed to enhancing supplier engagement, promoting responsible sourcing and strengthening sustainability practices across our supply chain.



Environment

We strive to minimise our environmental impact through responsible resource management and continuous improvement in energy, water, and waste practices.



ENVIRONMENTAL STEWARDSHIP

Protecting the Environment Through Responsible Operations

Why it is Important

In conducting our business, TPC Group remains committed to environmental protection and the sustainable management of natural resources. We actively adopt practices that minimise our environmental footprint, preserve biodiversity, and safeguard public health for future generations.

As part of our commitment to responsible and sustainable poultry farming, biosecurity is another critical component of our operational practices within our layer farming activities. We recognise that effective biosecurity management not only protects animal health and ensures a consistent egg supply but also plays a key role in safeguarding the environment and maintaining local biodiversity.

Our Approach

Animal Welfare and Natural Resources
The Group prioritise the welfare of our hens, ensuring they are housed in conditions that allow for natural behaviour, access to fresh water and a healthy diet. At the same time, we protect the surrounding land and local biodiversity through responsible farming practices.

Closed-House Farming System
To mitigate the environmental impact of foul odours and flies from poultry manure, the Group is actively transitioning all farmhouses to a closed-house system. This system improves environmental conditions, automates waste handling, reduces land footprint, and lowers the risk of contamination. For more details on waste management practices, refer to the Waste and Effluent Management section.



Biosecurity Risk Assessment and Protocols
Biosecurity risk assessment performed by the Group helps to identify, evaluate, and mitigate potential risks to animal health and environmental safety. Based on the assessment outcomes, a comprehensive set of biosecurity measures has been implemented across all farms and production facilities. These measures include:

- Farm access control and mandatory hygiene procedures for all personnel, contractors and visitors,
- Disease monitoring and early detection,
- Feed and water safety management,
- Routine cleaning and disinfection,
- Pest management using non-chemical methods, and
- Responsible waste disposal practices.

Non-Chemical Pest and Wildlife Control
To further protect the environment and biodiversity, the Group prioritise non-chemical control methods to prevent pest and wild bird invasions:

Wire Nettings
Installed at farm houses, the feed mill, and the egg distribution centre to block wild birds and reduce disease transmission risks.

Traps
Strategically placed to control rodent activity and prevent contamination or disease spread.

Our Performance

As of FY2025, 77% of our farmhouses have been converted to closed-house systems, with all newly built or rebuilt farmhouses adopting this design. In addition, 100% of our farms have implemented comprehensive biosecurity protocols, complemented by non-chemical pest and wildlife control measures. These initiatives effectively reduce the risk of disease transmission, safeguard animal health, and protect local biodiversity.

By prioritising non-chemical pest control and maintaining robust biosecurity, the Group is committed to minimising environmental impact while at the same time ensuring healthy, safe, and sustainable farm operations.

WASTE MANAGEMENT

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Managing Waste Responsibly in Compliance with Environmental Regulations

Why it is Important

At TPC, conserving natural resources and protecting the environment are central to our sustainability strategy. Effective waste management helps reduce environmental impact, maximise resource recovery, and ensure compliance with relevant regulations, including the Environmental Quality Act 1974.

Our Approach

TPC Group adopts a resource-efficient approach in managing waste and by-products generated from our operations, with a focus on minimising environmental impact and promoting circular economy practices.

Chicken droppings, a natural by-product of our layer farming operations, are not treated as waste as they are fully recovered and repurposed. In FY2025, with an average flock size of approximately 1.5 million layers, the Group generated an estimated 60,000 to 63,000 MT of fresh droppings with the assumption of average fresh dropping per layer per day of 110 grams, depending on feed and housing conditions. Droppings are cleared every other day to prevent the accumulation of gases such as hydrogen sulphide, methane, ammonia, and carbon dioxide, which can pollute the air, affect the layers' health and attract flies. The droppings are then sent to the chicken dropping store for fermentation, where effective microorganisms (EM) are used to reduce odours and improve composting efficiency. This approach minimises environmental pollution, controls odour, and supports agricultural reuse.

Similarly, spent hens are not disposed of as waste but are sold to Halal processing plants for further utilisation. This practice reduces on-site waste generation, minimises environmental and biosecurity risks, and supports a circular value chain within the poultry industry.

TPC Group also recognises the environmental impact of paper consumption. To reduce waste, the Group adopts the 3Rs approach – Reduce, Reuse, Recycle:

- **Reduce** – Encourage digital communication, double-sided printing, and minimising photocopying.
- **Reuse** – Use printed paper on the reverse side for drafts.
- **Recycle** – Collect and send used paper egg trays and other paper waste to recycling facilities.

In addition, the Group has introduced reusable plastic egg trays for collecting eggs from the farms and transferring them to the grading facilities. These trays are cleaned daily for reuse, which significantly reduces reliance on paper egg trays and minimises operational waste, supporting our broader waste reduction and sustainability efforts.

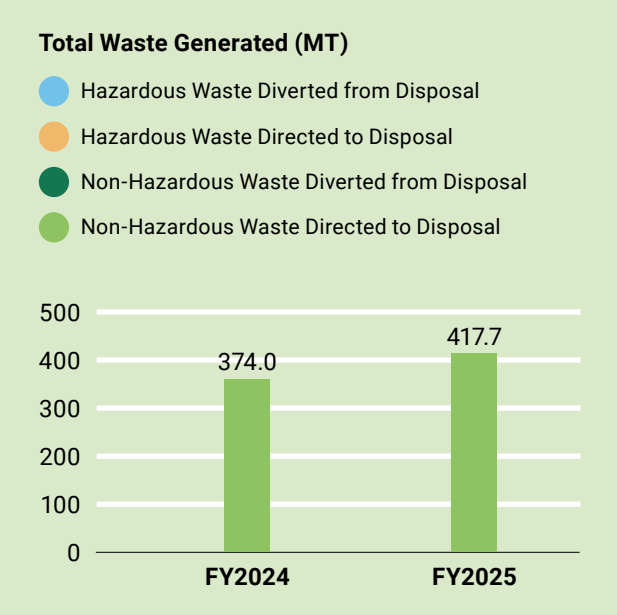
Our Performance

The Group's reported waste primarily comprises non-hazardous operational waste, mainly used paper egg cartons. In FY2025, a total of 417.7 MT of non-hazardous waste was generated. These wastes were disposed of at approved landfills in accordance with regulatory requirements.

In FY2025, the Group recorded zero incidents of non-compliance related to waste disposal and did not incur any fines or penalties from the Department of Environment ("DOE").

Through these practices, TPC Group ensures that the majority of its operational outputs are either recovered, reused, or responsibly managed, demonstrating our commitment to environmental stewardship, regulatory compliance, and sustainable resource management.

	FY2024	FY2025
Total Non-Hazardous Waste - Domestic Waste (MT)	374.0	417.7



	FY2024	FY2025
Number of incidents of non-compliance related to waste disposal	0	0

	FY2024	FY2025
Fines or penalties from the Department of Environment ("DOE")	0	0

ENERGY EFFICIENCY AND CLIMATE CHANGE

"

Balancing Operational Growth with Responsible Energy Use

Why it is Important

Energy management is a critical component of TPC Group's sustainability strategy. Optimising energy use reduces greenhouse gas ("GHG") emissions, lowers operational costs, supports climate change mitigation, and ensures long-term business sustainability. As a vertically integrated poultry producer, our layer farms, feed mill plants, and egg grading facilities are energy-intensive. Effective energy management is therefore essential to enhance efficiency, reduce environmental impact, and improve operational resilience.

We recognise our contribution to GHG emissions and are committed to proactively minimising our carbon footprint. Effective energy management not only reduces our environmental footprint but also supports climate action and operational cost efficiency.

Our Approach

To maximise energy efficiency across our operations, TPC Group has implemented the following strategies:

- Establish a lighting schedule across key areas in our premises to ensure lights are switched off during hours of low activity or when rooms are unoccupied.
- Conduct regular maintenance on electrical equipment and light fittings to ensure they are functioning efficiently while replacing outdated and energy-inefficient equipment with LED lights and energy-efficient fixtures.
- Turning off electrical appliances such as computers and kitchen equipment in the office and pantry when they are not in use.

Electricity Usage
Electricity represents the largest share of the Group's energy consumption and is primarily used to power operations across our farms, feed mill, and support facilities. Key uses include:

- **Feed Mill Operations** – Running grinders, mixers, pelletizers, conveyors, and other machinery involved in feed production.
- **Farmhouse Systems** – Ventilation, lighting, automated feeding systems, climate control, and egg-handling equipment in layer farms.
- **Egg Grading Facilities** – Lighting, sorting machines, refrigeration, and packaging equipment in egg grading centre.
- **Support Facilities and Offices** – Lighting, air conditioning, and office equipment.

Electricity consumption is closely monitored to identify efficiency opportunities and optimise operational schedules.

Diesel Usage

Diesel is primarily used to fuel the Group's transportation vehicles and machinery, particularly for operational logistics. Examples include:

- **Internal Transport** – Delivery of feed and eggs between feed mill, layer farms, and grading facilities.
- **Chicken Droppings Collection** – Transporting manure from farmhouses to storage.
- **Backup Power Generation** – Diesel generators may be used as backup during power interruptions to maintain critical farm operations.

Petrol Usage

Petrol consumption is mainly associated with smaller transport vehicles or light-duty operational vehicles used for:

- **Farm Supervision and Administration** – Travel by farm managers, staff, or service vehicles between farms and offices.
- **Operational Support Activities** – Quick transport of materials or personnel within farm sites or between local operations.

Our Performance

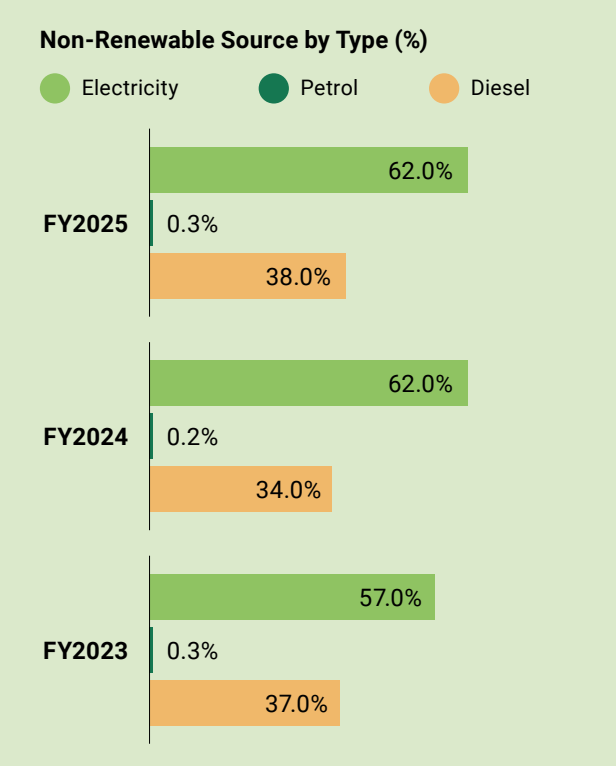
Energy Consumption

In FY2025, the Group recorded a total energy consumption of 56,965 gigajoules (GJ), equivalent to 15,823.50 MWh, all of which was derived from non-renewable energy sources. Total energy consumption increased by 3.6%, mainly attributable to higher diesel and petrol usage, while electricity consumption remained relatively stable.

	Energy Consumption (GJ)		
Type of Energy	**FY2023**	**FY2024**	**FY2025**
Diesel	21,175	19,390	21,414
Petrol	142	108	144
Electricity	32,551	35,514	35,406
Total	**53,869**	**55,012**	**56,965**

	Energy Consumption (MWh)		
Type of Energy	**FY2023**	**FY2024**	**FY2025**
Diesel	5,881.99	5,386.17	5,948.30
Petrol	39.54	29.88	40.08
Electricity	9,041.97	9,864.94	9,835.11
Total	**14,963.50**	**15,280.99**	**15,823.50**

Note: Figure for FY2023 has been reinstated to include energy consumption from diesel and petrol combustion.



Diesel and petrol consumption in FY2025 amounted to 5,948.3 MWh and 40.0 MWh, representing increases of 10.4% and 34.1%, respectively, compared to FY2024. The increase in diesel consumption was primarily attributed to higher internal transportation activities, including lorry trips between the feed mill plants in Alor Gajah and Rembau for feed distribution, as well as more frequent movements for the collection and transfer of chicken droppings from farm houses to storage facilities. Meanwhile, the rise in petrol usage is linked to increased operational and supervisory movements as the Group expanded farm activities.

Electricity remains the dominant energy source, accounting for approximately 62% of total energy consumption, followed by diesel at 38%, with petrol contributing less than 1%. This reflects the energy-intensive nature of feed mill operations and farm systems, while fuel consumption is primarily driven by logistics and transportation activities.

Electricity consumption decreased marginally by 0.3% compared to FY2024. This reflects relatively stable energy usage following the expansion of the feed mill production line in FY2024, which has since been operating at full capacity. Electricity consumption remains largely driven by feed mill operations, particularly the continuous running of key machinery throughout the production process. The Group's electricity is sourced entirely from the national grid (100%), with no renewable energy consumption during the reporting period.

	FY2023	FY2024	FY2025
Annual Electricity Usage (MWh)	9,041,97	9,864.94	9,835.11



The Group recorded an energy intensity of 0.0000339 MWh per egg (equivalent to approximately 0.0339 kWh per egg or 33.9 kWh per 1,000 eggs) in FY2025, compared to 0.0000336 MWh per egg in FY2024, representing a marginal increase of approximately 0.9%. This slight increase was primarily driven by higher diesel and petrol consumption arising from increased internal logistics activities despite relatively stable electricity consumption. The Group's energy intensity remained broadly stable, reflecting consistent energy efficiency relative to higher production output of 466 million eggs in FY2025 compared to 455 million eggs in FY2024. This demonstrates the Group's ability to manage energy consumption effectively amid operational expansion.

	FY2024	FY2025
Energy Intensity (MWh per egg)	0.0000336	0.0000339

GHG Emissions

In FY2025, the Group's total GHG emissions were 9,325 metric tonnes of CO_2 equivalent ($MTCO_2e$), representing a slight increase of 1.4% as compared to FY2024. This increase was primarily driven by higher Scope 1 emissions from diesel and petrol consumption, while Scope 2 emissions remained relatively stable, reflecting consistent electricity usage across operational sites.

Emission Scope	Elements Involved	FY2024 ($MTCO_2e$)	FY2025 ($MTCO_2e$)
Scope 1	- Diesel - Petrol	1,364	1,508
Scope 2	- Electricity	7,635	7,612
Scope 3	- Employee commuting	201	201
		9,200	**9,325**

- Scope 1 emissions of 1,508 $MTCO_2e$ were generated from direct operational sources under the Group's control, primarily diesel and petrol combustion.
- Scope 2 emissions, totalling 7,612 $MTCO_2e$, were associated with purchased electricity used across farms, feed mill plant, egg grading facilities and offices.
- Scope 3 emissions amounting to 205 $MTCO_2e$, based on employee commuting data. The Group assessed these indirect emissions (Category 7: Employee Commuting) using a distance-travelled methodology based on available data. Category 6: Business Travel is not applicable as no business travel activities were undertaken during FY2025.

Note: The reporting of GHG data above is in accordance with the GHG Protocol Corporate Standard. Our Scope 1 and Scope 3 data are computed based on UK Government GHG Conversions Factors Company Reporting 2025, whereas Scope 2 data are based on the Grid Emission Factor (GEF) Malaysia from the Energy Commission of Malaysia.

The Group recorded a GHG emission intensity of 0.0000200 $MTCO_2e$ per egg in FY2025, compared to 0.0000202 $MTCO_2e$ per egg in FY2024, representing a slight improvement in emission efficiency despite higher absolute emissions. This is equivalent to approximately 0.020 $kgCO_2e$ per egg (or 20.0 $kgCO_2e$ per 1,000 eggs), based on the total production of approximately 466 million eggs in FY2025. Despite the increase in absolute emissions, the Group maintained stable emission intensity, reflecting improved production efficiency and effective management of energy-related emissions. This demonstrates the Group's ongoing efforts to optimise operational performance while maintaining environmental responsibility.

	FY2024	FY2025
Emission Intensity ($MTCO_2e$ per egg)	0.0000202	0.0000200

WATER MANAGEMENT

Managing Water Responsibly for Sustainable Operations

Why it is Important

Water is a critical resource for TPC Group's operations, supporting both livestock welfare and operational activities. Effective water management reduces environmental impact, ensures responsible usage, and aligns with our broader sustainability commitments.

Our Approach

To reduce reliance on the municipal water supply for daily operational usage, TPC has invested in its own water treatment to process and treat natural water resources. In order to ensure the safety and quality of the processed water, samples are regularly collected and sent to external laboratories for testing. This testing conducted ensures that the water meets the quality standards and is free from contaminants that could potentially harm the health and well-being of the livestock.

Water is essential not only as drinking water for layers but also for a range of operational functions, including sanitisation and cleaning activities, cooling systems, and feed production.

To optimise water use, the Group has implemented several management practices and technologies, including:

- Sensor-automated vehicle sanitisation systems at all farm entrances. These systems automatically spray disinfectant on incoming vehicles, reducing manual handling, improving operational efficiency, and ensuring disinfectant and water are applied precisely.
- Nipple drinker systems in all layer cages, which release water only when hens drink, minimising water wastage and reducing contamination risks, thereby supporting animal health and productivity.

The Group also promotes water-saving practices among employees, even for office use. Measures include:

- **Slow the flow** – adjusting water pressure and outflow in toilets, washbasins, and pantry areas.
- **Seek the leak** – conducting regular checks and repairing leaks promptly wherever possible.

Through these measures, TPC Group demonstrates its commitment to responsible water management, reducing environmental impact, and maintaining high standards of livestock welfare and operational efficiency.

Our Performance

Based on assessments using the Aqueduct Water Risk Atlas developed by the World Resources Institute to assess water risks, none of TPC Group's farm operations in Melaka and Negeri Sembilan is located in water-stressed regions. Furthermore, the Group does not source water from any water-stressed regions.

Water Stress Location Assessment	FY2024	FY2025
Operations located in water-stressed regions	No	No
Water sourced from water-stressed regions	No	No

In FY2025, the Group's total water consumption increased by approximately 6.6% compared to FY2024, rising from 159.37 megalitres to 169.85 megalitres. The increase was primarily driven by operational and environmental factors affecting farm conditions. This included prolonged hot weather conditions, which required greater use of cooling pads to regulate the temperature in chicken houses and maintain optimal conditions for the layers. In addition, the hot weather caused layers to drink more water to stay hydrated and prevent dehydration. Further contributing factors include expanded farm operations, which led to increased cleaning and sanitation activities, thereby requiring additional water usage for operational hygiene and biosecurity maintenance.

	FY2023	FY2024	FY2025
Annual Water Consumption (Megalitres)	162.03	159.37	169.85

Note: Figures for FY2023 and FY2024 have been reinstated.

Water intensity increased slightly to 0.000000364 megalitre per egg in FY2025, compared to 0.000000350 megalitre per egg in FY2024, reflecting the higher water usage relative to production output. This is equivalent to approximately 0.364 litres per 1,000 eggs or 0.364 mL per egg, based on the total production of 466 million eggs in FY2025.

Despite the increase in water consumption, the Group continues to maintain efficient water usage relative to production output. The slight increase in water intensity reflects external environmental conditions and operational expansion rather than inefficiencies in water management.

	FY2024	FY2025
Water Intensity (Megalitres per egg)	0.000000350	0.000000364

By maintaining strict quality control measures and regularly monitoring the water supply, the Group demonstrates its commitment to responsible water management, providing a safe and healthy environment for its livestock and upholding high standards of animal welfare and product quality.

Social

We prioritise the well-being of our employees and communities by fostering a safe, inclusive, and supportive environment that promotes sustainable and inclusive growth.



OCCUPATIONAL SAFETY AND HEALTH

Safety first: Striving for zero workplace injuries

Why it is Important

TPC Group views occupational safety and health at the workplace as of utmost importance. We commit to providing a safe and conducive working environment and facilities for all our employees as well as stakeholders, including contractors, suppliers and visitors. Training and briefings will be provided to create awareness of the health and safety environment for both contractors and newly recruited employees.

Our Approach

To strengthen safety governance across our operations, the Group has appointed Safety and Health Coordinators who are responsible for overseeing the implementation of occupational safety and health practices, monitoring workplace conditions, and ensuring compliance with relevant safety regulations and internal policies.

Accident reporting and investigation procedures are established to systematically capture incident details and identify root causes, enabling the implementation of corrective and preventive measures. The primary objective of such investigations is to prevent recurrence rather than to assign blame. This process allows both management and employees to identify hazards, implement improvements, and continuously enhance workplace safety standards.

Regular safety and health briefings and updates are conducted to ensure our employees maintain a high level of awareness and compliance with occupational safety and health requirements across all operations.

Our Performance

To reinforce safe equipment handling and operational procedures, employees were sent to attend safety and health awareness refresher courses as well as fire response training during FY2025. These initiatives aimed to strengthen overall safety awareness and ensure continued compliance with established safety standards and best practices.

	FY2023	FY2024	FY2025
Number of employees trained on safety and health standards	2	26	33

	Total Number of Cases	
Injury Type	FY2024	FY2025
Work-related injuries	0	0
High-consequence injuries	0	0
Work-related fatality	0	0

	Total Number of Cases	
Ill-Health Type	FY2024	FY2025
Work-related ill health	0	0
Work-related fatality	0	0

	FY2023	FY2024	FY2025
Number of fatalities	0	0	0
Lost Time Incident Rate ("LTIR")	0.27	0	0

In FY2025, TPC Group recorded zero work-related injuries, ill health cases, or fatalities, with a Lost Time Incident Rate ("LTIR") of zero. No non-compliance incidents or penalties were reported by the Department of Occupational Safety and Health ("DOSH"). These results reflect the Group's ongoing efforts to promote a safe working environment through proactive risk management, regulatory compliance, and continuous employee training.



TRAINING AND DEVELOPMENT

"

To empower employees through continuous learning and capability building

Why it is Important

At TPC Group, we believe that sustainable growth begins with investing in our most valuable asset, which is our people. We are committed to developing and retaining talent by providing a supportive work environment that fosters personal and professional growth.

Through continuous learning and development opportunities, we aim to enhance employees' skills, knowledge, and capabilities. We recognise that empowering our workforce not only supports individual career progression but also drives the Group's overall performance and long-term success.

Our Approach

The Group offers a range of training and development initiatives to strengthen employee competencies and support career growth. These include both internal and external training programmes, tailored to meet operational and professional development needs. Participation in such programmes is facilitated through a formal Training Request Form, which ensures proper evaluation and approval.

Our Performance

Employee training hours

In FY2025, the Group recorded a total of eight hundred and eight (808) training hours, reflecting a significant increase compared to the previous year. This improvement demonstrates the Group's continued commitment to strengthening employee competencies, enhancing operational efficiency, and supporting long-term talent development across all levels of the organisation.

Training Hours by Employee Category

	Total Hours of Training		
Employee Category	FY2023	FY2024	FY2025
Management	35	55	100
Executive	63	98	193
Non-executive/ Technical Staff	63	174	486
General Workers	91	89	29
Total	**252**	**416**	**808**



Training activities during the year were primarily concentrated among non-executive/technical staff and executive employees, who accounted for the majority of total training hours. This reflects the Group's focus on strengthening operational capabilities, technical skills, and on-the-ground execution to support core business activities. Management-level training also increased during the year, supporting leadership development and governance awareness across the organisation.

General workers recorded comparatively lower training hours, largely due to the operational nature of their roles, where training is typically delivered through targeted on-the-job guidance and safety briefings.

Training Hours by Gender

Gender	Total Hours of Training	
	FY2024	FY2025
Male	204	346
Female	212	462
Total	**416**	**808**

Training participation was balanced across genders, with both male and female employees benefiting from increased learning and development opportunities in FY2025. Female employees recorded higher training hours, reflecting their participation in administrative, technical, and development-focused programmes during the year.

Average Training Hours

	FY2023	FY2024	FY2025
Overall average training hours per employee (hours)	0.59	1.02	1.94

Average training hours per gender (hours)	FY2024	FY2025
Male	0.55	0.91
Female	5.73	12.94

Overall average training hours per employee increased to 1.94 hours in FY2025, compared to 1.02 hours in FY2024, indicating improved participation and expanded learning initiatives across the Group.

Training Areas

Employees participated in training programmes across various functional areas, including:

Areas	List of Training Programs Attended in FY2025
Occupational Safety and Health	• Kursus Kesedaran Keselamatan Awam: Pengukuhan Pasukan Keselamatan Kebakaran (Emergency Response Team) • Occupational Safety and Health Awareness Workshop
Finance, Accounting and Taxation	• Malaysian Business Reporting System (MBRS) 2.0 For Preparers: Financial Statements • 2026 Budget Seminar • Transfer Pricing Under Scrutiny: Trends, Triggers and Tactical Responses
Human Resources and Employment Practices	• Mastering Employment Act • Understand Statutory Laws Managing Employee Discipline & Grievances
Operations and Industry-Specific (Halal Compliance)	• Kursus Kesedaran Halal • 2-Day Workshop On Reviewing Halal Assurance System (HAS) Documents And System Effectiveness • Latihan Kompetensi Halal
Governance, Ethics and Integrity	• Anti-Corruption Annual Refresher Training (Year 2025)

Employee retention and attrition

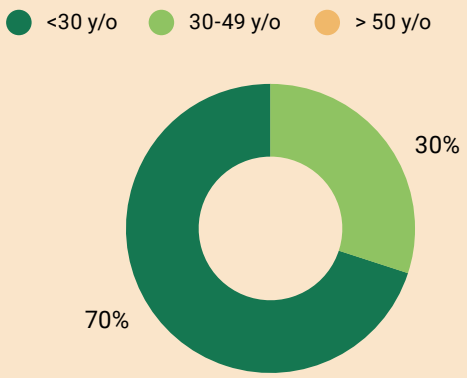
TPC Group is proud to maintain a stable and engaged workforce, reflected in the long average tenure of employees. Local employees have an average tenure of approximately eight (8) years, while foreign employees remain with the Group for an average of three (3) years.

Employee Category	Total Number of New Hires			
	FY2024		FY2025	
	Male	Female	Male	Female
Management	1	0	0	0
Executive	0	0	1	1
Non-executive/Technical Staff	1	0	5	3
General Workers	8	0	36	0
Total	10	0	42	4
Grand Total	10		46	
Percentage	100%	0%	95%	5%

New Hires

In FY2025, the Group hired a total of forty-six (46) new employees, comprising 95% male and 5% female employees, primarily driven by operational workforce requirements. Of these new hires, approximately 70% were below 30 years old, while the remaining 30% were between 30 and 50 years old, reflecting the Group's focus on attracting a younger workforce while maintaining a balanced mix of experience within its talent pool.

New Hire by Age (%)



Employee Turnover

In FY2025, total employee turnover stood at twenty-six (26) employees, which remains relatively low. Notably, three (3) cases were due to retirement, where employees opted not to renew their retirement contracts due to age-related considerations.

Employee Category	Total Number of Employee Turnover		
	FY2023	FY2024	FY2025
Management	1	0	1
Executive	0	0	1
Non-executive/ Technical Staff	3	9	6
General Workers	7	21	18
Total	**11**	**30**	**26**

Performance Management and Development

In addition to ongoing training and development, the Group prioritise aligning the employees' goals with the Group's objectives. To facilitate this alignment, we have established Key Performance Indicators ("KPI") for employees. Through regular evaluations and the provision of training and development opportunities, we empower our employees to realize their full potential and make meaningful contributions to a sustainable future for all.

In FY2025, the Group conducted performance and career development reviews across its workforce.

- 15% of male employees received performance appraisals
- 81% of female employees received performance appraisals

The higher coverage among female employees reflects stronger participation within administrative and executive roles, where formal appraisal processes are more structured.

The Group acknowledges that overall appraisal coverage can be further improved, particularly among operational and general worker categories, where formal review processes are still being progressively implemented.



EMPLOYEES WELFARE AND ENGAGEMENT

“

To enhance employee well-being and build a positive, inclusive workplace culture

Why it is Important

We believe that the foundation of a sustainable and high-performing organisation lies in the well-being, engagement, and productivity of our employees. As such, our commitment to sustainability extends beyond operations to include the holistic welfare of our workforce, in alignment with UNSDG Targets 8.5 and 8.8. By fostering a supportive, inclusive, and safe working environment, we aim to enhance employee satisfaction, strengthen retention, and drive long-term organisational success while promoting decent work and safeguarding labour rights.

Our Approach

At TPC Group, we prioritise the protection of employees' rights and well-being through the implementation of our Employee Handbook, which outlines key employment terms, benefits, and entitlements. This ensures that employees are well-informed, supported, and treated fairly across all levels of the organisation.

In terms of employment practices, the Group is committed to ensuring fair working conditions, including working hours, wages, and employee benefits, in compliance with the Employment Act 1955 and other applicable laws and regulations. Employees are remunerated in accordance with prescribed rates for normal working hours, overtime, public holidays, and special holidays, and are entitled to statutory leave benefits. These policies are communicated during employee induction programmes to ensure awareness and understanding from the outset of employment.

Key employee benefits include:

- Public holiday entitlements
- Annual leave and replacement leave
- Sick leave and hospitalisation leave
- Compassionate leave
- Maternity and paternity leave
- Accommodation, travelling claims and meal allowances
- Outpatient medical consultation and treatment under panel clinics
- Hospital and surgical insurance
- Group personal accident insurance
- KPI-based incentives (subject to performance)
- Annual bonuses (subject to performance)

To further reinforce this commitment, the Group has established a Workplace Sexual Harassment – Zero Tolerance Policy, which strictly prohibits any form of sexual harassment in the workplace.

In addition, the Group maintains a firm stance against forced labour and child labour practices, with these principles embedded across internal policies to ensure ethical and responsible labour practices throughout our operations.

The Group also respects employees' freedom of association, allowing employees to join lawful associations, charities, or organisations of their choice on a voluntary basis, without fear of discrimination or retaliation. This principle is incorporated within internal policies to promote a fair and inclusive working environment.

The Group has established a Grievance Policy and Procedure to provide employees with a formal and transparent channel to raise workplace concerns, including misconduct, harassment, discrimination, or unfair treatment. In addition, a WB Policy is in place to enable employees and stakeholders to report suspected unethical behaviour or violations confidentially, with protection against retaliation. These mechanisms reinforce accountability, transparency, and ethical conduct across the organisation.

Beyond formal entitlements, the Group fosters a caring and inclusive workplace culture by sharing both joyful and challenging moments with our employees. During festive celebrations such as Chinese New Year and Hari Raya, as well as personal milestones like weddings and the birth of newborns, the Group celebrates with employees through gestures such as angpao to share in their happiness.

During times of difficulty, such as hospitalisation, the Group maintains close engagement by visiting employees and extending support, reflecting our commitment to employee care and well-being.

Our Performance

In FY2025, the Group successfully upheld employees' rights in compliance with all applicable labour laws and regulations. There were no fines or penalties imposed on the Group in relation to labour or human rights matters.

	FY2023	FY2024	FY2025
Number of substantiated complaints concerning human rights violations	0	0	0

WORKFORCE AND MANAGEMENT DIVERSITY

To promote a diverse and inclusive workforce with equal opportunities for all

Why it is Important

At TPC, we recognise that our people are the driving force behind our success. A diverse and inclusive workforce is fundamental to fostering a culture built on respect, tolerance, and mutual understanding. By embracing diversity across race, religion, gender, ethnicity, and age, we create a positive and inclusive work environment that enhances creativity, innovation, and overall business performance.

Diversity is particularly important in the poultry industry, which has traditionally been male-dominated. By promoting gender diversity and ensuring fair representation across all levels of the organisation, we are better positioned to adapt to evolving market demands, strengthen decision-making, and support long-term sustainable growth.

Our Approach

At TPC, talent management plays a key role in attracting and retaining a capable and diverse workforce. Our approach to recruitment, remuneration, training, and career development is guided by objective and merit-based principles, ensuring fairness, transparency, and alignment with the Group's strategic objectives.

We place emphasis on fostering a diverse and inclusive workforce that reflects the needs of our stakeholders and the communities in which we operate. Key focus areas include:

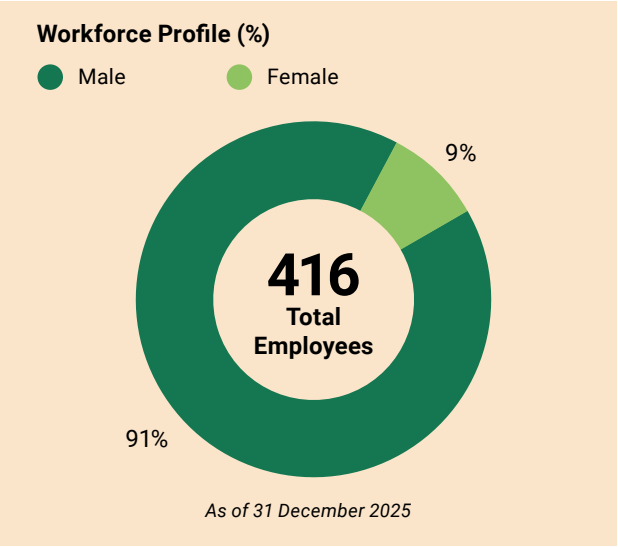
- **Youth Development**
  We aim to enhance the representation of younger employees to ensure a sustainable talent pipeline. While experienced personnel provide valuable expertise and industry knowledge, we recognise the importance of integrating fresh perspectives from younger talent to drive innovation and adaptability.

- **Gender Diversity**
  In a traditionally male-dominated industry, we are committed to improving gender diversity across all levels of the organisation. We strive to create more opportunities and a supportive environment for women, particularly in operational and leadership roles.

- **Inclusive Employment Practices**
  The Group embraces diversity in its broader sense by promoting equal employment opportunities, including for persons with disabilities.

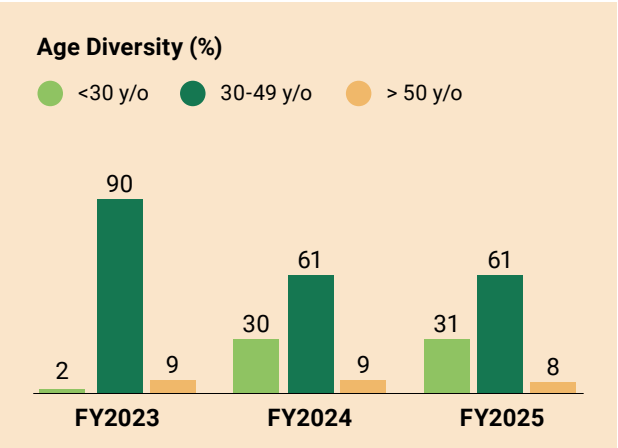
Through these initiatives, TPC Group continues to strengthen a dynamic, inclusive, and future-ready workforce, supporting sustainable growth and long-term value creation.

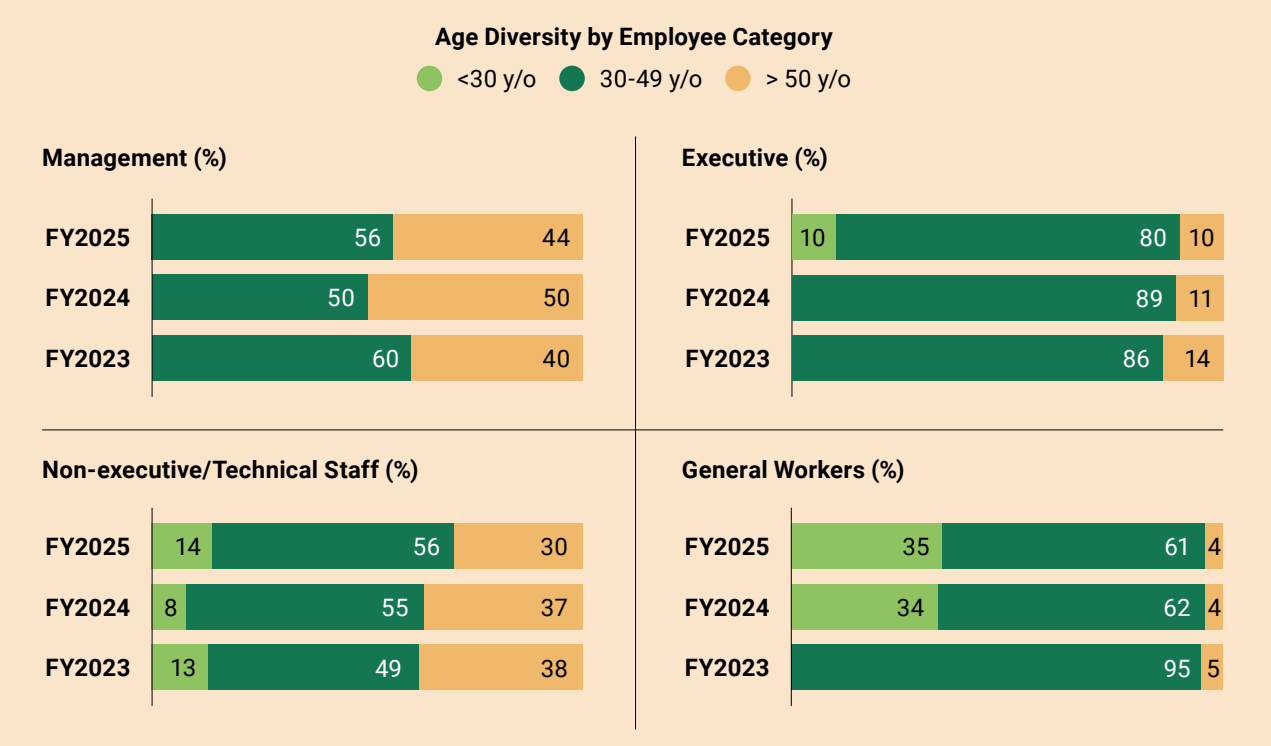
Our Performance



As of FY2025, TPC's workforce reflects a diverse mix of gender, age, ethnicity, nationality, and employment type, in line with the operational nature of the poultry industry.

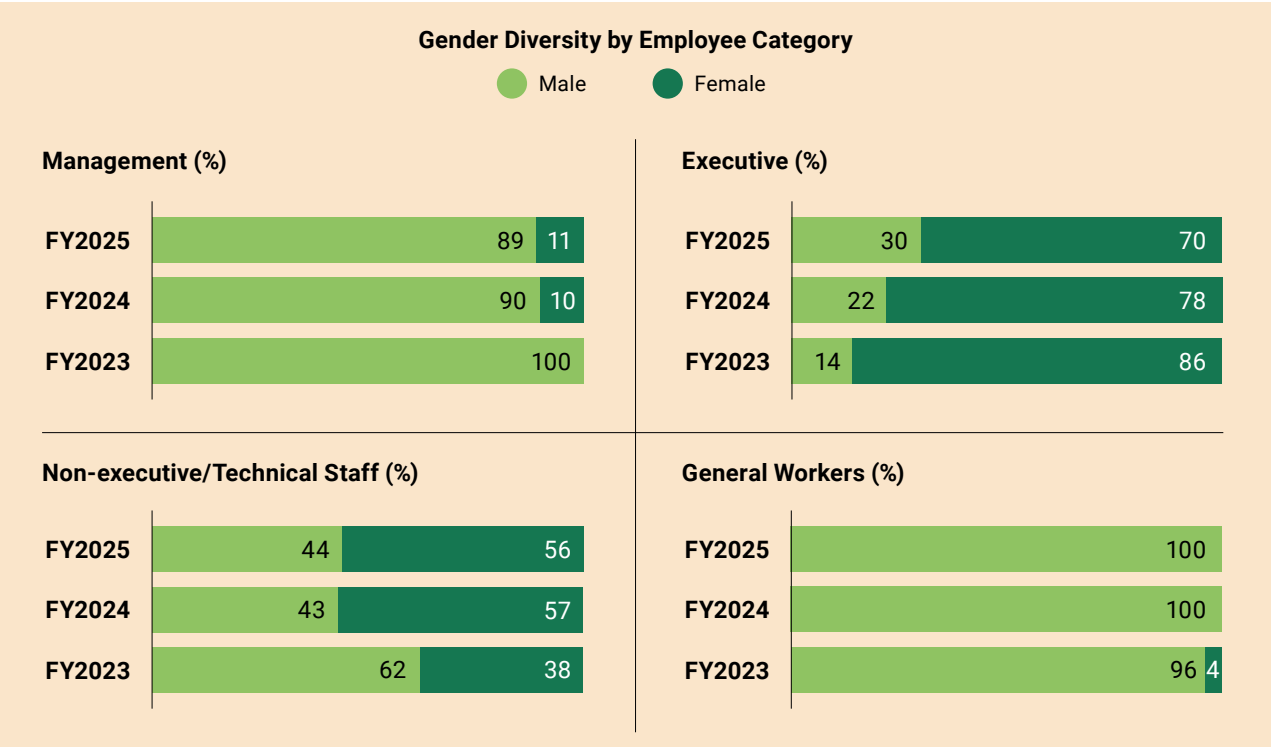
In terms of age distribution, the majority of employees (61%) fall within the 30 to 50-year-old group, followed by 31% below 30 years old, and 8% above 50 years old. We believe that maintaining a balanced workforce of both young talent and experienced employees enhances knowledge sharing, operational efficiency, and adaptability in a dynamic business environment.





Note: The figure for FY2023 on the percentage of employees by age group has been reinstated following a correction to address a misinterpretation in the original computation method.

Gender diversity remains an area for improvement, with male employees comprising 91% of the workforce. This reflects the traditionally male-dominated nature of the poultry industry, particularly in operational roles. Nevertheless, the Group is committed to enhancing gender diversity by creating more opportunities and a supportive environment for female participation across all levels.



Note: The figure for FY2023 on the percentage of employees by gender has been reinstated following a correction to address a misinterpretation in the original computation method.





In terms of ethnic composition, the workforce in FY2025 comprises 13% Malay, 8% Chinese, 4% Indian, and 75% from other ethnic groups, primarily consisting of foreign employees who support operational activities.

This compares to FY2024, which recorded 12% Malay, 9% Chinese, 3% Indian, and 76% from other ethnic groups.

The slight year-on-year shifts reflect normal workforce movement and recruitment patterns aligned with operational requirements. Overall, the composition continues to demonstrate the Group's reliance on a diverse labour pool to support operational demands while contributing to an inclusive workplace.

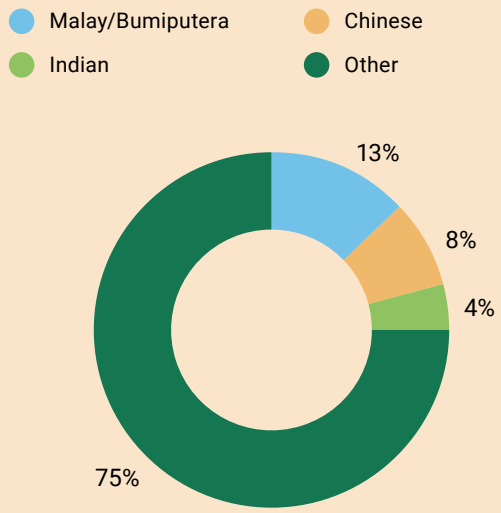
TPC strictly follows applicable labour laws in its recruitment process, prioritising the hiring of local candidates where suitable talent is available.

From an employment type perspective, 23% of employees are permanent, while 77% are temporary, in line with industry practices and the operational flexibility required in poultry farming.

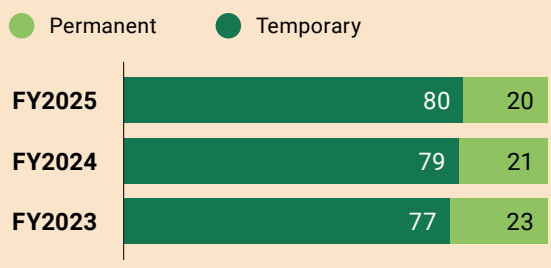
While there are currently no employees with disabilities within our workforce (0% staff with disability), we remain open and committed to providing an inclusive environment that values individual abilities and enables all employees to contribute meaningfully to the Group's success.

Moving forward, the Group aims to improve workforce diversity by strengthening gender representation, enhancing youth participation, and promoting inclusive employment practices across all levels of the organisation.

Ethic Diversity (%)



Non-executive/Technical Staff (%)



Note: The figure for FY2023 on the percentage of employees who are contractors or temporary staff has been reinstated following a correction to address a misinterpretation in the original computation method.

CUSTOMER PRIVACY

To protect customer data and privacy

Why it is Important

At TPC Group, we view customer privacy not merely as a legal obligation but as a fundamental aspect of responsible business conduct. Protecting our customers' sensitive information is critical in preventing data breaches and safeguarding the trust and confidence placed in us. We recognise that effective data protection is essential to maintaining strong, long-term relationships with our customers and preserving the Group's reputation.

Our Approach

The Group has established a Privacy Policy in compliance with the requirements of the Personal Data Protection Act (PDPA) 2010, which governs how personal data is collected, processed, stored, and protected. This policy provides clear guidance to ensure that customer information is handled with the highest standards of integrity, responsibility, and confidentiality.

To further reinforce our commitment, we proactively enter into Non-Disclosure Agreements (NDAs) with customers, establishing a legally binding framework to safeguard sensitive information exchanged during business engagements.

In addition to formal policies and legal safeguards, the Group promotes a culture of accountability and awareness among employees. Continuous communication and internal practices ensure that all personnel understand the importance of data privacy and adhere to established protocols when handling customer information.

Our Performance

In FY2025, the Group recorded zero complaints related to privacy breaches, with no incidents of data leakage or loss of customer information.

As the Group continues to grow and expand its operations, we remain committed to regularly reviewing and strengthening our data privacy practices, ensuring continued compliance with regulatory requirements and fostering greater trust and confidence among our customers and stakeholders.

	FY2023	FY2024	FY2025
Number of substantiated complaints concerning breaches in customer privacy or data loss	0	0	0

COMMUNITY OUTREACH

To enrich the local communities

Why it is Important

At TPC Group, we recognise the significant social impact of our operations on the communities in which we operate. We believe that contributing to the well-being and development of local communities is not only a moral responsibility but also essential to the sustainable success of our business.

Through continuous community engagement and outreach initiatives, we aim to create meaningful and lasting positive impacts, particularly for underprivileged groups. These efforts reflect our commitment to social responsibility and support broader sustainability goals.

Our Approach

Over the years, TPC Group has embedded a strong culture of giving back to society, with a focus on supporting underprivileged and underserved communities. We are committed to leveraging our resources to uplift communities and improve quality of life.

Our community engagement efforts include both financial contributions and in-kind support, enabling us to address a wide range of community needs. These initiatives are guided by our values of compassion, inclusivity, and long-term commitment to societal well-being.

Our Performance

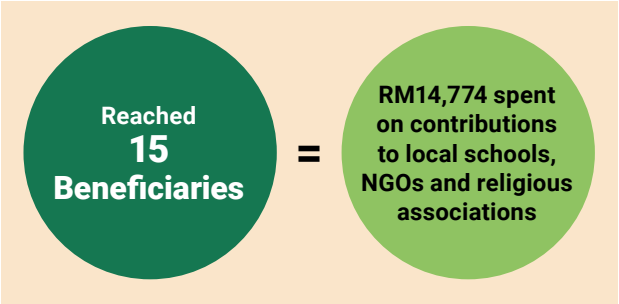
TPC Group acknowledges the social impact of its operations and remains committed to supporting local communities. During FY2025, the Group continued its tradition of contributing to underprivileged segments of society through various initiatives.

The Group provided financial assistance to support projects undertaken by local schools and religious organisations, contributing to community development and educational advancement.

In addition to monetary contributions, the Group also extended in-kind support, including the donation of food, eggs, and daily essentials to underprivileged communities. These contributions aim to address immediate needs while supporting overall well-being.

With each passing year, TPC Group strives to expand its community initiatives, reflecting our long-term commitment to making a positive difference in society.

Key highlights of TPC's contributions for FY2025 are as follows:



	FY2023	FY2024	FY2025
Total number of beneficiaries of the investment in communities	RM6,700	RM19,900	RM14,774
Total number of beneficiaries of the investment in communities	8	10	15









GRI CONTENT INDEX

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Our Profile, Group Structure
	2-2 Entities included in the organization's sustainability reporting	Reporting Scope and Boundary
	2-3 Reporting period, frequency and contact point	Reporting Scope and Boundary
	2-4 Restatements of information	Energy Efficiency and Climate Change, Water Management, Workforce and Management Diversity
	2-5 External assurance	There is no external assurance performed for TPC
	2-6 Activities, value chain and other business relationships	Reporting Scope and Boundary
	2-7 Employees	Workforce and Management Diversity
	2-8 Workers who are not employees	Workforce and Management Diversity
	2-9 Governance structure and composition	Sustainability Governance Structure
	2-10 Nomination and selection of the highest governance body	Corporate Governance Overview Statement
	2-11 Chair of the highest governance body	Corporate Governance
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance Structure
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance Structure
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance Structure
	2-15 Conflicts of interest	Corporate Governance
	2-16 Communication of critical concerns	Corporate Governance Overview Statement
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement
	2-19 Remuneration policies	Corporate Governance Overview Statement
	2-20 Process to determine remuneration	Corporate Governance Overview Statement
	2-22 Statement on sustainable development strategy	About this Sustainability Statement
	2-23 Policy commitments	Sustainability Framework at Glance, Corporate Governance, Anti-Bribery, Employee Welfare and Engagement
	2-24 Embedding policy commitments	Sustainability Framework at Glance, Corporate Governance, Anti-Bribery, Employee Welfare and Engagement
	2-25 Processes to remediate negative impacts	Anti-Bribery, Employee Welfare and Engagement
	2-26 Mechanisms for seeking advice and raising concerns	Stakeholder Feedback, Anti-Bribery
	2-27 Compliance with laws and regulations	Anti-Bribery, Quality Assurance, Waste Management, Occupational Safety and Health, Employee Welfare and Engagement, Customer Privacy
	2-29 Approach to stakeholder engagement	Stakeholder Engagement

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment and Sustainability Strategies
	3-2 List of material topics	Materiality Assessment and Sustainability Strategies
	3-3 Management of material topics	Sustainability Strategies and UNSDG Mapping
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Local Supply Chain Management
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-Bribery
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery
	205-3 Confirmed incidents of corruption and actions taken	Anti-Bribery
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy Efficiency and Climate Change
	302-3 Energy intensity	Energy Efficiency and Climate Change
GRI 303: Water and Effluents 2018	303-5 Water consumption	Water Management
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Energy Efficiency and Climate Change
	305-2 Energy indirect (Scope 2) GHG emissions	Energy Efficiency and Climate Change
	305-3 Other indirect (Scope 3) GHG emissions	Energy Efficiency and Climate Change
	305-4 GHG emissions intensity	Energy Efficiency and Climate Change
GRI 306: Waste 2020	306-3 Waste generated	Waste Management
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Training and Development
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Welfare and Engagement
	401-3 Parental leave	Employee Welfare and Engagement
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Occupational Safety and Health
	403-5 Worker training on occupational health and safety	Occupational Safety and Health
	403-9 Work-related injuries	Occupational Safety and Health
	403-10 Work-related ill health	Occupational Safety and Health
GRI 404: Training and Education 201	404-1 Average hours of training per year per employee	Training and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	Training and Development
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance, Workforce and Management Diversity
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy

PERFORMANCE DATA TABLE

Indicator	Measurement Unit	2023	2024	2025
Anti-corruption				
Percentage of employees who have received training on anti-corruption by employee category				
Management	Percentage	100.00	100.00	100.00
Executive	Percentage	57.14	77.78	80.00
Non-executive/Technical Staff	Percentage	17.78	16.33	14.00
General Workers	Percentage	1.08	1.76	1.73
Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Number of confirmed incidents of corruption and action taken	Number	0	0	0
Total amount of fines, penalties or settlements related to corruption	RM	0.00	0.00	0.00
Total political contributions	RM	0.00	0.00	0.00
Number of political parties benefited from contributions	Number	0	0	0
Community/Society				
Total amount invested in the community where the target beneficiaries are external to the listed issuer	RM	6,700.00	19,900.00	14,774.30
Total number of beneficiaries of the investment in communities	Number	8	10	15
Diversity				
Percentage of employees by gender and age group, for each employee category				
Management Under 30	Percentage	0.00	0.00	0.00
Management Between 30-50	Percentage	60.00*	50.00	55.56
Management Above 50	Percentage	40.00*	50.00	44.44
Executive Under 30	Percentage	0.00	0.00	10.00
Executive Between 30-50	Percentage	86.00*	88.89	80.00
Executive Above 50	Percentage	14.00*	11.11	10.00
Non-executive/Technical Staff Under 30	Percentage	13.00*	8.16	14.00
Non-executive/Technical Staff Between 30-50	Percentage	49.00*	55.10	56.00
Non-executive/Technical Staff Above 50	Percentage	38.00*	36.73	30.00
General Workers Under 30	Percentage	0.00	34.31	35.16
General Workers Between 30-50	Percentage	95.00*	61.58	61.10
General Workers Above 50	Percentage	5.00*	4.11	3.75
Percentage of employees by gender for each employee category				
Management Male	Percentage	100.00*	90.00	88.89
Management Female	Percentage	0.00	10.00	11.11
Executive Male	Percentage	14.00*	22.22	30.00
Executive Female	Percentage	86.00*	77.78	70.00
Non-executive/Technical Staff Male	Percentage	62.00*	42.86	44.00
Non-executive/Technical Staff Female	Percentage	38.00*	57.14	56.00
General Workers Male	Percentage	96.00*	99.71	99.71
General Workers Female	Percentage	4.00*	0.29	0.29

Indicator	Measurement Unit	2023	2024	2025
Diversity (Cont'd)				
Percentage of directors by age group				
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	83.33	66.67	83.33
Above 50	Percentage	16.67	33.33	16.67
Percentage of directors by gender	Percentage			
Male	Percentage	83.33	83.33	83.33
Female	Percentage	16.67	16.67	16.67
Percentage of directors by ethnicity	Percentage			
Malay/Bumiputera	Percentage	17.00	16.67	0.00
Chinese	Percentage	83.00	83.33	100.00
Indian	Percentage	0.00	0.00	0.00
Others	Percentage	0.00	0.00	0.00
Percentage of key senior management by age group	Percentage			
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	60.00	60.00	60.00
Above 50	Percentage	40.00	40.00	40.00
Percentage of key senior management by gender	Percentage			
Male	Percentage	100.00	100.00	100.00
Female	Percentage	0.00	0.00	0.00
Percentage of key senior management by ethnicity	Percentage			
Malay/Bumiputera	Percentage	20.00	20.00	0.00
Chinese	Percentage	80.00	80.00	100.00
Indian	Percentage	0.00	0.00	0.00
Others	Percentage	0.00	0.00	0.00
Health and Safety				
Number of work-related fatalities	Number	0	0	0
Lost time incident rate ("LTIR")	Rate	0.27	0.00	0.00
Number of employees trained on health and safety standards	Number	2	26	33
Labour Practices and Standards				
Total hours of training by employee category				
Management	Hours	35	55	100
Executive	Hours	63	98	193
Non-executive/Technical Staff	Hours	63	174	486
General Workers	Hours	91	89	29
Average training hours per employee	Hours		1.02	1.94
Average training hours per gender				
Male	Hours		0.55	0.91
Female	Hours		5.73	12.49
Percentage of employees that are contractors or temporary staff	Percentage	80.42*	79.22	77.16
Total number of new employee hires by age group				
Under 30	Number		2	32
Between 30-50	Number		6	14
Above 50	Number		2	0

Indicator	Measurement Unit	2023	2024	2025
Labour Practices and Standards (Cont'd)				
Total number of new employee hires by gender				
Male	Number		10	42
Female	Number		0	4
Total number of employee turnover by employee category				
Management	Number	1	0	1
Executive	Number	0	0	1
Non-executive/Technical Staff	Number	3	9	6
General Workers	Number	7	21	18
Number of substantiated complaints concerning human rights violations	Number	0	0	0
Percentage of global staff with a disability	Percentage		0	0
Supply Chain Management				
Proportion of spending on local suppliers	Percentage	100.00	99.9	99.9
Data privacy and security				
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Energy Management				
Total energy consumption	Megawatt	14,963.50*	15,280.99	15,823.50
Diesel	Megawatt	5,881.99*	5,386.17	5,948.30
Petrol	Megawatt	39.54*	29.88	40.08
Purchased electricity	Megawatt	9,041.97	9,864.94	9,835.11
Energy intensity	Megawatt per egg		0.0000336	0.0000339
Water Management				
Total volume of water used	Megalitres	162.03*	159.37*	169.85
Water intensity	Megalitres per egg		0.000000350	0.000000364
Waste Management				
Total waste generated	Metric tonnes		374.00	417.66
Total waste diverted from disposal	Metric tonnes		0.00	0.00
Total waste diverted to disposal	Metric tonnes		374.00	417.66
GHG Emission				
Scope 1	Metric tonnes of CO_2e		1,364.40	1,508.53
Scope 2	Metric tonnes of CO_2e		7,635.46	7,612.38
Scope 3 - Category 7: Employee Commuting	Metric tonnes of CO_2e		201.32	205.90
Emission intensity	Metric tonnes of CO_2e per egg		0.0000202	0.0000200

(*) Restated

TPC Plus Berhad

BMLR Transition Period

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FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Anti-corruption	C1 (a) Percentage of employees who have received training on anti-corruption by employee category	Percentage	100.00	-	No assurance	Management
Anti-corruption	C1 (a) Percentage of employees who have received training on anti-corruption by employee category	Percentage	80.00	-	No assurance	Executive
Anti-corruption	C1 (a) Percentage of employees who have received training on anti-corruption by employee category	Percentage	14.00	-	No assurance	Non-executive/Technical Staff
Anti-corruption	C1 (a) Percentage of employees who have received training on anti-corruption by employee category	Percentage	1.73	-	No assurance	General Workers
Anti-corruption	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100	-	No assurance	-
Anti-corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	Zero incident of corruption annually	No assurance	-
Community/Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	14,774.30	-	No assurance	-
Community/Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	15	-	No assurance	-
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	0.00	-	No assurance	Management Under 30

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	55.56	-	No assurance	Management Between 30-50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	44.44	-	No assurance	Management Above 50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	10.00	-	No assurance	Executive Under 30
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	80.00	-	No assurance	Executive Between 30-50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	10.00	-	No assurance	Executive Above 50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	14.00	-	No assurance	Non-executive/Technical Staff Under 30
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	56.00	-	No assurance	Non-executive/Technical Staff Between 30-50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	30.00	-	No assurance	Non-executive/Technical Staff Above 50

TPC Plus Berhad

BMLR Transition Period

Date & Time: 2026-04-16 15:46:42

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	35.16	-	No assurance	General Workers Under 30
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	61.10	-	No assurance	General Workers Between 30-50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	3.75	-	No assurance	General Workers Above 50
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	88.89	-	No assurance	Management Male
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	11.11	-	No assurance	Management Female
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	30.00	-	No assurance	Executive Male
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	70.00	-	No assurance	Executive Female
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	44.00	-	No assurance	Non-executive/Technical Staff Male

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	56.00	-	No assurance	Non-executive/Technical Staff Female
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	99.71	-	No assurance	General Workers Male
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category	Percentage	0.29	-	No assurance	General Workers Female
Diversity	Bursa C3(b) Percentage of directors by gender and age group	Percentage	83.33	-	No assurance	Male
Diversity	Bursa C3(b) Percentage of directors by gender and age group	Percentage	16.67	-	No assurance	Female
Diversity	Bursa C3(b) Percentage of directors by gender and age group	Percentage	0.00	-	No assurance	Under 30
Diversity	Bursa C3(b) Percentage of directors by gender and age group	Percentage	83.33	-	No assurance	Between 30-50
Diversity	Bursa C3(b) Percentage of directors by gender and age group	Percentage	16.67	-	No assurance	Above 50
Energy management	Bursa C4(a) Total energy consumption	Megawatt	5,948.30	-	No assurance	Diesel
Energy management	Bursa C4(a) Total energy consumption	Megawatt	40.08	-	No assurance	Petrol
Energy management	Bursa C4(a) Total energy consumption	Megawatt	9,835.11	-	No assurance	Purchased electricity

TPC Plus Berhad

BMLR Transition Period

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FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Health and safety	Bursa C5(a) Number of work-related fatalities	Number	0	-	No assurance	-
Health and safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	-	No assurance	-
Health and safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	33	-	No assurance	-
Labour practices and standards	Bursa C6(a) Total hours of training by employee category	Hours	100	-	No assurance	Management
Labour practices and standards	Bursa C6(a) Total hours of training by employee category	Hours	193	-	No assurance	Executive
Labour practices and standards	Bursa C6(a) Total hours of training by employee category	Hours	486	-	No assurance	Non-executive/Technical Staff
Labour practices and standards	Bursa C6(a) Total hours of training by employee category	Hours	29	-	No assurance	General Workers
Labour practices and standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	7716	-	No assurance	-
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category	Number	1	-	No assurance	Management
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category	Number	1	-	No assurance	Executive
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category	Number	6	-	No assurance	Non-executive/Technical Staff
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category	Number	18	-	No assurance	General Workers

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance	Remarks
Labour practices and standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance	-
Supply chain management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.99	-	No assurance	
Data privacy and security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	No assurance	
Water	Bursa C9(a) Total volume of water used	Megalitres	169.85	-	No assurance	

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") of TPC Plus Berhad ("**TPC**" or "**Company**") is pleased to present below a summary of how TPC Group has applied the following 3 principles set out in the Malaysian Code on Corporate Governance ("**Code**") during the financial year ended 31 December 2025 ("**FYE 2025**"):

Principle

A

Board Leadership and Effectiveness

Principle

B

Effective Audit and Risk Management

Principle

C

Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

This Corporate Governance Overview Statement is complemented by a Corporate Governance Report prepared according to the format prescribed by Bursa Malaysia Securities Berhad ("**Bursa**"). The Corporate Governance Report can be found on the Company's website at www.tpc.com.my and through the announcement on Bursa's website, www.bursamalaysia.com.

Principle A BOARD LEADERSHIP AND EFFECTIVENESS

1. Board Responsibilities

The Board of Directors is responsible for the overall corporate governance of the Company and is always mindful of its responsibilities towards the Company's shareholders and other stakeholders.

In discharging its fiduciary duties and responsibilities, the Board is guided by the prevailing legal and regulatory requirements such as the Companies Act 2016, the Main Market Listing Requirements ("**MMLR**") of Bursa, the Code as well as the Company's Constitution and Board Charter.

To assist the Board in the effective discharge of their duties and responsibilities, the Board has established Board committees namely the Audit Committee, the Nomination and Remuneration Committee ("**NRC**") and the Risk Management Committee. These Board committees are operated under defined terms of reference approved by the Board. The Board's and the Board committee's charter can be found on the Company's website, www.tpc.com.my. During the FYE 2025, the Board had reviewed and amended the Audit Committee Charter and will review the other charters periodically to ensure that they remain relevant and adequate.

During the FYE 2025, the chairman of each Board committee reported to the Board of Directors all the key issues deliberated at their respective committee meetings. The proposals or opinions of the committees were brought forward and tabled at Board of Directors' meetings for consideration and approval as the Board is the ultimate decision-making body of the Company with the exception of matters requiring shareholders' approval.

The positions of the Company's Chairman and the Managing Director are held by 2 different individuals whose responsibilities are segregated and clearly defined in the Board Charter to ensure that there is a balance of power and authority with neither of them having unfettered power of decision making.

Datuk Lim Yew Piau, the Chairman of the Board of Directors, is not a member of the Audit Committee, NRC nor Risk Management Committee to ensure that there is check and balance and that it does not give rise to self-review when deliberating the recommendations and proposals put forth by the chairman of the committee at the Board of Directors' meetings.

The principal duties of the Chairman are to conduct the meetings of the Board and shareholders and to facilitate constructive discussions at these meetings. The Managing Director on the other hand is responsible for the day-to-day running of the businesses of the Group and the implementation of strategies and policies approved by the Board.

Principle A BOARD LEADERSHIP AND EFFECTIVENESS

The Board is supported by a Company Secretary who is a member of the Malaysian Institute of Chartered Secretaries and Administrators and qualified to act under Section 235 of the Companies Act 2016. The Company Secretary is also the secretary of the Audit Committee, NRC and Risk Management Committee.

All Board members have direct access to the advice and services of the Company Secretary and Senior Management. The Directors, whether as a full board or in their individual capacity, may seek independent professional advice in the discharge of their duties and responsibilities at the Company's expense.

Board meetings for each year are planned at the 4th quarter of the preceding year to give the Directors sufficient time to arrange their schedules and be able to attend the meetings. None of the Directors hold more than 5 directorships in public listed companies and all of them are able to devote their time to serve the Board effectively.

5 Board meetings were held during the FYE 2025 and all the Directors attended every meeting held during their tenure except YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop who attended 2 out of the 3 meetings held during his tenure. Members from the Management were invited to attend Board and Board committee meetings to brief and provide additional information on questions or issues raised by the Directors. Where decisions were made by the Board of Directors in between Board meetings held during the FYE 2025 via Directors' resolutions in writing, the resolutions in writing approved by the Board will be noted at the immediate subsequent Board Meeting.

The Board and the Management are responsible for instilling good corporate governance and upholding the code of ethics set out in the Group's policies. The code of conduct of the Board is set out in the Board Charter. The Group's Employee Code of Conduct and Ethics, Anti-Corruption Policy and Whistle Blowing Policy can be accessed on the Company's website.

The Board together with the Management acknowledge their responsibilities in promoting sustainability in areas covering environment, social and governance. Further information on the Company's approach towards sustainability is provided in the Sustainability Statement of this Annual Report.

2. Board Composition

The Board of Directors of TPC comprises 3 Executive Directors and 3 Independent Non-Executive Directors i.e. with at least half of the Board comprising Independent Directors as set out in the Code.

Gender Diversity

The Board recognises the benefits of having a diverse Board and workforce and therefore has adopted a Diversity Policy for the Group where diversity refers to age, gender, ethnicity, nationality, cultural background, religious belief and social-economic status. Diversity also includes the way people differ in terms of education, life and work experience, personality, location and marital status.

The NRC will endeavour that gender diversity, being part of the Diversity Policy adopted, will be considered in the recruitment and succession planning of the Board and Senior Management. Currently, there is 1 female Director representing 16.67% of the Board of Directors of TPC and this complies with Paragraph 15.02 of the MMLR of Bursa to have at least one woman director on the Board.

The Group has always maintained its policy of having a working environment where there is respect for people regardless of their gender and where it is free from gender harassment and discrimination in order to attract and retain women participation on the Board and the management of the Group.

It is also a policy of the Group that there shall be no preference given to male applicants for a position unless the job involves labour work as needed in farms. The Company will ensure that women with the appropriate experiences and qualifications are considered equally in the recruitment and selection process.

Activities of the NRC

The NRC comprised 3 Independent Non-Executive Directors until the retirement of one of its members, YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop, on 29 May 2025. The remaining NRC members subsequently carried out an assessment on Mr. Lee Han Yung and found him fit to act as Director of the Company because he has the character, experience, integrity, competence and time to effectively discharge his role as a Director of the Company.

Upon the recommendation of the NRC, the Board of Directors appointed Mr. Lee Han Yung as Independent Non-Executive Director of the Company, chairman of the Risk Management Committee and a member of the Audit Committee and the NRC on 28 August 2025.

Other than evaluating the Audit Committee, the Board of Directors and their members during the year, the NRC had also reviewed the Board skills matrix and the independence of Independent Directors.

Principle A BOARD LEADERSHIP AND EFFECTIVENESS

Based on the results of the evaluations, the NRC was pleased with the performance and the level of commitment and devotion given by each Director towards discharging his/her roles and responsibilities. The NRC also found that the Independent Directors who are free from management are able to continue exercising independent judgement and not affected by any influences that could jeopardise their objectivity. On top of that, they do not have any personal, family or economic interests in TPC Group.

The Board of Directors agreed with the NRC and will seek shareholders' approval on the following at the Company's 23rd Annual General Meeting ("**AGM**") to be held on 28 May 2026:

- The re-election of Datuk Lim Yew Piau, Mr. Chong Chee Siong and Mr. Lee Han Yung who are retiring pursuant to the Company's Constitution; and
- For Mr. Chong Chee Siong and Mr. Chong Peng Khang to continue to act as Independent Directors of the Company until the conclusion of the 24th AGM to be held in 2027.

The NRC also had, during the FYE 2025, arranged for a training conducted in-house by the Company's Internal Auditors, NeedsBridge Advisory Sdn. Bhd., on 10 April 2025 to update the Directors with regard to the new requirements on sustainability reporting. All the Directors attended this training except Mr. Lee Han Yung who was appointed as Director on 28 August 2025.

Through self-assessment, each Director was able to identify his own training needs and had attended the following training programmes during the FYE 2025:

Directors	Training
Lim Yew Kwang	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Tax Talks & Fiscal Shocks: Budget 2026 for Business Leaders
	Updates on MMLR – Sustainability Reporting Requirements
Datuk Lim Yew Piau	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Tax Talks & Fiscal Shocks: Budget 2026 for Business Leaders
	Updates on MMLR – Sustainability Reporting Requirements
Chong Chee Siong	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Updates on MMLR – Sustainability Reporting Requirements
Chong Peng Khang	Aligning Strategies with Deliverables for Organisational Success
	Workplace Harassment: Legal Responsibilities & Prevention Strategies
	Mandatory Accreditation Programme Part II: Leading for Impact (LIP)
	Webinar on Sales Tax Revision & Service Tax Expansion 2025
	Board Simulation – Balancing Risks & Opportunity in Sustainability Leadership
	National Sustainability Reporting Framework Data to Disclosures Forum
	Tax & Business Summit 2025
	NSRF Preparer's Program (NPP) Module 1: Sustainability Reporting Using the ISSB Illustrative Sustainability Reports
	Updates on MMLR – Sustainability Reporting Requirements
Lee Han Yung	Mandatory Accreditation Programme
	2026 Tax Budget and Tax Conference
Lim Chian Harn	Seminar on MBRS 2.0 for Preparers: Financial Statements
	Tax Talks & Fiscal Shocks: Budget 2026 for Business Leaders
	Transfer Pricing Under Scrutiny: Trends, Triggers and Tactical Responses
	Updates on MMLR – Sustainability Reporting Requirements

Principle A BOARD LEADERSHIP AND EFFECTIVENESS

3. Remuneration

The NRC had proposed to the Board of Directors on the Directors' fees to be paid for the FYE 2025. The Directors' fees is however subject to the approval of the shareholders at the Company's forthcoming 23rd AGM.

The Executive Directors were remunerated based on their experience, responsibilities and contributions in order to motivate and retain them in achieving the Company's plans, strategies and goals. Non-Executive Directors were paid an annual Directors' fees and meeting allowance for attending Board and Board Committee meetings.

None of the Directors were remunerated based on the Company's or Group's turnover. The breakdown of the remuneration of the Directors of the Company for the FYE 2025 are as follows:

	TPC Plus Berhad (RM'000)							
	Fees*	Salary	Bonus	EPF	SOCSO	EIS	Allowance^	Total
Executive Directors								
Lim Yew Kwang	48.00	-	-	-	-	-	-	48.00
Datuk Lim Yew Piau	48.00	-	-	-	-	-	-	48.00
Lim Chian Harn	48.00	-	-	-	-	-	-	48.00
Non-Executive Directors								
Chong Chee Siong	50.40	-	-	-	-	-	3.00	53.40
Chong Peng Khang	50.40	-	-	-	-	-	3.00	53.40
Lee Han Yung (Appointed on 28.8.2025)	16.80	-	-	-	-	-	0.60	17.40
YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop (Retired on 29.5.2025)	21.00	-	-	-	-	-	1.20	22.20

	Subsidiary of TPC Plus Berhad (RM'000)							
	Fees	Salary	Bonus	EPF	SOCSO	EIS	Allowance^	Total
Executive Directors								
Lim Yew Kwang	-	120.00	40.00	19.20	1.25	0.14	-	180.59
Datuk Lim Yew Piau	-	120.00	40.00	19.20	1.25	0.14	-	180.59
Lim Chian Harn	-	81.00	81.00	19.51	1.25	0.14	-	182.90
Non-Executive Directors								
Chong Chee Siong	-	-	-	-	-	-	-	-
Chong Peng Khang	-	-	-	-	-	-	-	-
Lee Han Yung (Appointed on 28.8.2025)	-	-	-	-	-	-	-	-
YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop (Retired on 29.5.2025)	-	-	-	-	-	-	-	-

Note

* *Directors' fees is subject to shareholders' approval at the 23rd AGM.*

^ *The payment of allowance was made in accordance with the approval of the shareholders.*

Principle B EFFECTIVE AUDIT AND RISK MANAGEMENT

1. Audit Committee

The Audit Committee comprises 3 Independent Non-Executive Directors and none of them is a former partner of the Company's External Auditors or its affiliate firms. The Chairman of the Audit Committee is Mr. Chong Peng Khang who is a Chartered Accountant of the Malaysian Institute of Accountants and a fellow member of the Association of Chartered Certified Accountants.

During the FYE 2025, YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop who had retired as a Director of the Company on 29 May 2025 ceased to be a member of the Audit Committee on the same day. Mr. Lee Han Yung was recommended by the NRC and appointed by the Board as a member of the Audit Committee on 28 August 2025.

The Audit Committee had evaluated the External Auditors, Crowe Malaysia PLT ("**CM**"), during the FYE 2025 in respect of their calibre, performance, quality control processes, audit team, independence and objectivity, audit scope and planning, fees and also its communications with the Audit Committee.

Further details of the Audit Committee including a summary of the activities carried out by the Audit Committee during the year is set out in the Audit Committee Report of this Annual Report.

2. Risk Management and Internal Control Framework

The Board recognises the importance of having an effective governance embedding risk management and internal control processes and also acknowledges its overall responsibility for maintaining a sound system of internal control covering not only financial controls but also relating to operational, compliance and risk management.

The Risk Management Committee and the Audit Committee assisted the Board in fulfilling its responsibilities in the risk governance and internal control functions respectively.

The Risk Management Committee had during the FYE 2025 reviewed the Group Key Risk Profile and added risks relating to the following to the Group Key Risk Profile:

- Climate risk
- Community investment
- Sustainability-focused products and services
- Energy management
- Water and effluent management

The Risk Management Committee also ensured that appropriate controls were put in place to mitigate the likelihood and impact of the newly identified risks to unlikely and minor levels respectively.

The internal audit function of the Company was outsourced to an independent consulting company, NeedsBridge Advisory Sdn. Bhd. ("**the Internal Auditors**"), to assist the Board in assessing the adequacy and effectiveness of the Group's risk management and internal control system. The Internal Auditors were given full access to all the documents relating to the Group's governance, financial statements and operational assessments and they reported directly to the Audit Committee.

Two internal audits were performed during the FYE 2025 i.e. one on human resource management and the other one on farm management. These audits were carried out in accordance with the Internal Audit Plan formulated based on the Group's risk profile and approved by the Board of Directors.

Besides reporting to the Audit Committee on their current internal audit findings, the Internal Auditors also updated the Audit Committee on the status of the Management's action plans implemented in response to previous audits findings. Overall, the Audit Committee was satisfied that appropriate actions were taken by the Management to mitigate most of the risks identified and that the internal control system put in place was adequate to safeguard the interests of stakeholders as well as the Group's assets.

The Audit Committee had evaluated the Internal Auditors during the year and was pleased that the Internal Auditors had been independent throughout their audit and had sufficient resources and experience in carrying out their duties and responsibilities in accordance with the Company's Internal Audit Charter and the guidance of the International Professional Practices Framework in all material aspects.

Further information on the Group's risk management and internal control can be found in the Statement on Risk Management and Internal Control of this Annual Report.

Principle C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

1. Engagement with Stakeholders

The Board of Directors has always practised timely, accurate and equal dissemination of material information to its shareholders, investors and the public at large. In line with this commitment, the Board has formally adopted a Corporate Disclosure Policy for TPC Group.

Material information and updates, quarterly financial results, Circular to Shareholders and Annual Report are announced to Bursa and these information or documents can also be accessed on the Company's website.

In conserving the environment and to improve sustainability, printed copies of the Company's Annual Report and Circular to Shareholders will only be provided to shareholders upon receiving their requests.

2. Conduct of General Meetings

The Company's AGM remains the principal forum for dialogue and interaction with shareholders. The Company's 22nd AGM was held physically on 29 May 2025.

Although the Company did not, at the same time, hold the 22nd AGM virtually, the Company had taken the following actions to ensure that shareholders were able to participate, engage the Board and Management and make informed voting decisions on the resolutions tabled at the 22nd AGM:

i. The Notice of the 22nd AGM was sent out to the shareholders on 30 April 2025 thereby giving the shareholders at least 28 days' notice and sufficient time to consider the agenda set out in the notice of the AGM and to make the necessary arrangements for attendance and voting.

ii. The explanatory notes in the Notice of the AGM provided sufficient explanations to each of the resolutions proposed. This will help the shareholders to decide and exercise their voting rights accordingly.

iii. An Administrative Guide for the 22nd AGM was sent to the shareholders together with the Notice of the AGM informing the shareholders, among others, where the Company's Annual Report and Circular to Shareholders can be accessed and downloaded for their information.

iv. Shareholders who were not able to attend the AGM were encouraged to appoint the Chairman of the AGM as their proxy and to indicate in the Proxy Form how they wish their votes to be cast. The Chairman of the AGM will then vote according to the wishes of the shareholders who had appointed him as their proxy. The completed Proxy Form may be lodged at the Company's registered office or sent to the Company electronically via email.

v. Shareholders who have questions in relation to any item on the agenda of the 22nd AGM were able to send in their questions in advance to the Company's registered office or via e-mail. The questions received will be responded at the AGM.

vi. During the 22nd AGM, the shareholders present were given sufficient time to raise questions and seek further clarification. The Board of Directors, Senior Management and External Auditors were present at the AGM to answer all the questions raised.

vii. The Board of Directors had appointed an independent scrutineer to validate the votes cast at the 22nd AGM. Results of the poll were projected onto the screen at the meeting room during the AGM and can be accessed on the same day on the Company's website after the AGM.

viii. A summary of the key matters discussed and the minutes of the 22nd AGM were uploaded to the Company's website within 30 business days after the AGM for shareholders' information.

STATEMENT ON COMPLIANCE

The Board will continue to strive to uphold high standards of corporate governance throughout the Group. The Board is of the view that the Company has, in all material aspects, satisfactorily complied with the principles and practices set out in the Code except for the departures disclosed in the Corporate Governance Report.

This Corporate Governance Overview Statement was approved by the Board of Directors on 9 April 2026.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Board of Directors ("the Board") is committed to maintaining a robust risk management and internal control system for TPC Plus Berhad ("the Company") and its subsidiaries ("the Group"). In line with this commitment, the Board is pleased to present the Statement on Risk Management and Internal Control for the financial year under review, outlining the Group's risk management framework and internal control processes.

This statement has been prepared in accordance with Paragraph 15.26(b) and Practice Note 9 of the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities") for the Main Market. It is also guided by the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("the Guidelines"), SORMIC Guide 2025, and the Malaysian Code on Corporate Governance 2021 ("MCCG 2021"). The scope of this statement covers the Company and its subsidiaries.

BOARD RESPONSIBILITIES

The Board of Directors ("the Board") being the highest-level governing body responsible for setting strategy, overseeing management, and protecting the interest of shareholders and other stakeholders, holds ultimate responsibility for the establishment, implementation, and oversight of the Group's risk management and internal control system. It conducts regular reviews to ensure their adequacy and effectiveness, providing assurance that the Group is progressing towards its mission, vision, core values, strategies, and business objectives. Most importantly, the Board is committed to safeguarding stakeholders' interests and protecting the Group's assets.

Additionally, the Board is responsible for defining the Group's risk appetite, ensuring alignment with its corporate objectives, strategic direction, external environment, business nature, and corporate/product lifecycle.

The Board has delegated the responsibilities outlined above to the Risk Management Committee ("RMC"), which is tasked, through its charter and the Risk Management Framework ("RM Framework") approved by the Board, with overseeing governance on risk management and assuring the Board of the adequacy and effectiveness of the Group's risk management system. Additionally, the Audit Committee ("AC") plays a governance oversight role concerning the internal control system, keeping the Board informed of all significant financial and non-financial matters brought to its attention by the Management, internal audit function, and external auditors.

The identification, assessment, and management of key business risks and opportunities (including sustainability risks and opportunities) within the Group have been delegated to the Risk Management Working Group ("RMWG"), comprising Key Management Personnel ("KMP") and relevant Heads of Departments ("HOD").

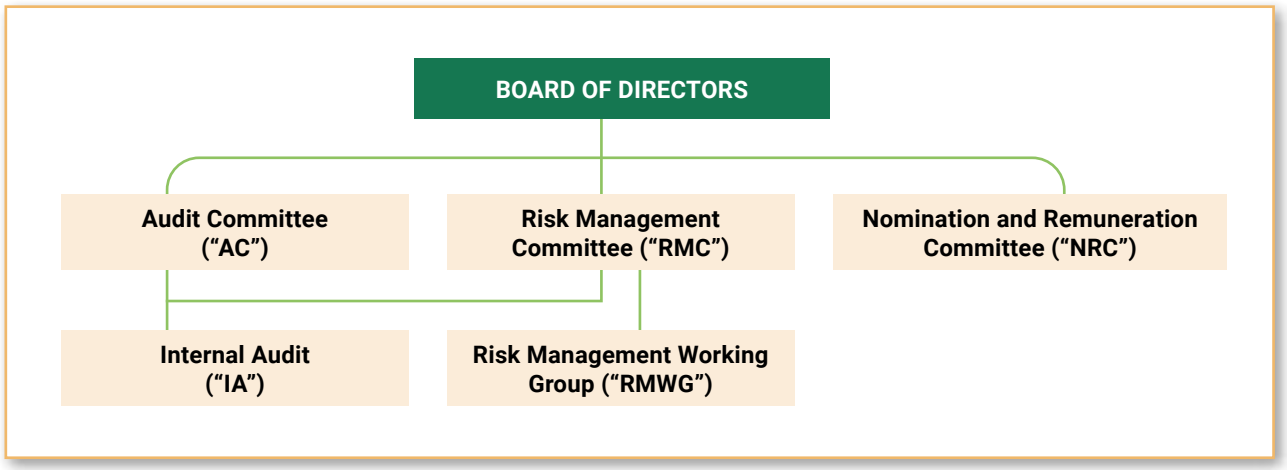
The Managing Director and Executive Directors have assured the Board that, to the best of their knowledge, the Group's risk management and internal control systems are operating effectively and adequately in all key areas. The Board further confirms that these processes have been in place throughout the financial year under review and up to the date of approval of this Statement for inclusion in the Company's Annual Report.

The internal control system encompasses, among others, the control environment, risk assessment, control activities, information and communication, and monitoring activities. However, due to the inherent limitations of any internal control system, the system implemented by Management is designed to mitigate, rather than eliminate, the risk of failing to achieve the Group's business objectives. As a result, the internal control system can only provide reasonable, rather than absolute, assurance against material misstatements, losses, or fraud.

RISK MANAGEMENT

The Board recognises risk management as a critical component of good corporate governance and an enabler of sustainable growth. In this regard, the Group has established a RM Framework that embeds risk management practices across all levels of the organisation. This framework not only ensures that key business risks are identified, assessed, and managed within the Group's risk appetite, but also integrates sustainability considerations into risk governance, aligning risk practices with long-term resilience and stakeholder expectations. The RM Framework is reviewed periodically by RMC to ensure its continued relevance and effectiveness, and was last approved by the Board on 29 August 2023.

The RM Framework outlines the objectives and processes for risk management, as approved by the Board, and establishes a clear governance structure for the Group's risk management activities, as detailed below:



The RM Framework adopts a structured governance model, in all material respects, aligned with the Institute of Internal Auditors ("IIA") Three Lines Model, with clear roles and responsibilities defined for the Board, the Risk Management Committee ("RMC"), the Audit Committee ("AC"), the Nomination and Remuneration Committee ("NRC"), the Risk Management Working Group ("RMWG"), and the internal audit function. The RMC, chaired by the Independent Non-Executive Director, oversees the adequacy and effectiveness of the framework. While the RMWG, comprising Key Management Personnel and Heads of Departments, serves as the Second Line role, is responsible for identifying, evaluating, and managing risks at the operational level. Risk owners within each division act as the First Line roles, ensuring that controls are embedded into business processes and remain responsive to evolving risks. Material risks are escalated to the RMC for deliberation and reported to the Board, ensuring that risk oversight remains robust and aligned with the Group's strategic and sustainability objectives.

The RM Framework outlines a systematic risk management process, covering each step of risk identification, risk assessment, control identification, risk treatment, and control activities for application by the RMWG. Risk assessments, conducted at both gross and residual levels, are guided by likelihood and impact ratings established by the Board, as outlined in the RM Framework. Based on this process, key risks are identified within the Group's risk appetite to ensure that risks are managed within acceptable thresholds.

At the strategic level, the Management formulates business plans, strategies, and investment proposals with risk considerations. These are then presented to the Board for review and deliberation to ensure alignment with the Group's risk appetite.

The monitoring of the Group's risk management process is further reinforced by the outsourced internal audit function, acting as the Third Line role, which provides independent assurance on the adequacy and effectiveness of governance, risk, and control processes. This layered approach combining operational accountability, management oversight, and independent assurance, strengthening stakeholder confidence and supports the Group's long-term value creation.

Significant risks faced by the Group, along with the mitigation plans implemented, are discussed in the "Risk Factors Exposure and Mitigation Measures" section of the Management Discussion and Analysis.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The key elements of the Group's internal control systems are described below:

- **Board of Directors/Board Committees**

  The role, functions, composition, operation and processes of the Board are guided by formal Board Charter whereby roles and responsibilities of the Board, the Chairman, the Managing Director and the Management are specified to preserve the independence of the Board from the Management.

  Board Committees (i.e. AC, NRC and RMC) are established to carry out duties and responsibilities delegated by the Board and are governed by written terms of reference and charter.

  Meeting of Board and respective Board Committees are carried out on scheduled basis to review the performance of the Group, from financial and operational perspective, as well as the Group's business strategies. Any significant matters will be highlighted to the board members during the meeting to ensure timely information are conveyed.

- **Organisation Structure, Accountability and Authorisation**

  The Group has a well-defined organisation structure in place with clear lines of reporting and accountability. The Group is committed to employing suitable and qualified staff so that the appropriate level of authorities and responsibilities can be delegated while accountability of performance and controls are assigned accordingly to competent staffs to ensure operational efficiency. Segregation of duties is practiced across the entities, check and balance mechanism exists to prevent manipulation, to the detriment of the Group's interests.

  Authority limit is established within the Group to provide a clear functional framework of authority for critical control points. This includes financial authorisation matrix on capital expenditure and asset disposal and write-off.

- **Risk Identification, Risk Assessment, Risk Response and Control Activities**

  Risk identification is the process in identifying internal and external influences that may potentially affect the strategies, objectives, activities, or operations of the entities. Risk assessment requires respective risk owners to analyse the identified risks in term of their probability and impact to form mitigation measures in accordance with their risk score.

  During the financial year, a total of 33 risks and corresponding controls were updated and incorporated into the Group's risk profile, reflecting Management's ongoing efforts to systematically monitor, mitigate, and align risks with sustainability and strategic objectives. Internal controls, as risk responses, are designed and formulated in order to bring the identified risks down to an acceptable level in line with the risk appetite of the board and entities/Group's risk profile. Control activities include the policies and procedures that help ensure management directives are carried out effectively.

- **Integrity and Ethical Value**

  The tone from the top on integrity and ethical values is enshrined in a formal Code of Conduct and Ethics, which forms the foundation of ethical behaviour across the Group.

  The expected standards of conduct are further reinforced through the Employees Handbook, which outlines the ethical behaviours guiding the Group's interactions with customers, suppliers, employees, society, and the environment. The Handbook also sets out the standards expected from employees in carrying out their assigned duties and responsibilities.

  To further enhance ethical practices within the Group, an Anti-Corruption Policy has been adopted to promote a culture of high standards of honesty and integrity within the organisation. All business dealings are required to be transparently performed and accurately reflected on records with monitoring and enforcement procedures implemented to ensure compliance with anti-corruption laws and best practices.

  A Whistleblowing Policy is in force to provide avenue for employees, shareholders and external parties to report any suspected breach or breach of any law or regulations in a safe and confidential manner. The aim of this policy is to provide an internal mechanism for reporting and investigating any wrongdoings in the workplace.

- **Human Resource Management**

  Guidelines on human resource management and Employee Handbook are in place to ensure the Group's ability to operate in an effective and efficient manner by employing and retaining adequately competent employees who possess the necessary knowledge, skill and experience in carrying out their duties and responsibilities effectively and efficiently.

- **Information and Communication**

  Information critical to the achievement of the Group's business objectives are provided by the Senior Management to the Board on a periodic basis. This enables matters requiring the Board's attention to be identified and brought forward for timely review, deliberation, and decision-making.

  At operational level, clear reporting lines are established across the Group and operations reports are prepared for dissemination to relevant personnel for effective communication of critical Information throughout the Group for timely decision making and execution in pursuit of the business objectives.

  The Group puts in place effective and efficient information and communication infrastructures and channels (i.e. enterprise resources planning systems, secured intranet, electronic mail system and modern telecommunication) and processing system, so that operational data and external data can be collected and processed into relevant and adequate information and communicated timely, reliably and securely to dedicated personnel within the Group for decision making and for communication with relevant external stakeholders.

- **Monitoring and Review**

  As Executive Directors are closely and directly involved in daily operations of the Group, operational data including production, marketing, and financial information, is regularly reviewed and rigorously scrutinised to identify non-compliances and support decision-making. Apart from the above, quarterly financial performance review containing key financial results and comparison against previous corresponding financial results are presented to the Board for their review.

  Furthermore, internal audits are carried out by outsourced internal audit function (which reports directly to the AC) on key risk areas identified based on the key risk profile of the Group. The internal audit function assesses the adequacy and effectiveness of internal controls in relation to specific governance, risk and control processes and highlights potential risks and implications of its observations that may impact the Group as well as recommend improvements on the observations made to minimise the risks. Modifications and update will be made as necessary to ensure the internal controls remain effective and relevant. The results of the internal audit carried out are reported to the AC.

- **Farm Management and Biosecurity and Disease Control**

  Good farm management practices and biosecurity and disease controls to mitigate biosecurity and disease threats are incorporated into policies and procedures adopted by the farms, the production chain and distribution process. Periodical pest control programme will be conducted to assure the hygiene of both farm and poultry products. Feed and vaccination programmes are in place to ensure the performance of biological assets is optimal and overall farm productivity is enhanced.

INTERNAL AUDIT FUNCTION

The Group's internal audit ("IA") function is outsourced to NeedsBridge Advisory Sdn Bhd, an independent professional firm. Operating in accordance with the International Professional Practices Framework ("IPPF"), including the Global Internal Audit Standards and Topical Requirements by the Institute of Internal Auditors Global ("IIA"), the IA provides objective assurance on the adequacy and effectiveness of the Group's governance, risk management, and internal control systems. Independence is preserved by reporting directly to the Audit Committee ("AC"), with unrestricted access to records, personnel, and operations.

The internal audit team is appropriately resourced with qualified professionals and is led by an Engagement Senior Director, Mr Pang Nam Ming, holds the Certified Internal Auditor ("CIA") and Certification in Risk Management Assurance ("CRMA"), both accredited by the IIA. During the financial year ended 31 December 2025, Internal auditors conducted reviews of Human Resources Management and TPC 2 Farm Management, in line with the risk-based audit plan approved by the AC. Findings, recommendations and management action plans were presented to the AC, with follow-up audits performed to monitor implementation progress. The IA's work focused on evaluating whether controls were operating effectively to mitigate key risks, including those related to sustainability and operational resilience. The resources allocated to the internal audit fieldwork comprised one (1) assistant manager and at least one (1) senior consultant and one (1) consultant per engagement, with planning, supervision and execution oversight performed by the director and senior director.

The cost of maintaining the outsourced IA auditors for the year amounted to RM44,513. The Board, through the AC, is satisfied that the IA function has provided the necessary level of assurance on the adequacy and operating effectiveness of the Group's internal controls.

MANAGEMENT RESPONSIBILITIES AND ASSURANCE

In line with the Guidelines, the Management is accountable to the Board for identifying and managing risks relevant to the Group's business objectives and strategies. Beyond this, Management is committed to strengthening a sustainability-focused risk management framework, ensuring that controls not only mitigate risks but also promote long-term resilience, regulatory compliance, and sustainable growth. During the financial year, 33 risks and their corresponding controls were updated in the Group's risk profile, reflecting Management's proactive approach to systematically monitor, mitigate, and align risks with the Group's sustainability objectives. The Board has received assurance from the Managing Director and Finance Controller, the highest-ranking executive in the Group and the person primarily responsible for the management of the Group's financial affairs, that the Group's risk management and internal control systems, including sustainability-focused measures, are operating adequately and effectively in all material aspects.

This commitment underscores the Group's focus on embedding sustainability into its governance and risk practices, thereby enhancing stakeholders' confidence, and supporting long-term value creation.

ASSURANCE PROVIDED BY EXTERNAL AUDITORS

The External Auditors have reviewed this Statement as required by Paragraph 15.23 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements. In accordance with the scope set out in the Audit and Assurance Practice Guide 3 ("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, and for inclusion in the Annual Report for the year ended 31 December 2025, the External Auditors have reported to the Board that nothing has come to their attention that caused them to believe the Statement intended for inclusion in the Annual Report, in all material respects, has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, or is factually inaccurate.

OPINION AND CONCLUSION

Based on the results of risk management activities, internal audit reviews, and the monitoring mechanisms in place, together with the assurance provided by the Group's Managing Director, the Board is of the opinion that the Group's risk management and internal control systems remain satisfactory and effective. These systems have not resulted in any material losses, contingencies, or uncertainties requiring disclosure in the Annual Report.

The Board reaffirms its commitment to continuously strengthening governance, risk, and control structures, with particular emphasis on embedding sustainability into the Group's risk management framework. This approach ensures that risk practices not only safeguard assets and operations but also support long-term resilience, regulatory compliance, and sustainable value creation. The Board will continue to evaluate and manage significant business risks in the context of a challenging operating environment, while enhancing stakeholder confidence through transparent and responsible risk governance.

This Statement was approved by the Board of Directors on 9 April 2026.

AUDIT COMMITTEE REPORT

1. COMPOSITION OF THE AUDIT COMMITTEE

During the financial year ended 31 December 2025:

- The Board of Directors has appointed Mr. Lee Han Yung as a member of the Audit Committee on 28 August 2025; and
- YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop who has retired as a Director of the Company at the conclusion of the Company's 22nd Annual General Meeting held on 29 May 2025 ceased to be a member of the Audit Committee on the same day.

With the above changes, the Audit Committee now comprises the following 3 Independent Non-Executive Directors:

Mr. Chong Peng Khang, Chairman
Mr. Chong Chee Siong, member
Mr. Lee Han Yung, member

All the members of the Audit Committee are financially literate and are able to analyse and interpret financial statements in the discharge of their duties and responsibilities efficiently.

2. TERMS OF REFERENCE

The Terms of Reference of the Audit Committee is published on the Company's website, www.tpc.com.my.

3. MEETINGS AND ATTENDANCE

The Audit Committee met 5 times during the financial year ended 31 December 2025. All the Audit Committee members participated at every meeting held during their tenure except YBhg. Tan Sri Datuk Seri (Dr.) Abu Seman bin Haji Yusop who attended 2 out of the 3 meetings held during his tenure.

The minutes of each Audit Committee meeting was tabled for confirmation at the following Audit Committee meeting. The Chairman of the Audit Committee reported to the Board on the issues discussed and the recommendations proposed by the Audit Committee for the Board's consideration and decision.

The Audit Committee also had a private session with the Auditors during the year without the presence of the Management or Executive Directors.

4. SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE

A summary of the main activities carried out by the Audit Committee during the financial year ended 31 December 2025 are as follows:

4.1 Financial reporting and external audit

(a) Reviewed the Group's unaudited quarterly financial results with the Management and External Auditors before recommending the same to the Board of Directors for approval and subsequent announcement to Bursa Malaysia Securities Berhad.

(b) Discussed with the Management and External Auditors the matters raised in the Report to the Audit Committee for the financial year ended 31 December 2024 such as revenue recognition, valuation of biological assets (key audit matter), related party transactions and the recoverability of trade receivables and related parties trade debts.

4. SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE (CONT'D)

4.1 Financial reporting and external audit (Cont'd)

(c) Discussed with the Management and the External Auditors the Audit Review Memorandum (Closing Meeting) and the audited Financial Statements for the financial year ended 31 December 2024 before recommending it to the Board of Directors for approval.

(d) Discussed with the Management and the External Auditors the audit plan for the financial year ended 31 December 2025 including the key audit matter (i.e. the valuation of biological assets) and other areas of audit emphasis such as revenue recognition, related party transactions, the recoverability of trade receivables and related parties trade debts and the addition of property, plant and equipment.

(e) Reviewed the fees for assurance services and non-assurance services before recommending the same to the Board for approval.

(f) Evaluated the External Auditors before recommending to the Board on their re-appointment at the Company's Annual General Meeting to be held in 2026.

4.2 Internal control and audit

(a) Discussed matters raised in the Internal Audit Reports on the adequacy and effectiveness of the internal control and risk management system on the following areas and assessed the findings and implementation plans raised in the report:

(i) Human resource management
(ii) Farm management

(b) Reviewed and discussed with the Management and Internal Auditors the status and progress of the Management's action plan in managing potential risks identified in previous internal audit findings.

(c) Considered the Group's key risk profile and proposed to the Board the following 2 audits in the Internal Audit Plan for the financial year ending 31 December 2026:

(i) The sales, distribution and credit control management by Teck Ping Chan Agriculture Sdn. Bhd.; and
(ii) The sustainability management system put in place by TPC Plus Berhad.

(d) Reviewed the Internal Audit Charter and recommended it to the Board of Directors for approval.

(e) Reviewed the Statement on Risk Management and Internal Control before recommending it to the Board of Directors for approval and subsequently published in the Company's Annual Report 2024.

(f) Evaluated the outsourced Internal Auditors and considered the competency, resources and functions undertaken by them before recommending to the Board of Directors for their re-appointment.

4. SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE (CONT'D)

4.3 Sustainability Management

(a) Reviewed the Audit Committee Charter to include the roles and responsibilities of the Audit Committee in sustainability management before recommending the amended charter to the Board of Directors for approval.

(b) Arranged an in-house training conducted by the Internal Auditors on the updates and requirements of sustainability reporting following some amendments made to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

(c) Discussed with the Internal Auditors on the Company's Sustainability Report covering stakeholder engagement, materiality assessment and performance of key sustainability indicators along with all the recommendations proposed by the Internal Auditors.

(d) Reviewed the Sustainability Statement before recommending it to the Board of Directors for approval and to be included in the Company's Annual Report 2024.

4.4 Related party transactions

(a) Reviewed and ensured that the Review and Disclosure Procedures for Related Party Transaction is adequate and appropriate before recommending it to the Board for approval.

(b) During the scheduled quarterly meetings, the Audit Committee ensured that the actual Recurrent Related Party Transactions ("RRPT") reported by the Management do not exceed the shareholders' mandate. The Audit Committee also made sure that new shareholders' mandate was obtained for all new RRPT.

(c) Reviewed the Circular to Shareholders in relation to the proposed renewal of the existing shareholders' mandate and proposed new shareholders' mandate for recurrent related party transactions of a revenue or trading nature.

4.5 Other matters

(a) Ensured that all Directors declare any conflict of interest or potential conflict of interest, other than RRPT with shareholders mandate, at all Board committee meetings and Board of Directors' meetings. No report on conflict of interest was received by the Audit Committee during the financial year ended 31 December 2025.

(b) Considered the financial position of the Company and based on the results of the solvency test performed, the Audit Committee confirmed to the Board of Directors that the Company will remain solvent after the payment of the first interim dividend for the financial year ended 31 December 2025.

(c) Reviewed the Audit Committee Report for the financial year ended 31 December 2024 before publishing it in the Company's Annual Report 2024.

ADDITIONAL COMPLIANCE INFORMATION

1. AUDIT AND NON-AUDIT FEES

The audit and non-audit fees for the financial year ended 31 December 2025 incurred for services rendered to the Company and its subsidiaries by the Company's Auditors, Crowe Malaysia PLT, or a firm or a corporation affiliated to the Auditors are as follows:

	Audit Fees (RM)	Non-audit Fees (RM)*
Company	38,000	10,000
Subsidiaries	97,000	25,000
Total	135,000	35,000

* Non-audit fees consist of fees for reviewing the Statement on Risk Management and Internal Control and tax matters.

2. RECURRENT RELATED PARTY TRANSACTIONS

The recurrent related party transactions conducted during the financial year ended 31 December 2025 which are all within the shareholders' mandate given to Teck Ping Chan Agriculture Sdn. Bhd. ("TPCA") are as follows:

Related party	Nature of relationship	Nature of transaction	Amount Transacted (RM)
Huat Lai Resources Berhad ("**HLRB**")	HLRB is a major shareholder of TPC Plus Berhad ("TPC") holding 181,920,038 ordinary shares representing 59.02% of all the shares issued by TPC.	Sale of eggs[@] by TPCA to HLRB	8,359,377
		Sale of layer feed by TPCA to HLRB	54,567,209
		Purchase of eggs[@], raw material and livestock by TPCA from HLRB	73,189,376
Huat Lai Feedmill Sdn. Bhd. ("**HLFM**")	HLFM is a wholly-owned subsidiary of HLRB.	Sale of layer feed by TPCA to HLFM	86,942,701
		Purchase of grower feed and raw material by TPCA from HLFM	3,102,143
HLRB Processing Sdn. Bhd. ("**HLPR**")	HLPR is a wholly-owned subsidiary of HLRB.	Sales of spent layers by TPCA to HLPR	1,019,519
Linggi Agriculture Sdn. Bhd. ("**LASB**")	LASB is a wholly-owned subsidiary of HLRB.	Sale of layer feed and eggs[@] by TPCA to LASB	119,765,725
		Purchase of eggs[@] by TPCA from LASB	364,997
Chuan Hong Poultry Farm Sdn. Bhd. ("**CHPF**")	CHPF is a wholly-owned subsidiary of HLRB.	Sale of layer feed, eggs[@] and raw material by TPCA to CHPF	3,071,086
		Purchase of eggs[@], feeds and raw materials by TPCA from CHPF	2,263,219

2. RECURRENT RELATED PARTY TRANSACTIONS (CONT'D)

The recurrent related party transactions conducted during the financial year ended 31 December 2025 which are all within the shareholders' mandate given to Teck Ping Chan Agriculture Sdn Bhd ("TPCA") are as follows: (cont'd)

Related party	Nature of relationship	Nature of transaction	Amount Transacted (RM)
Jalin Indah Poultry Farm Sdn. Bhd. ("**JIPF**")	JIPF is a wholly-owned subsidiary of HLRB.	Sale of layer feed and eggs[@] from TPCA to JIPF	73,521,025
Huat Lai Paper Products Sdn. Bhd. ("**HLPP**")	HLPP is a wholly-owned subsidiary of HLRB.	Purchase of egg trays by TPCA from HLPP	4,090,425
Chuan Hong Hatchery Sdn. Bhd. ("**CHH**")	CHH is a wholly-owned subsidiary of CHPF.	Sale of layer feed and eggs[@] by TPCA to CHH	-
HLRB Trading Sdn. Bhd. ("**HLTR**")	HLTR is a wholly-owned subsidiary of HLRB.	Sale of eggs[@] by TPCA to HLTR	1,953,990
HLRB Egg Processing Sdn. Bhd. ("**HLEP**")	HLEP is a wholly-owned subsidiary of HLRB.	Sale of eggs[@] by TPCA to HLEP	-
		Purchase of eggs[@] by TPCA from HLEP	-

[@] TPCA will purchase eggs from the related parties when TPCA does not have enough eggs of a particular size at that point of transaction and vice versa.

3. MATERIAL CONTRACTS INVOLVING DIRECTORS' AND MAJOR SHAREHOLDERS' INTEREST

There were no material contracts subsisting at the end of the financial year or entered into since the end of the previous financial year by the Company or its subsidiaries which involved the interests of Directors, chief executive who is not a director or major shareholders.

STATEMENT ON DIRECTORS' RESPONSIBILITY IN RELATION TO THE FINANCIAL STATEMENTS

The Directors are responsible to prepare the financial statements of the Group and the Company for each financial year in accordance with the provisions of the Companies Act 2016 and the applicable approved accounting standards of Malaysia so as to give a true and fair view of the financial position of the Group and the Company as of the financial year end and of their financial performance and cash flows for the financial year ended on that date.

In preparing the audited financial statements of the Group and of the Company for the year ended 31 December 2025:

1. The Directors are satisfied that the Management had:

    i. adopted appropriate accounting policies and consistently applied them;
    ii. made judgments and estimates that are reasonable and prudent;
    iii. followed all applicable accounting standards; and
    iv. prepared the financial statements on a going concern basis.

2. The Directors have ensured that accounting records were properly kept, accurate and reliable to sufficiently explain all transactions and financial position of the Group and of the Company.

3. The Directors have taken steps that are reasonably available to them:

    i. to safeguard the assets of the Group and the Company; and
    ii. to detect and prevent fraud and other irregularities.

This statement has been reviewed and approved by the Board of Directors on 9 April 2026.