TASCO BERHAD
[Company No. 197401003124 (20218-T)]
(Incorporated in Malaysia)

Minutes of the Fifty-First Annual General Meeting of the Company held at Lot No. 1A, Persiaran Jubli Perak, Jalan 22/1, Seksyen 22, 40300 Shah Alam, Selangor Darul Ehsan on Wednesday, 9 September 2026 at 3.00 p.m.

PRESENT

Mr. Lee Check Poh (Chairman)	Non-Independent Executive Chairman
Mr. Lee Wan Kai	Non-Independent Group Chief Executive Officer
Mr. Tan Kim Yong	Non-Independent Deputy Chief Executive Officer
Mr. Lim Jew Kiat	Non-Independent Executive Director
Mr. Kazuhiko Saeki	Non-Independent Executive Director
Datuk Dr Wong Lai Sum	Independent Non-Executive Director
Mr. Ong Heng Kah	Independent Non-Executive Director
Mr. David Dev Peter	Independent Non-Executive Director

Members and Proxies as per Attendance List

IN ATTENDANCE

Seow Fei San	(Secretary)

QUORUM

The requisite quorum being present, the Chairman called the meeting to order.

NOTICE

The Notice convening the Fifty-First AGM having been circulated earlier to all members, Bursa Malaysia Securities Berhad and the External Auditors in accordance with the Company's Constitution within the prescribed period was taken as read.

The Meeting was informed that all proposed resolutions set out in the Notice of today's meeting would be put into consideration through poll voting.

INTRODUCTION OF BOARD MEMBERS AND SENIOR MANAGEMENT

The Chairman then introduced the members of the Board of Directors ("Board") and the Company Secretary to the Meeting. It was informed that the representatives of the Company's External Auditors were also present at the meeting.

PRESENTATION ON GROUP BUSINESS OVERVIEW AND FINANCIAL HIGHLIGHT

A presentation on the Group's business overview and financial highlight for the financial year ended 31 March 2026 and future prospects was presented by the Deputy Chief Executive Officer, Mr. Tan Kim Yong ("Mr. Tan") to the Members.

The pre-AGM questions from the Minority Shareholders Watch Group and the Company's responses, as appended to these minutes as Appendix A, were also presented by Mr. Tan to the Meeting.

The Meeting was informed that the voting would be by way of e-poll voting and the Company had appointed Mr. Leonard Lim Weng Leong as the Scrutineer for the voting process and Securities Services (Holdings) Sdn. Bhd. as the Poll Administrator.

A video on how to cast the vote via the electronic device provided by Securities Services (Holdings) Sdn. Bhd. to the Members during the registration was presented to the Members.

Before proceeding with the agenda items of the meeting, the Chairman invited to the Members and proxies present to participate in a trial run of the e-poll voting system to ensure that their devices are functioning properly.

The Meeting then proceeded with the first agenda item of the meeting.

1. AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

The Audited Financial Statements and Reports of the Directors and Auditors for the financial year ended 31 March 2026 having been circulated to all the members of the Company within the prescribed period were tabled to the meeting.

The Chairman invited members to put forth questions on the financial statements and reports.

A summary of the questions raised and responses from the Company was appended to this Minutes as *Appendix B*.

After the questions raised by the members were answered, the Chairman concluded that the Audited Financial Statements for the financial year ended 31 March 2026 and the Report of Directors and Auditors thereon submitted to the meeting were received and noted.

2. PAYMENT OF DIRECTORS FEES FOR THE PERIOD FROM 10 SEPTEMBER 2026 UNTIL THE NEXT ANNUAL GENERAL MEETING

The Meeting proceeded to consider the proposed Ordinary Resolution 1 on the payment of Directors' fees of RM350,000 for the period from 10 September 2026 until the next Annual General Meeting for their services as directors of the Company.

The interested directors shall abstain from voting.

There being no question asked, the Chairman put the following resolution to the shareholders for consideration:

"THAT approval be and is hereby given for the payment of directors' fees of up to RM350,000 to Non-Executive Directors for the period from 10 September 2026 until the next Annual General Meeting for their services as directors of the Company."

After the members had cast their votes, the polling process was closed and the result of the poll voting for Ordinary Resolution 1 was shown instantaneously on screen as follows:-

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
612,172,808	99.9998	1,000	0.0002

The Chairman declared the Ordinary Resolution 1, ***carried.***

3. PAYMENT OF DIRECTORS' BENEFITS FROM 10 SEPTEMBER 2026 UNTIL THE NEXT ANNUAL GENERAL MEETING

The Meeting proceeded to consider the proposed Ordinary Resolution 2 on payment of Directors' benefits (excluding Directors' fees) of up to RM30,000 from 10 September 2026 until the next Annual General Meeting of the Company.

The interested directors shall abstain from voting.

There being no question asked, the Chairman put the following resolution to the Members for consideration:

"THAT authority be and is hereby given for the payment of Directors' benefits (excluding Directors' fees) of up to RM30,000 to Non-Executive Directors of the Company with effect from 10 September 2026 until the next Annual General Meeting of the Company."

After the members had cast their votes, the polling process was closed and the result of the poll voting for Ordinary Resolution 2 was shown instantaneously on screen as follows:-

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
612,208,329	99.9998	1,200	0.0002

The Chairman declared the Ordinary Resolution 2, ***carried.***

4. RE-ELECTION OF DIRECTORS

The Meeting was informed that the following Directors were retiring in accordance with the Company's Constitution and being eligible, had accordingly offered themselves for re-election:-

a. Mr. Lee Wai Kai
b. Mr. Tan Kim Yong
c. Mr. Lee Check Poh

There being no questions asked for the resolutions tabled, the following motions were then put to the shareholders for a vote and the results of the poll voting were as follows:

Ordinary Resolution 3
Re-election of Mr. Lee Wai Kai

"THAT Mr. Lee Wai Kai retiring pursuant to the Article 79 of the Company's Constitution, be and is hereby re-elected as Director of the Company."

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
612,163,780	99.9997	1,900	0.0003

Ordinary Resolution 4
Re-election of Mr. Tan Kim Yong

"THAT Mr. Tan Kim Yong retiring pursuant to Article 79 of the Company's Constitution, be and is hereby re-elected as Director of the Company."

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
612,029,036	99.9997	1,899	0.0003

Ordinary Resolution 5
Re-election of Mr. Lee Check Poh

"THAT Mr. Lee Check Poh retiring pursuant to Article 79 of the Company's Constitution, be and is hereby re-elected as Director of the Company."

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
612,032,003	99.9997	1,800	0.0003

The Chairman accordingly declared the Ordinary Resolutions 3,4 and 5, ***carried.***

5. RE-APPOINTMENT OF AUDITORS

The following Ordinary Resolution 6 on appointment of auditors was put to the Meeting for consideration and vote:

"THAT RKT & Associates PLT (formerly known as RSM Malaysia PLT) be and is hereby appointed as auditors of the Company to hold office until the conclusion of the next annual general meeting and that the directors be and are hereby authorised to determine their remuneration."

After the members had cast their votes, the polling process was closed and the result of the poll voting for Ordinary Resolution 6 was shown instantaneously on screen as follows:-

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
612,157,858	99.9965	21,500	0.0035

The Chairman declared the Ordinary Resolution 6, ***carried.***

6. RENEWAL OF SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE

The Meeting proceeded to consider the following Ordinary Resolution 7 on the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature as set out in Section 2.3.2 of the Circular to Shareholders dated 30 July 2026 which was despatched together with the Company's Annual Report 2025:-

"THAT pursuant to Paragraph 10.09 of the Bursa Malaysia Securities Berhad Main Market Listing Requirements, the Company and its subsidiaries be and are hereby authorised to enter into and give effect to the Recurrent Transactions with the Related Party as detailed in Section 2.3.2 of the Circular to Shareholders dated 30 July 2026 which are necessary for the Company's and its subsidiaries' day-to-day operations in the ordinary course of business on terms not more favourable to the said Related Party than those generally available to the public and not detrimental to minority shareholders of the Company.

AND THAT such approval shall continue to be in force until:-

(a) the conclusion of the next Annual General Meeting ("AGM") of the Company, at which time it will lapse, unless by a resolution passed at the AGM whereby the authority is renewed; or

(b) the expiration of the period within which the next AGM of the Company is required to be held pursuant to Section 340(1) of the Companies Act 2016 ("Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(2) of the Act); or

(c) revoked or varied by a resolution passed by the shareholders in a general meeting;

whichever is earlier;

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things as they may consider expedient or necessary to give effect to the Proposed Renewal of Shareholders' Mandate for Recurrent Related Party Transactions of a revenue or trading nature."

The Chairman also informed that the Interested Directors and persons connected to the Interested Director would abstain from voting on Ordinary Resolution 7.

There was no question raised by shareholders on the aforesaid resolution and the proposed resolution was put to shareholders for a vote.

After the members had cast their votes, the polling process was closed and the result of the poll voting for Ordinary Resolution 7 was shown instantaneously on screen as follows:-

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
92,280,989	99.9755	22,598	0.0245

The Chairman declared the Ordinary Resolution 7, ***carried.***

7. AUTHORITY TO ALLOT SHARES

The Meeting proceeded to consider Ordinary Resolution 8 on authority to the Directors to allot shares.

The following Ordinary Resolution was put to the Meeting for a vote:

"THAT subject always to the Companies Act 2016 ("Act") and the approvals of the relevant authorities, the Directors be and are hereby authorised pursuant to Section 75 of the Act, to allot and issue shares in the Company at any time until the conclusion of the next Annual General Meeting upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit provided that the aggregate number of shares to be issued pursuant to this Resolution does not exceed 10% of the total number of issued shares of the Company for the time being."

After the Members had cast their votes, the polling process was closed and the result of the poll voting for Ordinary Resolution 8 was shown instantaneously on screen as follows:-

Vote For		Vote Against	
No. of Shares	**%**	**No. of Shares**	**%**
600,095,785	98.0453	11,963,750	1.9547

The Chairman declared the Ordinary Resolution 8, ***carried.***

8. ANY OTHER BUSINESS

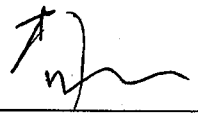
The last item on the agenda for the meeting was to transact any other business of which due notices shall have been received in accordance with the Companies Act 2016.

The Meeting noted that no notice of any other business for transacting at the meeting was received.

CLOSURE

There being no further business, the meeting closed at 4.30 p.m. with a vote of thanks to the Chairman.

CONFIRMED CORRECT



CHAIRMAN

Dated: 6 October 2026

APPENDIX B TO TASCO 2026 AGM MEETING MINUTES : SUMMARY OF QUESTIONS AND ANSWERS

NO.	QUESTIONS	MANAGEMENT'S RESPONSE
Director Remuneration Disclosure		
1.	Why has the Company not disclosed directors' remuneration on an individual named basis, despite the requirement under the Bursa Malaysia Listing Requirements ("LR") ? Does this mean the Company is not complying with the Listing Requirements?	The Board has considered and discussed the matter and the current disclosure approach represents the collective position of the Board. The Company's current position has been adopted based on security and privacy considerations. The reasons for the Company's departure from the LR have been explained in the Annual Report, Corporate Governance Report and the written reply to the letter from the Minority Shareholders Watch Group.
Return on Equity (ROE) and Return on Assets (ROA)		
2.	Group profit has improved by approximately RM37.5 million, but ROE remains around 5.6% and ROA around 2%, despite the Company's asset base increasing to approximately RM1.9 billion. How does the Company ensure that its growing asset base is generating adequate returns for shareholders?	ROE remains an area of focus for the Company. Over the past 5 years, the Company has invested approximately RM680 million in its logistics business and expect to realise tax incentives arising from these investments. To-date, a total tax incentive of RM88 million has been realized. Management has established an internal long-term ROE target towards 2030. The Company will continue to assess ROE alongside its investment plans, cash flow position and operational performance.
Investment Hurdle Rate		
3.	Given the significant increase in capital expenditure, what return threshold or hurdle rate does the Board require before approving major investments?	The general investment hurdle rate is approximately 9%. However, the required rate of return may vary depending on the nature of investment. For example, automation-related investments may be subject to a higher required return. Major investments proposals are assessed by management and subsequently submitted to the

NO.	QUESTIONS	MANAGEMENT'S RESPONSE
		Board for review and approval
Business Outlook for 2027		
4.	Given the contraction in revenue and the uncertain global economic environment, what does management expect for 2027 and beyond, and what plans are in place to improve performance?	The market remains uncertain, with air and ocean freight rates increasing and vessel schedules being disrupted by geopolitical developments. The Company view contract logistics and domestic operations as the core of its business, while international freight remains more volatile but continues to present additional growth opportunities. The Company has added approximately 700,000 sq ft of warehouse capacity. Around 50% of the new capacity is expected to be utilised through the transfer of existing operations from externally leased warehouses, with the balance capacity targeted at new customers. Management expects the new capacity to be substantially utilised by around March 2027. Looking beyond 2026, the Company will continue to evaluate potential M&A opportunities, joint ventures and strategic alliances as part of its next phase of growth.
Shareholder Returns and Dividend Payment Frequency		
5.	While the Company continues to expand and invest, when will management slows down the expansion and provide greater returns to shareholders through dividends?	Historically, the Company has used approximately 30% of profit as a reference point for its basic dividend payout. For the current year, the dividend payout was approximately 37% of profit. The Company will continue to take shareholder returns into consideration while maintaining an appropriate balance with its investment requirements and overall business performance.
6.	The Company previously paid dividends twice a year but has now moved to a once-yearly payment. Can	The Company may consider adopting a semi-annual dividends payment schedule if this is preferred by shareholders. However, the amount and frequency of dividend payments will continue to be determined

NO.	QUESTIONS	MANAGEMENT'S RESPONSE
	the Company consider returning to twice-yearly dividend payments?	based on the Company's financial performance and overall financial position.
Share Price versus Net Tangible Asset Value		
7.	The Company's share price has consistently been below its net tangible asset value. What is management doing to address this valuation gap?	The Company is aware of the difference between the underlying value of its assets and its current market valuation. The Company regularly engages with analysts and institutional investors to communicate and highlight the value of its asset portfolio. The Company has also evaluated potential arrangement with REIT. Following its assessment, however, the Company concluded that a REIT structure is not currently attractive from a long-term perspective.
REIT versus Bank Financing		
8.	Why does management consider a REIT less attractive in the long term?	The Company's current effective borrowing cost is approximately 4.5% compared with an estimated funding cost of approximately 6-7% for REIT-related financing. In addition, the Company currently benefits from unsecured bank financing, under which its assets generally do not need to be pledged or charged to the banks. Given the lower cost of funding and greater financing flexibility, Management considers the Company's existing bank financing to be more cost-effective at this stage.
Disposal of Unproductive Assets		
9.	Can the Company unlock value from its assets and return some of the proceeds to shareholders?	The Company is reviewing certain unproductive or non-core assets for potential disposal. As some of these assets have relatively low historical book values but may command higher market values, their disposal could unlock embedded value and generate proceeds that may be utilised to reduce borrowings and strengthen the Company's balance sheet, or potentially return value to shareholders.

NO.	QUESTIONS	MANAGEMENT'S RESPONSE
Share Buyback		
10.	Can the Company undertake share buybacks to help address the gap between the share price and the Company's asset value?	The Company's public shareholding is approximately 25.0%. As Bursa Malaysia requires a minimum public shareholding of 25%, the Company has limited capacity to undertake further share buybacks without falling below the prescribed threshold. Management continues to actively promote the Company's shares to institutional investors, with the aim of broadening the institutional shareholder base and enhancing market interest in the Company's shares.
Returns from Warehouse Investments		
11.	Given the significant investment in the new warehouses, how confident is management that these assets will generate sufficient returns?	Returns are assessed not only based on warehouse storage revenue but also on the additional logistics services generated through the facilities, including trucking, air freight, ocean freight, haulage and customs clearance. The objective is to use the warehouses as an integrated platform that generate broader, higher value logistics revenue, rather than treating them solely as property investments.
Air Freight Revenue and Margins		
12.	Why did air freight revenue decline by approximately 20% while the profit margin increased significantly?	Profitability depends on factors such as cargo type, route and urgency. During periods of supply-chain disruption, customers may require urgent shipments and be willing to pay premium rates. As a result, company can achieve higher margins even when overall revenue declines.
Cold-Chain Competition		
13.	Which companies or players are increasing capacity in the cold-chain business, and how does management view	Existing players are expanding capacity and new investors are entering the market, including investors from Japan and Taiwan. Some customers are also

NO.	QUESTIONS	MANAGEMENT'S RESPONSE
	the increasing competition?	developing their own cold-chain facilities. The Company's international affiliations and support from its Japan-linked group provide it with an advantage in the market.
Future Capital Expenditure		
14.	What level of capital expenditure does management expect in the coming years?	The Company prefer to keep capital expenditure relatively low and be selective in making new investments. General warehouse capacity is considered to be relatively sufficient in the market. Future investments will therefore be more strategic, focusing on areas where there is clear demand, such as dangerous-goods (DG) warehouses, rather than continuing to build general warehouses indiscriminately.

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9 September 2026

Minority Shareholder Watchdog Group
Level 23, Unit 23-2, Menara AIA Sentral
No. 30, Jalan Sultan Ismail
50250 Kuala Lumpur

Attention : Dr Ismet Yusoff
Chief Executive Officer

Dear Sir,

Re: 51st Annual General Meeting ("AGM") of TASCO Berhad ("TASCO" or "the Group" or "the Company") to be held on Wednesday, 9 September 2026

We refer to your letter dated 7 September 2026 and our reply as follows:

Operational and Financial Matters

Question 1:

TASCO has laid out several strategic priorities to future-proof its growth (Management Discussion & Analysis, Annual Report 2026), namely:

- **Operationalising the Group's newly completed infrastructure projects and integrating them effectively across its network.**
- **Growing the cold supply chain (CSC) business through selective market expansion and investments that enhance operational capability and efficiency.**

a) Operationalising newly completed infrastructure projects

i. **Following the completion of the 700,000 square feet expansion of the Shah Alam Logistics Centre and Northport warehouse, what is the expected financial contribution of these assets to the Group in FY2027 and beyond?**

Answer:
Management expects the financial contribution from the 700,000 sq ft expansion of the Shah Alam Logistics Centre and Northport warehouse to be around but less than 5% of the Group's financial contribution in FY2027.

ii. **What is the current client onboarding and space utilisation status of the newly completed facilities? How much of the 700,000 sq ft has been committed or occupied by customers to date?**

Answer:
Management expects the client onboarding and utilisation of the newly completed facilities to ramp up progressively. Approximately 50% of the available space is expected to be occupied by the end of October 2026, with occupancy projected to increase to approximately 85% by the end of December 2026.

TUVUK ISO 9001 Certificate No.: MA00033
UKAS MANAGEMENT SYSTEMS 0065
TUVNORD GDPMD Certificate No.: 222 15100

iii. **Including the additional 700,000 sq ft, what is TASCO's total warehouse space currently under operation? Were any existing warehouse facilities or space retired or downsized in FY2026? If so, why was this space no longer feasible? Following this, what is the current proportion of TASCO's warehouse capacity that is owned versus leased?**

Answer:
As at 30 July 2026, the Group's total warehouse space was approximately 4.6 million sq ft. The Group is in the process of terminating approximately 420,000 sq ft of leased warehouse space and relocating the cargo to its own warehouses.

Following the termination of the 420,000 sq ft leased warehouse space, approximately 90% of TASCO's total warehouse capacity will comprise owned warehouses, with the remaining 10% being leased space.

iv. **What was the average rental rate or revenue per sq ft for the Group's warehouse/logistics space in FY2026, and how did this compare with FY2025? Given prevailing market conditions, what is Management's outlook for rental rates and yields in FY2027?**

Answer:
The Group's average rental rate for warehouse/logistics space was RM2.51 per sq ft in FY2026, compared with RM2.53 per sq ft in FY2025, representing a marginal decrease.

For FY2027, Management expects rental rates to remain broadly stable at the current level, in line with prevailing market conditions. Accordingly, Management does not anticipate any significant movement in rental rates or yields in the near term.

v. **With the Group expanding its logistics capacity, what is the level of customer concentration across its key sectors and major customers?**

Answer:
The Group's customer base is diversified across multiple key sectors, with Technology contributing 27%, followed by FMCG at 14%, Aerospace at 13%, Food at 12%, Automotive at 10%, Retail at 10%, and other sectors at 14%.

While Technology represents the largest sector, it accounts for only approximately 27% of the Group's customer base, with the remaining approximately 73% spread across other sectors. This diversified customer mix helps to reduce the Group's reliance on any single sector and provides greater resilience as the Group continues to expand its logistics capacity.

b) **The Management reiterated the strategy to reposition the CSC business for targeted growth in AR2026.**

i) **CSC appears to have received considerably greater emphasis in AR2026. What has prompted Management to place greater strategic focus on the CSC business at this juncture?**

Answer:
The CSC business is one of TASCO's Group's strategic focus areas, where Management sees further growth potential. The Group intends to leverage its existing infrastructure, capabilities, and customer relationships, together with greater use of automation and technology, to enhance operational efficiency, optimise capacity utilisation and support the further growth of the CSC business.

ii) **Under the Group's selective approach to growing the CSC business, where does Management see the greatest opportunity to gain market share? Please elaborate on the specific customer segments, markets and geographical areas identified as having the strongest growth potential.**

Answer:
Management sees the greatest opportunity to gain market share in the food-related segment, where the Group can leverage its existing capabilities and experience in temperature-controlled logistics.

Geographically, the Group sees strong growth potential from regional accounts across Europe, Japan and China, with the strategy to further develop TASCO as a regional hub for CSC operations.

iii) **Management noted that evolving trade patterns have driven increased interest from international customers, particularly from Europe (page 19 of AR2026).**

What specific changes in global or regional trade flows are driving interest and increased demand from the European region, thus benefiting TASCO's CSC business?

What types of products and customers are driving this increased demand? What cold-chain services are they seeking from TASCO's Westport facilities?

Answer:
The evolving trade landscape, including changes in tariff structures and operating costs, have encouraged international customers to review and diversify their supply chain footprints.

In addition, ASEAN's connectivity and strategic location provide an attractive regional platform for customers seeking greater supply chain flexibility and access to key markets. The increasing focus on business continuity and supply chain resilience has also prompted customers to consider alternative regional logistics hubs and diversified supply chain arrangements.

The increased demand is primarily driven by food-related products. These customers are seeking to utilise TASCO's Westport facilities as a regional hub to support their regional supply chain requirements.

Question 2:
For FY2026, the Group recorded lower revenue of RM910.5 million, compared with RM1.01 billion in the previous financial year due to softer international freight rates, particularly in ocean freight, following the post-pandemic adjustment in vessel capacity.

What is Management's outlook for sea and air freight rates in the near to medium term? What are the key factors that could drive or disrupt freight rates?

Does Management expect the recent weakness in freight rates to persist? If so, what would be the potential impact on TASCO's revenue and margins?

Answer:
Management does not expect the weakness in freight rates experienced in 2025 to persist to the same extent in 2026. Both ocean and air freight markets have shown signs of recovery, although freight rates remain volatile and vary across different trade lanes.

For ocean freight, rates have strengthened from the lower levels experienced in 2025, supported by changes in vessel capacity, capacity management by shipping lines, peak-season demand and various supply chain and geopolitical disruptions. Nevertheless, the sustainability of the current rate levels remains uncertain, as additional vessel capacity, changes in global trade demand, normalisation of shipping routes, port congestion and fuel costs could influence rates going forward.

For air freight, rates have remained relatively firm, supported by resilient demand and comparatively constrained capacity. However, rates may fluctuate depending on global economic conditions, e-commerce and technology-related cargo demand, available air cargo capacity, fuel costs and geopolitical developments. Recent market data also indicate that air freight rates remain above the levels of the previous year, although some trade lanes have experienced easing.

The improvement in freight rates is expected to provide some support to the Group's international freight forwarding business. However, Management remains cautious as freight rates can change rapidly and are influenced by factors beyond the Group's control. A sustained increase in rates could support revenue, while significant rate reductions could put pressure on revenue and margins, particularly in the highly competitive freight forwarding business.

Question 3:
TASCO benefited from a tax credit under the Malaysian Investment Development Authority's integrated logistics services (ILS) scheme. The programme, which expired in July 2026, provides income tax exemptions and other fiscal incentives to encourage Malaysian logistics providers to expand their capabilities and fortify the country's position as a regional logistics hub.

How much tax savings or tax benefits has TASCO derived from the ILS scheme to date, and what was the effective tax rate impact? Following the expiry of the scheme, what impact does Management expect on the Group's effective tax rate and earnings from FY2027 onwards?

Answer:
To date, TASCO has derived approximately RM88 million in tax benefits under the Malaysian Investment Development Authority's ILS scheme. These tax benefits have reduced the Group's effective tax rate during the incentive period.

Although the ILS incentive period expired in July 2026, the remaining unutilised Investment Tax Allowance ("ITA") may continue to be carried forward and utilised against up to 70% of the Company's future taxable business income, subject to the applicable tax rules and the availability of sufficient taxable income.

Accordingly, the Group's effective tax rate from FY2027 onwards is expected to remain below the statutory corporate tax rate of 24% while the available ITA tax credits continue to be utilised. The actual effective tax rate and earnings impact will depend on the level and composition of the Group's future taxable income and the timing of utilisation of the remaining tax credits.

Question 4:
Recoverability of tax recoverable arising from Investment Tax Allowance (ITA) claims.

Referring to the Key Audit Matter (page 223 of AR2026) and Note 5.5 to the financial statements (page 170 of AR2026), the Company recognised a tax recoverable of approximately RM7 million as at 31 March 2026, following the full settlement of RM8.1 million in additional taxes and penalties arising from a voluntary disclosure to the Inland Revenue Board (IRB).

What is the basis for recognising the RM7 million tax recoverable after TASCO had settled the RM8.1 million in additional taxes and penalties? Please explain the accounting treatment applied.

Answer:
The recognition of the approximately RM7 million tax recoverable arose from the administrative process following the rectification of the ITA claims with the IRB.

Following the rectification, the Group settled the RM8.1 million in additional taxes and penalties, representing the difference arising from the tax adjustment. The remaining amount recognised as tax recoverable relates to the Group's entitlement arising from the rectification process and is subject to the relevant administrative procedures with the IRB.

Sustainability Matters
Question 1:
TASCO set a comprehensive three-year plan of minimising greenhouse gas (GHG) emissions by 15% by 2026 compared to the baseline year 2022 (page 32 of AR2026).

Has the Company achieved the target? Would the Management consider including the baseline year 2022 figures in the disclosed table (page 50 of AR2026) for easier comparison in the future?

Answer:
Based on the actual GHG emissions data for 2025, the Company has not yet achieved the 15% reduction target against the 2022 baseline.

Nevertheless, the Company continues to implement various initiatives to reduce its GHG emissions and remains committed to achieving the target. Based on internal projections and the progress of these initiatives, the Company is working towards achieving the targeted reduction.

The Company takes note of the suggestion to include the 2022 baseline figures in the disclosed table on page 50 of the Annual Report 2026 for easier comparison.

Corporate Governance Matters

Question 1:

Referring to the adoption of Practice 8.1 of the Malaysian Code on Corporate Governance (MCCG), which calls for PLCs to disclose the remuneration of individual directors on a named basis, including fees, salary, bonus, benefits-in-kind and other emoluments, the Board opted to disclose directors' remuneration on a no-name and band basis, without detailed individual breakdowns (page 34 of Corporate Governance Report 2026, page 124 of AR2026).

a) **The Board explained that this level of disclosure is appropriate, taking into account the Group's business interests while maintaining an appropriate level of transparency.**

How does this approach reconcile with the Bursa Malaysia Main Market Listing Requirements, which require the disclosure of directors' and the chief executive's remuneration on a named basis, with the amount and elements received clearly stated (Appendix 9C (11), page App 9C-3, Chapter 9 – Continuing Disclosure)?

Answer:

The Board takes note of the Bursa Malaysia Main Market Listing Requirements relating to the disclosure of Directors' and the Chief Executive's remuneration on a named basis.

In determining the current disclosure approach, the Board has carefully considered the applicable regulatory requirements alongside the Group's specific commercial, employee-relations and talent-retention considerations, as further elaborated in Sections (b) and (c). Having considered these factors, the Board considers that the current disclosure represents the most appropriate balance between remuneration transparency and the Group's legitimate commercial interests at this juncture.

b) **The Board further stated that more detailed disclosure of individual remuneration may expose the Group to an increased risk of talent poaching.**

Please explain the basis of its assessment that named and detailed remuneration disclosure would materially increase the risk of talent poaching, in particular:

- **Mr Lee Check Poh and Mr Andy Lee Wan Kai, who are father and son collectively have an indirect interest of approximately 9.89% in the Company;**
- **Mr Kazuhiko Saeki represents TASCO's major shareholder, Yusen Logistics and Nippon Yusen Kabushiki Kaisha; and**
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- **Mr Freddie Lim Jew Kiat and Mr Tan Kim Yong, who are long-serving employees of the Company, having joined the Company since 1991 and 1996, respectively.**

Given the existing ownership interests, strategic shareholder representation and long tenure of these directors, what specific talent-poaching risk does the Board believe would arise from disclosing their individual remuneration?

Answer:

The Board's assessment is based on the principle that existing shareholding, shareholder representation or long tenure should not, in itself, be regarded as eliminating the risk of talent poaching or future employee turnover.

The Board acknowledges that Mr Lee Check Poh and Mr Andy Lee Wan Kai, being father and son, collectively have an indirect interest of approximately 9.89% in the Company, that Mr Kazuhiko Saeki represents the Group's major shareholder, Yusen Logistics and Nippon Yusen Kabushiki Kaisha, and that Mr Freddie Lim Jew Kiat and Mr Tan Kim Yong are long-serving employees of the Company. However, they do not necessarily mean that the individuals' future association with the Group, employment arrangements or personal circumstances will remain unchanged indefinitely.

In the Board's view, talent retention is an ongoing commercial consideration. Regardless of an individual's current shareholding, relationship with other shareholders or length of service, circumstances may change over time, and experienced senior personnel may receive opportunities from competitors or other market participants. Long-serving employees may also, at any stage, make personal or career decisions to pursue other opportunities, while changes in ownership interests, retirement, succession, organisational changes or other circumstances may affect an individual's continuing association with the Group.

The Board's concern regarding talent poaching therefore extends beyond the specific Directors identified above. The remuneration information disclosed by a public listed company may also provide competitors with a useful benchmark of the compensation of senior personnel and key management, particularly in a specialised and competitive industry where experienced talent is relatively limited. Detailed individual disclosure could enable competitors to identify personnel who may be considered strategically valuable and formulate targeted remuneration or employment proposals.

Accordingly, the Board considers the potential risk from detailed individual remuneration disclosure to be a broader talent-retention and competitive-risk consideration, given the limited pool of experienced and suitably qualified talent in the logistics industry.

c) **Additionally, the Board is concerned that the detailed disclosure of directors' remuneration could give rise to unnecessary comparisons by employees, which could negatively impact staff morale, motivation and retention.**

The Board's concerns may stem from the potential for perceived pay disparities, perceptions of inequity or dissatisfaction arising from comparisons between directors' remuneration and employees' compensation.

However, should such concerns necessarily outweigh the governance benefits and shareholders' interests in greater remuneration transparency?

In fact, greater disclosure could help mitigate such concerns if remuneration is transparently linked to directors' responsibilities, performance and long-term value creation.

We urge the Company to make the necessary disclosure moving forward.

Answer:

The Board acknowledges that greater remuneration transparency may enhance shareholders' understanding of the relationship between Directors' remuneration, their responsibilities, performance and long-term value creation.

At the same time, the Board is concerned that detailed disclosure of individual Directors' remuneration could give rise to unnecessary comparisons among employees. Such comparisons may not take into account the fundamentally different roles, responsibilities, accountability, experience, performance expectations and remuneration structures applicable to Directors and employees. As a result, remuneration figures viewed without the full context may create perceptions of inequity or dissatisfaction, even where the remuneration has been appropriately determined based on legitimate commercial and performance considerations.

The Board considers that maintaining a harmonious and conducive working environment is important to employee morale, engagement, motivation and collaboration. Unnecessary comparisons may potentially create internal tensions, affect employees' perception of fairness and trust, and ultimately have an adverse impact on employee relations and retention.

This consideration is particularly relevant given the Group's reliance on experienced personnel and the competitive environment for skilled talent in the logistics industry. The Board therefore considers that protecting a stable, motivated and harmonious workforce is also an important commercial consideration.

In addition, the shareholders are provided with useful context through the disclosure of remuneration in bands. By noting the number of Executive and Non-Executive Directors within each band, shareholders are able to gain a general sense of the overall remuneration levels for both categories of directors.

The Board's consideration is therefore not intended to outweigh the governance benefits of transparency, but rather to balance those benefits against the potential impact on employee relations and the Group's ability to retain key talent, which is essential for long term for sustainability.

d) According to the table shown on page 34 of CGR2026, why were there six executive directors who received remuneration from TASCO when there were only five listed? Who is the sixth executive director who has received remuneration at the Company and Group level?

Answer:

The sixth Executive Director referred to in the table was Mr Norihiko Yamada, a Japanese Director who resigned from the Company on 3 May 2025. His resignation took place during the financial year ended 31 March 2026, and his remuneration was incurred and recognised during the same financial year. Accordingly, his remuneration was included in the disclosure for the reporting financial year, resulting in six Executive

Directors being reflected in the table, notwithstanding that only five Executive Directors remained in office as at 31 March 2026.

We have presented your questions as well as our answers to the shareholders at the 51st Annual General Meeting held on 9 September 2026.

Thank you.

Yours faithfully,

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Tan Kim Yong
Deputy Group CEO