APPENDIX A

QUESTION & ANSWER SESSION DURING THE SIXTY-FIRST ANNUAL GENERAL MEETING ("61ST AGM") OF TDM BERHAD ("TDM" OR "THE COMPANY") HELD ON MONDAY, 22 JUNE 2026 AT 11.00 A.M. AT THE AVENUE, LEVEL 3, KMI KUALA TERENGGANU MEDICAL CENTRE, LOT 3963, JALAN SULTAN MAHMUD, 20400 KUALA TERENGGANU, TERENGGANU DARUL IMAN

Note: The Questions and Answers have been edited for brevity and clarity.

Shareholder's Name	Questions
Wan Nor Hayati binti Wan Daud @ Wan Zaki	Why hasn't TDM's share price reflected its asset value and growth potential?

Answer

Among other factors, market valuation is influenced not only by the Group's net asset value but also by investor sentiment, liquidity, earnings visibility and sector outlook. TDM's share price recently closed at RM0.20 with current market capitalisation stands at approximately RM344.0 million.

TDM's current Price to Earning ("PE") ratio is roughly 16x. For context, the market average PE for plantation companies ranges between 10x and 27x, while healthcare companies typically trade at a higher PE of around 36x to 37x. Due to TDM's healthcare segment, management believes the valuation has rooms to grow.

Under the FOCUS 30 strategic plan, TDM continues to benefit from resilient CPO prices, improving plantation performance and the expansion of its healthcare operations. TDM is expanding its healthcare capacity with a target of reaching 1,000 hospital beds by 2030. The Company currently operates 364 beds and plans to add over 300 beds over the next 3 years through ongoing expansions in Kuala Terengganu, Chukai, Bertam, Kuantan and Tawau, strengthening its earnings potential and supporting future shareholder value.

As these initiatives translate into stronger and more consistent financial results, Management believes the market will be better positioned to recognise and reflect TDM's underlying value and long-term growth prospects.

Note: The Questions and Answers have been edited for brevity and clarity.

Shareholder's Name	Questions
Anonymous	When will PT Rafi's disposal be realised?

Answer
Currently, PT Rafi Kamajaya Abadi ("PTRKA") continues to be fully managed by PT Ikhasas Sawit Indo Makmur under a Management Services Agreement ("MSA") that commenced on 1 August 2022. As announced to Bursa Malaysia on 12 January 2026, the fulfilment of the Conditions Precedent has been extended to the Long Stop Date of 30 June 2026 ("Sixth Extended Long Stop Date"). Both TDM and the Buyer remain committed to completing the disposal. Since the implementation of the MSA in August 2022, TDM has achieved cash flow savings of approximately RM2.0 million per month, providing significant financial relief while awaiting the completion of the transaction.

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Shareholder's Name	Questions
Dr Ismet bin Yusoff *(MSWG)*	Based on the Integrated Annual Report 2025, the following were observed: • Revenue increased by 19%. • PBT increased by >300%. • PAT grew significantly from RM3.7 million to RM21.2 million. Despite the strong performance reflected in the Income Statement, the Group's Balance Sheet and Cash Flow Statement show that cash and cash equivalents declined from RM111.0 million to RM69.0 million. Furthermore, shareholders' equity decreased from RM722.0 million to RM668.0 million, while the gearing ratio increased from 0.46x to 0.50x. As part of the FOCUS 30 strategic plan, how much additional capital expenditure ("CAPEX") will be required for the planned expansions, and what impact is this expected to have on the Group's Balance Sheet, particularly its cash position?

Answer
The depletion in cash flow is primarily attributable to CAPEX for hospital renovations and expansions, mandatory plantation replanting and dividend payouts. For the Plantation segment, TDM has embarked on a planned replanting programme of approximately 1,000 hectares annually over the next few years, with an estimated CAPEX of RM25.0 million to RM26.0 million over a period of 4 years. The Group has also invested in upgrading its palm oil mills, including the installation of new boilers and other critical infrastructure, to enhance operational reliability and efficiency. In the Healthcare segment, additional CAPEX has been incurred for the renovation and enhancement of hospital facilities, primarily at KMI Kuala Terengganu and KMI Taman Desa. These investments are aimed at improving the patient experience, expanding service capabilities and supporting future revenue growth.

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Shareholder's Name	Questions
Dr Ismet bin Yusoff *(MSWG)*	For the Healthcare segment, while revenue increased, the number of inpatients, bed occupancy rate and average length of stay declined, indicating that the hospitals treated fewer patients but generated higher revenue per patient. How confident is the Management that these expansion investments will deliver the anticipated returns, given that the current financial performance has yet to fully reflect their positive impact?

Answer
While the Group has experienced a declining trend in both inpatient and outpatient volumes over the past few years, 2025 marked a positive turnaround in outpatient numbers, which recorded year-on-year growth. Building on this momentum, the Group's primary focus for 2026 is to increase inpatient admissions. This strategy is supported by encouraging operational trends, with inpatient volumes in Q4 2025 were higher than the previous corresponding period. Similarly total inpatient number for Q1 2026 also recorded an improvement compared to the previous corresponding quarter. These results suggest that the Group's marketing initiatives are beginning to gain traction and deliver positive outcomes. To further strengthen patient volumes, the Group's marketing strategy has expanded beyond the local market to target the broader East Coast region, including Kemaman, Dungun and Kota Bharu. In addition, the Group is actively pursuing opportunities in the Indonesian medical tourism market. These initiatives are expected to enhance patient acquisition, improve hospital utilisation rates and support sustainable revenue growth.

Note: The Questions and Answers have been edited for brevity and clarity.

Shareholder's Name	Questions
Dr Ismet bin Yusoff *(MSWG)*	<table><tr><th>Metric</th><th>Current</th><th>2030 Target</th></tr><tr><td>Profit After Tax</td><td>~RM21 mil</td><td>RM126 mil</td></tr><tr><td>Market Capitalisation</td><td>~RM300 mil</td><td>RM1.5 bil</td></tr><tr><td>Dividend Payout</td><td>~RM12 mil</td><td>RM45 mil</td></tr></table> What are the key milestones or performance indicators that will demonstrate whether TDM is on track to achieve its 2030 targets?

Answer

Management acknowledged that achieving the 2030 targets will depend on both favourable market conditions and operational improvements. From a market perspective, the assumption is that crude palm oil ("CPO") prices will remain relatively stable at approximately RM3,900 to RM4,000 per metric tonne. Operationally, the key milestone is to progressively increase fresh fruit bunch ("FFB") production to approximately 475,000 MT by 2030.

The Group has already demonstrated encouraging progress towards this target. FFB production increased to approximately 305,000 MT in 2025 (with a yield of 13.09 tonnes per hectare) and is forecast to reach 355,000 MT in 2026. Through ongoing replanting initiatives and improvements in plantation productivity, yield is expected to increase to 20.80 tonnes per hectare by 2030. Based on these assumptions and current operational plans, the Management is confident that the Group is well positioned to achieve the targeted FFB production of approximately 475,000 MT by 2030.

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Shareholder's Name	Questions
Abd Aziz bin Abd Hamid *(Proxy)*	The disposal of PTRKA was supposed to bring in RM115.0 million. This stems from a RM400.0 million investment made 20 years ago. TDM has already granted six extensions to the buyer. What will the Company do if the final 30th June 2026 deadline fails to break through?

Answer

Management acknowledged the concerns, noting that this is a legacy issue spanning over 20 years. The delays are largely attributable to external factors, including Indonesian government authorities, court rulings and complex local regulatory requirements. TDM has paid the necessary penalties and continued to maintain active and ongoing engagement with the relevant authorities.

The PTRKA team is actively engaging with central and local authorities to finalise the Blueprint, a process which is expected to conclude by the end of June 2026. The Buyer's decision to complete the disposal is dependent on the finalisation of the Blueprint and will ultimately affect the completion timeline, as well as any consideration for extension. The Group does not foresee the transaction being cancelled.

Management remains confident that the transaction will be completed as planned and notes that the ongoing MSA continues to provide financial protection to the Company, resulting in monthly cash flow savings of approximately RM2.0 million.