

## Dear Stakeholders,

I am pleased to share that 2024 was a landmark year for Sime Darby Property, marked by record financial and operational achievements. Since our listing in 2017, the Group achieved its highest revenue, operating profit, and profit before tax of RM4.3 billion, RM899.8 million and RM780.0 million, respectively. Beyond the financial achievements, we recorded a significant milestone through our entry into the high-growth data centre sector, securing RM7.6 billion in long-term leases which is set to boost recurring income and expand our Assets Under Management (“AUM”) in the coming years.

Notably, the Property Development segment continued to deliver sustained growth, contributing significantly to the Group’s performance. Sales reached an all-time high at RM4.1 billion, supported by a successful launch of new products with a combined Gross Development Value (“GDV”) of RM4.2 billion for the year.

These results reinforce the strength of our diversified product mix and disciplined execution of our SHIFT25 strategy. As we advance into the next phase of growth, our focus remains on execution, strengthening our core business, scaling our recurring income portfolio and unlocking new revenue streams to multiply value for all stakeholders.

### DEFINING MILESTONES AND ACHIEVEMENTS

Our record performance in 2024 underscores our disciplined business and financial planning over the preceding years, anchored by our SHIFT25 strategy, which continues to serve as a solid foundation for sustainable growth. This transformation journey has enabled us to adapt our strategies to capitalise on emerging opportunities across our diverse portfolio, meeting the rising demand for quality, sustainable, and well-connected developments.

The Property Development segment recorded its highest revenue and sales, crossing the RM4 billion mark for the first time. Unbilled sales grew to RM3.7 billion, supported by a balanced and diversified product mix providing earnings visibility for the next three years. The commercial segment also expanded as our townships matured into vibrant, community-centric developments, contributing towards the Group’s revenue.

In line with the Group’s aim to grow its recurring income portfolio, we’ve made significant strides under Engine 2, or the Investment & Asset Management segment during the year. A key highlight was the Group’s entry into the high-growth data centre sector, securing long-term agreements to develop two hyperscale Data Centres (“DCs”) in Elmina Business Park. This milestone affirms our ability to develop, own, and lease DCs that meet the evolving demands of the global digital economy. The 20-year leases, with a combined value of RM7.6 billion, significantly enhances our recurring income trajectory through the addition of high-quality, yield-accretive assets – while further strengthening Sime Darby Property’s position as a trusted partner to global technology giants.

REVENUE

**RM4.3** billion

OPERATING PROFIT

**RM899.8**  
million

PROFIT BEFORE TAX

**RM780.0**  
million

SALES

**RM4.1** billion



**DATO' SERI AZMIR MERICAN**

Group Managing Director & Chief Executive Officer

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# Group Managing Director & Chief Executive Officer's Review

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The Group also marked another key milestone with the successful financial close of over RM1 billion for its Industrial Development Fund ("IDF"), reflecting strong investor confidence from both local and international institutional investors. Anchored by the state-of-the-art E-Metro Logistics Park – featuring best-in-class facilities, seamless connectivity, and high ESG standards – the fund supports the growth of the Group's industrial segment and fund management capabilities. The two facilities, Metrohub 1 and Metrohub 2 were operationalised during the year with a combined Net Lettable Area ("NLA") of 1.8 million sq. ft., and achieved healthy occupancy rates of 68% and 73%, respectively, underscoring our ability to deliver premier, customised industrial solutions.

The successful opening of Elmina Lakeside Mall in August 2024 represented another major milestone, as Sime Darby Property's second wholly owned mall. Offering a vibrant retail experience that harmoniously blends nature-inspired elements with modern amenities, the mall serves both the residents within the City of Elmina and a wider catchment population of 870,000 within a 20-minute radius. Integrated within a 35-acre urban park, the mall achieved 100% committed occupancy within six months of opening, and attracts an average of 450,000 visitors monthly, making a strong impact within its first year.

Sustainability remains a core focus as we continue to respond to the evolving expectations of customers and stakeholders. Our triple bottom line aspirations were reaffirmed by our re-inclusion in the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index. We also advanced our renewable energy agenda through a joint venture with GSPARX Sdn Bhd, a subsidiary of Tenaga Nasional Berhad, to deploy rooftop solar across our assets, supporting our ambition to reduce Scope 1 and Scope 2 emissions by 40% by 2030, a critical step in our Net Zero Pathway by 2050. These efforts, alongside our strategic and operational achievements, contributed to a transformative year for Sime Darby Property.

In 2024, we were named Malaysia's No. 1 Property Developer at The Edge Malaysia Top Property Developers Awards 2024, a recognition complemented by numerous prestigious accolades. Guided by our SHIFT25 Strategy, we delivered strong performance while advancing our pursuit as the nation's leading real estate company. As we move forward, we continue to remain guided by our purpose ***to be a Value Multiplier for people, businesses, economies and the planet.***

### NAVIGATING MARKET TRENDS TO DRIVE STRATEGIC GROWTH

The Malaysian property sector remained steady and resilient in 2024, supported by sustained demand and a continuous pipeline of new developments. Transaction volumes and values grew by 5.4% and 18.0% year-on-year ("YoY"), reflecting sustained confidence and a positive market sentiment. Supportive government policies and favourable financing conditions further promoted homeownership, fostering a conducive environment for growth for both buyers and developers.

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Capitalising on strong market sentiment and momentum, we surpassed our revised RM3.5 billion sales target by 17%, achieving RM4.1 billion in sales. Our ability to swiftly adapt to market demand was instrumental to our robust performance. Strong demand across our industrial products from townships such as Elmina Business Park, Bandar Bukit Raja, and Serenia Industrial Park highlights the key proposition of end-to-end solutions within our well-positioned industrial parks, offering seamless connectivity to key infrastructures.

Despite favourable market conditions, we had to navigate challenges such as rising construction costs, skilled labour shortages, and intensifying competition. In response, we strengthened cost efficiency through value engineering, design optimisation, and long-term contractor agreements, ensuring operational stability and resilience. Our diverse product mix across townships also helped safeguard margins without compromising quality.

In contrast, the United Kingdom (“UK”) property market continued to face headwinds in 2024, with high inflation, cautious lending, and subdued buyer sentiment. Despite

these headwinds, Battersea Power Station (“BPS”) maintained its status as one of London’s most vibrant urban regeneration projects, attracting over 13 million visitors in 2024, a 15% YoY increase. Phase 3B (“Electric Boulevard”) achieved 64% take-up rate, while 50 Electric Boulevard (“50EB”) reached 45% occupancy as of Q4 FY2024, and will be significantly occupied by the second half of 2025. Although weaker market conditions contributed to a higher share of losses from BPS, its strong footfall and ongoing sales and leasing momentum highlight its resilience and long-term growth potential.

As market dynamics evolve, understanding and meeting customer preferences remains at the core of our growth strategy. By enhancing product offerings, elevating customer experience, and strengthening partnerships with external stakeholders, we are bolstering our capability to deliver real estate solutions across residential, industrial & commercial segments that align with market needs. This customer-centric approach paired with our agility and innovation in driving value creation, continues to position Sime Darby Property as a progressive and forward-thinking industry leader.



“Capitalising on strong market sentiment and momentum, we surpassed our revised RM3.5 billion sales target by 17%, achieving RM4.1 billion in sales.”

Aerial view of Elmina Business Park

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## PROPERTY DEVELOPMENT SEGMENT REVIEW

The Property Development ("PD") segment continued to be the largest contributor achieving revenue and profit before tax ("PBT") of RM4.0 billion and RM820.8 million marking a 24% and 38% increase, respectively, from FY2023 representing the highest performance in the Group's history.

We achieved record sales of RM4.1 billion and launched RM4.2 billion worth of products in FY2024. Residential high-rise developments emerged as the largest contributor, delivering 31% or approximately RM1.2 billion of total sales, an increase from 27% in FY2023. High-rise launches amounted to RM1.6 billion, making up 39% of the total GDV launched for the year. Notably, 2024 marked the highest GDV extraction per acre for high-rise developments since 2019, at RM13.5 million. This strong performance was driven by key projects such as The Ophera in KLGCC Resort (luxury segment), Hype Residences in SJ7 (transit-oriented development), TriARA Residences in Ara Damansara (modern flexi design), and Kanopi in the City of Elmina, our first-ever high-rise in the township.

The industrial sector remained a core pillar of our growth strategy, contributing RM1.2 billion or 30% of total sales, reinforcing its importance in driving portfolio diversification. We launched approximately RM1.6 billion in GDV, representing 38% of our total product launches, supported by strong demand across Bandar Bukit Raja ("BBR"), Serenia Industrial Park, Elmina Business Park and Nilai Impian's XME Business Park. Key projects such as BBR 3 i14 and XME Business Park 2 achieved a full 100% take-up rate by year-end, reflecting sustained investor appetite for high-quality industrial assets.

Residential landed properties accounted for RM1.0 billion or 24% of total sales. We launched RM641.5 million in GDV, comprising 15% of total launch GDV, achieving average take-up rates of 73%. Key projects such as Elmina Ridge 1 in the City of Elmina, Serenia Anisa 2 in Serenia City, and Emilia 4 in Nilai Impian received strong market reception, underscoring consistent demand for landed homes.

The commercial segment demonstrated robust growth, contributing approximately RM500 million or 12% of total sales, a significant rise from RM56 million or 2% in FY2023. This momentum was propelled by new commercial launches with a GDV of approximately RM300 million, representing 7% of total GDV launched. Notable projects

such as The Corak in Serenia City, Temu 2 in Elmina East, XME Boulevard in Nilai Impian 2, and Laman Idaman in Bukit Jelutong, highlight the Group's strength in delivering community-centric commercial spaces across its townships.

Looking ahead, we remain confident that our Property Development segment will continue to deliver robust performance, supported by a well-diversified product mix and sustained market demand. Our proven ability to consistently launch and deliver high-quality developments with strong take-up rates reinforces our position as a leading property developer.

## INVESTMENT & ASSET MANAGEMENT SEGMENT REVIEW

In 2024, the Investment & Asset Management ("IAM") segment made significant progress across its recurring income portfolio, achieving 29% YoY revenue growth driven by solid contributions from both retail and industrial assets.

The retail division delivered robust performance, supported by the successful operationalisation of Elmina Lakeside Mall, which has achieved 100% committed occupancy to-date. Meanwhile, KL East Mall ("KLEM") continued its positive momentum, recording a 99.5% physical occupancy rate and positive rental reversions. Its appeal was further enhanced with the addition of a new anchor tenant in Golden Screen Cinemas, boosting visitor footfall. KLEM's dedication to excellence in property management was recognised with a Bronze Award in the 'Below 10 Years: Retail Category' at The Edge Malaysia Best Managed & Sustainable Property Awards 2024. Looking ahead, the retail division is gearing up for the highly anticipated launch of KLGCC Mall in the second half of 2025.

On the industrial front, we successfully completed and operationalised two Grade-A and Green Certified ready-built industrial warehouses, under the IDF, catering to regional and global logistics tenants. Metrohub 2 which is BCA Green Mark-certified, commenced operations in May 2024 with a committed occupancy of approximately 73%, attracting tenants such as JD Logistics, Toll Logistics, ComOne Express, and Deppon Express. Metrohub 1, which secured GreenRE and LEED certification, went operational in August 2024 with 68% committed occupancy, featuring tenants such as J&T Express, J&T Distribution Solutions, and J&T Cargo.





KLGCC was the official host venue for the Maybank Championship 2024 as sanctioned by LPGA

The division also secured two major build-to-suit lease agreements with Pearl Computing Sdn Bhd for hyperscale data centre developments in Elmina Business Park, with a combined lease value of RM7.6 billion, marking a strategic entry into this rapidly expanding asset class. Our partnership with a global technology company like Google has enabled us to establish a strong foothold within the sector, and catalyse Elmina Business Park's growth through clustering effects, fostering a thriving ecosystem of supporting industries.

In January 2025, we expanded our logistics portfolio further by acquiring 2 warehouses in BBR valued at RM232 million, adding 670,174 sq. ft. of NLA. This acquisition further enhances our recurring income base and aligns with our aim to grow our asset management pillar.

Our Asset Management activities remained centred on enhancing operational efficiencies. We successfully secured key tenancy renewals for ReGen Rehab and Wisma MRT assets. Additionally, Sime Darby Property now serves as the asset manager for 4 warehouses, further strengthening our capabilities in managing institutional-grade assets.

As we move forward, our focus remains on driving growth, undertaking asset enhancement initiatives and delivering investment-grade yields. With a clear strategy and a strong foundation, the Group is well-positioned to unlock further value and deliver continued contributions from the IAM segment.

## LEISURE SEGMENT REVIEW

The Leisure segment achieved strong performance in FY2024, with 7% YoY revenue growth driven by higher banqueting and F&B revenue, increased golf course utilisation, and a 3% rise in club membership.

Golf remained the primary revenue driver, with a 53% increase in course utilisation across our clubs. KLGCC reinforced its status as a premier tournament venue by hosting the second LPGA-Maybank Championship in October 2024, which featured Asia's highest prize purse for the winner's payout of USD450,000. Additionally, the inaugural ASEAN Qualifier in August 2024 and the PGAM Satellite Tour at Impian Golf & Country Club ("IGCC") further strengthened our presence in competitive golf.

The segment also saw rising demand with higher corporate and private banqueting events driving overall revenue growth. Simultaneously, facility upgrades and enhancements were carried out across our assets to elevate customer experience.

Going forward, we will continue to enhance service excellence, broaden our offerings, and advance sustainability initiatives to support the Group's Net Zero ambitions.

## Group Managing Director & Chief Executive Officer's Review

### OUR ROBUST GROWTH AND FINANCIAL STRENGTH

The Group achieved its strongest financial performance to date in 2024, marking its third consecutive year of record revenue, profitability, and sales. Revenue surged 24% YoY to RM4.3 billion, while operating profit climbed 48% to RM899.8 million. PBT increased by 28% to RM780.0 million, and profit after tax and minority interest ("PATAMI") grew 23% to RM502.2 million, compared to RM407.9 million in the previous year.

This robust financial performance was driven by sustained sales momentum and higher site progress within the Property Development segment. Sales reached an all-time high of RM4.1 billion, exceeding the FY2024 target by 17%, demonstrating the Group's ability to deliver products that align with evolving customer needs.

Despite this strong performance, profitability was partly impacted by an increase in the Group's share of losses from joint ventures, which amounted to RM181.2 million, primarily due to challenges faced by the BPS project in the UK.

The Group's financial position remains solid, with total bookings increasing to RM2.0 billion as of 16 February 2025, and unbilled sales at RM3.7 billion, ensuring earnings visibility for the next three years. Unsold GDV for completed inventories remained low at 5.7% or RM208.8 million, while cash balances strengthened to RM640.4 million. The Group maintains a stable net gearing ratio of 24.3%, providing financial flexibility for future growth.

### NURTURING A FUTURE READY WORKFORCE

At Sime Darby Property, our people are the strength of our success and the driving force behind our transformation journey. In 2024, we intensified our commitment in talent development, delivering over 106,000 training hours—an aggressive 43% increase from the previous year. This translated to an average of 8.10 learning days per employee, a significant leap from 6.09 days in 2023.

Our learning and development initiatives are built on four strategic pillars: leadership, customer service excellence, technical competencies, and sustainability. Recognising the growing importance of environmental stewardship, we introduced specialised training in urban biodiversity and sustainable development, equipping our workforce with the skills to contribute meaningfully to our long-term sustainability goals.

We continued our corporate social responsibility ("CSR") efforts via our philanthropic arm, Yayasan Sime Darby ("YSD"), extending educational opportunities to employees and the wider community. This includes financial assistance for employees' children and scholarships for postgraduate studies. For the second consecutive year, we supported high-potential talents in their pursuit of an MBA at Asia School of Business in collaboration with MIT Sloan, as well as the Master's in Real Estate Development at Universiti Tunku Abdul Rahman in partnership with the Real Estate and Housing Developers Association ("REHDA").

Further strengthening our industry engagement, we partnered with Universiti Teknologi MARA to provide foundational training in property development, while our collaborations with CIDB and REHDA enhanced technical certifications and networking opportunities.

Beyond structured learning, we reinforced our TEAM Values through immersive engagement programmes. The Leaders' Turun Padang initiative brought senior leaders to the ground, sharing success stories that demonstrate the power of our values in action. Meanwhile, the TEAM Houses & Sports Activities fostered camaraderie, strengthening team bonds beyond the workplace.

Our collective commitment to workplace excellence and inclusivity, employee well-being, human capital transformation, as well as nurturing talent was recognised through multiple industry accolades in 2024. Notably, the company was honoured at the Life at Work Awards ("LAWA") and HR Excellence Awards for its dedication to fostering a people-centric workplace, with recognition also extended at the leadership level through the CEO Champion accolade from LAWA and Most People-Focused CEO from the HR Excellence Awards—reflecting the organisation's commitment to driving progressive workplace practices. Additionally, being ranked among the Top 3 Most Preferred Employers in Malaysia at the Graduan Brand Awards, Talentbank's Graduates' Choice Awards, and Malaysia's 100 ("M100") Leading Graduate Employers Awards reaffirms our commitment to nurturing future talent and shaping industry leaders.

As we forge ahead, my commitment and that of the entire leadership team remains steadfast to cultivate a resilient, agile, and future-ready workforce that will propel Sime Darby Property's continued growth and transformation.

## DRIVING GROWTH THROUGH DIGITAL INNOVATION

As the real estate landscape evolves, digital transformation has transitioned from being a competitive advantage to a strategic necessity. It serves as a critical enabler of efficiency, resilience, and sustainability across Sime Darby Property's operations, driving improvements in decision-making, process optimisation, and resource allocation.

A key initiative in 2024 was the integration of Building Information Modeling ("BIM") and Procore, a leading digital construction management platform, which has improved collaboration among architects, engineers, and contractors. This integration enhances project oversight, reduces any errors & rework, and contributes to cost efficiency and accelerated project completion.

To drive sustainability, we digitalised several key processes in 2024, including quality inspections and carbon emissions tracking. These efforts have enhanced our efficiency and improved transparency contributing towards our Net Zero ambitions by enabling more effective monitoring and management of sustainability targets.

Other key digitalisation initiatives in 2024 included the deployment of e-Invoicing, and the adoption of a new Customer Relationship Management ("CRM") system for enhanced sales lead management. The launch of the Sime Darby Property mobile application has further streamlined the homeownership journey, providing real-time project updates, digital documentation, and seamless customer service interactions. Simultaneously, we bolstered cybersecurity measures by implementing advanced security technologies, conducting regular risk assessments, and enhancing data protection protocols to counter increasingly sophisticated cyber threats.

As we move forward, we aim to deepen AI integration across all business functions. The modernisation of our data analytics platform will unlock advanced insights on customer behaviour, market trends, and resource optimisation enhancing predictive decision-making and supply chain management. Additionally, we are exploring AI-driven automation, and augmented reality ("AR") to improve workplace safety, operational precision, and customer experiences - ensuring Sime Darby Property remains at the forefront of digital innovation.

## ADVANCING SUSTAINABILITY AND CLIMATE ACTION

Sustainability remains a core priority for Sime Darby Property, with continued progress made across the Environmental, Social, and Governance ("ESG") spectrum throughout 2024. The Group strengthened its commitments to climate action, biodiversity conservation, and operational sustainability, integrating these principles across all business segments to drive long-term value and resilience.

A key milestone was our joint venture with GSPARX Sdn Bhd to implement rooftop solar installations across our assets and developments. During the year, installations were completed at 9 of 14 sites, with 1 additional site targeted for completion by April 2025. The initiative supports the Group's Net Zero Pathway by delivering an estimated 1.0 MWp in total solar capacity, contributing to annual carbon emissions reductions of approximately 2,729 tCO<sub>2</sub>-e. Additionally, under the IAM segment, a solar PV initiative at Pagoh Education Hub was launched to align with the sustainability commitments of its university partners, promoting renewable energy adoption and reinforcing our environmental objectives.

Biodiversity and urban greening efforts remain central to our sustainability agenda. In the City of Elmina, we advanced rewilding projects, nature-based solutions, and community-led tree planting to enhance ecological resilience and township connectivity. The Elmina Rainforest Knowledge Centre ("ERKC"), recognised at the FIABCI Malaysia Property Awards 2023 in the Environmental Category, exemplifies our impactful approach to promoting urban biodiversity conservation, environmental literacy, and community engagement. Our commitment to placemaking continued across various developments, including KL East Park, KL East Micro Forest, PARC at Taman Subang Ria, The Courts at KLGCC Resort, Elmina Central Park's Urban Park, and the BBR Wetland Townpark in BBR, further strengthening our efforts toward sustainable urban living.

Our leisure operations continued to integrate sustainability initiatives, prioritising carbon reduction measures, enhanced safety protocols, and food waste management systems through composting. Additionally, KLGCC is exploring the development of a wildlife tunnel as part of its broader biodiversity conservation efforts.

To promote ESG awareness across our workforce and supply chain, we launched the Sustainability Learning Series in 2024. This initiative featured three industry talks and three workshops addressing critical ESG topics.



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Furthermore, sustainability-focused training was integrated into our Vendor Development Programme, with dedicated sessions on human rights and carbon management conducted throughout the year.

Our continuous improvement in sustainability was demonstrated through enhanced ESG ratings and industry recognition. We maintained a 'B' rating in the Carbon Disclosure Project ("CDP"), exceeding the Asia average, and were successfully re-included in both the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index following the December 2024 semi-annual review. This acknowledgment underscores our strengthened ESG efforts and long-term commitment to sustainability. Moreover, we retained our AA+<sub>IS</sub> rating from MARC Ratings Berhad for the fourth consecutive year, highlighting our financial resilience and robust governance standards.



KL East Park forest trail

Key sustainability accolades received during the year include three awards at The Edge Malaysia Best Managed & Sustainable Property Awards 2024, a silver recognition for KL East Park at The Edge Malaysia-ILAM Sustainable Landscape Awards, and a Special Mention for PARC @ Taman Subang Ria. These achievements, highlight our commitment to embedding sustainability at the core of our operations, as we advance our journey towards a greener, more resilient future.

### EMBEDDING A CULTURE OF SAFETY

Safety remains paramount at Sime Darby Property, underscoring our commitment to fostering a safe and conducive working environment through health, safety, security, and environmental ("HSSE") best practices. With a diverse workforce of local and foreign workers engaged across our construction projects, we consistently strive to translate effective safety protocols from paper to practice, ensuring rigorous implementation and accountability across all sites.

In 2024, we made significant progress in strengthening our HSSE Management System by introducing Barrier Thinking, a structured approach designed to enhance risk assessment, management and communication. This initiative equips frontline workers with a clearer understanding of physical and administrative safety controls, simplifying complex systems to ensure they are both accessible and actionable. To date, close to 1,000 staff have been trained in Barrier Thinking, ensuring a stronger line of sight from policies to practical execution on-site. As this framework becomes fully embedded, we expect it to further cultivate a culture of safety ownership at all levels.

Our commitment to building and enhancing HSSE capabilities within the organisation remains steadfast, aimed at enforcing stronger safety compliance across all operational areas. This dedication is further exemplified by the Leadership Engagement and Action Programme ("LEAP"), which has evolved into a direct engagement platform where senior leadership actively evaluates safety awareness and reinforces accountability. Throughout 2024, 62 workers were individually engaged, and seven mass toolbox sessions were conducted to deepen risk understanding. Regular site visits and interventions ensure the consistent application of Barrier Thinking principles in daily operations, fostering a culture where safety is a shared responsibility.

Despite our extensive safety efforts, we tragically recorded a fatal incident in September 2024 involving two subcontractor workers. In response, we engaged key stakeholders and implemented a comprehensive suite of corrective actions, ensuring that lessons learned are effectively translated into stronger preventative measures moving forward.

Looking ahead, we will continue to enhance and expand HSSE capabilities across the organisation to drive stronger safety compliance. By leveraging Barrier Thinking, real-time engagement, and digital monitoring, we are embedding a culture where every worker takes ownership of their safety and that of their peers. Our focus remains on translating safety principles into practical, everyday actions to safeguard the well-being of our people across all sites.

## A POSITIVE OUTLOOK

Malaysia's economy is projected to grow between 4.5% to 5.5% in 2025, driven by robust domestic spending, rising investment activity, sustained external demand and a stable monetary environment. Despite an increasingly competitive operating environment and growing concerns over global trade policies, we anticipate market demand to remain resilient.

The residential market is expected to demonstrate continued resilience, buoyed by steady demand and positive sentiment. We are well-positioned to sustain our momentum and launch pipeline for both residential landed and high-rise projects. Our strategically located townships, designed around urban biodiversity and sustainable living, continue to cater to evolving consumer preferences for connectivity and vibrant, lifestyle-driven communities. Commercial demand is also expanding as our townships mature, with consumers increasingly seeking a diverse range of offerings that prioritise convenience, lifestyle integration, and modern amenities.

Meanwhile, the industrial segment is anticipated to experience sustained demand, particularly for data centres as well as industrial and logistic hubs, driven by the ongoing shift towards cloud computing, artificial intelligence, increasing industrialisation, and changes in supply chain and trade flows.

Across all segments, our focus remains on executing our SHIFT25 strategy, accelerating growth engines, and advancing our corporate priorities. We will continue to safeguard our margins by staying agile, maintaining a diversified product mix, and enhancing placemaking assets to strengthen our market positioning. Sustainability remains at the core of our approach, with ongoing efforts to reduce emissions, enhance urban biodiversity, and promote responsible development, ensuring our growth is both strategic and sustainable.

## ACKNOWLEDGEMENTS

I would like to express my sincere appreciation to everyone who has contributed to Sime Darby Property's record financial and operational performance in 2024.

As we reflect on another year of progress and achievement, I would like to express our deepest appreciation to our Board of Directors for their invaluable guidance, governance, and unwavering support. The Board's insights, counsel, and constructive oversight have been instrumental in steering the company through both opportunities and challenges.

Equally, I would like to express my heartfelt thanks to our management team for their exceptional execution, agility, and unwavering dedication in translating vision into reality. I am honoured to work alongside such a talented and committed team, and I am confident that our shared purpose will take us to greater heights.

We are also truly grateful for the enduring trust and support of our valued investors and shareholders, especially key stakeholders such as Permodalan Nasional Berhad ("PNB"), whose confidence in our vision has been instrumental to our continued growth.

Our sincere appreciation extends to the Federal Government, Ministries, agencies, regulatory bodies, and industry associations such as REHDA, along with the State Governments of Selangor, Negeri Sembilan, and Johor, as well as respective local authorities. Your continued support has been fundamental to our growth, transformation, and ability to surpass our targets.

To our strategic partners, vendors, tenants, customers, and the communities we proudly serve—thank you for your trust and confidence in our products and strategies. Your support motivates us to continuously innovate and strive for excellence.

Above all, I wish to convey my heartfelt gratitude to all our employees. Your resilience, adaptability, and steadfast dedication have been truly commendable. To everyone who shares and believes in our Purpose, Vision, Mission, and Values ("PVMV")—you are the cornerstone of our achievements, and your perseverance drives our progress forward.

As we move into the next phase of our journey, we are committed to placing purpose at the heart of everything we do. This means translating our Purpose into the decisions we make and the actions we take—at every level of the organisation. We want every employee to feel connected to our PVMV, so that Purpose is not just a statement, but a compass that guides us. By strengthening this shared understanding, we can ensure that Purpose is reflected in how we lead, build, and grow together. In doing so, we will continue to be a *Force for Good* that delivers lasting value for our shareholders, customers, and communities.

### DATO' SERI AZMIR MERICAN

Group Managing Director & Chief Executive Officer