INTELLECTUAL CAPITAL

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Intellectual capital at TTE represents the knowledge, systems, standards, brands, partnerships, digital platforms and innovation capabilities that convert plantation heritage into future-ready value. It combines estate expertise, R&D, certification architecture, market intelligence and responsible technology to strengthen quality, buyer confidence, premium positioning and long-term competitiveness.

WHAT INTELLECTUAL CAPITAL MEANS TO TTE

- Estate know-how, SOPs, quality systems, brands, certifications, data platforms and partnerships.
- Knowledge that is captured, codified and used to improve products, decisions and trust.
- A bridge from plantation heritage to premium, future-ready tea value.

WHY INTELLECTUAL CAPITAL IS IMPORTANT TO US

- Supports premium Ceylon tea positioning through auction strength, recognition and buyer confidence.
- Protects consistency, traceability, certification readiness and assurance credibility.
- Turns innovation, organic capability and data discipline into competitive advantage.

HOW INTELLECTUAL CAPITAL SUPPORTS VALUE CREATION

- Converts field and factory insights into Matcha, specialty, organic and value-added tea formats.
- Uses CUBE, dashboards, AI and audits to shorten decision cycles.
- Links reputation, standards and partnerships to market access and resilience.

LINK TO TTEL'S STRATEGY

- Winning with the Customer
- Operational Excellence
- Nurturing Our People
- Environmental Stewardship & Climate Action
- Business Diversification

MATERIAL MATTERS

- Economic Value Creation and Inclusive Growth
- Innovation and Technology for Operational Excellence
- Brand Equity and Market Influence
- Digital Governance and Assurance Discipline

CAPITAL PERFORMANCE

Acquisition of full ownership of Hayleys Produce Marketing Limited - a company specialising on the manufacture of organic tea for local and

Partnered with a Local Agricultural University to expand Precision Agriculture techniques

* Partnered with the Nucleus Foundation and Solidaridad Asia to advance regenerative and climate-resilient agriculture across selected estates

Obtained the Ecosystem Restoration Standard covering all TTEL estates

Significantly increased the use of digital tools and AI to streamline backend processes, enhance data-driven decision-making, and improve operational efficiency across estates and factory operations

MANAGEMENT APPROACH

TTE's comprehensive approach to managing intellectual capital is based on building, safeguarding, and enhancing the intangible assets that clearly differentiate the Company and underpin its competitive advantage. Central to this approach is the consolidation of TTEL's industry leadership, achieved through multi-pronged strategies to continuously strengthen its reputation and influence.

In parallel, TTE seeks to further develop its intangible assets by building the internal knowledge base by expanding R&D capabilities and leveraging synergies across the Hayleys Group alongside conscious efforts to adopt globally recognised standards and certifications that benchmark the Company against international best practices. Additionally, by integrating digital tools and data analytics, TTEL aims to reinforce in its internal ecosystems to derive a distinctive advantage against peers.

GOVERNANCE

Strategic Oversight

Board and management oversight guide how estate expertise, R&D, certifications, digital platforms and partnerships are prioritised to strengthen premium positioning and long-term competitiveness.

Intellectual Capital initiatives are aligned with business strategy, buyer expectations and product differentiation, ensuring that knowledge investments create visible market and operational value.

Risk & Decision Intelligence

Digital systems, dashboards and estate-level data capture convert field, factory and sustainability records into timely management insight for better decision-making.

Knowledge from audits, certifications, buyer feedback and market performance is used to identify risks and opportunities related to quality, traceability, innovation and premium market access.

Operational Execution

Estate knowledge is embedded through SOPs, mentoring, training, digital weighing systems, factory controls and quality practices, improving consistency across operations.

R&D and partnerships are converted into practical outcomes such as Matcha, organic tea capability, value-added products, AI-enabled tea analysis and precision agriculture.

Monitoring, Assurance & Reporting

Certifications, ISO systems, Rainforest Alliance, organic standards, SBTi and GHG assurance strengthen the credibility of TTE's knowledge systems and external disclosures.

Performance dashboards, sustainability data platforms and annual report reporting tools support transparent monitoring, faster reporting and continuous improvement.

KEY OUTCOMES

2 Organic estates Great Western & Logie	8 New digital initiatives
14 RA coverage reported	15 ISO 22000 coverage reported
2 New Value Added Products	3 New Innovative Products
99 Awards in LMD 2025 Most Awarded Entities	#1 High, low and overall GSA ranking among RPCs

TRADE OFF

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How intellectual capital interacts with and impacts other capitals in creating balanced value

FUTURE OUTLOOK

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Short, medium, and long-term impact driving resilience, performance, and strategic value creation.

Intellectual Capital

Reputation and Market Influence

Auction Strength
No. 1 across high, low and overall categories shows premium quality remains visible in the market.

Recognition Visibility
Awards provide external proof that widens awareness beyond tea auctions.

Brand Equity
TeaTel, organic and specialty products turn technical capability into a consumer-facing story.

TTEL's reputation as a market leader in the Sri Lankan tea industry is anchored to the Company's heritage, longstanding track record for excellence, and commitment to sustainability leadership.

Having consistently achieved top rankings at the Colombo tea auctions across high-grown, low-grown, and national categories, TTE is positioned as a premium producer of Ceylon tea for the global market. In recent years, TTE has further expanded its global presence via its range of innovation-led specialty artisanal teas. With their distinctive flavour profiles and consistent quality, TTE's branded artisanal teas continue to command strong international demand across key export markets.

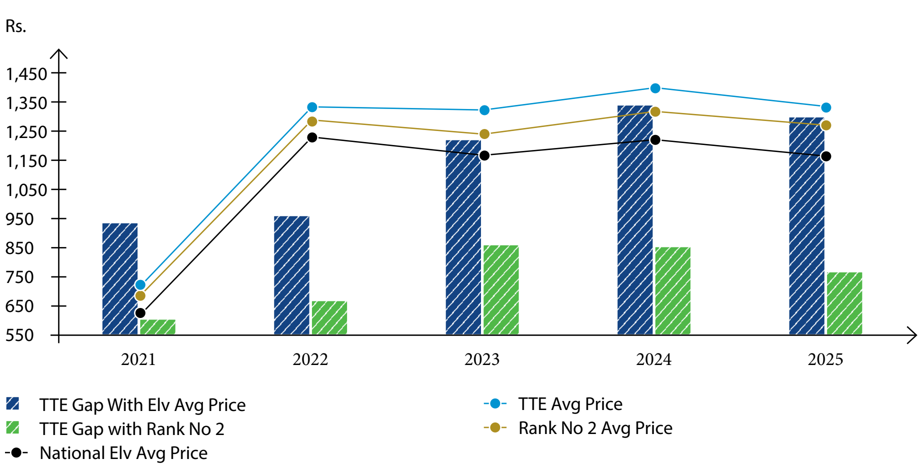
No1 in GSA ranking Amongst RPC'S 2025

High Grown
TTE High Grown Avg - Rs. 1,314.89, Rs. 174.27 above elevation 15.27% on EA

Low Grown
TTE Low Grown Avg - Rs. 1,411.56, Rs. 176.30 above elevation 14.27% on EA

Overall
TTE Overall Avg - Rs. 1,338.07, Rs. 170.36 above elevation 14.59% on EA

Market Performance & Competitor Analysis



The Company's recent strategic expansion into the organic tea manufacturing domain through the acquisition of full ownership of Hayleys Produce Marketing Limited in the current financial year, marks another significant step in enhancing its reputation and standing in the global tea market. The targeted move which is aimed at capturing modern global consumer preferences, is expected to spearhead TTE's efforts to make inroads into the high-value global organic market.

Recognising that tea represents a rich narrative shaped by culture, heritage, and nature, TTE has continued to translate these perspectives through strategic diversification to experiential tea tourism. Aiming to engage a wider audience, the tea tourism value proposition focuses on unique, curated experiences from estate tours, guided tastings, and more recently glamping that showcase the legacy of Ceylon tea.

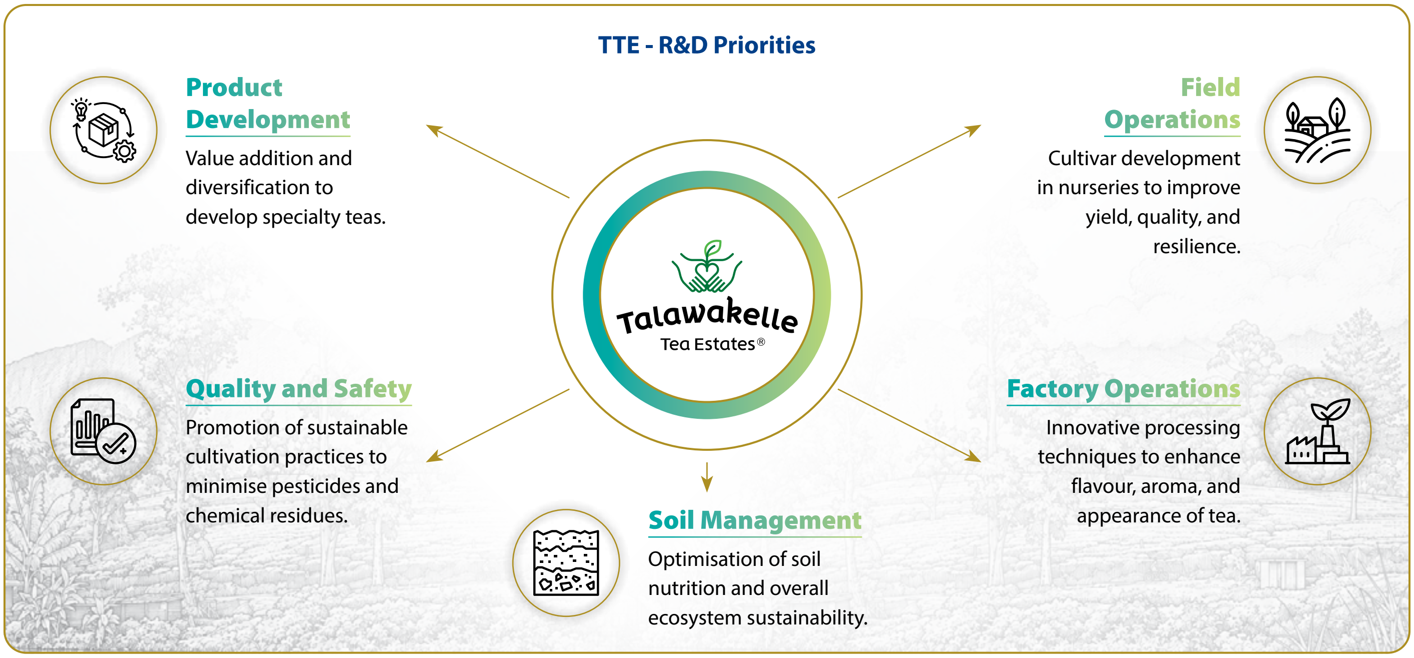
Beyond operational excellence, the advocacy and commitment to environmental stewardship stands as a key differentiator that has propelled TTE to the forefront of sustainable tea manufacturing in the Country and beyond. Being one of the first plantation companies in Sri Lanka to receive formal validation by the Science-Based Targets Initiative (SBTi) for climate action in line with the 1.5°C pathway, TTE has led from the front in exemplifying sustainability leadership through the implementation of cleaner production models to prioritise renewable energy, waste minimisation and biodiversity conservation across plantations as well as factory operations.

Moreover, the 'Regen Agenda', TTE's strategic sustainability roadmap, continues to break conventional barriers and redefine industry benchmarks by demonstrating the validity of climate-smart agriculture practices such as precision agriculture, digital systems, and regenerative practices, in building climate resilience and preserving ecosystem health.

Institutional Knowledge

TTE's institutional knowledge represents a powerful asset that provides a strong competitive advantage. The collective knowledge of the Company's top management, estate management and longstanding employees play a critical role in maintaining quality consistency and driving continuous improvement to preserve the authenticity of Ceylon tea. Acknowledging the value of developing its institutional knowledge, knowledge transfer through mentoring, coaching, training, and capability-building initiatives is undertaken to ensure critical expertise is retained and enhanced to ensure continuity of excellence over time.

Research & Development (R&D)

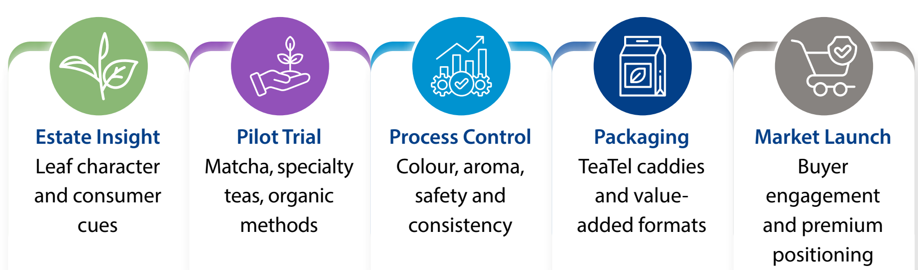


TTE's institutional knowledge landscape is underpinned by a strong and evolving Research and Development (R&D) function, which serves as a critical bridge between traditional plantation expertise and scientific advancement. The R&D team plays a central role in advancing agronomic and manufacturing capabilities through innovation-led and evidence-based approaches.

At the field level, R&D initiatives focus on the development of high-yielding and climate-resilient cultivars, improved soil health through optimised nutrition management, and ecosystem sustainability. Greater emphasis is placed on promoting sustainable cultivation practices that minimise reliance on chemical inputs while safeguarding leaf quality and long-term land productivity. In line with this focus, selected fields within Great Western and Logie Estates have been certified as organic production areas, enabling the manufacture of organic teas compliant with EU, JAS, and USDA organic standards, and strengthening TTE's institutional capabilities in certified organic tea production.

Within factory operations, R&D-led initiatives support the adoption of innovative processing techniques aimed at enhancing the flavour profile, aroma, and visual appeal of tea, thereby reinforcing product quality and consistency. R&D also plays a pivotal role in driving value-added product innovation, particularly in the development of premium speciality and artisanal tea ranges.

As a key R&D milestone during the year, Great Western Estate initiated the production of MATCHA tea, responding to the growing demand among younger consumer segments for wellness-oriented and functional beverages. This initiative has further expanded the Company's knowledge base in shade-grown cultivation, specialised processing, and quality control. Complementing this effort, a value-added MATCHA caddy was launched to the market under the TeaTel brand, enabling customers to experience authentic Ceylon MATCHA produced at Great Western Estate, while strengthening brand differentiation and premium market positioning.



Area	What stands out in 2025/26
Ceylon Matcha	Great Western Matcha and TeaTel Matcha caddy create a visible wellness-led product story.
Organic capability	Great Western and Logie strengthen certified organic production capability.
Manufacturing reach	Full ownership of HPM supports organic and value-added manufacturing.
Commercial value	A portfolio of 50 value-added products gives innovation a clear market outlet.

Intellectual Capital

Standards and Certifications

Standards and certifications provide the foundational architecture for codifying best practices and embedding discipline across operations, thereby serving dual objectives of elevating the Company's credibility in international markets, while also strengthening overall institutional knowledge in the areas of innovation, risk management, and continuous improvement across multiple disciplines.

Food Safety

ISO 22000, HACCP and GMP make factory quality easier to trust.

Responsible Agriculture

RA, organic certification and ERS make sustainability visible.

Management Systems

ISO 14001, 50001 and 45001 show structured operations.

Market Confidence

SBTi and ISO 14064-1 support credibility with buyers.

TTE's Portfolio of Standards and Certifications

Rainforest Alliance
Covering 14 estates and factories
14 internal audits | 01 external audits

Science Based Targets Initiative (SBTi)
Covering all TTE operations

ISO 22000:2018
Covering 15 factories
15 internal audits | 15 external audits

ISO 9001:2015
Covering 01 factory
01 internal audits | 01 external audits

ISO 45001:2018 (Implemented)
Covering 01 factories

Responsible Care Certification
Covering TTE operations

Organic Certification
EU, JAS, USDA – Great Western & Logie Estates

ISO 14064-1:2018
Covering all TTE operations
01 internal audits | 01 external audits

UN Climate Neutral Now
Covering all TTE operations

ISO 14001:2015
Covering 05 factories
05 internal audits | 05 external audits

ISO 50001:2018
Covering 01 factories
01 internal audits | 01 external audits

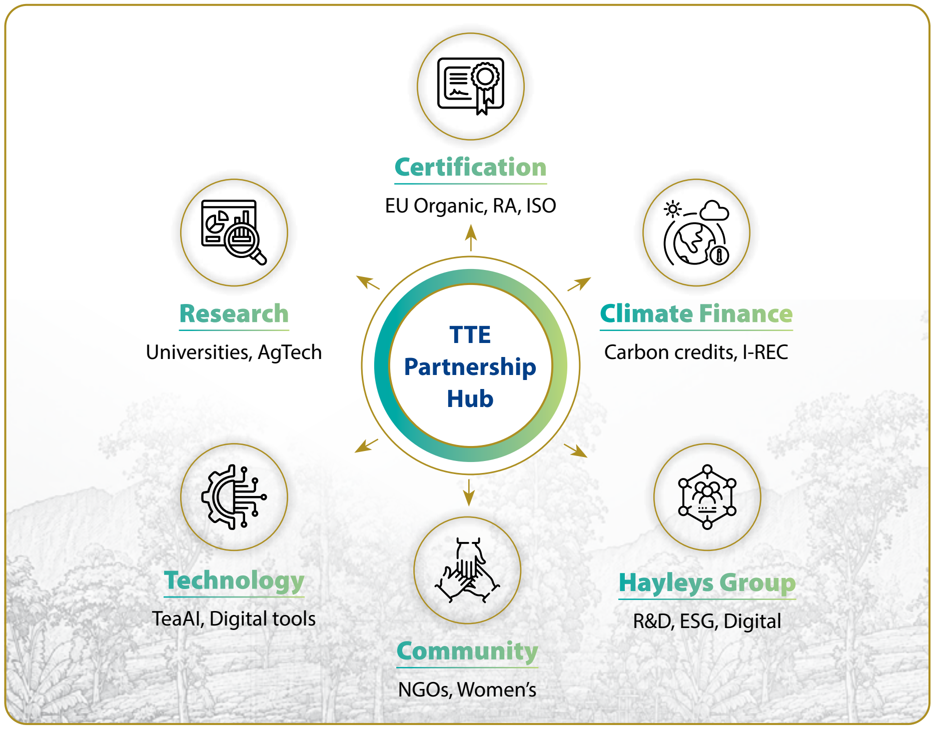
Great Place to Work
Covering all TTE operations

Eco Label Certification
Covering TTE operations

The Ecosystem Restoration Standard
Coverring TTE Estates

Strategic Partnerships

Strategic business partnerships form a vital component of TTE's intellectual capital by facilitating the transfer, co-creation, and amplification of knowledge and expertise particularly to enhance operational efficiency, drive innovation, and strengthen sustainability outcomes. Partnerships also facilitate the adoption of proprietary technologies and create opportunities for new revenue streams by providing insights for expanding market access and reinforcing premium positioning. At the same time, the Company pursues collaborations that gain access to stakeholder insights to assist in furthering its community agendas.



	Strategic Partner	Scope and Purpose
Ongoing Partnerships	Lanka Responsible Care	Improve chemical using practices & share knowledge with workers on safe handling of chemicals.
	Hayleys Agro Fertilizers (Pvt) Ltd	Strengthened responsible sourcing and improving chemical using efficiency across estates.
	Tea Leaf Trust,World Vision, PHDT	Support for long-term community programmes such as A Home for Every Plantation Worker, aimed at improving workforce stability, wellbeing, and social license to operate.
	Tea Brokers & Strategic Buyers	Improved market intelligence, pricing, and premium positioning through specialty tea development, and direct engagement.
	TeaAI	AI-powered Tea Leaf Analysis System at Holyrood Factory for improved grading accuracy.
	Sri Lanka Carbon Crediting Scheme of Sri Lanka Climate Fund	Generate 775 carbon credits from rooftop solar projects, for the period August 2021 to July 2023. Reinvest income to develop the Nature-Based Solution (NBS) center, introduce carbon-neutral tea products, and initiate the Tea Forest project.
	Climate & Conservation Consortium (CCC) to register credits in I-REC	Generate 1753 .03 MWh Units renewable energy credits, with a value of $ 2,044.87 in 2024. Reinvest income to expand the mini-hydro project capacity, leading to increased mini hydro electricity generation.
New Partnerships Established in FY 2025/26	International Certification Bodies (EU Organic & USDA NOP) Scope:	Streamline audits and ensure compliance in order to expand access to premium international organic tea markets.
	Local Agricultural University	Develop practical applications to introduce precision farming techniques on TTE estates to improve crop yield, monitor soil health, and implement data-driven pest and disease management.
	Digital Farming Solutions Provider	To introduce farming tools, including soil sensors, weather monitoring, and crop management software to digitise plantation operations for better efficiency and traceability.
	Nucleus Foundation & Solidaridad Asia	Improve soil health and long-term productivity through the introduction of cover crops, organic soil amendments, and reduced reliance on synthetic inputs to advance regenerative and climate-resilient agriculture across selected estates.
	Janathakshan (GTE) Ltd, Coca-Cola Foundation and Neptune Recyclers (Pvt) Ltd	To launch a PET Bottle Recycling Project at Somerset Estate to promote circular waste management practices in the Nuwara Eliya region.
	Community NGO Partnerships	Support for Women Empowerment & Livelihood Programmes to promote gender equality, support women-led livelihoods, and improve socio-economic conditions around the estate.

Intellectual Capital

Group Synergies

Synergies derived as a subsidiary of Hayleys PLC serve as an important source of institutional knowledge for TTEL, The Company's R&D team often collaborate with the Hayleys Group R&D & Innovation Teams to gain access to advanced tea processing technologies, quality improvement methods, and sustainable packaging solutions, collectively strengthening competitiveness positioning.

Similarly, TTE leverages Group-wide expertise to optimise sourcing and supply chain practices and adopting responsible sourcing frameworks. Moreover, the Hayleys PLC Group's strong expertise in the area of digital adoption have proven instrumental in modernising TTEL's backend workflow systems. TTE also benefits significantly from the Hayleys PLC Group's leadership in Environmental, Social, and Governance (ESG) practices, with the Group's strong governance culture and ESG frameworks paving the way for TTE to align with global standards, reporting requirements, and stakeholder expectations.

SUSTAINABLE DEVELOPMENT GOALS	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	4 QUALITY EDUCATION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
TTE PLC Metric	Investment in R&D Development		
Our 2030 Target	Improve investment in R&D development		
Contribution	R&D, cultivar development, MRL safety, and specialty tea innovations enhance local innovation and sustainable growth, while digitalisation supports modern, resilient infrastructure.		
Related Targets	9.5		

Memberships and Affiliations

GRI 2 -28

TTE's Memberships & Affiliations

Memberships and affiliations with industry associations, research bodies, and professional networks provide access to best practices, emerging technologies, and sector-specific insights, enabling TTE to benchmark its operations against global standards and stay informed of evolving trends in tea cultivation, processing, sustainability and ESG practices.

Benchmarking
Compare and elevate performance against global standards.

Industry Insights
Stay informed on emerging trends, technologies and best practices.

Collaboration & Leadership
Partner, share and lead for a more sustainable tea sector.

TTE's Ongoing Memberships & Affiliations

Nature & Sustainability
- Corporate Member of Wildlife & Nature Protection Society, Sri Lanka
- General Members of Biodiversity Sri Lanka platform
- Pledge CEO Water Mandate

Global Commitments
- Signatory member of UN Global Compact
- Pledged UN Women's Empowerment Principles

Industry & Business Networks
- Ceylon Chamber of Commerce
- Planters' Association of Ceylon
- Employers' Federation of Ceylon
- Colombo Tea Traders Association

Social & Business Partnerships
- Ceylon Chamber of Commerce
- Planters' Association of Ceylon
- Employers' Federation of Ceylon
- Colombo Tea Traders Association

Ongoing participation in these networks strengthens sector alignment, responsible business practices and long-term value creation.

AI and Digital Integration

TTEL's Digital Integration Journey

Existing Systems

Digital / AI Tools (Operations)

- Digital field weighing system
- Factory digital focal units
- Digital bought leaf weighing system
- AI-driven colour sorting machines at Kiruwanaganga Factory

Digital / AI Tools (Back-end)

- Prompt Performance Monitoring System with newly enhanced AI-based features
- Microsoft O365 Cloud-based Office Platform
- Web-based Online Marketing Ledger System

New Initiatives for FY 2025/26

- Introduction of drone technology for precise, safe agrochemical application and monitoring of field and crop health
- Implementation of IoT-enabled climate-smart plantation and forestry management system
- AI-powered Tea Leaf Analysis System (TeaAI) - pilot at Holyrood Factory
- AI-powered decision support system for estate management
- Online sustainability data entry platform
- Annual report AI chatbot
- Annual report website Data Dashboard
- Auditor to support the Internal Quality Assurance team to conduct audits and inspections

TTE's digital systems enhance operational precision, support regulatory compliance, and enable data-driven decision-making. Digital infrastructure investments during FY 2025/26 focused on HRIS consolidation, sustainability data management, artificial intelligence deployment, and information security policy renewal.

Oracle Cloud-based HRIS deployment completed during FY 2025/26 consolidated payroll, leave management, performance appraisal, and training records across all estates into a single platform. The system enables centralized workforce analytics, regulatory reporting automation, and self-service portals reducing administrative workload. Integration with biometric attendance systems ensures accurate time-tracking and payroll calculation.

Digital weighing systems installed at all estates replace manual weight recording with automated data capture, reducing human error and enabling real-time traceability from field to factory. Weight data feeds directly into Hayleys CUBE for sustainability reporting and quality control dashboards tracking yield per hectare, leaf quality distribution, and processing efficiency metrics.

Artificial intelligence deployment at Holyrood Factory through the TeaAI system automates tea grading using computer vision algorithms trained on thousands of expert-graded samples. The system achieved 98.5% accuracy during FY 2025/26 operational trials, processing of tea with consistent grading that reduces batch-to-batch variability and enables premium price realization through quality assurance. TeaAI deployment required establishment of an AI Policy governing model validation protocols, bias monitoring, accountability for AI-driven decisions, and audit documentation—the first such policy in TTE's history.

Information Security Policy refresh during FY 2025/26 aligned TTE's cybersecurity controls with ISO 27001:2022 requirements. Policy enhancements include:

- System access management protocols requiring multi-factor authentication for critical systems and role-based access controls limiting data exposure
- Data backup procedures with daily incremental backups, weekly full backups, and offsite archival ensuring business continuity
- Cybersecurity monitoring through intrusion detection systems, vulnerability scanning, and annual penetration testing
- Incident response protocols defining escalation procedures, forensic investigation requirements, and stakeholder communication protocols
- Annual information security audits conducted by external assessors, with remediation plans for identified gaps

Business continuity planning during FY 2025/26 included disaster recovery drills testing backup restoration procedures, tabletop exercises simulating cyberattack scenarios, and documentation of IT disaster recovery procedures with recovery time objectives (RTO) for critical systems.

SLFRS S1/S2 Data Connectivity: Digital systems provide the data backbone for TTE's sustainability-related financial disclosures under Sri Lanka Financial Reporting Standards on Sustainability (SLFRS S1 and S2). Hayleys CUBE captures operational metrics (energy consumption, water usage, waste generation, renewable energy generation) which flow into SLFRS S2 climate-related disclosures. HRIS provides workforce diversity metrics, training hours, and health and safety performance supporting social disclosures. Digital weighing and quality systems provide product traceability supporting governance disclosures on supply chain transparency. Data quality controls including validation rules, access permissions, audit trails, and automated alerts ensure assurance-readiness, enabling independent assurance engagement under SLSAE 3000.

Intellectual Capital

Information Technology, Digital Enablement and Information Security

As part of its intellectual capital management, TTEL continues to strengthen its information technology capabilities to support operational excellence, innovation, and data driven decision making. Digital systems and technology-enabled processes play a vital role in preserving institutional knowledge, improving productivity, enabling traceability, and reinforcing the Company's competitive positioning in the global tea market.

IT Governance and Digital Oversight

IT governance at TTEL is aligned with Hayleys Group technology governance frameworks to ensure accountability, consistency, and effective oversight of digital initiatives across the organisation. Governance mechanisms support the alignment of IT investments with business objectives, promote standardisation of systems, and enable controlled adoption of emerging technologies.

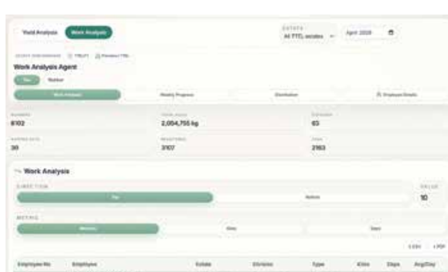
As part of its ongoing governance strengthening efforts, the Company updated its Information Security Policy during the year to address evolving cyber risks, increasing digitalisation, and enhanced reliance on data-driven systems. The updated policy defines clear responsibilities, control requirements, and acceptable use standards to safeguard the Company's digital and information assets.

In response to the growing deployment of advanced analytics and AI-enabled solutions, TTEL also introduced a new Artificial Intelligence (AI) Policy. This policy establishes guiding principles for the responsible, ethical, and secure use of AI technologies, ensuring that innovation is pursued in a manner consistent with the Group's risk management framework, governance standards, and stakeholder expectations.

Together, these policy frameworks strengthen oversight, reinforce internal controls, and provide a structured foundation for informed decision-making as the Company continues to scale its digital and technology-enabled operations.

Digital Systems and Data Driven Operations

The Company continues to expand its use of digital tools & Technology across estate operations, factory processes, and backend functions. This includes the use of digital agriculture platforms, AI-enabled analytics, automated workflow systems, and integrated reporting tools. These systems enhance operational visibility, support precision agriculture practices, improve production efficiency, and facilitate data backed decision-making across multiple levels of the organisation. Increased digital integration has also strengthened reporting accuracy and transparency, particularly in areas related to sustainability performance, certifications, and traceability requirements.



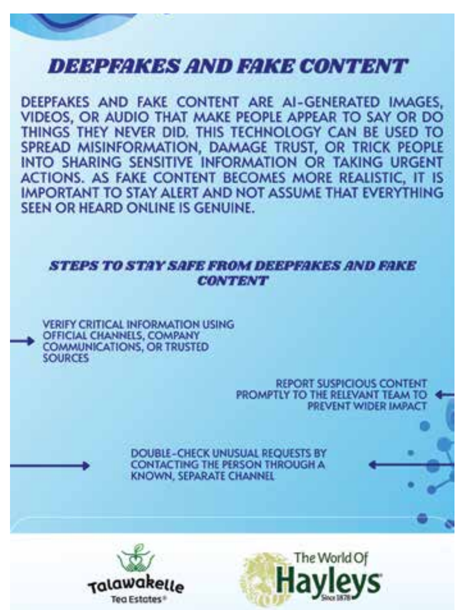
Information Security and Cyber Risk Management

With the growing reliance on digital platforms, safeguarding information assets has become a critical priority. TTEL adheres to Group-wide information security policies designed to protect the confidentiality, integrity, and availability of business and operational data. Key controls include system access management, user authentication protocols, data backup procedures, and cybersecurity monitoring measures to mitigate technology-related risks.

Information security considerations are embedded into the design and deployment of systems, including AI-driven and cloud-based applications, and are extended to third-party service providers through contractual and governance mechanisms.

Periodic system reviews and monitoring processes are undertaken to identify vulnerabilities and maintain resilience against evolving cyber threats.

To strengthen assurance and governance, the effectiveness of information security controls is further reinforced through annual information security audits conducted in line with Hayleys Group governance requirements. These audits support the early identification of control gaps, promote continuous improvement of the security environment, and provide management with independent assurance over the robustness of cyber risk management practices.



Data Protection and Responsible Use of Technology

The Company recognises the importance of responsible data management in safeguarding stakeholder trust. Practices are in place to ensure that data collected through digital agriculture systems, analytics platforms, and enterprise applications is used appropriately and protected from unauthorised access or misuse. TTEL manages personal and sensitive data in compliance with applicable data protection legislation, including the Personal Data Protection Act of Sri Lanka, and Group-wide data governance requirements.

User access to systems and data is role-based, and controls are maintained to prevent unauthorised disclosure, data loss, or corruption. Data protection requirements are integrated into system design, vendor engagement, and operating procedures, supporting the secure and responsible use of technology while reinforcing privacy, accountability, and regulatory compliance across digital operations.

Business Continuity and System Resilience

To ensure operational continuity, TTEL follows Group level business continuity and disaster recovery guidelines. These frameworks support system availability and data recovery in the event of technology disruptions, thereby protecting critical operations and preserving institutional knowledge. Backup procedures and recovery mechanisms are periodically reviewed to ensure reliability as digital dependence increases.

Capability Building and Awareness

Supporting the effective and secure use of IT systems, TTEL continues to build digital capabilities across the organisation through user training, guided adoption of new systems, and ongoing awareness initiatives. These efforts help reinforce responsible system usage, strengthen internal controls, and maximise the value derived from digital investments.

Trade-offs

01 With Financial Capital

With Financial Capital

Significant investment in digital systems, AI deployment, R&D and certification architecture increases operational costs but strengthens premium positioning and long-term competitiveness.

02 With Human Capital

Accelerating digital transformation and AI integration demands workforce upskilling and change management, creating short-term skill gaps while building long-term organisational capability.

Future Outlook

Short Term

Scale digital agriculture tools including sensors, data analytics and automated monitoring systems across estates, and codify AI governance frameworks to support responsible technology adoption.

Medium Term

Commercialize Matcha, organic and specialty tea formats into targeted export markets, expand drone-enabled precision agriculture across all estates and integrate digital reporting systems to support traceability and certification audits.

Long Term

Position TTE as a digitally advanced, innovation-led plantation company by embedding AI-driven quality assurance, predictive analytics and fully integrated knowledge systems that convert data into sustained market advantage and assurance confidence.