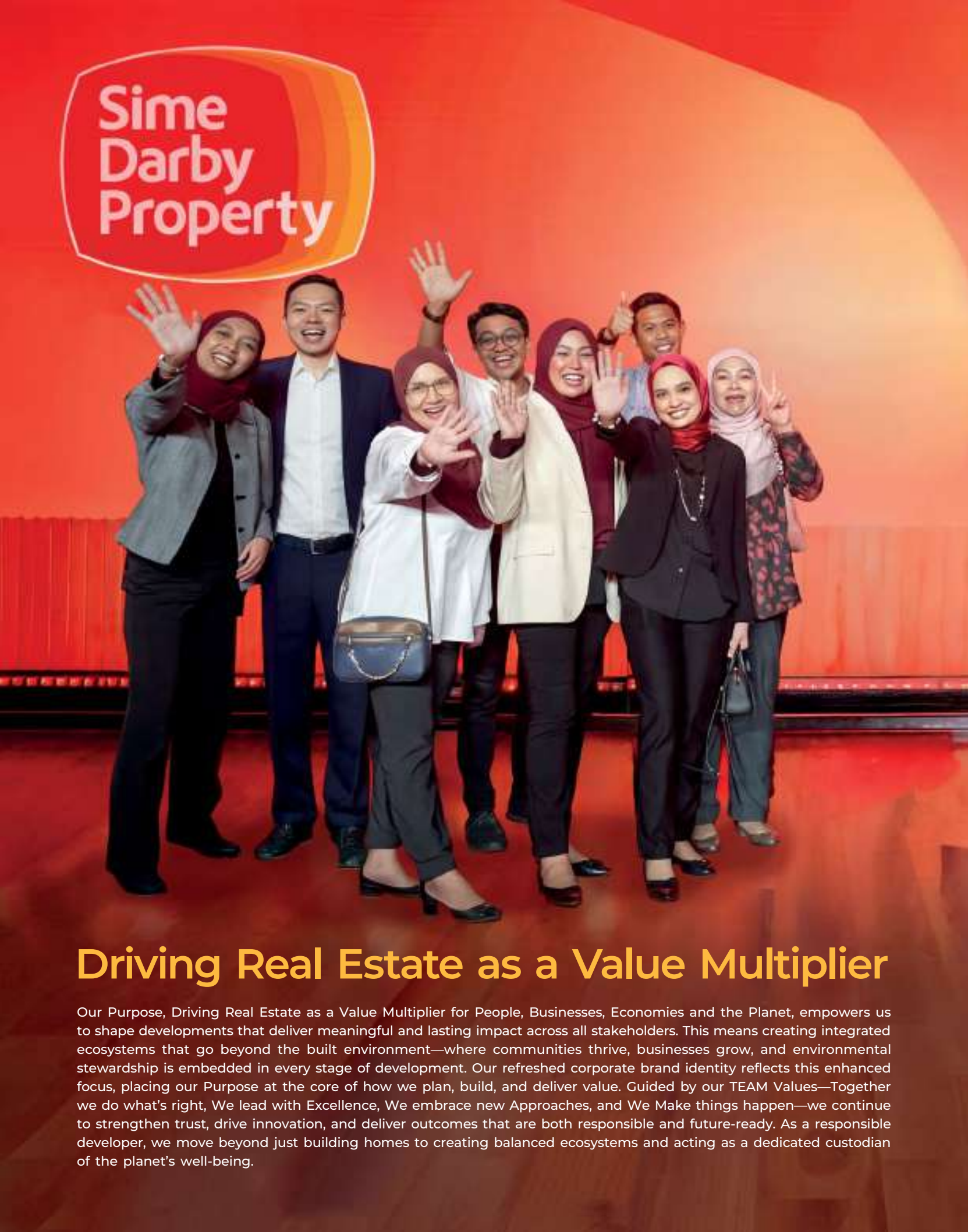




A FORCE FOR GOOD



**Sime
Darby
Property**

Driving Real Estate as a Value Multiplier

Our Purpose, Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet, empowers us to shape developments that deliver meaningful and lasting impact across all stakeholders. This means creating integrated ecosystems that go beyond the built environment—where communities thrive, businesses grow, and environmental stewardship is embedded in every stage of development. Our refreshed corporate brand identity reflects this enhanced focus, placing our Purpose at the core of how we plan, build, and deliver value. Guided by our TEAM Values—Together we do what's right, We lead with Excellence, We embrace new Approaches, and We Make things happen—we continue to strengthen trust, drive innovation, and deliver outcomes that are both responsible and future-ready. As a responsible developer, we move beyond just building homes to creating balanced ecosystems and acting as a dedicated custodian of the planet's well-being.







Remaining a Force for Good

We remain committed to being a 'Force for Good' by delivering sustainable, long-term value through a responsible and resilient business model. Guided by our Sustainability Strategy and Roadmap 2030 ("SSR2030"), we strive to be at the forefront of driving meaningful impact and positive social outcomes for collective progress and the betterment of society. Complementing this, our ongoing philanthropic and social empowerment efforts aim to uplift underserved communities within and around our townships, helping to narrow social gaps and foster inclusive growth. Through these efforts, we advance real estate as a catalyst for collective progress, balancing business growth with environmental stewardship and positive societal impact.

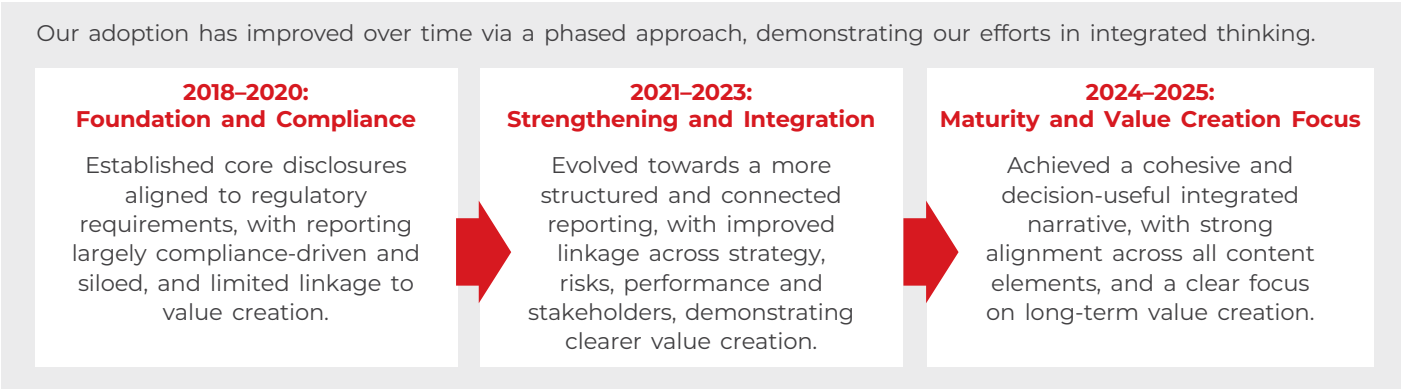
Basis of This Report

This report, **Sime Darby Property's** ninth Integrated Annual Report since our listing in 2017, covers the financial year from 1 January to 31 December 2025 ("FY2025"). It has been prepared in line with the principles of integrated reporting prescribed by the International Integrated Reporting Council.

The report offers a comprehensive and accurate account of the Group's financial and non-financial performance and future prospects based on our strategy. It considers key challenges and risks affecting our principal activities and core business areas in the property sector while discussing our outlook, targets and objectives.

Our integrated annual reports are intended primarily for capital providers, but also serve any stakeholder seeking insight into how we create value over the short, medium and long terms through sound governance, balancing our growth with environmental and social responsibilities.

Our Integrated Reporting <IR> Journey



<IR> FRAMEWORK'S GUIDING PRINCIPLES

Guiding Principles	2018	2019	2020	2021	2022	2023	2024	2025
Strategic Focus and Future Orientation								
Connectivity of Information								
Stakeholder Relationships								
Materiality								
Conciseness								
Reliability and Completeness								
Consistency and Comparability								

<IR> FRAMEWORK'S CONTENT ELEMENTS

Content Elements	2018	2019	2020	2021	2022	2023	2024	2025
Organisational Overview and External Environment								
Governance								
Business Model								
Risks and Opportunities								
Strategy and Resource Allocation								
Performance								
Outlook								
Basis of Presentation								

Legend: Fully Complied Partially Complied



COVER RATIONALE

What we build and the spaces we develop influence how people live, work and connect—and with that comes responsibility. With the scale of what we do, we have the ability to influence outcomes beyond the assets themselves. This is what it means to be a Force for Good. Guided by our Purpose—Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet—we leverage our capabilities, capital and partnerships to deliver meaningful, lasting outcomes. Being a Force for Good is not a separate agenda; it is embedded in how we plan, deliver and manage our developments. It reflects the collective effort behind our decisions, supported by the discipline to balance growth with responsibility. This approach drives our ability to create long-term value, ensuring that what we develop today contributes significantly to communities, economies and the environment, both now and for generations to come.

53rd



ANNUAL GENERAL
MEETING OF
SIME DARBY PROPERTY

Wednesday, 10 June 2026

9:30 a.m.

**KLGCC Convention Centre (formerly known
as Sime Darby Convention Centre)**

**<https://investor.boardroomlimited.com/>
(Virtual Meeting Platform)**

You can find more information online at
www.simedarbyproperty.com



Please scan the QR code for the following documents of
the Company which are available at

**[https://www.simedarbyproperty.com/investor-relations/
shareholders](https://www.simedarbyproperty.com/investor-relations/shareholders)**

Reporting Suite



Integrated Annual Report 2025

Contents

- Provides a comprehensive overview of the Group's financial and non-financial performance for 2025, as well as prospects based on our strategy

Key Standards and Frameworks Applied

- ✓ Integrated Reporting <IR> Framework
- ✓ Malaysian Code on Corporate Governance (MCCG), Securities Commission Malaysia
- ✓ Malaysian Financial Reporting Standards (MFRS)
- ✓ Companies Act 2016
- ✓ Bursa Malaysia Main Market Listing Requirements
- ✓ Global Reporting Initiative (GRI) Standards 2021
- ✓ United Nations Sustainable Development Goals (UN SDGs)



Sustainability Report 2025

Contents

- Provides a comprehensive overview of the Group's sustainability performance and initiatives for 2025

Key Standards and Frameworks Applied

- ✓ Bursa Malaysia Main Market Listing Requirements
- ✓ Global Reporting Initiative (GRI) Standards 2021
- ✓ United Nations Sustainable Development Goals (UN SDGs)
- ✓ Bursa Malaysia Main Market Listing Requirements on Sustainability Reporting
- ✓ National Sustainability Reporting Framework (NSRF)
- ✓ IFRS® Sustainability Disclosure Standards
- ✓ IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1)
- ✓ IFRS S2 Climate-related Disclosures (IFRS S2)

Basis of This Report

Materiality

Disclosures in this Integrated Annual Report have been guided by our material matters, identified through comprehensive stakeholder engagement and internal assessment. These material matters reflect current and emerging risks and opportunities that could impact our capacity to create value and fulfil our Purpose, Vision, Mission and Values.

Scope and Boundary

This Integrated Annual Report covers the activities, initiatives and key events of the Sime Darby Property Group during FY2025, unless otherwise specified. The Group encompasses our subsidiaries, joint ventures and associates.

Assurance

The financial statements included in this Integrated Annual Report have been audited by PricewaterhouseCoopers PLT, Malaysia. In strengthening the credibility of the Sustainability Report 2025, the disclosed information has undergone an internal review by the Group Corporate Assurance Department. In addition, selected sustainability indicators have been subjected to independent limited assurance by PricewaterhouseCoopers PLT in accordance with ISAE 3000 (Revised). The independent limited assurance statement, including the scope, subject matter and conclusion, is presented in the Sustainability Report 2025 on pages 166 to 169.

Forward-looking Statements

This Integrated Annual Report includes forward-looking statements regarding future performance. These statements are based on current assumptions and circumstances, which are subject to change and inherently involve uncertainty. A range of factors may cause actual outcomes to differ materially from those expressed or implied in these forward-looking statements.

Directors' Responsibility Statement

The Board of Directors ("Board") of Sime Darby Property is responsible for the integrity of our Integrated Annual Report 2025. In the Board's opinion, the report provides a fair assessment of the Group's performance and addresses all key matters material to our ability to create value. This report was approved by the Board on 13 April 2026.

Dato' Rizal Rickman Ramli

Non-Independent Non-Executive Chairman

Dato' Seri Azmir Merican

Group Managing Director & Chief Executive Officer

Feedback

We welcome all enquiries, comments and feedback on our Integrated Annual Report in order to clarify issues and to further improve our reporting. Please channel your feedback or query to:

Group Corporate Communications

Level 2, Block G, No. 2
Jalan PJU 1A/7A, Ara Damansara
PJU 1A, 47301 Petaling Jaya, Selangor
Tel : +603-7849 5000
Email : group.communications@simeдарbyproperty.com

Navigation Icons

The Capitals We Use and Affect



Material Matters



Key Strategic Priorities



Stakeholders



Key Risks



Prioritised UN SDGs

Our sustainability approach is guided by the United Nations' Sustainable Development Goals ("UN SDGs"). We have prioritised goals most relevant to our business, stakeholders and long-term value creation, focusing our efforts and disclosures on areas where we can drive the greatest impact.



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DATO' RIZAL RICKMAN RAMLI
Chairman

Dear Stakeholders,

The year 2025 was significant for Sime Darby Property, marking the culmination of our SHIFT25 strategy. More importantly, it signals a clear shift in the Group's direction, as we continue to expand beyond property development into a diversified real estate company. This progress has been shaped not by any single milestone, but by the consistency of execution and the strength of outcomes delivered over the course of SHIFT25.

Message From Our Chairman

Sime Darby Property's performance in 2025 reflects the strength of these foundations. We recorded our highest profit before tax of RM803.4 million, alongside revenue of RM4.2 billion, supported by continued demand across our core developments and disciplined financial management.

This performance underscores how the Group has evolved in both capability and direction. Beyond delivering record sales of RM4.2 billion through our Property Development segment, an important shift has been in the broadening of our portfolio and the strengthening of our recurring income base. Our Investment & Asset Management segment recorded its strongest performance to date, while the official launch of Elmina Lakeside Mall and the recent opening of KLGCC Mall – our third wholly owned mall – further reflected the growing depth and diversity of the Group's portfolio.

Taken together, these developments represent meaningful progress in our transition towards a diversified real estate company – one that is better positioned to sustain performance across market cycles through a more balanced and resilient earnings profile. This has also translated into stronger shareholder value creation, with the Group's market valuation improving to approximately RM10 billion and price-to-book ratio strengthening to about 1.0x.

Over the past three years, we have delivered annualised Total Shareholder Return ("TSR") of 49.7%, alongside a total dividend payout of RM217.6 million for the year. This performance was recognised at The Edge Billion Ringgit Club 2025, where Sime Darby Property received the award for Highest Returns to Shareholders Over Three Years in the Property Sector (RM3 billion and above market capitalisation category).

“ Over the past three years, we have delivered annualised Total Shareholder Return (“TSR”) of 49.7%, alongside a total dividend payout of RM217.6 million for the year ”



Total Dividend Payout

RM217.6 million

Beyond the headline figures, what is more important is what they represent: a business that is more resilient, diversified, and better positioned for long-term value creation.

Essentially, this evolution remains grounded in the Group's Purpose: Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet. The true measure of this lies in the value we create—and in 2025, as in previous years, that value has been both tangible and meaningful. In this context, the Group's role extends beyond development, guided by a clear objective to operate as a Force for Good—ensuring that growth is undertaken responsibly and delivers measurable outcomes over the long term.



The official launch of the Elmina Lakeside Mall was graced by DYMM Sultan Selangor

Message From Our Chairman

CREATING VALUE FOR PEOPLE

One of the most meaningful ways in which we create value is through the delivery of homes that meet the needs of a broad spectrum of Malaysians. In 2025, we launched approximately 2,865 units across our townships, ranging from affordable homes to higher-end offerings, catering to Malaysians across different life stages and lifestyle needs. This breadth of offering reflects our role not only as a developer, but as a long-term builder of communities, ensuring that access to quality housing remains inclusive and responsive to evolving needs.

Our commitment to quality continues to be reflected in both customer responses and industry recognition. In 2025, Sime Darby Property was named The Edge's Top Property Developer for the second consecutive year, alongside recognition for Best in Qualitative Attributes, including quality, innovation and sustainable development practices. At the same time, our leadership and developments were recognised at the FIABCI Malaysia Property Awards, where Dato' Seri Azmir Merican was honoured as Property CEO of the Year, reflecting the collective efforts of the team and the strength of the organisation.

Beyond the homes we build, we continue to create value through structured community initiatives that support inclusive and sustainable livelihoods. Through our flagship Economic Empowerment Programme ("EEP"), we supported microentrepreneurs in building sustainable livelihoods to grow their businesses. In 2025, EEP participants recorded an average income growth of 242%, with 79% achieving monthly earnings of RM7,643, demonstrating the tangible impact of these efforts.



We continue to invest in capability development and leadership programmes, ensuring that our workforce remains equipped to support the Group's evolving business model

“ In 2025, Sime Darby Property was named The Edge's Top Property Developer for the second consecutive year, alongside recognition for Best in Qualitative Attributes, including quality, innovation and sustainable development practices. ”

More broadly, our community initiatives continued to make a meaningful difference, reaching over 76,000 beneficiaries through targeted programmes, and more than 360,000 individuals through donations and sponsorships, supported by total contributions of RM24.9 million. These efforts – spanning education, community support, environmental stewardship and partnerships – reflect our commitment to uplifting lives and fostering resilient, inclusive communities.

Within the Group, we invest significantly in our people, recognising that a resilient and capable workforce is fundamental to sustaining long-term performance. In response to rising living costs, we have ensured that all employees are paid above the minimum wage of RM2,700, reinforcing our commitment to financial stability and employee well-being.

This is complemented by continued investments in capability development, leadership programmes, and employee engagement, ensuring that our workforce remains equipped to support the Group's evolving business model. These efforts are anchored in a shared culture guided by our TEAM Values: Together we do what's right; We lead with Excellence; We embrace new Approaches; and We Make things happen.



Sime Darby Property partnered with SD Guthrie to develop a next-gen industrial corridor linking industrial activities in Selangor

CREATING VALUE FOR BUSINESSES & THE ECONOMY

Given our more than 50-year history, Sime Darby Property has played an integral role in shaping the physical and economic landscape in Malaysia, through the creation of integrated townships and business ecosystems. Our developments enable economic activity, generate employment, and support a wide network of contractors, consultants and partners across the value chain.

Across our townships, our retail and commercial developments serve as important platforms for business activity, supporting a diverse mix of tenants ranging from local entrepreneurs to established brands. These developments contribute to the vibrancy of our townships, creating opportunities for businesses to grow while enhancing connectivity between where people live, work, and spend their time.

At the same time, our industrial and logistics offerings across key growth corridors, including the Klang Valley and Negeri Sembilan, continue to support Malaysia's evolving economic priorities. Strong take-up rates across our industrial parks reflect sustained demand from both local and international businesses, reinforcing the relevance of our integrated, well-located developments.

Collectively, these developments contribute to employment creation at scale, supporting a broad base of economic activity across our townships and business parks.

In parallel, we are supporting Malaysia's growing position as a regional digital hub through the development of data centre facilities in Elmina Business Park for a leading multinational technology company. This strengthens Selangor's attractiveness as a key destination for digital infrastructure and high-value investments, in line with the country's broader economic ambitions.

Looking ahead, the full development of Elmina Business Park is expected to create approximately 35,000 job opportunities, reflecting the long-term economic impact of our integrated approach to township and industrial development.



The Board is also encouraged by Sime Darby Property's partnerships with SD Guthrie to develop a next-gen industrial corridor linking industrial activities with the Selangor State's port-city ambitions, aligning with Malaysia's New Industrial Master Plan and our shared vision to multiply long-term stakeholder value. This holistic development corridor will enable efficient supply chain clustering, stimulate regional enterprise, and generate sustainable socioeconomic value for surrounding communities.

Message From Our Chairman

CREATING VALUE FOR THE PLANET

Sustainability remains a central part in how Sime Darby Property plans, develops and manages its assets. As expectations around climate resilience and responsible development continue to evolve, the Group remains committed to embedding sustainability into its long-term strategy and decision-making.

Our approach is anchored on collaboration, recognising that meaningful progress requires partnerships across the public and private sectors. During the year, we continued to advance initiatives across renewable energy, urban biodiversity and sustainable development, reflecting our commitment to building more resilient and future-ready communities.

Urban biodiversity remains a defining focus for the Group. Through ongoing initiatives and platforms such as our inaugural Urban Biodiversity Conference, we are contributing to a broader dialogue on integrating nature into urban development, while supporting more sustainable approaches to placemaking.

These efforts are supported by a strengthened sustainability framework under our Sustainability Strategy and Roadmap 2030 ("SSR2030"), which provides a clearer structure, accountability and alignment with the Group's long-term priorities. The Board, together with the Board Sustainability Committee, continues to play an active role in guiding this agenda, ensuring that sustainability considerations are integrated into strategic decision-making and risk management.

GOVERNANCE

The Group continues to operate within a well-established governance framework, supported by clear structures, defined accountabilities and robust systems of risk management and internal control. During the year, there were no material changes to the Group's governance structure, Board committees or delegated authorities, reflecting the strength and maturity of our existing framework.

This stability is complemented by a disciplined approach to oversight across key areas, including financial and capital management, major investments and transactions, enterprise risk, regulatory developments, and health, safety and sustainability matters. These remain central to the Board's responsibilities as the Group navigates an evolving operating environment.

At the same time, the Group has implemented targeted enhancements to strengthen governance practices in specific areas. These include improvements to conflict-of-interest management protocols, the formalisation of sustainability governance under SSR2030, and a continued strengthening of risk and compliance oversight, including greater focus on climate-related risks.

These efforts were recognised during the year when Sime Darby Property was named the Industry Excellence Award winner (Property) at the National Annual Corporate Governance & Sustainability Awards ("NACGSA") 2025, and ranked among the Top 5 overall Public Listed Companies in Malaysia, making it the highest-ranked property developer on the list. This recognition reflects the strength of the Group's governance practices and its continued commitment to high standards of accountability and sustainability.



TEAM Sime Darby Property participating in a tree-planting activity in the City of Elmina



“ Ranked among the Top 5 overall Public Listed Companies in Malaysia at the National Annual Corporate Governance & Sustainability Awards (“NACGSA”) 2025. ”

The Board remains actively engaged in providing oversight and constructive challenge, supported by a culture of openness, accountability and continuous improvement. This ensures that governance remains not only robust in structure, but effective in practice, supporting disciplined execution and long-term value creation.

ACKNOWLEDGEMENTS

Sime Darby Property’s ongoing transformation and continued progress into a diversified real estate player are made possible by the collective contributions of all our stakeholders.

To our shareholders: thank you for your continued trust and confidence in the Group. Your support remains fundamental to our ability to grow and deliver long-term value.

I would also like to extend my appreciation to the Government and regulatory authorities, our business partners, customers, and the communities we serve, for your continued support and collaboration.

My sincere gratitude and thanks go to my fellow Board members for their guidance and stewardship, particularly as the Group continues to evolve and strengthen its position.

I would also like to record our appreciation to Tan Sri Jaganath Derek Steven Sabapathy, who retired from the Board on 30 September 2025. His contributions and counsel over the past 11 years as Non-Independent Non-Executive Director have been invaluable to the Board and the Group.

To our management team and employees across Sime Darby Property, your commitment, professionalism and focus have been instrumental in delivering the progress achieved not only in 2025, but throughout the SHIFT25 journey.

As we move forward, we do so with a stronger foundation and a clearer sense of direction, as we continue to build on the momentum of SHIFT25 and embark on the next phase of the Group’s growth with SHIFT32.

DATO’ RIZAL RICKMAN RAMLI
Chairman

**DATO' SERI AZMIR MERICAN**

Group Managing Director & Chief Executive Officer

Group Managing Director & Chief Executive Officer's Review

Dear Stakeholders,

FY2025 marked another defining year for Sime Darby Property, delivering record financial and operational performance and culminating in the successful execution of our SHIFT25 transformation journey. The Group achieved its highest profit before tax ("PBT") of RM803.4 million, with revenue of RM4.2 billion and operating profit of RM895.3 million. Profit after tax and minority interest ("PATAMI") rose to RM517.7 million, reflecting the resilience, consistency, and quality of our earnings.

This performance reflects consistent growth over the SHIFT25 period, with revenue, operating profit and PATAMI growing at a CAGR of 17%, 30% and 37%, respectively.

Our Property Development segment remained the core driver of performance, achieving record sales of RM4.2 billion, supported by launches with a combined Gross Development Value ("GDV") of RM3.6 billion. This momentum is further underpinned by unbilled sales of RM3.9 billion, providing earnings visibility over the next three years.

When we introduced SHIFT25 in 2021, we set out to reposition Sime Darby Property from a pure play property developer to a real estate company with recurring income. I am pleased to share that we were able to achieve our key targets, strengthening our core development business while expanding our recurring income portfolio and improving earnings visibility. This has translated into a meaningful uplift in shareholder value, with an average market capitalisation of approximately RM10 billion in 2025 and a Total Shareholder Return of 18.7% over the 5-year strategy period.

As we conclude SHIFT25 from a position of strength, our focus now shifts toward building on these foundations to drive our next phase of growth and long-term value creation.

PERFORMANCE HIGHLIGHTS & STRATEGIC EXECUTION

Our performance reflects disciplined execution, strengthened capital allocation, and a more diversified portfolio that is better positioned to deliver both growth and resilience.

Operational & Financial Performance

- Record Group PBT of RM803.4 million
- Revenue of RM4.2 billion and operating profit of RM895.3 million
- Property Development sales at an all-time high of RM4.2 billion
- Unbilled sales of RM3.9 billion, strengthening earnings visibility

Portfolio Expansion & Recurring Income Growth

- Investment & Asset Management delivered RM183.9 million revenue and RM48.1 million PBT, its strongest performance to date
- Opening of KLGCC Mall, now 90% occupied, reinforcing retail portfolio strength
- Continued progress under the RM1 billion Industrial Development Fund ("IDF"):
 - Metrohub 1 & 2 fully operational and occupied
 - Metrohub 4 on track for completion (Q3 2026)

Strategic Partnerships & Growth Corridors

- The second data centre project commenced construction in Q4 2025, as part of a long-term agreement to develop data centre facilities in Elmina Business Park
- Collaboration with SD Guthrie to unlock ~5,000 acres along Selangor's southwest corridor
- Development of Vision Business Park ("VBP") in Malaysia Vision Valley ("MVV") 2.0, expected to generate ~15,000 jobs

- Partnership with a local retail and wholesale chain:
 - RM450 million automated distribution centre
 - 786,000 sq. ft. facility with 15-year lease with completion targeted in Q3 2027

Brand Evolution

- Launch of refreshed corporate brand identity
 - Reflects a balance between heritage and a forward-looking, future-ready positioning
 - Reinforces trust while signalling growth ambitions and a more progressive organisation

Headline Awards & Recognition

Our performance and progress were affirmed through key industry recognitions, including:

- No. 1 Property Developer, The Edge Top Property Developers Awards 2025 (second consecutive year)
- Highest Returns to Shareholders (3-Year), The Edge Billion Ringgit Club Awards 2025
- Responsible Developer: Building Sustainable Development Award 2025, The Edge Malaysia Best Managed & Sustainable Property Awards ("BMSPA") 2025
- Property CEO of the Year, FIABCI Malaysia Property Awards
- Platinum Award (4th consecutive year), Putra Brand Awards

 Full list of awards is presented in the Awards section of this Annual Report.



Group Managing Director & Chief Executive Officer's Review

OUR POSITIONING IN A RESILIENT & EVOLVING MARKET

Malaysia's economy remained resilient in 2025, supported by GDP growth of 5.2%, lower inflation at 1.4%, and a 25-basis-point reduction in the Overnight Policy Rate to 2.75%. This translated into continued strength across the property market, with transaction values growing 4.1% year-on-year, reflecting sustained confidence and positive sentiment.

Within this environment, demand remained firm for well-located, high-quality developments, particularly within industrial and integrated township segments. At the same time, increasing supply and cost pressures have introduced a more competitive operating landscape.

Against this backdrop, Sime Darby Property's positioning is anchored on three key strengths.

First, portfolio diversification. Our balance across township development, industrial, and income-generating assets allows us to capture growth opportunities while mitigating cyclical volatility. This enables us to sustain performance even as market conditions evolve.

Second, integrated development ecosystems. Our townships are designed not as standalone projects, but as interconnected environments that combine residential, commercial, and industrial components. This enhances long-term value, strengthens demand resilience, and aligns with how communities and businesses increasingly operate.

Third, disciplined execution and partnerships. Through structured capital allocation and strategic collaborations, we are able to unlock land value, accelerate development, and scale efficiently without overextending capital. This is particularly relevant in capital-intensive segments such as industrial, logistics, and data infrastructure.

Importantly, structural demand drivers—such as supply chain reconfiguration, e-commerce growth, and industrial expansion—continue to support the long-term outlook of the industrial and logistics segment, reinforcing our strategic focus in this space.



SEGMENT OVERVIEW

PROPERTY DEVELOPMENT

The Property Development segment continues to anchor Group performance, supported by a diversified product mix and strong take-up across key townships.

The industrial segment remains the largest contributor, accounting for RM1.5 billion or 36% of total sales, reflecting sustained demand for logistics and industrial facilities. Residential landed contributed RM1.1 billion (26%), residential high-rise RM1.0 billion (24%), and commercial RM537.9 million (13%).

Across launches, industrial led with RM1.3 billion (37% of GDV), followed by residential landed at RM1.3 billion (36%), high-rise at RM520.6 million (15%), and commercial at RM434.0 million (12%).



Aerial view of Vision Business Park in MVV 2.0

During the year, we also accelerated land monetisation through the activation of new townships including Vision Business Park in MVV 2.0 and Bandar Bukit Raja Business Park, strengthening our growth pipeline and unlocking long-term value.

At the same time, we are progressively expanding beyond our traditional build-to-sell approach to include build-to-lease and build-to-suit offerings, alongside a broader product mix within the industrial and logistics development portfolio, supporting the Group's strategy to strengthen recurring income streams.

This diversified mix continues to support both performance and resilience, while enabling us to respond to evolving market demand.

INVESTMENT & ASSET MANAGEMENT

The segment continues to scale as a key pillar of recurring income, supported by a clear strategy and a strong foundation to deliver sustainable performance.

With Assets Under Management of RM2.8 billion, further strengthened by two long-term data centre leases valued at RM7.6 billion, the segment supports the Group's long-term objective of achieving a 70:30 recurring income mix.

Growth is driven by strong retail performance, high occupancy of logistics assets, and expansion of asset classes, including the second data centre and build-to-suit industrial facilities. These initiatives strengthen income visibility while improving overall earnings quality.



KLGCC Mall, Sime Darby Property's third wholly owned mall

LEISURE

The Leisure business delivered stable performance in FY2025 with a Revenue of RM105.5 million. Golf remained the primary revenue contributor, driven by higher participation across our clubs. KLGCC further reinforced its position as a premier tournament venue, hosting the LPGA-sanctioned Maybank Championship for the third time, alongside the Faldo Futures and Junior Tour—its first at the club—underscoring our commitment in nurturing the next generation of golfers.

Furthermore, we invested significantly in upgrading our assets, with a capital expenditure ("CAPEX") of approximately RM65 million to enhance key facilities, including turf renovation works, the acquisition of buggy and golf course machinery, and the refurbishment of the KLGCC Convention Centre, to elevate customer experience while strengthening long-term appeal and relevance.

Group Managing Director & Chief Executive Officer's Review

INTERNATIONAL DEVELOPMENTS

Our international portfolio continues to progress, with a focus on strengthening asset performance and expanding into new growth markets.

In the United Kingdom, Battersea Power Station remains a key flagship asset, attracting over 13.6 million visitors in 2025 and more than 40 million since opening. Phase 3B (Koa) achieved 86% sales, while 50 Electric Boulevard is approximately 45% leased, with established tenants in place. While broader market conditions remained challenging, performance improved year-on-year, with a lower share of losses. Our focus remains on enhancing leasing momentum and income visibility. For future development phases, we have appointed Studio Egret West to evolve the masterplan in line with changing lifestyle and workspace expectations.

In Australia, we made our first entry into Melbourne through the acquisition of a multi-storey carpark at 380 Queen Street, the site of our AURUM development. The project will have a residential component with an estimated GDV of approximately AUD1 billion. It will also introduce purpose built student accommodation ("PBSA"). This project marks our entry into a mature and resilient real estate market, and introduces PBSA as a new asset class for the Group, addressing strong demand from the city's large international student population. Strategically located in Melbourne's Central Business District near major landmarks, we are targeting the launch of the build-to-sell residential offering in 2026.

SUSTAINABILITY & RESPONSIBLE DEVELOPMENT

Sustainability is embedded in how we plan, design, and operate our developments, reflecting our responsibility as a developer shaping communities and environments over the long term.

Aligned with our beliefs as a company and as a collective of people, we see ourselves as a Force for Good—using our resources to deliver outcomes that contribute positively to the world around us.

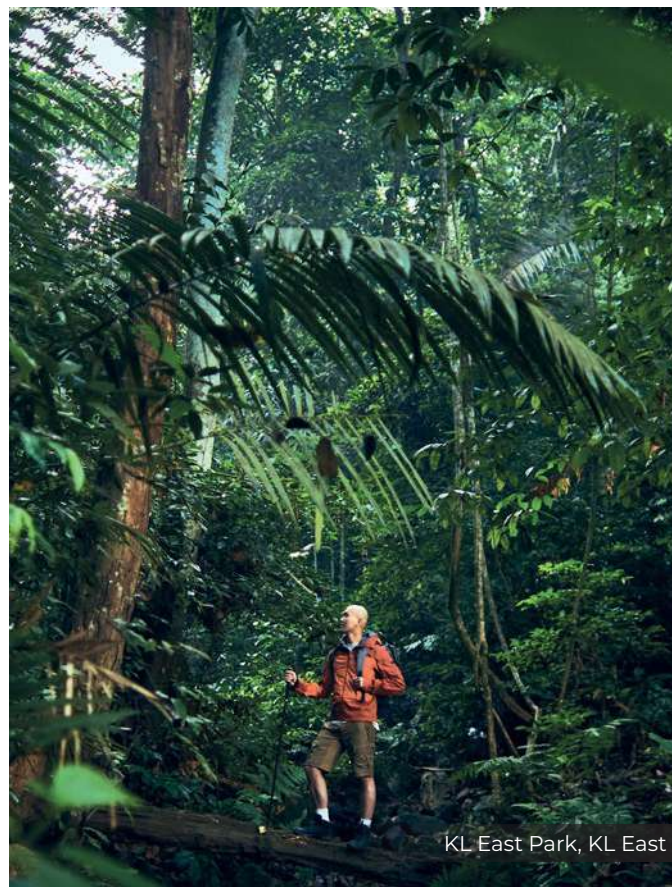
Guided by our Sustainability Strategy and Roadmap 2030 ("SSR2030"), we have integrated environmental and social considerations into our business strategy, risk management, and operational decision-making. The roadmap is structured around four pillars—Energy and Carbon, Urban Biodiversity, Climate Resilience, and Community Experience—and supported by six strategic imperatives that drive execution and accountability.

ADVANCING ENERGY TRANSITION

During the year, we expanded rooftop solar installations across key assets and accelerated the adoption of green energy solutions through initiatives such as the Green Electricity Tariff ("GET").

In parallel, we supported advancement of Malaysia's energy transition through the launch of the nation's first residential solar initiative under the National Energy Transition Roadmap ("NETR"), introducing a scalable rooftop leasing model that enables homeowners to participate in clean energy generation. This is complemented by our collaboration with Tenaga Nasional Berhad ("TNB") under the Community Renewable Energy Aggregation Mechanism ("CREAM"), exploring enabling of residential solar generation to support nearby commercial and industrial demand—collectively advancing a scalable, decentralised clean energy model in support of our Net Zero 2050 ambitions.

These two pioneering projects will lead the way of how future Sime Darby Property townships can be more sustainable and generate part of its own energy needs.



KL East Park, KL East



The inaugural Urban Biodiversity Conference 2025 featured a keynote session from renowned economist and academician Mariana Mazzucato

“ Guided by our Sustainability Strategy and Roadmap 2030 (“SSR2030”), we have integrated environmental and social considerations into our business strategy, risk management, and operational decision-making. ”

ENHANCING URBAN BIODIVERSITY

Our developments continue to incorporate biodiversity corridors, integrating natural ecosystems within urban environments.

In 2025, we hosted the inaugural Urban Biodiversity Conference, bringing together close to 500 policymakers, planners, and industry stakeholders to engage and dialogue on biodiversity and its importance in urban and suburban developments. This platform not only facilitated knowledge exchange but also contributed to shaping broader discourse on biodiversity integration within urban development.

STRENGTHENING CLIMATE RESILIENCE & COMMUNITIES

Beyond environmental initiatives, we continue to prioritise resilient township planning and community-centric development. Our projects are increasingly designed to address climate-related risks, improve urban biodiversity integration, while enhancing liveability, connectivity, and long-term community value – in line with our Purpose: Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet.

RECOGNITION & PERFORMANCE

Our progress is reflected in improved ESG performance and external recognition:

- Achieved a ‘B’ rating from CDP, making us the only Malaysian property developer at this level
- Improved FTSE4Good Bursa Malaysia Index score to 3.50
- Recognised in TIME’s World’s Best Companies for Sustainable Growth

Collectively, these efforts reflect a structured and measurable approach to sustainability—moving beyond commitments towards implementation and outcomes.

Group Managing Director & Chief Executive Officer's Review



The establishment of the Performance Analytics & Command Centre enhances visibility across operations and supports more informed, data-driven decision-making.

STRENGTHENING OUR FOUNDATIONS FOR GROWTH

As we scale into a more diversified real estate platform, strengthening organisational capability, digital integration, and operational discipline remains critical to sustaining long-term growth.

During the year, we continued to invest in building a future-ready organisation. This included structured leadership development, targeted capability-building programmes, and expanded access to continuous learning. This includes programmes such as the Accelerated Leadership Programme in collaboration with Melbourne Business School, as well as the implementation of Individual Development Plans to support personalised growth and succession readiness. In 2025 alone, we invested RM7.6 million in learning and development, delivering over 124,800 learning hours across the Group. These efforts are complemented by cross-functional exposure and structured development pathways to ensure our people are equipped to support evolving business priorities.

At the same time, we have begun laying the foundations for a more integrated, data-enabled operating model. This includes the establishment of a Performance Analytics & Command Centre ("PACC") and the development of an AI-enabled data platform, in enhancing visibility across operations and support more informed, data-driven decision-making. Efforts to integrate systems across the value chain—from sales to delivery—are ongoing, with the aim of streamlining processes, reducing manual intervention, and improving the overall customer journey. While these capabilities are still being built and operationalised, they represent important steps toward strengthening our digital infrastructure and long-term efficiency.

Safety remains a core priority and a fundamental responsibility. During the year, we strengthened our safety practices through targeted interventions, leadership-led engagements, and the adoption of AI-enabled tools—piloted under the Bengkel Inovasi GLC ("BIG") programme, including SafePass AI and Guardian AI—to enhance risk detection, enable real-time monitoring, and drive more consistent enforcement of safety standards across our operations.

Despite our efforts, we recorded two fatalities during the year, which we consider an unacceptable outcome from our operations. We remain firmly committed to achieving zero fatalities through stronger controls, building a strong safety culture, greater accountability, and sustained vigilance across all operations and partners.

Collectively, these initiatives strengthen the foundations required to support our next phase of growth—ensuring that we scale not only with performance, but with the right capabilities, systems, and discipline.

LOOKING AHEAD

The Malaysian economy in 2026 is projected to grow between 4.0% and 4.5%, supported by domestic demand, investment activity, and a stable monetary environment. While these conditions are expected to sustain property demand, we anticipate a more competitive landscape driven by increased supply and evolving customer expectations.

We also take cognisance of a more uncertain and volatile global operating environment and the potential impacts and disruptions to supply chains and how our operations could be affected.

Sime Darby Property enters FY2026 from a position of strength. Our balance sheet remains robust, supported by a cash balance of RM702.1 million and a net gearing ratio of 35.9%. During the year, we also successfully issued RM800 million in Sukuk at competitive pricing, reflecting continued market confidence in our fundamentals and long-term strategy.

Looking ahead, we will:

- Deliver RM4.7 billion in planned launches
- Expand industrial and investment fund portfolios
- Progress our first hyperscale data centre
- Continue diversifying geographically, including developments in Melbourne



With SHIFT25 completed, we are now entering the next stage of our transformation—SHIFT32—a strategy focusing on evolving our position as a leading regional diversified real estate company by scaling growth through a capital-efficient platform-driven model:

- Evolve our property development model into a full-fledged development management platform, providing end-to-end solutions to all stakeholders while broadening our product offerings in expanding geographical presence
- Institutionalise and scale our investment management platform to grow funds under management ("FUM") and fee-based income, positioning ourselves as a regional investment manager.
- Strengthen our asset management & operational capabilities across key operating platforms, driving value creation and performance uplift for community-enabling and infrastructure assets.

ACKNOWLEDGEMENTS

Our performance reflects the collective efforts of all our stakeholders who place their trust in Sime Darby Property; from the Federal and State Governments and their agencies, including regulatory bodies, to industry associations, local authorities, our partners, vendors, tenants, customers, and the communities we serve. Your partnership and support strengthen our ability to operate responsibly and deliver consistent results.

To our Board of Directors, I thank you for your guidance, vigilant governance and steady oversight which has guided Sime Darby Property throughout our years of growth and transformation.

We are grateful for the enduring trust of our investors and shareholders, including key stakeholders such as Permodalan Nasional Berhad ("PNB"). Your continued confidence has enabled us to execute our strategy with conviction and stability.

Most of all, I would like to extend my sincere appreciation to our Management and every member of TEAM Sime Darby Property. SHIFT25 called for resilience, adaptability, and a willingness to embrace new capabilities. Your commitment, professionalism and drive to deliver have been instrumental in achieving the progress we see today. That evolution has been demanding, but it has also positioned us for sustained growth.

As we enter the next chapter under SHIFT32, we do so with momentum and clarity. Our Purpose is clear, and it is realised through tangible outcomes: quality homes that strengthen communities, industrial ecosystems that support enterprise and employment, resilient assets that weather economic cycles, and developments that respect and restore the environments in which we operate. That is the standard to which we will hold ourselves as we build the next phase of Sime Darby Property's growth.

DATO' SERI AZMIR MERICAN

Group Managing Director & Chief Executive Officer

OVER

Who We Are

Sime Darby Property ("the Group") is a multiple award-winning property developer in Malaysia with over 50 years of experience in developing sustainable, master-planned communities. Beyond building more than 100,000 homes across 27 active townships and developments across the country, we are part of a Malaysian consortium that successfully redeveloped the iconic Battersea Power Station in Central London, the United Kingdom, and recently expanded to Melbourne, Australia, as part of our geographical diversification strategy.

In addition to residential and integrated developments, the Group has a strong foothold in the industrial and logistics sector with facilities across Selangor, Negeri Sembilan, and Johor. As Sime Darby Property transitions into a real estate company, we are expanding our recurring income portfolio under the Investment & Asset Management segment, including into data centres, to diversify income streams and meet the growing demand for institutional-grade digital infrastructure supporting new economy sectors. The Group also wholly owns and operates three retail assets—KL East Mall, Elmina Lakeside Mall and KLGCC Mall—located within our townships, while our Leisure segment includes the Kuala Lumpur Golf & Country Club, a premier lifestyle and sporting destination in the region.

Aligned with our 2030 Sustainability Goals and commitment to achieving Net Zero carbon emissions by 2050, Sime Darby Property continues to integrate responsible practices across our developments and operations, in line with our role as a Force for Good. Deeply committed to making a positive impact on society, we work with our philanthropic arm, Yayasan Sime Darby ("YSD") on social welfare initiatives to support underprivileged communities within and around our townships.

As of December 2025, the Group holds approximately 12,950 acres of land, primarily in strategic locations along the west coast of Peninsular Malaysia. Within our Investment & Asset Management business, we manage around 7.8 million sq. ft. of net lettable area across retail, commercial/office, industrial and education assets under concession agreements.

MARKET
CAPITALISATION

**RM9.5
billion**

as of
31 December 2025

TOTAL
ASSETS

**RM18.6
billion**

as of
31 December 2025

TOTAL
SALES

**RM4.2
billion**

as of
31 December 2025

Our Purpose

Driving Real Estate as
a **Value Multiplier** for
People, Businesses,
Economies and the
Planet.

Our Vision

**Advancing real
estate** as a force for
collective progress,
in **harmony** with the
planet's resources.

Our Mission

To develop, own and
manage a **thriving
asset portfolio,**
creating value for all
stakeholders.

VIEW

Leadership
Insights

Overview of
Sime Darby Property

Value
Creation

Management Discussion
and Analysis

Sustainability
Statement

Leadership

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Financial
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Additional
Information

Our Presence



UNITED KINGDOM

Battersea Power Station,
Central London



AUSTRALIA



MALAYSIA

Our Core Values



Together
We Do
What's Right



We Lead
with
Excellence



We
Embrace New
Approaches



We **M**ake
Things
Happen

The Nine, Elmina Green

A Force for Good: Real Estate as a Value Multiplier



People

We create inclusive, liveable communities that support quality of life, accessibility and long-term wellbeing, while investing in our people—empowering our workforce through a culture of growth, capability building and shared objective.

- Affordable to higher-end homes delivered across 27 townships
- Social and economic empowerment initiatives to support income growth and livelihoods
- Strong workforce development and inclusive talent practices



Businesses

We enable vibrant business ecosystems by delivering well-connected, integrated spaces that support growth, operational efficiency and sustained commercial activity.

- Integrated commercial and retail hubs supporting diverse tenant mixes
- Industrial and logistics developments aligned with evolving supply chain needs
- Strategic partnerships and collaborations enabling new economy assets

Being a Force for Good defines how we translate development into outcomes—ensuring that every project we undertake delivers sustained value for people, businesses, economies and the planet. Through an integrated real estate platform, we shape environments that are not only commercially viable, but socially inclusive, economically catalytic and environmentally responsible.

This Integrated Annual Report reflects how we translate this commitment into action—demonstrating, across our businesses and operations, how we deliver as a Force for Good.

Economies

We act as a catalyst for economic expansion by strengthening supply chains, enabling job creation and supporting key growth sectors—contributing to broader national development.

- Industrial development funds and build-to-lease models supporting recurring income
- Large-scale job creation across townships and business parks
- Contribution to regional growth corridors and national development agendas



Planet

We embed environmental stewardship into our developments, advancing resource efficiency, climate resilience and biodiversity—ensuring long-term sustainability of the ecosystems we shape.

- Net Zero actions including rooftop solar, green electricity and EV readiness
- Urban biodiversity corridors, wetlands and restored ecosystems across townships
- Climate-resilient infrastructure integrating green-blue solutions



What We Do: Core Business Segments



PROPERTY DEVELOPMENT

CORE FOUNDATIONS

- Leading developer of sustainable communities with 27 active townships across the Klang Valley, Negeri Sembilan and Johor, alongside an international presence in Central London, United Kingdom, with expansion into Melbourne, Australia in the pipeline.
- Extensive land bank of 12,950 acres, supporting a future development pipeline with an estimated gross development value of RM105 billion.
- Strong track record in large-scale township development, delivering well-planned communities that integrate residential, commercial and industrial components, establishing vibrant economic ecosystems.
- Diversified product portfolio spanning from affordable to premium landed homes, high-rise residential developments, commercial properties and industrial assets.
- Expanding presence in industrial and logistics developments, including hyperscale data centres, modern automated warehouses and build-to-suit industrial facilities within strategically located townships.
- Elevating lifestyle and creating value to all stakeholders through the ecosystems we build.



Serenia Baleria, Serenia City

OUR PORTFOLIO

CITY OF ELMINA

- One of Sime Darby Property's flagship master-planned townships, integrating residential, commercial and lifestyle components within a sustainable urban environment.
- Ongoing development phases continue to strengthen its positioning as a vibrant and self-sustaining township community.

BANDAR BUKIT RAJA

- Integrated township featuring residential neighbourhoods and Bandar Bukit Raja Business Park, an ESG-focused industrial development hub.
- Includes BBR Wetland Park, a key sustainability initiative enhancing climate resilience and environmental stewardship.

SERENIA CITY

- Strategic township located near KLIA, combining residential developments with industrial and commercial facilities.
- Positioned to capitalise on growing demand for logistics and industrial infrastructure within the southern Klang Valley growth corridor.

SUBANG JAYA CITY CENTRE & KL EAST

- Integrated developments offering high-rise residential, retail and commercial components within well-connected urban locations.
- Designed to support transit-oriented developments ("TOD"), vibrant placemaking initiatives and sustainable urban living.

What We Do: Core Business Segments



KLGCC Mall, KLGCC Resort

INVESTMENT & ASSET MANAGEMENT

CORE FOUNDATIONS

- Our Investment & Asset Management ("IAM") segment is anchored by a recurring income model, driven by the development, ownership and operation of investment-grade real estate assets. This includes stable rental income generated from our portfolio of investment properties, particularly within the retail and industrial segments.
- In parallel, IAM continues to expand its capital platform through strategic acquisitions and the formation of real estate funds, generating sustainable fee-based income. Platforms such as the Industrial Development Fund ("IDF") demonstrate our ability to partner with institutional investors and scale our investment management capabilities.
- With an established presence across Malaysia, the United Kingdom and Singapore, IAM leverages its regional footprint to originate, execute and manage a diverse range of assets. Our portfolio spans retail, commercial/office, industrial and education assets under concession arrangements, reflecting a balanced and resilient asset mix.
- Over time, IAM is transitioning towards a capital-light, platform-driven model, where growth is increasingly supported by third-party capital alongside the Group's balance sheet.

OUR PORTFOLIO

REAL ESTATE FUND MANAGEMENT & INDUSTRIAL PLATFORMS

Industrial Development Fund ("IDF")/ESR Joint Venture

- Raised over RM1 billion for SDP's inaugural industrial development fund.
- Successfully completed Metrohub 1 and Metrohub 2, both of which have achieved full occupancy.
- Metrohub 4 remains on track for completion in Q3 2026.

BUILD-TO-SUIT LOGISTICS & NEW ECONOMY ASSETS

Automated Distribution Centre, City of Elmina

- RM450 million build-to-suit-to-lease logistics facility.
- Located on 19.0 acres of prime freehold land with a total built-up area of approximately 786,000 sq. ft.
- Incorporates an automated storage and retrieval system ("ASRS"), expected to increase throughput capacity by approximately 240%.
- Targeted for completion in Q3 2027.

Hyperscale Data Centre Projects, Elmina Business Park

- Secured two build-to-suit lease agreements for the development of hyperscale data centre projects.
- Combined lease value of approximately RM7.6 billion, marking SDP's entry into the new economy asset class.

RETAIL ASSET OWNERSHIP & OPERATIONS

KLGCC Mall

- Commenced operations on 24 October 2025.
- Achieved 90.0% committed occupancy shortly after opening.

KL East Mall and Elmina Lakeside Mall

- Recorded 100% committed occupancy as at end-2025, reflecting sustained demand for well-curated retail destinations.

INTERNATIONAL & OTHER RECURRING INCOME ASSETS

Battersea Power Station

- Exposure to a landmark investment asset in Central London.

CONCESSION ARRANGEMENT BUSINESS

- Manages campuses within the Pagoh Education Hub, contributing to recurring income through concession-based operations.

 For further information and performance in 2025, please refer to our Operations Review on pages 182 to 189.



Kuala Lumpur Golf & Country Club

LEISURE

CORE FOUNDATIONS

- The Leisure segment represents a diversified income stream in which the Group owns and operates golfing and other sporting facilities as well as conference/events spaces in the Kuala Lumpur Golf & Country Club ("KLGCC") Resort as well as in Kajang and Klang, Selangor.
- The sports clubs – which include Malaysia's foremost golf and country club, the iconic Kuala Lumpur Golf & Country Club ("KLGCC") – regularly host national, regional and international events. KLGCC is a world-class, 36-hole tournament-standard course used for elite golf events including the internationally acclaimed LPGA-sanctioned Maybank Championship.
- Through the Leisure segment, we derive recurring income from membership fees, events hosted and revenue from F&B outlets.

OUR PORTFOLIO

KUALA LUMPUR GOLF & COUNTRY CLUB ("KLGCC")

Set across 279 acres within the KLGCC Resort, this prestigious club is a top-tier destination, celebrated for exceptional facilities and the capacity to host high-profile events.

KLGCC CONVENTION CENTRE

Formerly the Sime Darby Convention Centre, this 17,000 sq. ft. venue within the KLGCC Resort features a grand ballroom with a 2,600 pax capacity, supported by 17 flexible function rooms ideal for conferences, weddings and large-scale events.

IMPIAN GOLF & COUNTRY CLUB ("IGCC")

Situated on the outskirts of Kajang, this picturesque 142-acre golf and country club offers lush, landscaped surroundings and a tranquil retreat for golfers and visitors.

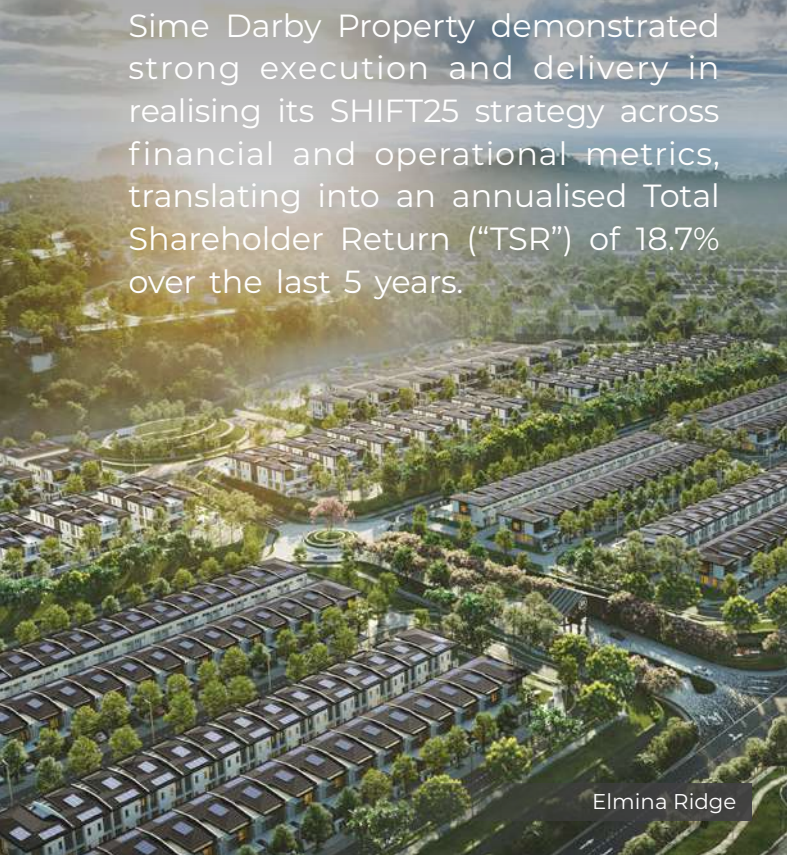
BAYUEMAS SPORTS AND EVENTS COMPLEX ("BAYUEMAS")

This modern sports complex in Klang boasts a state-of-the-art cricket stadium designed to host local and international tournaments, delivering a world-class sporting experience.

SHIFT25: 2021-2025 Strategic Achievements

SHIFT25: 2021-2025 Performance Review

Sime Darby Property demonstrated strong execution and delivery in realising its SHIFT25 strategy across financial and operational metrics, translating into an annualised Total Shareholder Return ("TSR") of 18.7% over the last 5 years.



Elmina Ridge

PURPOSE

To be a Value Multiplier for People, Businesses, Economies and the Planet



**Pure-Play
Property Developer**



**Diversified
Real Estate
Company**



OBJECTIVE

To achieve income mix of 70:30 between Property Development and Investment & Asset Management

Engine 1

70%

**Core
Business**

Maximising the
Core's Potential



KEY ACHIEVEMENTS

Maximising Property Development Core Potential

During the SHIFT25 period (2021–2025), the Group has activated approximately 3,800 net acres of land, averaging ~767 acres per annum, alongside the establishment of two new industrial townships — Vision Business Park and Bandar Bukit Raja Business Park. This reflects an accelerated pace of land monetisation and value unlocking, reinforcing the need for continuous landbank replenishment to sustain long-term growth.

Sales Achieved

RM2.9
billion (FY2021)

RM4.2
billion
(FY2025)

Unbilled sales **+64%** to

RM3.9 billion FY25 vs FY21

Activated a **Build-to-Lease**
business model with projects
exceeding more than

RM4.0 billion

Diversified Product Mix:



Landed

RM6.0 billion
GDV
(7,141 units)



Highrise

RM5.1 billion
GDV
(6,701 units)



Industrial

RM5.8 billion
GDV
(1,009 units)

Industry Recognitions

Named **Malaysia's No.1
Property Developer** at
**The Edge Malaysia Top
Property Developers
Awards** in 2024 and
2025

Bagged a **World Gold**
and **World Silver** at the
**FIABCI World Prix
d'Excellence Awards**
2023

Engine 2

25%

Business Reinvention

Business Model Expansion & Growth Adjacencies

Engine 3

5%

Experimental Bets

Disruptive Opportunities

Scaling Recurring Income

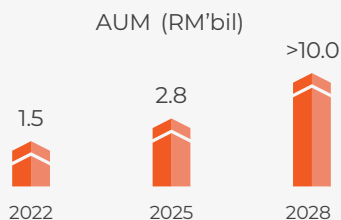
Successfully closed first
IDF at RM1 billion

Secured
RM7.6 billion
Data Centre leases and operationalised **3 wholly-owned malls**



Upon completion of pipelines under development, total **AUM >RM10 billion with ~30% recurring income mix**

Recurring Income Mix 88% : 12% 84% : 16% 70% : 30%



Strategic Foray to Melbourne (Australia)



To develop a mixed-used development with a GDV of
AUD1 billion

New PBSA asset-class to strengthen recurring income

Advancing Sustainability

Announced our **Net Zero Pathway by 2050**

Refreshed **Group Sustainability Framework**

Introduced our **Sustainability Strategy Roadmap 2030**

FINANCIAL PERFORMANCE

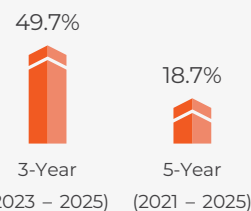
Revenue
RM4.2 billion **+89%** vs. FY2021
(2021: RM2.2 billion) **+17%** 5-Year CAGR (FY2021-FY2025)

Operating Profit
RM895 million **+181%** vs. FY2021
(2021: RM318 million) **+30%** 5-Year CAGR (FY2021-FY2025)

PATAMI
RM518 million **+252%** vs. FY2021
(2021: RM147 million) **+37%** 5-Year CAGR (FY2021-FY2025)

SHAREHOLDERS VALUE CREATION

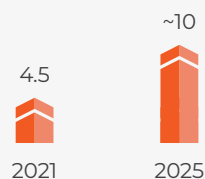
Annualised TSR (%)



Source: CapIQ
Note: Annualised TSR stated above assumes dividend reinvestment.

Achieved Annualised TSR **(3-Year: 49.7% & 5-Year: 18.7%)** & average Market Capitalisation of **~RM10 billion** underpinned by strong execution & delivery of SHIFT25

Market Capitalisation (RM'bil)



Price-to-Book Value

0.5x ~1x

Attractive Investment Proposition

Business Highlights



Sales Achievement of:

RM4.2

billion
(2024: RM4.1 billion)



Unbilled Sales of:

RM3.9

billion
(2024: RM3.7 billion)



Delivery of Completed Units:

2,356 units

(2024: 2,346 units)



Number of Units Sold:

3,081 units

(2024: 2,989 units)



Broke ground on a

**Built-to-suit-to-
lease Automated
Distribution
Centre in City of
Elmina,** with a GDV of

RM450 million



Retained the top spot as Malaysia's

No. 1 property developer at **The
Edge Malaysia Top
Property Developers
Awards 2025**

Financial Highlights



Revenue

RM4,184.2

million
(2024: RM4,250.8 million)



**Highest record Profit
before Tax**

RM803.4

million
(2024: RM780.0 million)



Shareholders' Fund

RM10,550.3

million
(2024: RM10,265.6 million)



Gross Gearing Ratio:

42.4%

(2024: 30.4%)



Dividend Declared

3.2 sen per share;

RM217.6

million;
42.0%
payout ratio
(2024: 3.0 sen per share;
40.6% payout ratio)



Operating Profit:

RM895.3

million

(2024: RM899.8 million)



Profit After Tax and
Minority Interest

RM517.7

million

(2024: RM502.2 million)



Net Assets per Share
Attributable to Owners
of the Company

RM1.55

(2024: RM1.51)



Net Gearing Ratio:

35.9%

(2024: 24.3%)



Maintained **AA⁺_{IS}** Rating

on our **RM4.5 billion**
Sukuk Musharakah Programme
for the fifth consecutive year with
stable outlook

Sustainability Highlights

Rated
'B' by the
**Carbon
Disclosure
Project (CDP)**

★★★
3 Star

FTSE4Good
Bursa Malaysia
Index

Silver Award

Biodiversity Conservation (Large
Companies) by The Star ESG
Positive Impact Awards for our
restoration efforts in the Elmina
Urban Biodiversity Corridor (EUBC)



89.4%

of operations
assessed for
biodiversity risks



38,874

Endangered, Rare &
Threatened ("ERT") species
of trees planted since 2011



191,827

trees planted
cumulatively across our
townships since 2011



69%

Waste diverted from landfill



495 MWh

Renewable Energy generated



2,311 MWh

renewable energy purchased



0%

Lost Time Incident Rate



124,871

hours
of learning and training
recorded



1,217

Employees trained on Health and Safety standards



33%

Female Board members



44%

Female representation in the
workforce



More than **74,600** beneficiaries of community programmes and
spaces, with a total economic spend of **RM25.3** million

Awards & Recognitions



● The Edge Property Excellence Awards 2025

- The Edge Malaysia Top Property Developers Awards 2025 – Ranked 1st Overall
- The Edge Malaysia Top Property Developers Awards 2025 – Best in Qualitative Attributes

● The Edge Billion Ringgit Club 2025

- Highest Returns to Shareholders Over Three Years – Property: RM3 Billion and Above Market Capitalisation

● FIABCI Malaysia Property Awards 2025

- Property CEO – Dato' Seri Azmir Merican

● StarProperty Real Estate Developer Awards 2025

- All-Stars Award – Ranked 1st (Public Listed Companies)
- StarProperty Readers' Choice – Newsmaker of the Year (Top 3)

● Putra Brand Awards 2025

- Platinum – Property Development category

● Malaysia Developer Awards 2025

- Top-of-the-Charts (RM1 Billion Market Cap and Above) – Top 3

● ASEAN Corporate Governance Awards 2025

- Top 50 ASEAN Public Listed Companies

● National Corporate Governance & Sustainability Awards 2025

- Top 50 Public Listed Companies
- Industry Excellence Award (Property)

● The Edge Best Managed & Sustainable Awards 2025

- Responsible Developer: Building Sustainable Development Award

● SEEK People and Purpose Awards 2025

- Top Voted Employer in Real Estate & Construction – Platinum

Our Competitive Advantage



Strategic Development Regions

We have 27 active townships across the Klang Valley, Negeri Sembilan and Johor, with more than RM100 billion in remaining GDV, alongside ongoing developments at the iconic Battersea Power Station in Central London.



Over 50 Years of Experience

Our reputation and expertise as the nation's leading master developer are anchored on creating strategic, sustainable townships and communities for over 50 years.



Resilient Financial Position

Our robust financial position is underpinned by a solid financial base, ample cash flow and a healthy net gearing ratio.



Strong Purpose

We aim to drive the real estate industry as a value multiplier for people, businesses, economies and the planet.



Diversified Product Offerings

Our product portfolio includes residential, commercial and industrial properties, as well as integrated developments featuring green spaces and other amenities.



Leading Voice in Sustainability & Biodiversity

Our pioneering conservation, urban biodiversity and energy initiatives underscore a commitment to spearheading corporate sustainability across the industry.

Indices Representation & Credit Ratings



FTSE4Good



MALAYSIAN RATING CORPORATION BERHAD
(100% owned, subsidiary)



CCC B BB BBB A AA AAA

Leadership
Insights

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Information

Group Corporate Structure

– Operating Entities



SIME DARBY PROPERTY BERHAD GROUP

MALAYSIA: WHOLLY-OWNED SUBSIDIARIES

- Harvard Golf Resort (Jerai) Berhad
- Harvard Hotel (Jerai) Sdn Bhd
- Impian Golf Resort Berhad
- Kuala Lumpur Golf & Country Club Berhad
- SDM Assets IV Sdn Bhd
- Seed Homes Sdn Bhd
- Sime Darby Property (Ainsdale) Sdn Bhd
- Sime Darby Property (Ampar Tenang) Sdn Bhd
- Sime Darby Property (Ara Damansara) Sdn Bhd
- Sime Darby Property (Asset I) Sdn Bhd
- Sime Darby Property (Australia) MY Holdings Sdn Bhd
- Sime Darby Property (BBR3 Asset 1) Sdn Bhd
- Sime Darby Property (BBR Asset I) Sdn Bhd
- Sime Darby Property (BBR Asset II) Sdn Bhd
- Sime Darby Property (BBR Asset III) Sdn Bhd
- Sime Darby Property (BBR Asset IV) Sdn Bhd
- Sime Darby Property (BBR Business Park) Sdn Bhd
(formerly known as Sime Darby Property (Bukit Tunku) Sdn Bhd)
- Sime Darby Property (BBR Industrial Gateway I) Sdn Bhd
(formerly known as SDM Assets I Sdn Bhd)
- Sime Darby Property (BBR Industrial Gateway II) Sdn Bhd
(formerly known as SDM Assets V Sdn Bhd)
- Sime Darby Property (Bukit Jelutong) Sdn Bhd
- Sime Darby Property (Bukit Raja) Sdn Bhd
- Sime Darby Property (Bukit Subang) Sdn Bhd
- Sime Darby Property (BUP Asset I) Sdn Bhd
- Sime Darby Property (Carey Island) Sdn Bhd
(formerly known as Sime Darby Property Sepang DC (Holdco) Sdn Bhd)
- Sime Darby Property (Chemara) Sdn Bhd
- Sime Darby Property (Citra Serenia) Sdn Bhd*
- Sime Darby Property (City of Elmina) Sdn Bhd
- Sime Darby Property (Convention Centre) Sdn Bhd
- Sime Darby Property (EBP Asset I) Sdn Bhd
- Sime Darby Property (EBP Asset II) Sdn Bhd
- Sime Darby Property (EBP Asset III) Sdn Bhd
- Sime Darby Property (Elmina East Asset I) Sdn Bhd
- Sime Darby Property (Elmina East Asset II) Sdn Bhd
- Sime Darby Property (Elmina Lakeside Mall Power) Sdn Bhd
- Sime Darby Property (Elmina Lakeside Mall) Sdn Bhd
- Sime Darby Property (Elmina North) Sdn Bhd
(formerly known as Sime Darby Property (Lagong) Sdn Bhd)
- Sime Darby Property (Glades) Sdn Bhd
- Sime Darby Property (Golfhome) Sdn Bhd
- Sime Darby Property (Golftek) Sdn Bhd
- Sime Darby Property (Hamilton Nilai City) Sdn Bhd
(formerly known as MVV Holdings Sdn Bhd)
- Sime Darby Property (Ironwood) Sdn Bhd
- Sime Darby Property (Kerayong) Sdn Bhd
- Sime Darby Property (KL East) Sdn Bhd
- Sime Darby Property (Klang) Sdn Bhd
- Sime Darby Property (KLGCC Resort) Sdn Bhd
- Sime Darby Property (Lembah Acob) Sdn Bhd
- Sime Darby Property (Lukut) Sdn Bhd
- Sime Darby Property (Management Services) Sdn Bhd
- Sime Darby Property (Nilai Realty) Sdn Bhd
- Sime Darby Property (Nilai) Sdn Bhd
- Sime Darby Property (Pagoh) Sdn Bhd
- Sime Darby Property (Saujana Impian) Sdn Bhd
- Sime Darby Property (Selangor) Sdn Bhd
- Sime Darby Property (Senada Mall Power) Sdn Bhd
- Sime Darby Property (Serenia City) Sdn Bhd
- Sime Darby Property (Serenia Lakeside Mall) Sdn Bhd*
- Sime Darby Property (SJ7) Sdn Bhd
- Sime Darby Property (Subang) Sdn Bhd
- Sime Darby Property (Sungai Kapar) Sdn Bhd
- Sime Darby Property (Utara) Sdn Bhd
- Sime Darby Property (Vision Business Park) Sdn Bhd
(formerly known as Sime Darby Property (MVV Central) Sdn Bhd)
- Sime Darby Property Capital Partners Sdn Bhd
- Sime Darby Property Holdings Sdn Bhd
- Sime Darby Property Management Sdn Bhd
- Sime Darby Property NEV (GP) Sdn Bhd*
- Sime Darby Property NEV (Holdings) Sdn Bhd
(formerly known as Sime Darby Property (MY Holdings I) Sdn Bhd) Group
- Sime Darby Property NEV (Project Management) Sdn Bhd
- Sime Darby Property NEV Partners (GP) Sdn Bhd*
- Sime Darby Property NEV Partners (Holdings) Sdn Bhd*
- Sime Darby Property New Economy Venture Partners PLT*
- Sime Darby Property New Economy Venture PLT
- Sime Darby Property Oasis (Holding) Sdn Bhd Group
- Sime Darby Property Pasir Gudang (Holdco) Sdn Bhd Group
- Sime Darby Property Selatan (Holding) Sdn Bhd
- Sime Darby Property Sepang DC (Lot 1) Sdn Bhd
- Sime Darby Property Solar Energy (Holding) Sdn Bhd Group
- Sime Darby Property Urus Harta Sdn Bhd
- Sime Darby Property Ventures (MY) Sdn Bhd Group

MALAYSIA: NON-WHOLLY OWNED SUBSIDIARIES

- Seed Homes CT Sdn Bhd
- Sime Darby Nilai Utama Sdn Bhd
- Sime Darby Property Selatan Sdn Bhd Group

MALAYSIA: JOINT VENTURES

- Carey Island Development Consortium Sdn Bhd
- Kerayong Development Consortium Sdn Bhd*
- PJ Midtown Development Sdn Bhd
- Sime Darby Property (Rooftop Solar Solutions) Sdn Bhd
- Sime Darby Property CapitaLand (Melawati Mall) Sdn Bhd
- Sime Darby Property MIT Development Sdn Bhd Group
- Sime Darby Property Sunrise Development Sdn Bhd

MALAYSIA: ASSOCIATES

- Shaw Brothers (M) Sdn Bhd

FOREIGN: WHOLLY-OWNED SUBSIDIARIES

- Sime Darby Property (Australia) Pty Ltd Group
- Sime Darby Property (Capital Holdings) Pte Ltd
- Sime Darby Property (DC 1 Holdings) Pte Ltd Group
- Sime Darby Property (Hong Kong) Limited
- Sime Darby Property (London) Limited
- Sime Darby Property Singapore Limited Group

FOREIGN: JOINT VENTURES

- Aster Real Estate Investment Trust I
- Battersea Power Station Development Company Limited Group
- Battersea Power Station Estates Limited
- Battersea Project Holding Company Limited Group
- SDPLOG – IDF 1 (JV Holdings) Pte Ltd
- Sime Darby Property – LOGOS Property Industrial Development Fund 1 LP Group

Note:

For the detailed list of entities as at 31 December 2025, please refer pages 410 to 420, Note 43 List of Subsidiaries, Joint Ventures and Associates

* Incorporated/established after 31 December 2025

Our Distinctive Developments



Ilham Residence 1, City of Elmina

Township Developments

- City of Elmina
 - Denai Alam, Shah Alam
 - Elmina Business Park, Rawang
 - Elmina East, Shah Alam
 - Elmina West, Shah Alam
- Bukit Jelutong, Shah Alam
- Bandar Bukit Raja, Klang
 - Bandar Bukit Raja Business Park, Klang
- Serenia City, Sepang
- Hamilton Nilai City, Nilai
- Vision Business Park, Nilai
- Nilai Impian, Nilai
- Bandar Ainsdale, Seremban
- Bandar Universiti Pagoh, Muar

Integrated Developments

- Ara Damansara, Petaling Jaya
 - Maya Ara Residences
 - TRiARA Residences
 - Andara
- KL East, Kuala Lumpur
 - East 57
 - The Reya
- Melawati, Ampang Jaya
 - Park One
- USJ Heights, Subang Jaya
- Putra Heights, Subang Jaya
 - The Serenade
 - The Residences
 - Serasi Residences
 - Damayan Residences
- SJ7, Subang Jaya
 - Hype Residences
- Subang Jaya City Centre, Subang Jaya
 - Teja Residences
 - East One Residences
- Saujana Impian, Kajang



The Reya, KL East

Our Distinctive Developments

Joint Venture Developments

- PJ Midtown, Petaling Jaya
- Radia, Bukit Jelutong



Radia, Bukit Jelutong

27

Townships, Integrated
and Signature/Niche
Developments

Approximately
12,950

Acres of Available Land Bank

**RM3.6
Billion**

Total Gross Development Value
of Launched Products in 2025

Signature/Niche Developments

- KLGCC Resort, Kuala Lumpur
 - Jendela Residences
 - Senada Residences
 - The Ophera
- Elmina Peak, Shah Alam

* including JV developments



The Ophera, KLGCC Resort

2025 Key Significant Events

January

6 January 2025

Sime Darby Property acquires full ownership of modern logistics warehouses in Bandar Bukit Raja

11 January 2025

HRH Sultan of Selangor officially launches Elmina Lakeside Mall & Elmina Outdoor Sculpture Museum



April

18 April 2025

Sime Darby Property unveils Vision Business Park at MVV2.0, set to be a catalyst for industrial growth with RM2.4 billion GDV



September

18 September 2025

Sime Darby Property launches refreshed brand identity anchored on purpose and legacy

26 September 2025

Sime Darby Property launches the nation's first residential solar project under NETR framework

October

24 October 2025

KLGCC Mall, the Group's third wholly-owned mall, opens its doors, elevating retail for neighbouring communities

August

5 August 2025

Inaugural Urban Biodiversity Conference 2025 sparks dialogue on how cities and nature can thrive together



June

20 June 2025

SD Guthrie and Sime Darby Property join forces to drive value creation in Carey Island



November

11 November 2025

Sime Darby Property retains top spot at the Edge Malaysia Top Property Developers Awards 2025



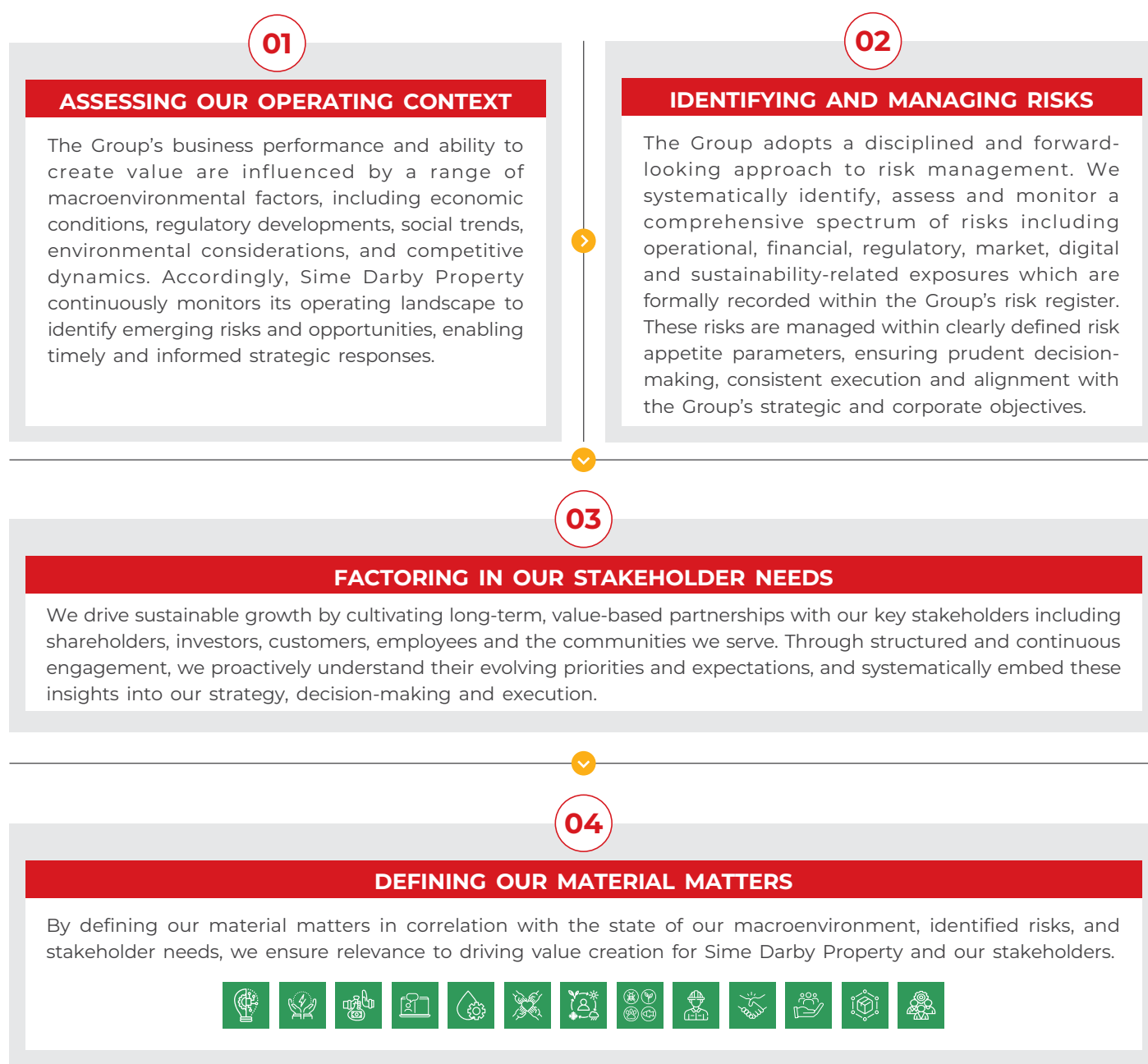
December

8 December 2025

Groundbreaking of a build-to-suit-to-lease automated distribution centre at the City of Elmina

Our Approach To Value Creation

To fulfil our Purpose: Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet, we must uphold a robust business model and implement responsive, forward-looking strategies. This requires an integrated approach to value creation that balances the risks and opportunities presented by our operating environment, while aligning with stakeholder needs and advancing our own aspirations.



05

BRINGING OUR SUSTAINABILITY AGENDA TO LIFE

We are guided by six imperatives under our Sustainability Agenda.



06

TAKE STOCK OF OUR CAPITALS

Our six capitals namely Manufactured, Financial, Human, Social and Relationship, Natural, and Intellectual represent the key resources that underpin our operations and long-term value creation. Effective stewardship and access to these capitals are essential to ensuring the sustainable management of our business and supporting the delivery of our strategic priorities.



07

PLAN OUR STRATEGY

Consolidating our key risks and opportunities, material matters and capitals, we formulated SHIFT25 to transform Sime Darby Property from a pure-play property developer into one of Malaysia's leading and most admired real estate company with diversified and resilient income streams.

As we conclude SHIFT25 in FY2025, we reflect on the progress achieved in strengthening our core, expanding recurring income and enhancing organisational capabilities. Building on this foundation, we are embarking on SHIFT32, our next strategic horizon to further accelerate sustainable growth, deepen portfolio resilience and create long-term stakeholder value.

08

OUR INTEGRATED BUSINESS MODEL

Through an integrated business model, we develop, own and manage a diversified real estate portfolio that delivers sustainable value across the asset lifecycle, through our 3 core business segments: Property Development, Investment & Asset Management and Leisure.

Property Development remains our core engine, delivering landed and high-rise residential, industrial and commercial products that meet evolving customer and market needs. Placemaking components further enhance the vibrancy of our townships.

Investment & Asset Management anchors our strategy of building a resilient income-generating portfolio, with recurring earnings enhancing our capital efficiency and providing stability across market cycles.

Our Leisure segment features premium lifestyle and hospitality assets that further enhance township liveability, creating vibrant ecosystems while also contributing to recurring income and long-term asset value.

Guided by strong governance and disciplined capital allocation, we balance resilient growth with a commitment to being a Force for Good, embedding environmental stewardship and urban biodiversity conservation into our developments to create enduring value for all stakeholders.

BUSINESS ACTIVITIES



Leadership Insights

Overview of Sime Darby Property

Value Creation

Management Discussion and Analysis

Sustainability Statement

Leadership

Governance

Financial Statements

Additional Information

Our Value Creating Business Model

OUR CAPITALS

PURPOSE

Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet

VISION

Advancing real estate as a force for collective progress, in harmony with the planet's resources

MISSION

To develop, own and manage a thriving asset portfolio, creating value for all stakeholders

VALUES

T

Together We Do What's Right

E

We Lead with Excellence

A

We Embrace New Approaches

M

We Make Things Happen

INPUTS



Manufactured Capital

- Approximately 12,950 acres landbank across Klang Valley, Negeri Sembilan & Johor
- 27 active townships & integrated developments
- 33 investment and operational assets
- 4 leisure assets



Financial Capital

- Shareholders' funds: RM10.6 billion
- Cash balances: RM702.1 million
- Total borrowings: RM4.5 billion
- Disciplined liquidity and capital structure management



Human Capital

- 1,745 employees (44% female)
- RM7.6 million* invested in Learning & Development programmes

* Includes HRDF contribution



Social & Relationship Capital

- 2,773 registered vendors
- 815 employee volunteers
- 3,264 total volunteer hours



Natural Capital

- Community renewable energy initiatives aligned with Malaysia's National Energy Transition Roadmap ("NETR")
- Strategic partnerships and collaborations supporting sustainable energy deployment and biodiversity outcomes
- Urban biodiversity enhancement and awareness programmes implemented across key townships
- Sustainability Strategy and Roadmap 2030 guiding environmental priorities, targets and investments
- Green-blue infrastructure assets embedded within township planning and design
- Recognised expertise in sustainable landscape design and biodiversity conservation
- Total water consumption of 1,787 ML across operations
- Total energy consumption of 89,719 GJ during the year



Intellectual Capital

- Customer Relationship Management ("CRM") platform supporting end-to-end leads management and sales processes
- Enhanced Sime Darby Property App with expanded digital features and functionalities
- Upgraded KLGCC App with improved user experience and service features
- Integrated Online Booking System ("OBS") and Sales Back Office ("SBO") enabling seamless digital sales processing
- AI-ready enterprise data platform replacing legacy data warehouse
- AI productivity tools deployed to support employee efficiency and decision-making
- Strong brand reputation, stakeholder trust and market presence

ENABLE VALUE-ADDING ACTIVITIES

KEY CORPORATE PRIORITIES

- Broaden Income Streams
- Deepening Competencies
- Develop New Capabilities
- Digital Transformation



For further information, please refer to Our Strategy on page 139.

KEY RISKS

- Market
- Development and Product Strategy
- Project Development & Execution
- Safety & Health
- Cybersecurity
- Joint Ventures, Collaborations and Strategic Partnerships
- Talent and Resource Management
- Legal/ Regulatory and Contractual Compliance
- Competition
- Climate Risk
- Supply Chain and Its Related Human Rights Risk



For further information, please refer to Key Risks and Mitigation on page 125.

KEY MATERIAL MATTERS

ECONOMIC

- Innovation

ENVIRONMENT

- Energy and Carbon
- Urban Biodiversity
- Climate Resilience
- Circularity
- Water Management

SOCIAL

- Community Experience
- Occupational Health and Safety
- Responsible Supply Chain
- Diversity and Inclusion
- Labour Standards and Practices

GOVERNANCE

- Data Privacy and Cybersecurity
- Anti-Bribery and Corruption



For further information, please refer to Material Matters on page 62.

GLOBAL MEGATRENDS

- Ageing Population
- Urbanisation
- Industrial and AI-Driven Economic Growth
- Digitalisation, Technology & Innovation
- Increasing Stakeholder Focus on Environmental, Social and Governance ("ESG") Performance



For further information, please refer to Global Megatrends and Opportunities on page 120.

BUSINESS ACTIVITIES

PROPERTY DEVELOPMENT



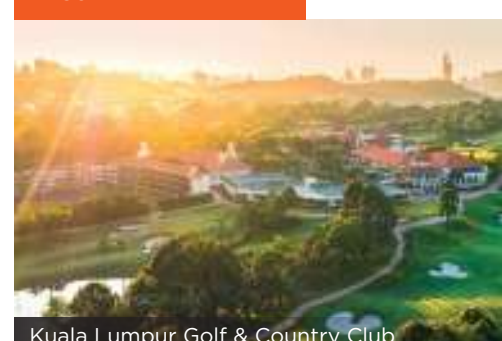
Serenia Baleria, Serenia City

INVESTMENT & ASSET MANAGEMENT



KLGCC Mall, KLGCC Resort

LEISURE



Kuala Lumpur Golf & Country Club

UNDERPINNED BY

OUR OVERARCHING GOVERNANCE

- Premised on the Shariah Principles, we commit to uphold the highest level of integrity in our everyday decisions and actions, in our efforts to uplift our communities and our nation.

THAT CREATE VALUE FOR OUR STAKEHOLDERS

OUTPUTS

DEVELOPMENTS & SERVICES

- Township and integrated developments delivered
- Investment and asset management portfolio operated
- Leisure assets and operations managed
- Active land bank maintained for future growth

OPERATIONAL & ORGANISATIONAL OUTPUTS

- Governance, sustainability and procurement frameworks implemented
- Workforce performance and talent management systems applied
- Digital platforms and quality management systems deployed
- E-invoicing and ESG digital dashboard implemented
- Digital quality management rolled out across new handovers

ENVIRONMENTAL PERFORMANCE OUTPUTS

- Digitisation of ESG indicators to enhance data governance
- Implemented initiatives to enhance energy, water and waste management
- Scopes 1&2 emissions: 20,318 tCO₂e
- Total waste generated: 45,248 tonnes

OUTCOMES



Manufactured Capital

- Sales achieved: RM4.2 billion (2024: RM4.1 billion)
- 2,356 units delivered (2024: 2,346 units)
- GDV Launched: RM3.6 billion (2024: RM4.2 billion)
- Unbilled sales: RM3.9 billion (2024: RM3.7 billion)



Financial Capital

- Revenue: RM4,184.2 million (2024: RM4,250.8 million)
- PATAMI: RM517.7 million (2024: RM502.2 million)
- Dividend payout ratio: 42.0% (2024: 40.6%)
- Net gearing ratio: 35.9% (2024: 24.3%)



Human Capital

- Enhanced workforce capability, leadership depth and engagement
- Improved gender diversity across leadership
- 124,871 total learning hours in 2025 (2024: 106,130 total learning hours)
- Conducted 5,033 hybrid learning programmes (2024: 5,638 hybrid learning programmes)
- 36% women on Board; 38% women in C-suite (2024: 33% women on Board, 46% women in C-Suite)
- Employee salaries & benefits: RM334.9 million (2024: RM306.8 million)



Social & Relationship Capital

- Socioeconomic spend: RM25.3 million (2024: RM20.8 million)
- Charitable Contributions: RM24.9 million (2024: RM18.9 million)
- >76,400 community beneficiaries (2024: >70,000)
- NPS: 88% (2024: 74%)
- PR value generated: RM207.0 million* (2024: RM448.4 million)
- Local vendor spend: RM3.4 billion (2024: RM2.9 billion)
- Taxes paid: RM268.4 million (2024: RM262.4 million)

* Owned and earned media only



Natural Capital

Climate & Carbon

- Physical climate-related risk assessments conducted across pilot townships to inform planning and asset resilience
- Embodied carbon assessment pilot initiated for EG23 to support low-carbon design and material decisions
- 2,311 MWh of renewable electricity procured via TNB's Green Energy Tariff (2024: 1,171 MWh)
- 495 MWh of renewable energy generated from rooftop solar installations

Biodiversity & Ecosystems

- Hamilton Biodiversity Park restoration plan certified by Preferred by Nature, supporting nature-positive outcomes
- 191,827 trees planted to date (77% of 250,000 target achieved)(2024: 155,349)
- 1,022 additional trees planted under the Elmina Urban Biodiversity Corridor to enhance ecological connectivity

Waste & Circularity

- 69% of waste diverted from landfill (2024: 50%), reflecting improved waste recovery and circular practices

Recognition & Awards

- Editor's Choice Award for Excellence in Green-Blue Infrastructure – Bandar Bukit Raja Wetland Townpark
- Gold Award, Sustainable Landscape Planning – The Edge Malaysia-ILAM Awards (Bandar Bukit Raja)
- Responsible Developer: Building Sustainable Development Award – The Edge Malaysia
- Silver Award, Biodiversity Conservation (Large Companies) – The Star ESG Positive Impact Awards (Elmina Rainforest Knowledge Centre)
- Best Eco-Friendly Landed Development (Platinum) – Elmina Ridge 1
- Best Lifestyle High-Rise Development (Gold) – Kanopi Residences
- Second Runner-Up, ESG Excellence Award by British Malaysia Chamber of Commerce (BMCC)



Intellectual Capital

- Faster and more responsive lead management and sales processes, supported by increased digital customer engagement and platform adoption
- 3.3x faster lead conversion (time-to-confirm booking) and 2.7x faster customer response times
- Sales productivity improved by 80%, with processing cycle time reduced from 120 hours to 23 hours
- Greater digital utilisation of leisure and lifestyle services across customer-facing platforms
- SDP App user adoption sustained at ~3% month-on-month growth
- 470 new KLCC App user registrations within the first three months, with 40% of Driving Range transactions processed via the app
- Accelerated decision-making through improved enterprise data accessibility
- 30-50% faster dashboard creation and insights generation
- Enhanced workforce productivity through GenAI-enabled automation, delivering approximately 20% uplift
- Improved construction quality, with QCLASSIC score increasing to 84% (2024: 81%)

Our Value Creating Business Model



THAT CREATE VALUE FOR OUR STAKEHOLDERS

ACTIONS TO ENHANCE OUTCOMES



Manufactured Capital

- Quality Assessment System in Construction ("QLASSIC") is used to evaluate the workmanship of projects based on Construction Industry Standard (CIS 7:2006).
- Focus on prudent inventory management to minimise unsold inventory.
- Forge development partnerships with land-owning entities to reduce the cost of land acquisition.
- Invest in sustainability and placemaking elements to enhance the value and attractiveness of properties.
- Portfolio and geographical diversification to minimise single-market risks.



Financial Capital

- Increase ratio of recurring to non-recurring income with assets under management to enhance revenue.
- Preserve healthy balance sheet with effective cash flow, capital and cost management.
- Utilise proceeds from Sukuk Musharakah issuance to fund long-term recurring income growth initiatives, working capital and strategic objectives.
- Continuous monitoring of the different markets – residential, industrial and commercial – ensuring products are tailored to trends and needs.
- Strategic planning of launches to ensure minimal cross competition as well as readiness of the target market.



Human Capital

- Practise diversity and inclusion across the Human Resources value chain to create a more balanced workforce in terms of gender, age and backgrounds.
- Increase employee engagement to encourage teamwork, collaboration and appreciation of employees.
- Implemented minimum salary of RM2,700, which is above the statutory minimum.
- Encourage personalised Individual Development Plans ("IDPs"), aligning employee growth with business needs and supporting readiness for broader roles and future responsibilities.
- Adoption of LinkedIn Learning to provide on-demand access to a wide range of courses, supporting self-directed learning and continuous upskilling.
- Enhance leadership capability and organisational readiness through programmes such as the Accelerated Leadership Programme in collaboration with Melbourne Business School.



Social & Relationship Capital

- Increase network of partners to support sustainability and placemaking programmes.
- Engage frequently with suppliers and implemented a pilot ESG Star Rating assessment to evaluate 11 main suppliers on ESG compliance and data readiness.
- Enhance customer experience through targeted engagements during festive seasons and product launches.
- Engage actively in various community development programmes, donating resources and supporting initiatives that empower underprivileged communities.
- Manage employee volunteerism to deliver impactful activities, and progress towards 10,000 volunteer hours by 2030.



Natural Capital

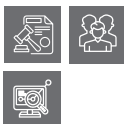
- Pioneered township-scale renewable energy integration in partnership with Tenaga Nasional Berhad under the Community Renewable Energy Aggregation Mechanism ("CREAM"), leveraging rooftop solar to support the energy transition and long-term community resilience.
- Assessed climate-related risks across major townships, enabling mapping of flash flood exposure to inform planning, investment decisions and asset resilience.
- Strengthened asset resilience through proactive mitigation, embedding Sustainable Urban Drainage Systems ("SUDS") and enhanced infrastructure specifications that exceed regulatory requirements.
- Positioned biodiversity as a value driver by convening the Urban Biodiversity Conference 2025, demonstrating how nature-positive design enhances ecosystem services and long-term property desirability.
- Enhanced natural capital through scaled restoration efforts, including the Hamilton Biodiversity Park, now a certified benchmark for urban reforestation.
- Delivered nature-based solutions aligned with transition objectives, such as Bandar Bukit Raja Townpark reinforcing biodiversity's role in driving a low-carbon economy.



Intellectual Capital

- Launched the Performance Analytics and Command Centre ("PACC") to serve as the centralised platform to drive business performance metrics.
- Improved customer engagement through enhanced SDP app and KLGCC app with new features and functionalities to bring better experience and convenience.
- Enhanced our online booking platform and lead management through the integration of end-to-end sales systems, improving both the customer buying experience and internal process efficiency.
- Migrated the data warehouse to a modern and AI-ready data lakehouse platform to enable high overall data maturity and culture.
- Continue to progress in the digitalisation of construction processes, in particular the quality inspection in Procore to improve overall quality of construction and shorten remediation cycles with various stakeholders.

STAKEHOLDERS



UN SDGs



TRADE-OFFS

In order to make a success of developing on land belonging to a partner, there is a need for very precise and detailed planning to create clarity for both parties thereby prevent any misunderstanding of conflict at any point in the project lifecycle. This requires constant engagement which is time-intensive and could reduce productivity in the short term. However, it leads to stronger social and relationship capital and, eventually, to enhanced manufactured and financial capitals. Meanwhile, investing in quality construction materials and systems may increase costs in the short term, but will also enhance and preserve property value in the long run.

Focus on increasing recurring income would reduce short-term gains from the sale of assets. Nevertheless, it diversifies the Group's revenue stream, creating greater stability in longer-term income generation. At the same time, strengthening financial capital through measures like cost rationalisation may come at the expense of human capital and natural capital. Other strategies to bolster financial capital may require additional borrowings, which could elevate the gearing level. However, these steps are essential for achieving sustainable returns in the medium to long term.

Investments in developing employee skills and competencies may increase short-term operating costs; however, they are fundamental to sustaining a high-performance culture and enabling excellence and innovation across the organisation. We also prioritise talent retention through targeted engagement and recognition initiatives, helping to mitigate the longer-term costs associated with turnover, recruitment, and onboarding. Ultimately, maintaining a capable and committed workforce contributes to both the organisation's financial performance and its broader social value.

Building relationships with our contractors, suppliers, customers, the media and community requires some financial investment. However, these initiatives develop trust and enable the ongoing development of sustainable infrastructure that benefits all stakeholders, enhancing our manufactured capital. Similarly, the costs incurred and employee efforts exerted in collaborating with stakeholders on community and environmental initiatives are balanced by enhanced environmental and social benefits driven by more efficient processes, reduced environmental impact and a shared sense of ownership.

The deployment of energy-efficient systems and rooftop solar panels involves upfront capital expenditure; however, these investments are recovered over time through reduced energy consumption while supporting the transition to a low-energy economy. Similarly, investments in environmental protection and conservation require near-term financial commitment but help secure the long-term availability and quality of land for sustainable property development. The Group's proactive environmental stewardship strengthens market reputation and stakeholder trust, positively influencing social and relationship capital and supporting the sustained growth of manufactured and financial capitals.

Strategic investments into digital technologies often provide relatively quick and significant returns. Through data analysis, AI and machine learning, we are able to increase our operational efficiencies and make more informed decisions, hence maximise short and long-term gains. More streamlined internal workflow systems and improved stakeholder engagement also build our human and social & relationship capitals. Along with digitalisation, we also need to strengthen our cybersecurity. Nevertheless, strengthened integrity of our data and systems drives growth and adds value across our business landscape.

Stakeholder Engagement & Value Creation

Engagement Frequency:

D Daily	M Monthly	B Bi-Annually	P Periodically	O Ongoing
W Weekly	Q Quarterly	A Annually	R As Required	

CUSTOMERS

Our customers are our top priority, as our success depends on the ability to meet their needs and expectations effectively.

Engagement Purpose (Why We Engage)

- To understand existing and potential customers' needs and anticipate market trends
- To integrate their insights into our product designs and promotion strategies to sustain demand for our residential, commercial and industrial properties
- To address their concerns proactively, in a timely and transparent manner
- To enhance word-of-mouth referrals and build our brand as the most customer-centric developer
- To demonstrate appreciation for their support of our developments and brand
- To foster integrated communities in our developments

Channel & Frequency of Engagement (How We Engage)

• Online booking system ("OBS") platform	O
• Physical sales and marketing initiatives	O
• Website, call centre and social media	O
• High-5 and Quick-Fix initiatives upon handover of keys	O
• Net Promoter Score ("NPS") surveys	O
• Project launches	P
• PRIME member events	P
• Product launches and corporate events	P
• Meetings with joint management bodies and residents' associations	P
• Community events that promote sustainability such as tree planting, urban farming and recycling efforts	P

Key Concerns Raised

- Timeliness of delivery and quality of end products
- Service quality and responsiveness to property-related issues
- Provision and maintenance of facilities that promote healthy and sustainable lifestyles
- Ecofriendly elements to promote sustainable living and work conditions
- Safety provisions within and surrounding properties
- Good connectivity with easy and hassle-free access

Risks

Failure to adapt to market expectations and demographic trends may impact the relevance of our business, impacting our market share and industry leadership

CUSTOMERS (CONT'D)

Opportunities	
Value Created for Stakeholders	Value Created for Sime Darby Property
- Quality, aesthetic products with amenities that meet lifestyle aspirations - Safe, eco-friendly townships, malls and industrial complexes that promote occupants' well-being - Responsive and professional customer service - Harmonious community-based relationships within townships	- Sustained demand for our projects and new products - Enhanced recognition as a trusted and reliable developer - Strengthened collaboration with customers towards fostering sustainable communities - High demand for products that retain long-term value
Responses/Business Initiatives	Value Creation Indicators & Highlights/Achievements
- PRIME membership to increase awareness of new deals and product launches - Strategic partnerships with financing institutions to facilitate homeownership financing via OBS - Partnerships to develop high-spec industrial complexes - Regular engagement with potential and existing customers through project launches, community events, forums and customer satisfaction surveys - Internal systems to ensure timely action on customer feedback - Provision of efficient and reliable services for maintenance, waste management and security	- Customer feedback and NPS - Participation in placemaking activities - Total number of bookings - Number of defect issues upon project completion - Volume of complaints overall - No. of available touchpoints



Capitals:



Material Matters:



UN SDGs:



Stakeholder Engagement & Value Creation

EMPLOYEES

Our employees are the cornerstone of our organisation, driving success through their skills, dedication and commitment. Their contributions are essential to achieving the Group's strategic objectives and fulfilling our long-term vision and mission.

Engagement Purpose (Why We Engage)

At Sime Darby Property, our purpose and culture guide how we lead, perform and grow. Our people engagement framework embeds the Group's values into daily behaviours, strengthens cultural alignment, and builds a high-performance, future-ready organisation.

We actively engage with our employees to foster a sense of belonging within the Group and to encourage ownership of their roles and responsibilities. This approach helps cultivate a high-performance culture. We also prioritise gathering valuable feedback on issues that matter most to them, using these insights to continuously improve our talent management strategies.

Channel & Frequency of Engagement (How We Engage)

- Email announcements D
- Viva Engage digital engagement platform D
- Departmental and interdepartmental meetings W
- Leaders Turun Padang M
- Newsletters Q
- Individual performance reviews A
- Townhalls Q
- Skip-level meetings R
- Focus group discussions R
- Volunteering opportunities O
- Company-wide and departmental engagement activities O
- Speak up Forum O
- A Day with HR O

Key Concerns Raised

- Need for continued enhancement of our digital infrastructure to enhance operational efficiencies and increase productivity
- Culture change towards a shared purpose needs stronger reinforcement through consistent leadership role-modelling
- More focus on efforts to improve employee wellness and safety support, enhancing sense of holistic well-being
- Stronger alignment to TEAM Values to promote collaboration and knowledge sharing across the organisation

Risks

Without the right work culture and competencies, we may hamper our efforts to attain our organisational goals resulting from:

- Inability to attract and retain high-quality talent
- Increased employee dissatisfaction
- Increased turnover rate
- Decreased employee morale and productivity
- Reputational damage, as disengaged employees may share negative experiences

EMPLOYEES (CONT'D)

Opportunities	
Value Created for Stakeholders	Value Created for Sime Darby Property
- Being part of an organisation known for balancing ethical, sustainable value with impactful business practices. - Opportunity for continuous learning, experience and exposure enhancing personal and professional development. - Safe, ethical and well-managed operations presenting a conducive and sustainable work environment. - Sense of being valued and respected in a diverse and inclusive environment, enhancing job satisfaction and promoting collaboration. - Added meaning and job satisfaction from a sustainability culture that creates positive long-term impact on society and the environment.	- Engaged and motivated employees who exemplify our TEAM Values and are driven by our purpose. - High-performance work environment leading to the attainment of our strategies and financial as well as non-financial goals. - Enhanced and sustainable talent pipeline to support succession planning, ensuring availability of robust talent bench strength. - Low attrition rate, with strong retention and development of existing talents—optimising resources and the need to onboard new hires. - High level of volunteerism contributing to the success of the company's environmental and social initiatives.
Responses/Business Initiatives	Value Creation Indicators & Highlights/Achievements
- TEAM badges for recognition - Employee engagement and wellness programmes - Flexible Wellness Programme extended to outpatient medical coverage for parents, traditional & complementary medicine ("TCM"), counselling and therapy sessions, chiropractic/bone setting treatment - Three-day self-administered leave for both physical & mental health wellness – no MC needed - Mental health awareness and support - Channels for employees to share feedback, such as Speak Up Forum and Skip Level meetings - Onboarding programme for new hires - Management Associate Programme ("MAP") - Scholarships for employees and their children - Flexible workspaces for collaboration - Flexible work arrangements and policy - Employee recognition initiatives - Tailored talent and successors development programmes - Field trips (site visit) for talents - Minimum living wage initiative	- Employee retention rate - Employee engagement scores - In 2025, we were honoured with multiple awards, including: - M100 Leading Graduate Employer – Winner (Construction, Property & Development Sector) - HR Excellence Award 2025: - Excellence in Employee Volunteerism (Bronze) - Young HR Talent of the Year (Silver) - Nik Nur Atikah Mohd Nuruddin - Young HR Talent of the Year (Bronze) - Nur Laila Efifa Mohd Rizal - Seek People and Purpose Awards – Top Voted Employer in Real Estate & Construction – Platinum



Capitals:



Material Matters:



UN SDGs:

Stakeholder Engagement & Value Creation

VENDORS

Our vendors—contractors, consultants and suppliers for construction projects as well as non-construction vendors—play a vital role in supporting our operational activities.

Engagement Purpose (Why We Engage)

Engagement focuses on aligning vendors with our safety, quality, sustainability and governance expectations, while strengthening performance, compliance and risk management across the supply chain. It also serves as a platform to address industry challenges, drive continuous improvement, and support the achievement of our sustainability objectives.

Channel & Frequency of Engagement (How We Engage)

- Annual dialogues
- Relationship-building and networking sessions
- Safety and sustainability training
- Data collection process
- Tender clarification process
- Meetings
- Vendor performance evaluations
- Office and site visits

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Capitals:



Material Topics:



UN SDGs:

Key Concerns Raised

- Challenges arising from rapid changes in regulatory requirements
- Supply chain uncertainties due to increase in electricity tariffs, the expansion of Sales and Service Tax ("SST"), volatile construction material costs, diesel subsidy rationalisation, increased labour cost, and geopolitical conflicts.

Risks

- Unpredictable cost escalations within the supply chain could impact market offerings.
- Financial unpredictability may affect vendors' ability to accept new contracts and/or to deliver on current projects.

Opportunities

Value Created for Stakeholders

- Regulatory and governance compliance
- Safe and fair work environment
- Enhanced awareness of sustainability

Value Created for Sime Darby Property

- Compliant and reliable project delivery partners
- Vendors familiar with sustainability, labour rights and environmental efforts
- Safe and timely delivery of high-quality projects

Our Response/Business Initiatives

- Regular engagement with vendors
- Vendor Development Programme
- Annual Partners Dialogue with vendors
- Sime Darby Property's Vendor Code of Business Conduct
- Responsible Supply Chain Management Framework

Value Creation Indicators & Highlights/Achievements

- Safety performance
- Delivery of projects on time
- Increased awareness of ESG
- Number of new technology, innovation and sustainable materials and services introduced by vendors

INVESTORS & ANALYSTS

Investors provide crucial financial capital for the Group's business activities, while analysts assess and share insights on our performance and future prospects.

Engagement Purpose (Why We Engage)

By keeping our investors and analysts well-informed about our financial and operational performance, business developments, strategies and direction, we enable them to make sound investment decisions and recommendations. Our engagements allow us to address their queries and concerns effectively while clarifying the Group's position on key issues and announcements.

Channel & Frequency of Engagement (How We Engage)

- Investor conferences **P**
- Annual General Meetings and Integrated Annual Reports **A**
- Extraordinary General Meetings **P**
- Investor & media briefings **Q**
- One-on-one/group meetings **R**
- Non-deal roadshows **P**
- Email or phone communication **R**
- Investor Relations webpage and news updates **R**
- Site visits **P**

Key Concerns Raised

- Delivery of sustainable financial and operational performance, with timely and transparent quarterly disclosures.
- Implementation of growth strategies with a clear focus to deliver long-term shareholder returns.
- Outlook for the property sector and the Group's response to policy changes and broader macroeconomic factors affecting its operating landscape.

Risks

- Inaccurate financial analysis or forecasts by analysts, which may affect our stock ratings and share price performance.

Opportunities

Value Created for Stakeholders

- Attractive returns on investments.
- Sustainable results through good corporate governance, effective risk management, a robust growth strategy and transparent disclosures of financial and non-financial performance.

Value Created for Sime Darby Property

- Transparent financial reporting and strategic disclosures to stakeholders that will improve trust, mitigate risks and reflect our values, to enhance our reputation and deliver long-term value.

Our Response/Business Initiatives

- Organise quarterly analysts and media briefings to present financial and operational results, along with updates on key developments and strategies.
- Communicate the Group's strategic direction clearly, with details such as our expected goals and outcomes, broad risk exposure and mitigation controls, and performance targets through:
 - One-on-one/group meetings
 - Investor conference calls
 - Non-deal roadshows
 - Informative, accurate, timely and transparent quarterly results announcements and annual reports
- Provide direct access to Board members and Senior Management at Annual General Meetings.
- Offer prompt and informative responses to queries from investors and analysts.
- Communication of our ESG practices through our Sustainability Report and corporate website.

Value Creation Indicators & Highlights/Achievements

- In FY2025, the Group declared dividends totalling RM217.6 million, equivalent to 3.2 sen per share, representing a dividend payout ratio of 42%, underscoring Sime Darby Property's continued commitment to delivering value to shareholders.
- In FY2025, the Group's average market capitalisation stood at approximately RM10 billion, reflecting sustained investor confidence and improved market recognition of the Group's strategy and execution.
- Research coverage expanded during the year with the initiation of coverage by UBS and the reinitiation of coverage by CIMB Securities, bringing total analyst coverage to 14 research houses. As at the review date, all 14 analysts have assigned BUY ratings. The analysts' consensus average target price increased to RM1.94, reflecting continued confidence in the Group's growth prospects and value creation strategy.
- The Group's strong commitment to sustainability and responsible business practices has also been recognised by the investment community, with analysts factoring an ESG premium into their valuation assessments, further supporting the Group's long-term investment proposition.



Stakeholder Engagement & Value Creation

MEDIA

Members of the media collectively serve as a vital conduit through which the Group communicates and engages with external stakeholders and the broader community.

Engagement Purpose (Why We Engage)

- To disseminate accurate and timely information about the Group's performance, outlook and business developments to the general public
- To effectively manage and enhance the Group's credibility, reputation, visibility and positioning in the public sphere

Channel & Frequency of Engagement (How We Engage)

- Press releases, statements and note to editors
- Festive gatherings and media events
- Annual reports
- Participation in feature/news articles
- Product launches and corporate events
- Joint campaigns and advertising
- Media Interviews

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Capitals:

Key Concerns Raised

- Regular, accurate and transparent updates on performance, developments, financial statements and crisis management
- Market and industry insights
- Updates on business strategies and tactics
- Prompt responses to issues raised by media members

Risks

- Inaccurate, negative or insufficient media coverage may tarnish our brand/reputation
- The ability of media coverage to influence investor sentiment and reputation

Opportunities

Value Created for Stakeholders

- Availability of leadership for comments or interviews when requested
- Access to reliable and timely information and updates on our performance
- Regular updates and insights into industry developments and trends

Value Created for Sime Darby Property

- Ability to address public concerns about Group initiatives, campaigns or crises
- Enhanced transparency in reporting
- Promotion of Sime Darby Property as an industry thought leader
- Improved status and standing as a reputable and sustainable lifestyle master developer

Our Response/Business Initiatives

- Disseminate news and updates on our business strategies, market insights and future outlook
- Provide updates on product launches, sales campaigns, CSR activities, sustainability initiatives and key appointments
- Share information accurately and transparently via holding statements and/or media responses during crisis
- Respond promptly to media enquiries and requests through the Group Corporate Communications
- Provide access to our leadership team's perspective on the market and industry

Value Creation Indicators & Highlights/Achievements

- RM207.0 million* in PR value gained during FY2025 (calculated using reputable media monitoring tools)
- Likes, comments and sharing of social media postings

* Owned and earned media only



Material Topics:



UN SDGs:

DEBT PROVIDERS

Debt providers and lenders play a pivotal role in granting the Group access to capital, ensuring the successful execution of our strategies and initiatives.

Engagement Purpose (Why We Engage)

Maintaining close relationships with debt providers and lenders is essential to securing their ongoing support for our financing needs. By keeping them informed of our financial, operational, and strategic performance, as well as our governance and risk management frameworks, we can foster robust relationships based on trust and transparency.

Channel & Frequency of Engagement (How We Engage)

- Email communication
- Meetings
- Events hosted by debt providers
- Site visits
- Annual General Meetings and integrated annual reports

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Capitals:

Key Concerns Raised

- Ability to meet debt obligations and covenant compliance.
- Governance and risk management practices.

Risks

- Inability to secure timely financing, potentially impacting business growth.

Opportunities

Value Created for Stakeholders

- Steady returns supported by strong governance, risk management, and adherence to borrowing terms.
- Enhanced financing opportunities and long-term mutually beneficial partnerships.

Value Created for Sime Darby Property

- Strengthened access to debt markets for business expansion.
- Access to available market updates and key developments in monetary policy regulations.
- Green financing opportunities that support our sustainability efforts.

Our Response/Business Initiatives

- Maintain frequent and transparent communication with financiers to ensure a clear understanding of our business.
- Provide comprehensive and transparent financial reporting through quarterly briefings and integrated annual reports.
- Align debt providers with our growth strategy and long-term strategic focus.

Value Creation Indicators & Highlights/Achievements

- Improved credit score rating.
- Competitive interest rates and loan terms.
- Enhanced approval timelines for additional financing.



Material Topics:



UN SDGs:

Stakeholder Engagement & Value Creation

REGULATORS

Regulators set the standards and practices that govern our industries, requiring compliance to maintain business stability and long-term sustainability.

Engagement Purpose (Why We Engage)

- To stay updated on policy changes and maintain compliance with evolving regulations
- To foster best practices across our operations

Channel & Frequency of Engagement (How We Engage)

- Meetings
- Industry forums
- Email communication
- Government consultations
- Seminars/webinars
- Advisory groups

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Key Concerns Raised

- Continued compliance with current regulations
- Industry best practices and policy development
- Support for national development

Risks

- Regulatory violations could disrupt our operations and delay project timelines
- Non-compliance could lead to financial penalties while damaging our reputation

Opportunities

Value Created for Stakeholders

- Consistently meet or exceed compliance requirements
- Support and contribute towards national and industry development initiatives

Value Created for Sime Darby Property

- Clearer regulatory guidance to support compliance
- Improved access to industry support and authoritative bodies to improve strategic alignment

Our Response/Business Initiatives

- Participate in industry forums and national-level discussions to stay updated on regulatory developments
- Leverage Group Compliance function to ensure adherence to all relevant regulatory requirements
- Contribute industry insights and expertise to shape new policies and regulations
- Share knowledge and best practices through industry forums
- Support national development through products and initiatives, including affordable housing, biodiversity inventories, and wetland construction and maintenance guidelines.

Value Creation Indicators & Highlights/Achievements

- Compliance with regulatory requirements
- Tax contributions to the government
- Engagement feedback from regulatory bodies
- Ratings on industry indices



Capitals:



Material Topics:

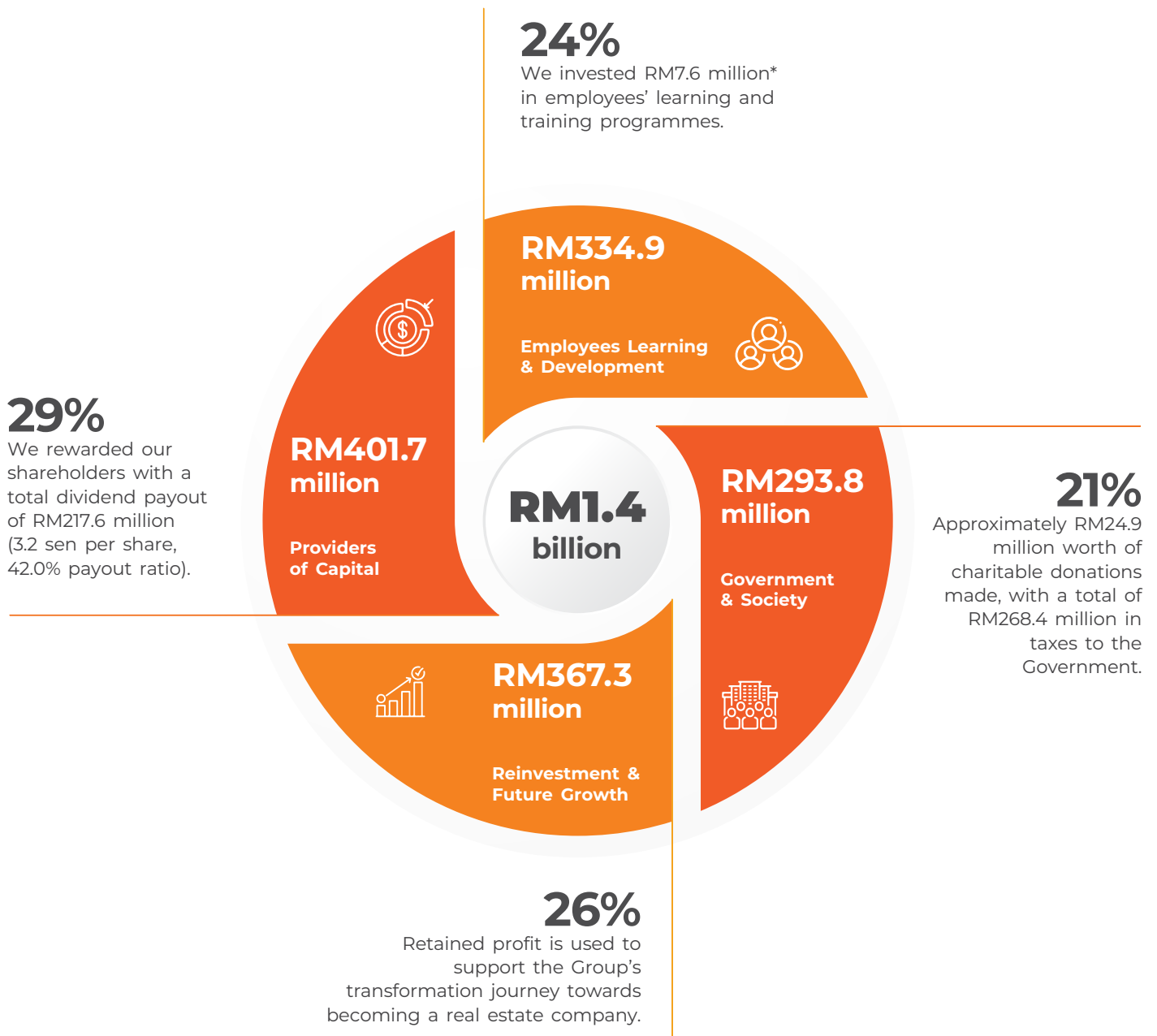


UN SDGs:

How We Distribute Value Created

In ensuring that we continue to deliver positive results to our stakeholders, Sime Darby Property distributes value created through numerous channels, some of which go beyond financial means, ranging from training and learning programmes for our employees to diverse community initiatives, in our efforts to create a more sustainable future for all our stakeholders.

Value created in FY2025 was distributed as follows:



* Includes HRDF contribution

Stakeholders Scorecard

Stakeholder Group	Value unlocked / Indicators	Value drivers / How it links to value creation
 Employees	Salaries & Benefits (RM mil)	Remuneration and benefits to employees
	Training Spend (RM mil)	Investment in employee development
	Diversity: Women in Senior Management (%)	Progress of women in leadership positions
	Diversity: Women in Overall Workforce (%)	Gender diversity in the organisation
 Customers & Communities	Net Promoter Score (%)	Overall satisfaction with our products and services
	Total Socioeconomic Spend (RM mil)	Contribution to society
 Investors & Shareholders	Revenue (RM mil)	Business performance
	Return on Shareholders' funds (%)	Business performance
	Dividend Payout (%)	Business performance and efficiency
	Total Shareholder Return (%)	Wealth creation for shareholders
	Share Price Performance (%)	Share price appreciation
	Full-year Dividend Per Share (cents)	Dividends for shareholders
 Regulators	Corporate Taxes (RM mil)	Contribution to government funds
 Vendors	Local Procurement Spend (RM bil)	Supporting local vendors

Assurance indicators

MO Management/board oversight through rigorous internal reporting.

EXT Externally sourced information, i.e., surveys.

FS Financial information extracted from the 2025 Sime Darby Property Audited Annual Financial Statements.

* Note: Includes HRDF contribution

	2025	2024	2023	Outlook	Assurance
	334.9	306.8	267.7	Maintain competitive remuneration	MO FS
	7.6*	5.9*	3.5	Continue to invest in employees	MO
	37	38	36	Continue driving inclusivity & diversity	MO
	44	44	44	Continue driving inclusivity & diversity	MO
	88	74	70	Continue strong performance in customer satisfaction	EXT
	25.3	20.8	15.6	Continue to enhance investment in community initiatives	MO FS
	4,184.2	4,250.8	3,436.9	Continue to execute on its strategy to deliver sustainable growth	MO FS
	5.0	4.9	4.2		MO
	42.0	40.6	41.7		MO
	(16.0)	177.8	43.8		MO
	(17.8)	168.3	40.0		MO
	3.2	3.0	2.5		MO FS
	268.4	262.4	192.8	Continue to be a responsible taxpayer	MO FS
	3.4	2.9	2.2	Steady growth	MO

Leadership Insights

Overview of
Sime Darby Property

Value
Creation

Management Discussion
and Analysis

Sustainability
Statement

Leadership

Governance

Financial
Statements

Additional
Information

Strategic Review

Material Matters

Our Material Matters represent the sustainability topics that have the greatest potential to influence Sime Darby Property's long-term value creation and stakeholder interests. These matters are identified through our double materiality assessment, which evaluates both the impact of sustainability issues on our business (outside-in) and the impact of our operations on the environment and society (inside-out).

Following this assessment, 18 material topics were identified. In 2025, we reviewed their continued relevance in line with our current organisational structure and operations. Four related topics — Investment & Asset Management, Land Bank Management, Marketing & Communication and Property Development — were consolidated into Business Divisions, resulting in 15 Material Matters. This streamlined framework strengthens oversight of regulatory alignment and sustainability priorities at the business unit level.

Details of the Material Matters identification process and the prioritisation of these matters within the materiality matrix are set out in the Sustainability Report 2025 on pages 35 to 38.

ENERGY AND CARBON

DESCRIPTION
 Reduce Scope 1 and Scope 2 operational emissions intensity by 40% by 2030.

WHY IS IT IMPORTANT?
 Energy consumption contributes to operational greenhouse gas emissions. Strengthening emissions management supports preparedness for evolving regulatory and investor expectations and may reduce exposure to energy and carbon-related cost volatility.

WHAT ARE THE RISKS?

- Transition risk, including potential shortfall against internal ambitions and stakeholder expectations.
- Regulatory risk, including higher costs from carbon pricing mechanisms or tightening requirements.
- Market and financial risk, including potential impacts on investor and customer confidence.
- Reputational risk from perceived insufficient progress or inconsistent disclosure

WHAT ARE THE OPPORTUNITIES?

- Potential operational cost efficiencies through energy management initiatives.
- Improved compliance readiness and risk management for carbon-related requirements.
- Reduced exposure to energy price and carbon cost volatility over time.
- Enhance reputation with customer and partners as a climate responsible business

MANAGEMENT APPROACH (OUR RESPONSE)

- Monitor and report relevant emissions indicators and track reduction initiatives.
- Monitor developments in carbon pricing and climate-related requirements and assess potential implications for the Group.
- Incorporate relevant carbon and energy considerations into internal performance management mechanisms such as Corporate Scorecards, where applicable.
- Implement energy efficiency and emissions management measures across operations, subject to technical and commercial feasibility.

Capitals

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Strategy

UN SDGs



URBAN BIODIVERSITY

DESCRIPTION

Implement avoidance, restoration and conservation measures to manage biodiversity impacts, where applicable.

WHY IS IT IMPORTANT?

Property development may have impacts on ecosystems. Identifying and managing material biodiversity-related risks supports responsible development and may assist in meeting relevant regulatory and stakeholder expectations.

WHAT ARE THE RISKS?

- Implementation risk, including inconsistent application of biodiversity requirements across the portfolio without clear governance and monitoring.
- Regulatory and approval risk arising from requirements linked to environmentally sensitive areas.
- Reputational risk if perceived impacts are not managed appropriately or disclosures are not adequately supported.

WHAT ARE THE OPPORTUNITIES?

- Township liveability and value support through well-planned green and blue spaces.
- Opportunities for collaboration with authorities, NGOs, and research institutions to strengthen biodiversity management practices.

MANAGEMENT APPROACH (OUR RESPONSE)

- Apply the Urban Biodiversity Framework and Guideline and the ARC (Avoid, Regenerate, Conserve) approach, where applicable.
- Conduct nature and biodiversity risk assessments townships, where applicable, to inform planning and mitigation measures.
- Document and monitor flora and fauna, where relevant, to support the design of appropriate initiatives.
- Engage with NGOs and research institutions to support capability building and awareness.
- Use the Sime Darby Property Biodiversity Index ("SDP-BI"), where available, to support tracking of biodiversity-related indicators.

Capitals



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UN SDGs



CLIMATE RESILIENCE

DESCRIPTION

Implement climate adaptation and resilience plans for higher-risk assets.

WHY IS IT IMPORTANT?

Physical climate hazards, including flooding and sea level rise, may affect asset condition, operating continuity and demand dynamics in affected areas. A structured approach to identifying and managing material climate risks supports long-term asset value protection and operational resilience.

WHAT ARE THE RISKS?

- Physical risk exposure across the Group's asset portfolio (acute and chronic hazards).
- Flood risk (including fluvial, pluvial and coastal/storm surge events) which may affect asset performance and demand.
- Transition risk linked to changing investor and customer requirements, including for lower-emissions products in certain segments.

WHAT ARE THE OPPORTUNITIES?

- Strengthening risk management and business continuity through improved climate risk visibility.
- Engagement with relevant authorities and stakeholders to support broader flood adaptation and mitigation efforts.

MANAGEMENT APPROACH (OUR RESPONSE)

- Conduct physical and transition risk assessments for selected assets (ongoing).
- Consider material physical risk factors in relevant investment and planning decisions.
- Incorporate flood resilience considerations into township master planning and infrastructure design, where applicable.
- Implement structural flood mitigation measures, where applicable.
- Apply nature-based features (e.g., wetlands, parks, natural waterways and retention areas) where suitable, as part of flood adaptation planning.
- Maintain operational controls, including routine inspection and desilting of drainage systems and maintenance of flood-related infrastructure in handed-over areas, particularly ahead of and during monsoon seasons.
- Engage with relevant authorities on flood mitigation strategies and communicate relevant measures to affected communities, where appropriate.
- Monitor market demand for sustainability-related product features and regulatory requirements to inform product positioning, where relevant.

Capitals



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Strategic Review

Material Matters

COMMUNITY EXPERIENCE

DESCRIPTION

Integrate social value considerations into township planning and engagement processes.

WHY IS IT IMPORTANT?

A structured approach to community engagement supports well-managed development delivery and helps address community concerns that may affect project timelines, approvals and stakeholder confidence.

WHAT ARE THE RISKS?

- Community resistance, complaints or legal challenges relating to development impacts (e.g., congestion, environmental sensitivity).
- Reputational risk arising from unresolved stakeholder concerns or service dissatisfaction.
- Potential legal disputes and associated costs.
- Misinformation risk and loss of trust due to limited proactive engagement.

WHAT ARE THE OPPORTUNITIES?

- More effective issue identification and resolution through structured feedback channels.
- Improved customer experience indicators and service performance, where monitored.
- Support for longer-term township vibrancy through collaboration with local stakeholders.

MANAGEMENT APPROACH (OUR RESPONSE)

- Engage with communities and relevant stakeholders during project planning and launches, including for areas with higher environmental sensitivity, where applicable.
- Conduct environmental and biodiversity impact assessments, where required, to support mitigation measures and regulatory compliance.
- Maintain channels for complaints and feedback and manage resolution processes in a timely manner.
- Conduct customer service surveys and monitor feedback, where implemented.
- Monitor public sentiment and escalate material issues for management attention, where appropriate.
- Track Net Promoter Score ("NPS") for community engagement (where applied) to inform continuous improvement actions.

Capitals



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INNOVATION

DESCRIPTION

Commercial adoption of innovative sustainability initiatives.

WHY IS IT IMPORTANT?

Innovation can support operational efficiency and help the Group respond to evolving customer expectations and regulatory developments. A structured approach helps manage implementation risk and supports consistent outcomes.

WHAT ARE THE RISKS?

- Competitive and operational risk if the Group does not adopt relevant new methods or technologies in a timely manner, potentially resulting in higher operating costs, longer delivery timelines and reduced quality outcomes

WHAT ARE THE OPPORTUNITIES?

- Improved design and construction methods that support product performance and customer needs.
- Potential efficiency gains from data-driven operational improvements and service tracking.

MANAGEMENT APPROACH (OUR RESPONSE)

- Maintain a structured approach for operational process improvements, with defined metrics, where applicable.
- Leverage the command and contact centre for operational insights and service tracking, subject to scope and resourcing.
- Assess new materials, designs, construction approaches, services and technologies for pilot application and potential scale-up, subject to evaluation outcomes.
- Develop the Innovation Park concept to support R&D and collaboration activities, subject to approvals and implementation plans.

Capitals



Strategy



Stakeholders



UN SDGs



CIRCULARITY

DESCRIPTION

Divert 40% of waste by 2030, improve Industrialised Building System ("IBS") adoption and establish partnerships.

WHY IS IT IMPORTANT?

Waste management supports resource efficiency and helps manage environmental impacts and potential compliance costs. Early integration of waste avoidance and recovery practices may reduce disposal requirements and associated operational disruption.

WHAT ARE THE RISKS?

- Environmental and transition risk from continued dependence on raw materials and limited progress on circularity expectations.
- Regulatory risk due to stricter waste requirements and higher compliance or disposal costs.
- Market and financial risk from inefficiencies and cost escalation.
- Reputational risk related to waste management practices and disclosure consistency.

WHAT ARE THE OPPORTUNITIES?

- Potential cost savings and improved efficiency through waste avoidance and better segregation.
- Value recovery through recycling and partnerships, subject to market availability.
- Potential reductions in embodied impacts through IBS and material optimisation, where adopted.

MANAGEMENT APPROACH (OUR RESPONSE)

- Compost or mulch green waste within operations, where practicable.
- Improve segregation at source, including at construction sites, where feasible.
- Engage and upskill contractors to support waste diversion performance.
- Implement 3R initiatives through partnerships and awareness campaigns, where applicable.
- Apply the Integrated Waste Management Guideline to support consistent practices across the business.

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WATER MANAGEMENT

DESCRIPTION

Reduce operational water intensity by 30% by 2030.

WHY IS IT IMPORTANT?

Water is a finite resource and may be increasingly affected by climate variability and localised scarcity. Improving water efficiency supports operational resilience and helps manage potential exposure to supply interruptions and tariff changes.

WHAT ARE THE RISKS?

- Operational risk from inefficiencies and potential disruptions in water supply affecting construction or operations.
- Regulatory and tariff risk due to changes in water-use requirements or pricing.
- Reputational risk from perceived inadequate water stewardship in water-stressed areas.

WHAT ARE THE OPPORTUNITIES?

- Potential efficiency gains and cost management through reduced consumption and improved practices.
- Improved resilience through incorporation of appropriate water-efficient design and reuse measures, where feasible.

MANAGEMENT APPROACH (OUR RESPONSE)

- Engage with utility providers and relevant authorities during development planning to confirm requirements and timelines.
- Comply with applicable water-related requirements set by regulators and utility providers.
- Assess projected water demand early to support commissioning of required infrastructure.
- Use non-potable water at construction sites where feasible to reduce reliance on potable supplies.
- Implement water-efficient practices and technologies across operations, where feasible.

Capitals

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Material Matters

OCCUPATIONAL HEALTH AND SAFETY

DESCRIPTION

Strengthen safety management, with the aim of preventing fatalities and reducing injuries.

WHY IS IT IMPORTANT?

Occupational health and safety is critical to protect employees, contractors and other site stakeholders. Effective safety management supports compliance with applicable requirements and helps reduce the likelihood and severity of incidents.

WHAT ARE THE RISKS?

- Safety incidents, including serious injuries and fatalities, at operational and construction sites.
- Regulatory risk arising from non-compliance with applicable health and safety requirements.
- Financial and operational impacts from work stoppages, claims, penalties and remediation actions.

WHAT ARE THE OPPORTUNITIES?

- Reduced incident-related costs and improved operational reliability through stronger controls.
- Improved workforce engagement through consistent safety leadership and capability building.

MANAGEMENT APPROACH (OUR RESPONSE)

- Conduct management and Board site engagements to reinforce HSSE expectations with employees and contractors.
- Incorporate HSSE KPIs into internal performance management mechanisms, where applicable.
- Align construction contract requirements with relevant HSSE manuals and standards.
- Execute annual HSSE plans and monitor performance against defined indicators.
- Provide training on hazard identification and risk control, including barrier-based thinking, for relevant roles.
- Provide leadership training on HSSE for senior management, where applicable.
- Integrate HSSE considerations such as CDM into design reviews in accordance with applicable guidelines and processes.
- Implement “Boots on The Ground” HSSE site visit initiative.
- Assess contractor worker quarters against applicable hygiene requirements and expectations.

Capitals



Strategy



Stakeholders



UN SDGs



RESPONSIBLE SUPPLY CHAIN

DESCRIPTION

Adopt safety and sustainability ratings for contractors and vendors.

WHY IS IT IMPORTANT?

Supply chain practices can affect operational continuity, compliance and reputation. A structured approach to supplier expectations and monitoring supports risk management and may improve supply reliability and sustainability over time.

WHAT ARE THE RISKS?

- Non-compliance with human rights, labour or safety expectations within the supply chain.
- Higher compliance and monitoring costs (e.g., labour, health and safety).
- Limited availability of certified or lower-impact materials at competitive cost.
- Delays in adoption of new materials/technology impacting Scope 3 management ambitions.

WHAT ARE THE OPPORTUNITIES?

- Strengthened supply resilience through clearer supplier requirements and engagement.
- Improved access to customers and partners with responsible sourcing expectations, where relevant.
- More consistent supplier relationships through defined standards and monitoring.

MANAGEMENT APPROACH (OUR RESPONSE)

- Require vendors to sign an Integrity Pledge aligned with the Vendor Code of Business Conduct (“COBC”), covering ethical conduct and employment practices.
- Include labour, health and safety compliance clauses in relevant contracts.
- Engage with regulators, where applicable, to support adherence to labour and safety expectations at construction sites.
- Implement the Human Rights Policy to provide guidance and support compliance on employment matters.
- Roll out the High-Performance Contractors programme.
- Assess new materials and technologies that may support emissions management ambitions, subject to evaluation outcomes.
- Raise awareness on Scope 3 emissions within the supply chain through engagement activities, where applicable.

Capitals



Strategy



Stakeholders



UN SDGs





DIVERSITY AND INCLUSION

DESCRIPTION

Champion diversity and inclusion through relevant initiatives.

WHY IS IT IMPORTANT?

Diversity and inclusion supports a workplace that enables effective collaboration and fair access to opportunities. Consistent practices can support talent attraction and retention and help manage conduct and compliance risks.

WHAT ARE THE RISKS?

- Workplace conduct and culture risk if inclusion practices are not consistently implemented.
- Talent risk if the organisation is unable to attract and retain diverse capabilities.

WHAT ARE THE OPPORTUNITIES?

- Improved employee engagement through an inclusive work culture.
- Broader talent pool and succession outcomes through fair access to development opportunities.

MANAGEMENT APPROACH (OUR RESPONSE)

- Provide equal access to skills development, mentorship and career progression opportunities.
- Maintain fair and merit-based recruitment and promotion practices.

Capitals



Strategy



Stakeholders



UN SDGs



LABOUR STANDARDS AND PRACTICES

DESCRIPTION

Ensure fair, safe and ethical treatment of workers.

WHY IS IT IMPORTANT?

Compliance with labour standards supports the protection of worker rights and safety and helps manage legal, operational and reputational risks across the Group and its supply chain.

WHAT ARE THE RISKS?

- Reputational risk arising from perceived violations of labour rights or unethical practices.
- Regulatory non-compliance risk resulting in financial penalties, operational disruption or other impacts.

WHAT ARE THE OPPORTUNITIES?

- Workforce stability and productivity through fair and supportive practices.
- Talent attraction outcomes supported by strong brand, consistent standards and governance.

MANAGEMENT APPROACH (OUR RESPONSE)

- Implement the Human Rights Policy to guide fair and ethical labour practices.
- Embed employment standards in the Code of Business Conduct ("COBC") and Vendor COBC, including compliance expectations with applicable requirements.
- Address substantiated breaches in accordance with internal policies and applicable laws.
- Maintain grievance and whistleblowing channels for reporting concerns and provide relevant awareness to employees.

Capitals



Strategy



Stakeholders



UN SDGs



Strategic Review

Material Matters

DATA PRIVACY AND CYBERSECURITY

DESCRIPTION

Strengthen data privacy and cybersecurity controls.

WHY IS IT IMPORTANT?

Safeguarding information and personal data supports stakeholder trust and helps manage regulatory, financial and reputational risks associated with cyber incidents, information leakage and personal data breaches.

WHAT ARE THE RISKS?

- Cyber incidents causing business disruption and potential reputational impacts.
- System compromise or unauthorised access, including via third-party vulnerabilities.
- Human error in processing or handling personal data.

WHAT ARE THE OPPORTUNITIES?

- Improved detection and response capability through strengthened cybersecurity governance and monitoring.
- Improved workforce awareness of cyber and data protection risks through training and simulations.
- Improved data governance foundations to support analytics and automation, subject to implementation scope.

MANAGEMENT APPROACH (OUR RESPONSE)

- Deploy layered security controls (e.g., endpoint detection and response, firewalls, anti-malware, web filtering and application security) across networks, data centres and devices.
- Conduct annual vulnerability assessment and penetration testing ("VAPT") to identify and remediate vulnerabilities.
- Classify and encrypt sensitive, confidential and personal data, where applicable.
- Implement multi-factor authentication for system and VPN access.
- Use monitoring tools (e.g., SIEM) and security operations capabilities ("SOC") for incident monitoring and response.
- Restricting lateral movement between servers and PCs through segmentation and port control.
- Conduct cyber awareness training, phishing simulations and assessments to strengthen readiness.
- Harden cloud security based on ISO 27001, NIST and other benchmarked standards.
- Enforce zero-trust network access, ensuring access for secured devices and authorised personnel only.
- Appoint Data Protection Officers for eligible entities, where required by applicable jurisdictions.
- Maintain privacy notices and personal data breach management processes to support regulatory compliance and readiness.

Capitals



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UN SDGs



ANTI-BRIBERY AND CORRUPTION

DESCRIPTION

Maintain a stance against bribery and corruption and promote ethical business conduct.

WHY IS IT IMPORTANT?

Bribery and corruption may result in legal, financial, regulatory and reputational impacts. Maintaining appropriate controls supports compliance obligations and stakeholder trust.

WHAT ARE THE RISKS?

- Exposure to corruption risk within the Group and across the supply chain.
- Legal and regulatory sanctions and associated financial and operational impacts.
- Reputational damage and loss of stakeholder confidence.

WHAT ARE THE OPPORTUNITIES?

- Strengthened governance and control environment through consistent training and monitoring.
- Improved business partner confidence through clear integrity expectations.

MANAGEMENT APPROACH (OUR RESPONSE)

- Implement the Anti-Bribery and Corruption Policy to guide conduct expectations.
- Maintain a Whistleblowing Policy and reporting channels, with appropriate governance and follow-up processes.
- Maintain controls relating to conflicts of interest, gifts, entertainment and travel, and sponsorships and donations.
- Provide relevant anti-bribery and corruption training for Directors and employees, where applicable.
- Obtain employee annual compliance pledges.
- Continue to implement COBC e-learning and assessments.
- Require vendors to sign an Integrity Pledge and include relevant integrity clauses in the Vendor COBC and contracts.

Capitals



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Operating Landscape

Market Review and Outlook

THE MALAYSIAN ECONOMY AND GENERAL OPERATING LANDSCAPE

Malaysia's economy remained resilient in 2025, with gross domestic product (GDP) expanding by 5.2% (2024: 5.1%). Growth was underpinned by sustained domestic demand, firm investment activity and continued strength in the electrical and electronics (E&E) sector.

Private consumption remained supportive, expanding by 5.3% in 4Q 2025 (3Q 2025: 5.0%), driven by improving labour market conditions. The unemployment rate declined to 3.1% (2024: 3.3%), while private sector nominal wages grew by 4.1% (3Q 2025: 3.8%), reinforcing household spending capacity. Meanwhile, labour supply remained resilient, with the labour force participation rate increasing to 70.9% in 4Q 2025 (4Q 2024: 70.6%).

Alongside strong consumption, investment activity continues to gain momentum. Private investment grew by 9.2% (3Q 2025: 7.3%), supported by machinery and equipment spending, particularly data centres and high technology industries. Gross Fixed Capital Formation increased by 9.3% (3Q 2025: 7.4%), while approved investments for 2025 rose by 11.0% to a record high of RM426.7 billion (2024: RM384.4 billion), driven by the Information and Communications (ICT) subsector – led by AI, Big Data, data centres and cloud computing and the E&E industry, anchored by semiconductor activities, collectively affirming Malaysia's strengthening position as a high-technology and advanced manufacturing destination.

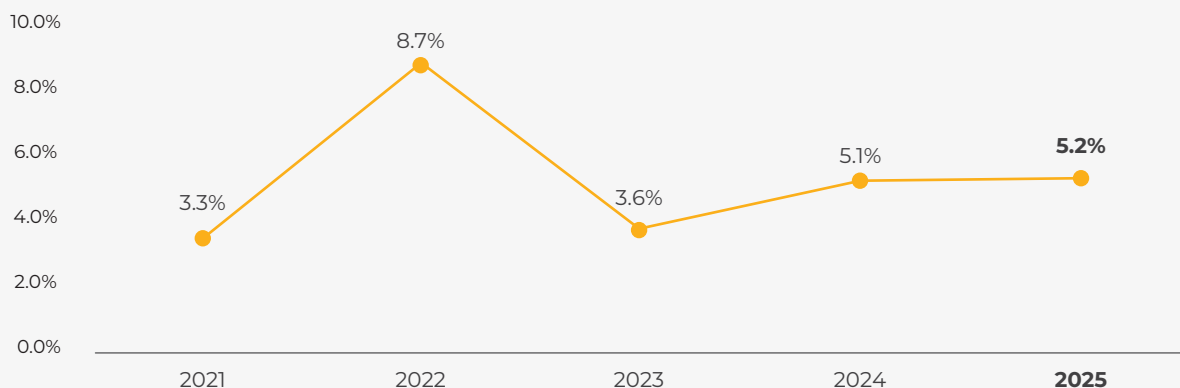
Externally, exports of goods and services expanded by 3.9% (3Q 2025: 1.7%), supported by resilient E&E demand and stronger tourism activity. According to Tourism Malaysia, international tourist arrivals reached 42.2 million in 2025, surpassing the pre-pandemic level of 35.0 million arrivals recorded in 2019 by 20.4%, driven by returning regional visitors and improved international connectivity ahead of Visit Malaysia Year 2026.

Inflation remained well contained in 2025, with headline inflation averaging 1.4% (2024: 1.8%) and core inflation averaging 2.0% (2024: 1.8%). The moderation reflected easing global cost pressures and stable domestic price conditions. Monetary policy was kept supportive, with overnight policy rate (OPR) maintained at 2.75%. Both the base lending rate (BLR) and the average base rate (BR) declined to 6.6% (2024: 6.7%) and 3.6% (2024: 3.7%) respectively.

According to the Ministry of Finance Malaysia, growth in 2026 is projected within the range of 4.0% to 4.5%, supported by resilient domestic demand, continued realisation of approved investments and sustained performance in the E&E sector. Investment activity is expected to remain robust underpinned by ongoing multi-year projects and national development initiatives, while tourism is anticipated to benefit from Visit Malaysia Year 2026.

While global trade uncertainties and geopolitical risks remain external challenges, Malaysia enters 2026 with manageable inflation, supportive monetary conditions, stable employment and a healthy investment pipeline.

Gross Domestic Product (GDP) Growth



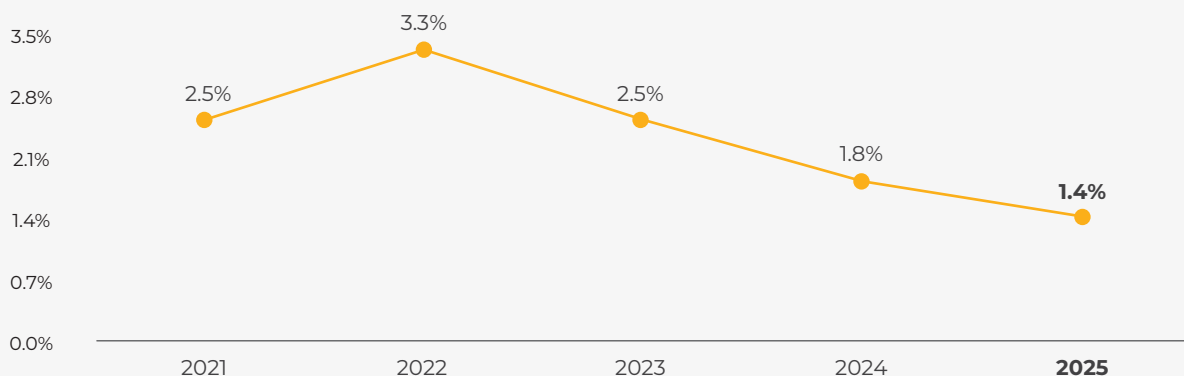
Source: Bank Negara Malaysia (BNM)

Strategic Review

Operating Landscape

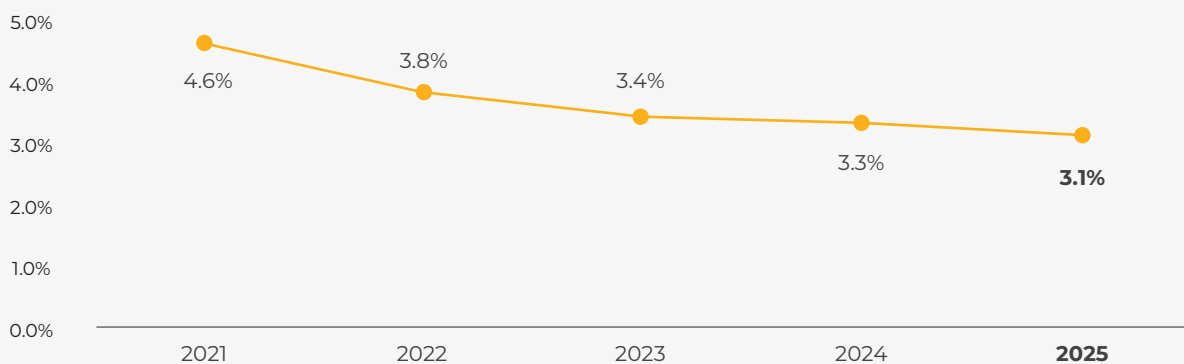
Market Review and Outlook

Consumer Price Index



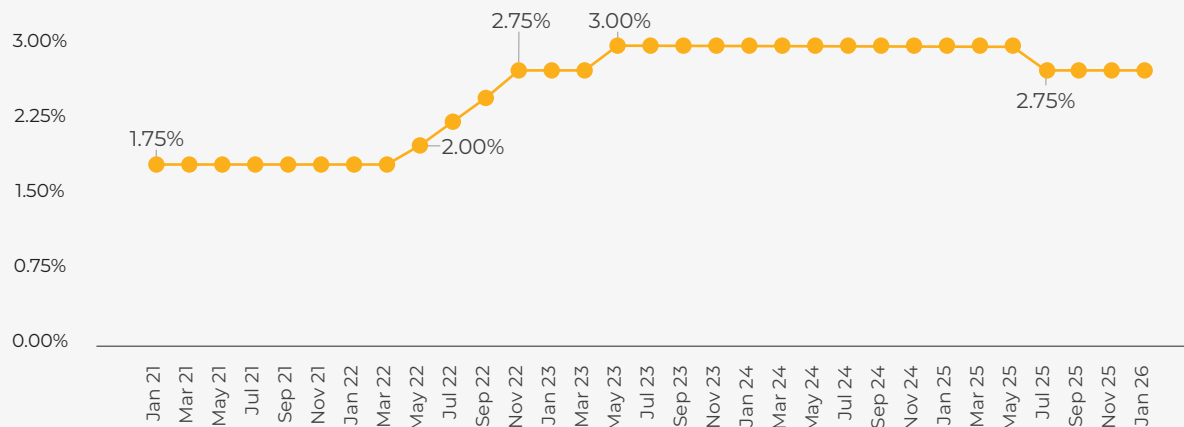
Source: Bank Negara Malaysia (BNM)

Unemployment Rate



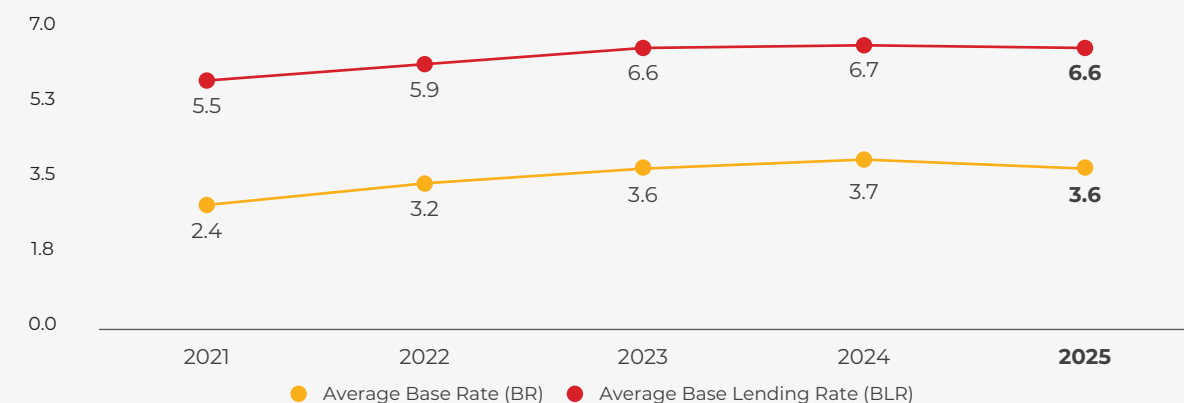
Source: Bank Negara Malaysia (BNM)

Overnight Policy Rate (OPR)



Source: Bank Negara Malaysia (BNM)

Average Base Lending Rate (BLR) & Average Base Rate (BR) (%)

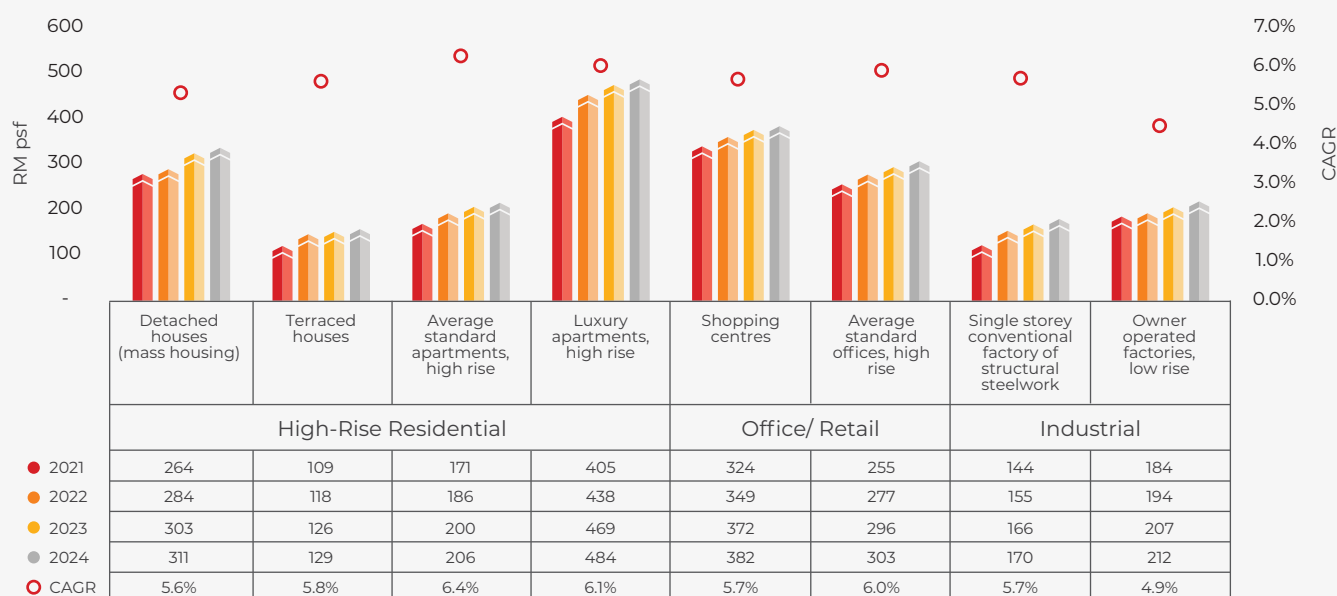


Source: Bank Negara Malaysia (BNM)

According to the JUBM & Arcadis Construction Cost Handbook Malaysia, construction costs in both Kuala Lumpur and Johor Bahru have increased steadily over the past four years, with 2024 marking another year of upward adjustments. Higher costs were recorded across residential, commercial and industrial segments, driven by structural factors such as elevated material prices, labour constraints and a sustained development pipeline. Extending into 2025, data from the Department of Statistics Malaysia indicates mixed movements in key construction material prices. The unit price index for cement, aggregates and sand recorded year on year increases, with sand posting the strongest gain at 9.3%, followed by aggregates at 5.4% and cement at 2.2%. Bricks and wall materials also edged higher, rising 1.2% year on year, while timber recorded a modest increase of 0.6%. In contrast, steel continued its downward trajectory, declining 5.4% year on year in 2025.

Despite these cost pressures, both cities continue to see active construction activity, supported by resilient demand fundamentals and ongoing investment commitments in key economic corridors.

Kuala Lumpur Construction Cost Trend, 2021 – 2024



Source: JUBM & Arcadis Construction Cost Handbook 2022 - 2025

Note: Construction costs include building costs, service costs and preliminaries, excluding site formation works, external works, land costs, professional fees, financing, legal expenses and contingencies.

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Johor Bahru Construction Cost Trend, 2021 – 2024



Source: JUBM & Arcadis Construction Cost Handbook 2022 - 2025

Note: Construction costs include building costs, service costs and preliminaries, excluding site formation works, external works, land costs, professional fees, financing, legal expenses and contingencies.

RESIDENTIAL PROPERTY SECTOR

MARKET OVERVIEW

Malaysia: Population and Urbanisation

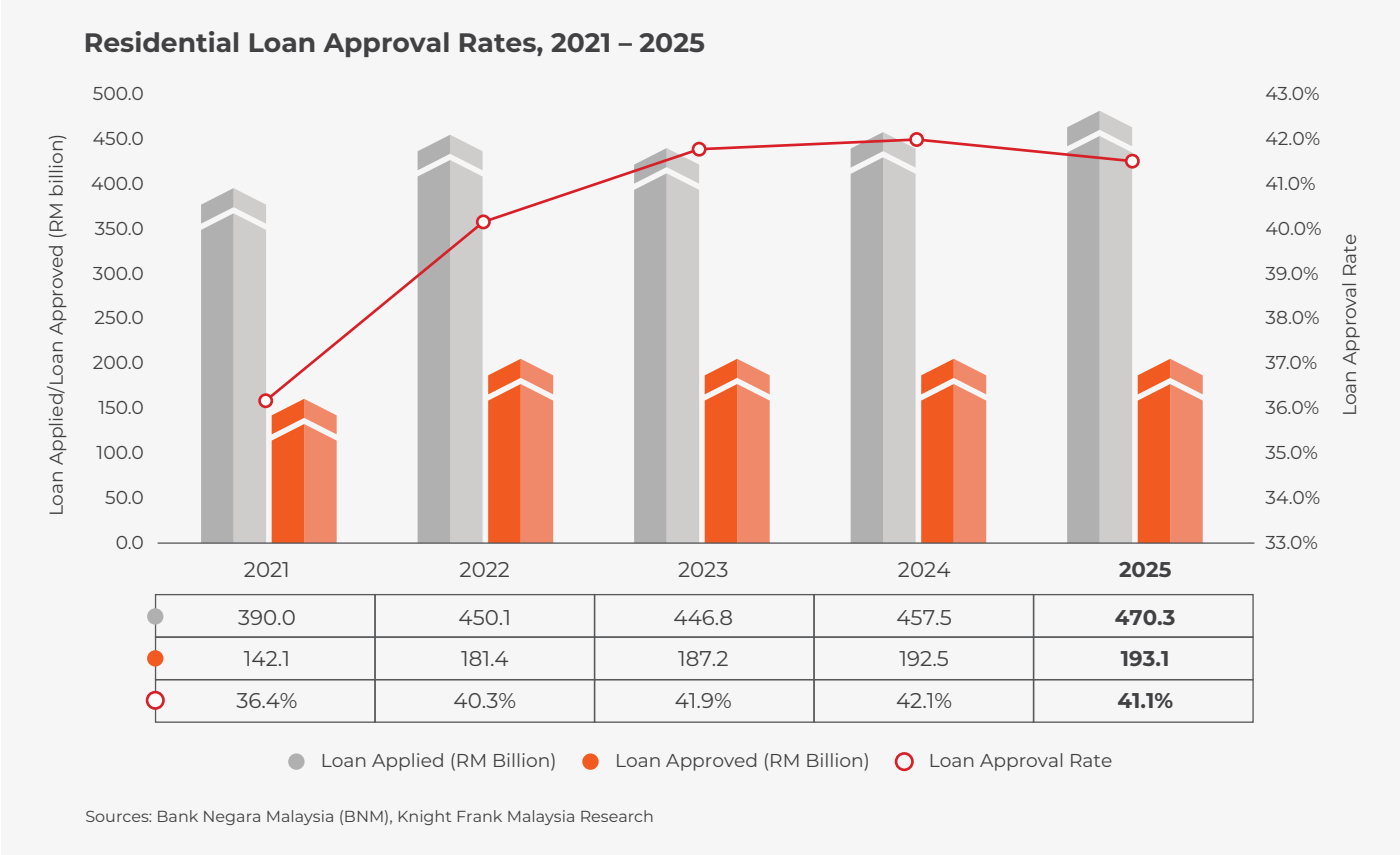
Malaysia's total population in 2025 is estimated at 34.2 million, growing at 0.5% (2024: 34.1 million), according to the Current Population Estimates 2025 published by the Department of Statistics Malaysia (DOSM). Selangor remains the most populous state, accounting for 21.6% of the national population, approximately 7.4 million people, cementing its position as the demographic and economic core of the Greater Klang Valley. The working-age population (15-64 years) accounts for 70.4% of Malaysia's total population in 2025, representing a large and economically active base with sustained housing needs.

Malaysia's urbanisation rate has risen steadily from 28.4% in 1970 to 75.1% in 2020, reflecting decades of economic-driven population concentration within urban centres. Based on DOSM's Population Projection 2020-2060, Malaysia's population is projected to reach a peak of 42.38 million by 2059, with urban growth expected to continue expanding across key economic corridors over the coming decades. This structural urbanisation trend, combined with improving household affordability, underpins long-term residential demand.

Malaysia's median household income grew to RM7,017 in 2024, rising at 5.1% annually (2022: RM6,444), with urban median household income reaching RM8,139, an annual growth of 5.8% (2022: RM7,243). At the state level, W.P. Kuala Lumpur, Selangor and Johor recorded the highest median household incomes at RM10,805, RM10,726 and RM7,712 respectively, reflecting the strong income base and purchasing capacity. Concurrently, the home ownership rate rose from 76.5% in 2022 to 78.0% in 2024, reflecting a deepening ownership culture that continues to drive demand for quality residential developments within established urban and suburban townships.

Malaysia: Residential Loan Approval Rates

Residential loan activity continued to expand in 2025, with loan applications rising by 2.8% year on year to RM470.3 billion, while approved loans increased marginally by 0.3% to RM193.1 billion. The loan approval rate eased slightly to 41.1% in 2025 (2024: 42.1%), though it remains higher than 36.4% recorded in 2021. The sustained level of approval indicates continued access to housing financing, supporting residential market activity despite more selective lending conditions amid evolving economic conditions.



Strategic Review

Operating Landscape

Market Review and Outlook

Malaysia: House Price Index

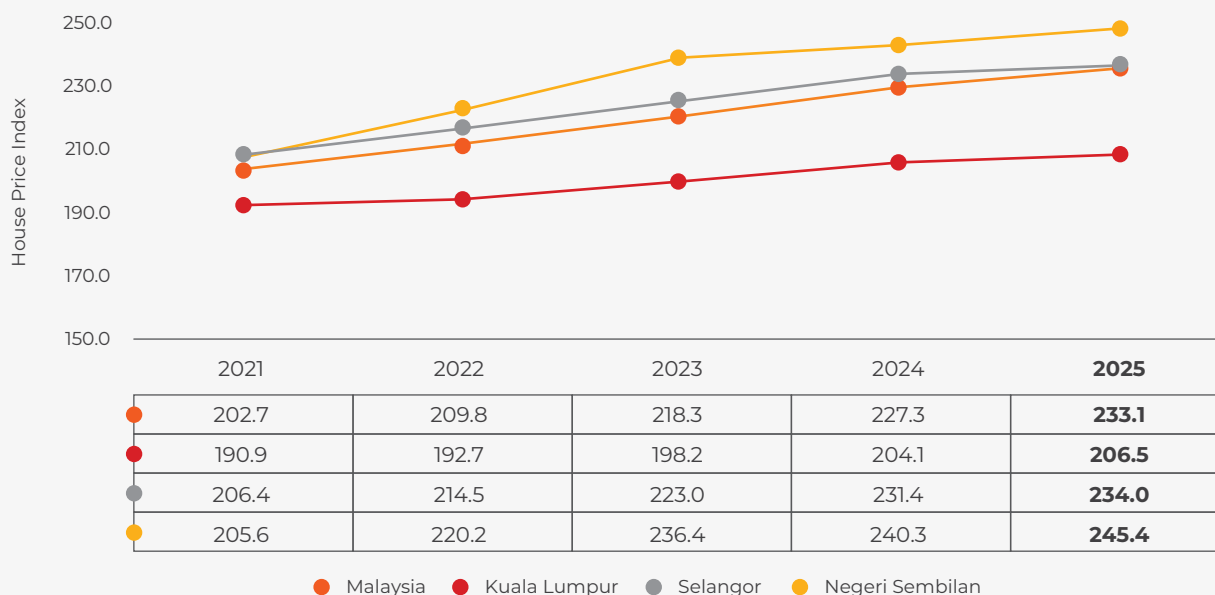
Malaysia's All House Price Index (HPI) recorded a steady upward trend between 2021 and 2025, rising from 202.7 to 233.1, reflecting a CAGR of 3.6%. This indicates continued resilience in residential property values despite evolving economic conditions.

Among the selected states, Negeri Sembilan recorded the strongest growth, with its HPI increasing from 205.6 in 2021 to 245.4 in 2025, translating to a CAGR of 4.5%. The stronger appreciation reflects rising demand supported by the state's relative affordability and spillover demand from the Klang Valley.

Selangor also experienced steady price growth, with its HPI rising from 206.4 to 234.0 over the same period, representing a CAGR of 3.2%, supported by its strong economic base and population growth.

In comparison, Kuala Lumpur recorded more moderate appreciation, with its HPI increasing from 190.9 to 206.5, equivalent to a CAGR of 2.0%. The slower growth reflects its higher price base, affordability constraints and greater concentration of high-rise residential supply, which has moderated overall price growth.

All House Price Index (HPI) by State, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

EXISTING & FUTURE SUPPLY

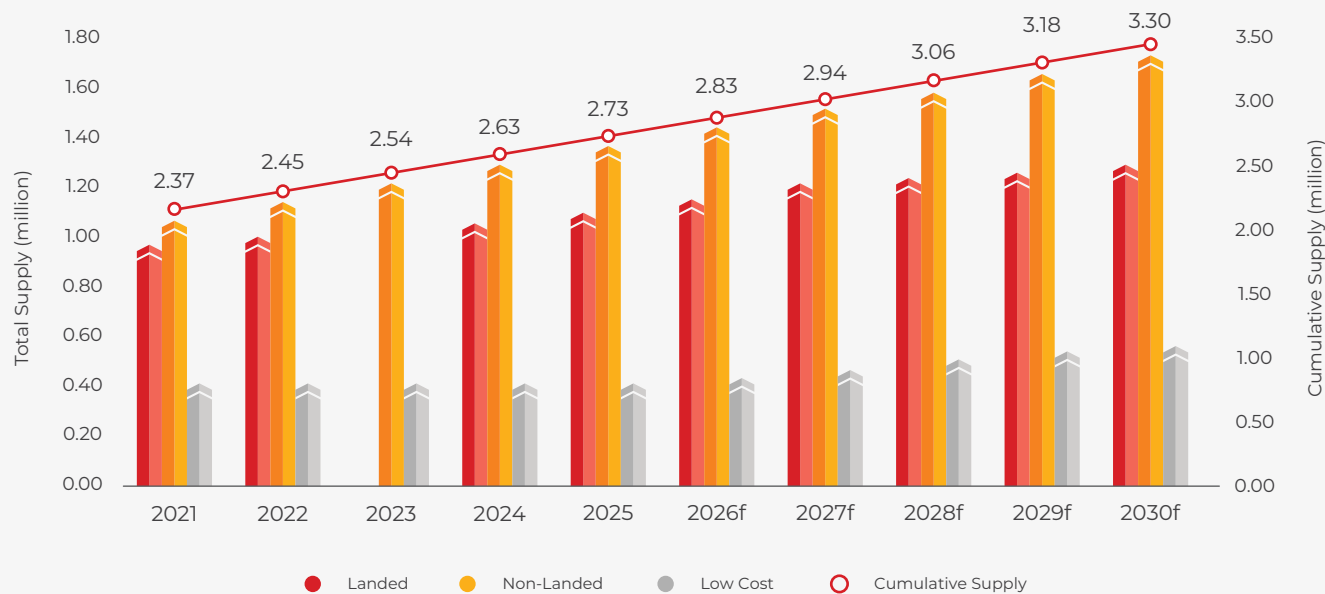
Klang Valley

As of 2025, Klang Valley's residential supply is estimated at 2.73 million units, reflecting a 3.7% increase from 2024. The market is led by non-landed housing (47.2%), followed by landed homes (38.6%) and low-cost units (14.1%), highlighting the growing role of higher-density developments in meeting urban housing demand.

Between 2021 and 2025, total housing supply expanded at a CAGR of approximately 3.6%, driven primarily by the non-landed segment as developers continue to optimise land use within established urban areas and transit-linked locations.

Looking ahead, Klang Valley's residential stock is projected to reach approximately 3.30 million units by 2030, with non-landed developments expected to account for the majority of new supply, growing at a CAGR of 5.0% from 2025, reflecting ongoing urbanisation and limited land availability for large-scale landed housing.

Cumulative Residential Supply in Klang Valley, 2021 – 2030f



Sources: NAPIC, Knight Frank Malaysia Research

Notes:
Landed: Terrace, Semi-Detached, Detach, Townhouse, Cluster.
Non-Landed: Flat, Condominium/Apartment, Serviced Apartment, Soho.
Low Cost: Low-Cost House, Low-Cost Flat

Strategic Review

Operating Landscape

Market Review and Outlook

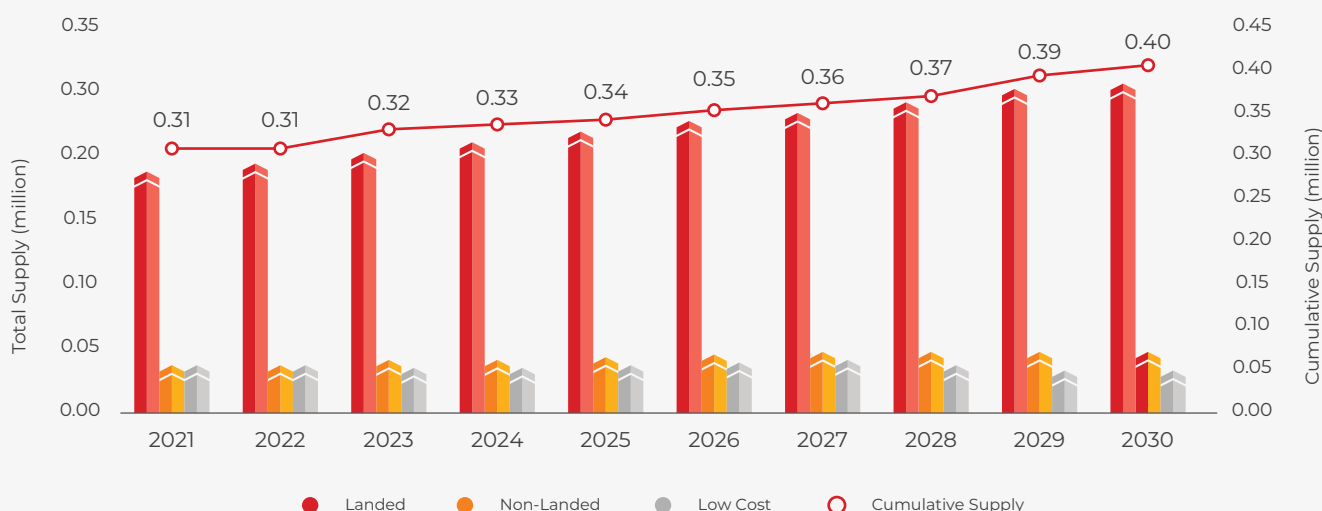
Negeri Sembilan

As of 2025, Negeri Sembilan's total residential supply is estimated at 344,342 units, reflecting a 5.7% increase from 2024. The market remains predominantly landed, accounting for 76.3% of total housing stock, followed by non-landed properties at 12.9% and low-cost housing at 10.8%, highlighting the state's continued preference for lower-density residential developments.

Between 2021 and 2025, residential supply expanded at a CAGR of approximately 2.5%, indicating steady housing growth supported by township developments and spillover demand from the Klang Valley.

Looking ahead, total residential supply in Negeri Sembilan is projected to reach approximately 0.40 million units by 2030, with landed housing expected to remain the main contributor to new supply, growing at a CAGR of 2.9% from 2025, reflecting the state's land availability and its positioning as a suburban residential alternative to the Klang Valley.

Cumulative Residential Supply in Negeri Sembilan, 2021 – 2030f



Sources: NAPIC, Knight Frank Malaysia Research

Notes:

Landed: Terrace, Semi-Detached, Detach, Townhouse, Cluster

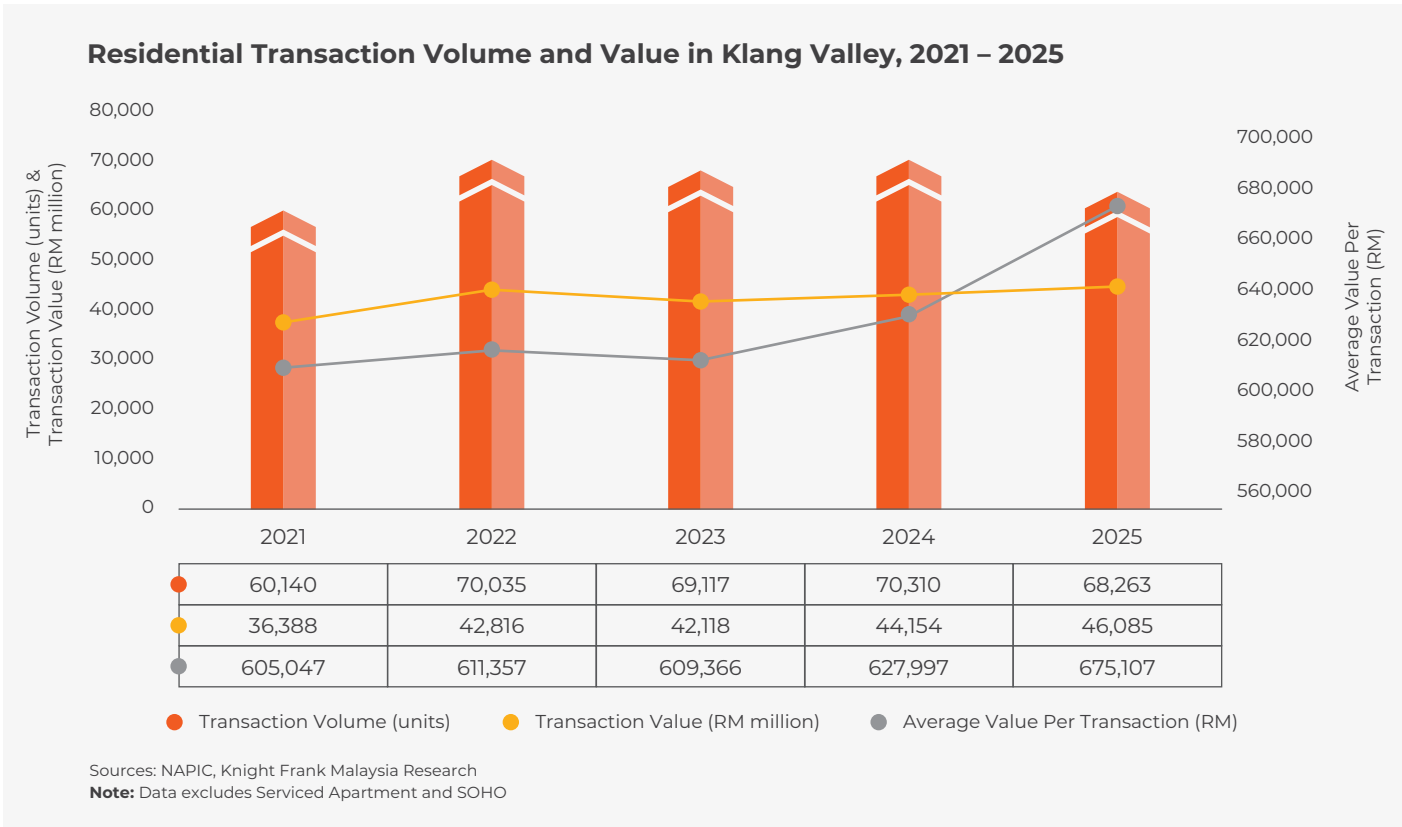
Non-Landed: Flat, Condominium/Apartment, Serviced Apartment, Soho.

Low Cost: Low-Cost House, Low-Cost Flat

TRANSACTION VOLUME AND VALUES

Klang Valley

In 2025, Klang Valley's residential transaction market recorded 68,263 transactions, representing a 2.9% decline year on year. Despite the moderation in volume, total transaction value increased by 4.4% to RM46.09 billion year on year, while the average value per transaction rose by 7.5% to RM675,107, reflecting continued price resilience and sustained demand for higher-value residential properties.



In 2025, residential transactions in the Klang Valley remained concentrated in the affordable and mid-market segments. Properties priced below RM500,000 accounted for 36,202 units (56.8%) of total transactions.

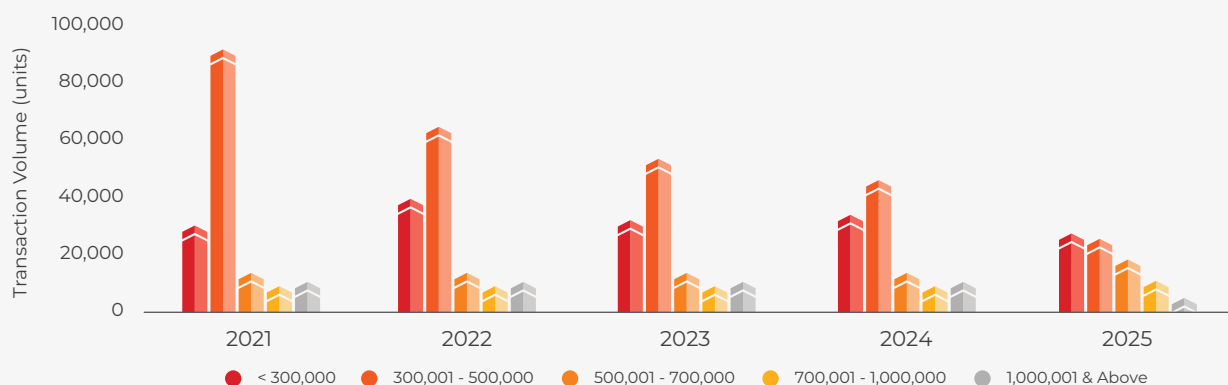
The RM500,001–RM700,000 segment recorded 12,928 transactions (20.3%), reflecting continued demand from upgrader households seeking larger or better-located homes. Meanwhile, properties priced between RM700,001 and RM1,000,000 accounted for 9,717 units (15.3%), indicating stable activity within the upper mid-market segment. Transactions for properties priced above RM1 million totaled 4,833 units (7.6%), representing a smaller share of the market and reflecting more selective demand within the higher-end segment.

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Market Review and Outlook

Transaction Volume by Price Range (RM) in Klang Valley, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

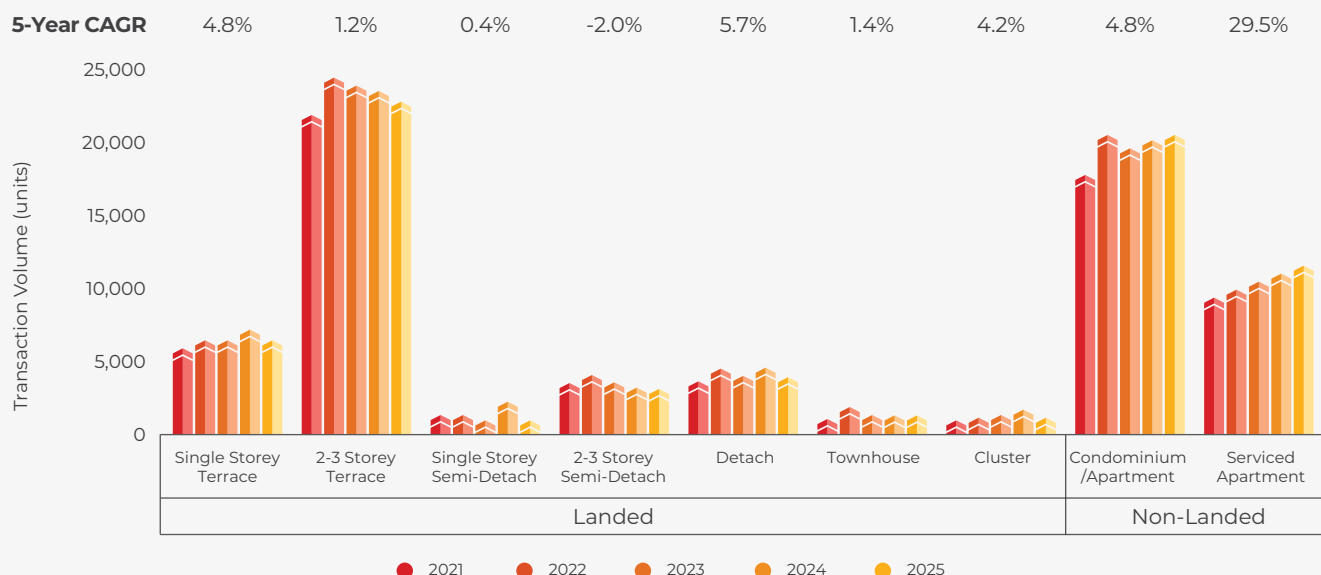
Note: Data excludes Serviced Apartment, SOHO and Vacant Land

In 2025, landed homes continued to account for the majority of residential transactions in Klang Valley. The 2–3 storey terraced segment remained the most actively traded, recording (19,780 units), followed by condominiums/apartments (17,223 units) and serviced apartment (9,847 units).

Over the 2021–2025 period, serviced apartments recorded the strongest growth in transaction volume, registering a 5-year CAGR of 29.5%, reflecting growing demand for higher-density urban living. Among non-landed properties, condominiums/apartments also recorded steady growth at 4.8%.

Within the landed segment, detached houses recorded the strongest CAGR of 5.7%, followed by single storey terraces (4.8%) and townhouses (1.4%). Meanwhile, 2–3 storey terraces grew moderately at 1.2%, while single storey semi-detached (0.4%) saw marginal growth. In contrast, 2–3 storey semi-detached recorded a decline of -2.0% over the same period, reflecting relatively softer demand for this property type.

Transaction Volume by Property Type in Klang Valley, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

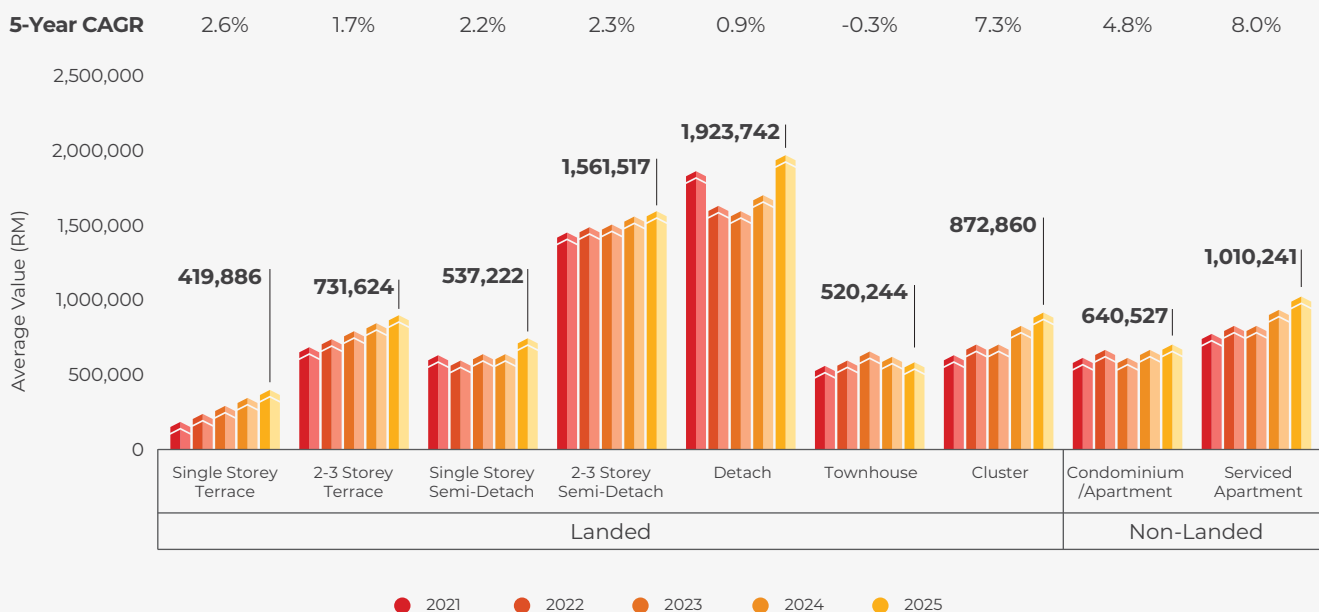
Note: Data excludes SOHO, Low-Cost Houses, Vacant Land and Others

Average transaction values across most residential property types in the Klang Valley recorded moderate appreciation between 2021 and 2025, reflecting gradual price growth amid steady housing demand.

Serviced apartments recorded the strongest increase, registering a CAGR of 8.0%, followed by cluster houses (7.3%), supported by relatively limited supply and growing demand for newer, lifestyle-oriented developments.

Meanwhile, traditional landed housing segments such as single-storey terraces (2.6%), 2–3 storey terraces (1.7%), and semi-detached homes (2.2%–2.3%) experienced more moderate price growth, reflecting a relatively well-supplied market and broader availability of comparable products.

Average Value Per Residential Transaction (AVPT) by Property Type in Klang Valley, 2021 - 2025



Sources: NAPIC, Knight Frank Malaysia Research

Note: Data excludes SOHO, Low-Cost Houses, Vacant Land and Others

In 2025, the average value per residential transaction in the primary market increased to RM832,653, while the secondary market rose to RM629,288, maintaining a price premium for new developments. On average, primary market transactions were about 1.32 times higher than those in the secondary market, reflecting stronger pricing for newly launched projects offering modern layouts, amenities and integrated township environments.

Strategic Review

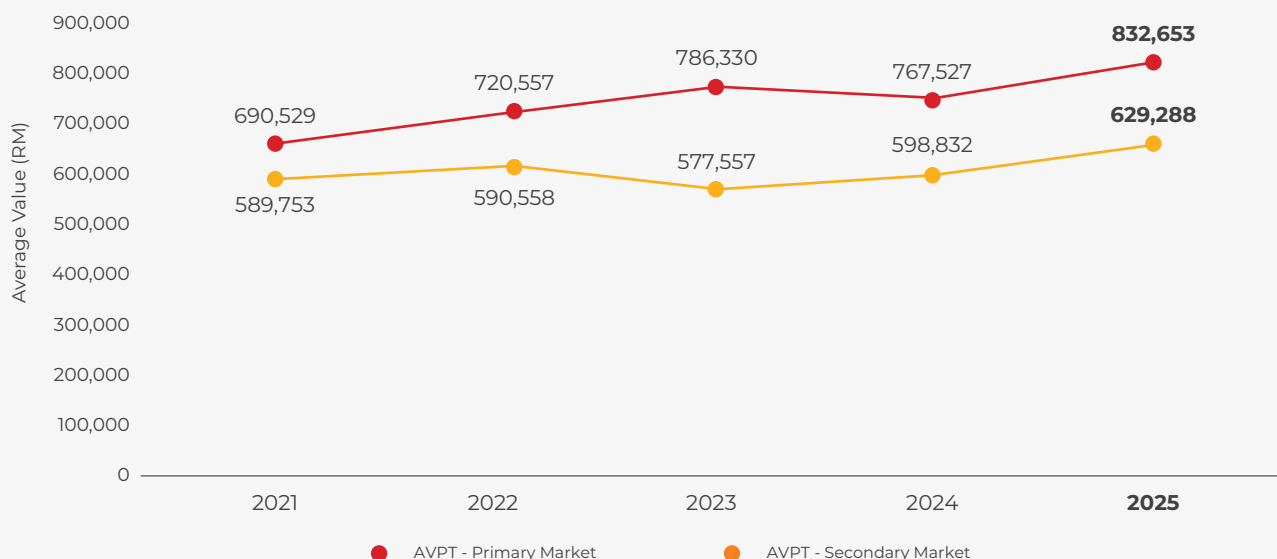
Operating Landscape

Market Review and Outlook

Between 2021 and 2025, the primary market recorded stronger value growth, with a CAGR of 4.8%, compared with 1.6% in the secondary market. The stronger appreciation in the primary segment reflects sustained demand for new housing supply, particularly within well-planned developments and transit-linked locations.

Despite this, the secondary market continues to play an important role, supported by buyers seeking more affordable entry points and established neighborhoods. The price gap between the two segments highlights the continued premium commanded by newly completed residential products in the Klang Valley.

Average Value Per Residential Transaction (AVPT) in Primary and Secondary Markets in Klang Valley, 2021 – 2025



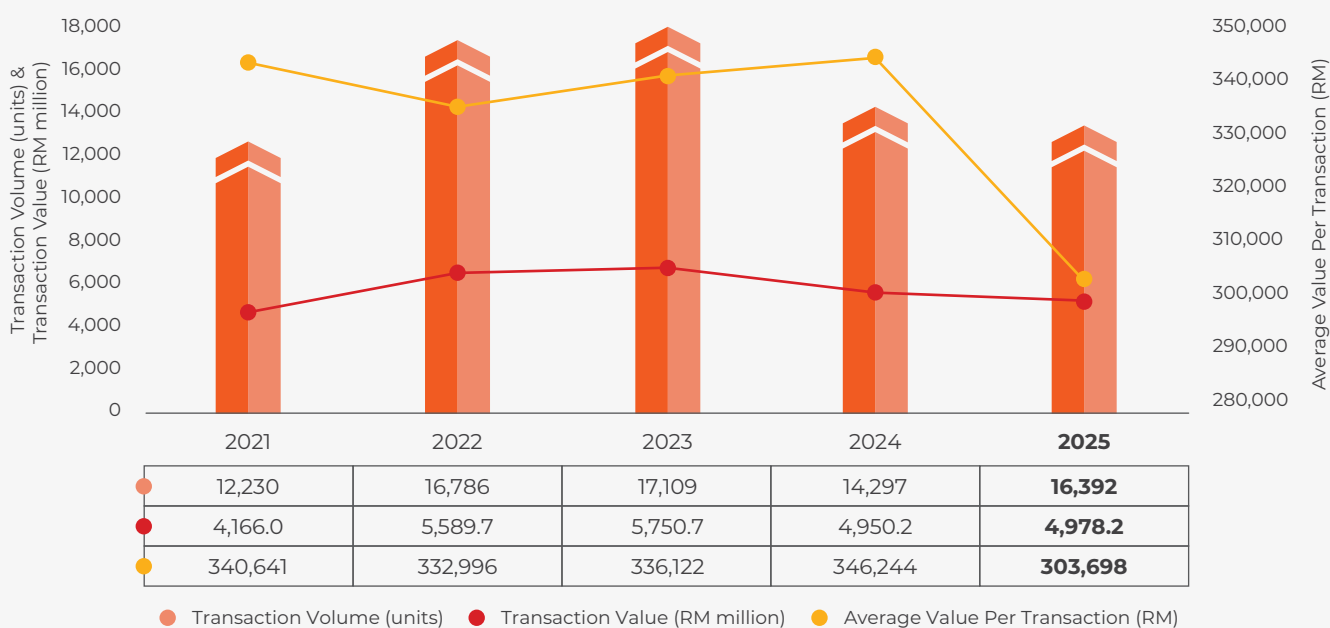
Sources: NAPIC, Knight Frank Malaysia Research
Note: Data excludes Serviced Apartment and SOHO

Negeri Sembilan

In 2025, Negeri Sembilan's residential market recorded 16,392 transactions, representing a 14.7% increase year on year. Correspondingly, total transaction value edged up by 0.6% to RM4.98 billion year on year. Despite the increase in transaction volume, the average value per transaction declined to RM303,698, down 12.3% year on year, reflecting a higher proportion of more affordable housing transactions recorded during the year.

Negeri Sembilan continues to offer more affordable housing options, attracting buyers seeking larger homes and lower entry prices while maintaining connectivity to major economic centres. This positioning continues to support residential demand in key growth areas such as Seremban, Nilai and Senawang, which benefit from ongoing township development and spillover demand from the Klang Valley.

Residential Transaction Volume and Value in Negeri Sembilan, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

Note: Data excludes Serviced Apartment and SOHO

Residential transactions in Negeri Sembilan remained largely concentrated in the affordable housing segment. Properties priced below RM500,000 accounted for 8,785 transactions (76.5%), with the below RM300,000 segment recording the highest activity at 5,057 units (44.0%). The RM300,001–RM500,000 segment recorded 3,728 transactions (32.5%), reflecting sustained demand for mid-affordable housing within key townships in Negeri Sembilan.

Strategic Review

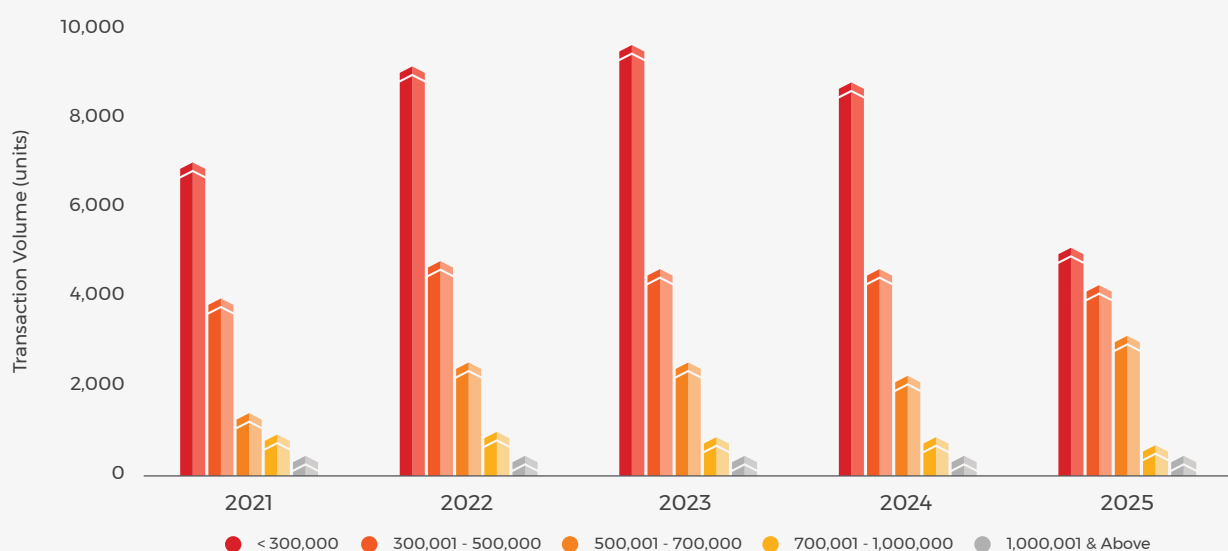
Operating Landscape

Market Review and Outlook

Meanwhile, the RM500,001-RM700,000 segment accounted for 1,906 units (16.6%), while RM700,001–RM1,000,000 recorded 573 units (5.0%), indicating more limited upgrader activity. Properties priced above RM1 million remained a small segment, accounting for 219 transactions (1.9%).

The distribution highlights Negeri Sembilan's affordability-driven housing market, supported by owner-occupiers and buyers seeking more accessible price points.

Transaction Volume by Price Range (RM) in Negeri Sembilan, 2021 – 2025



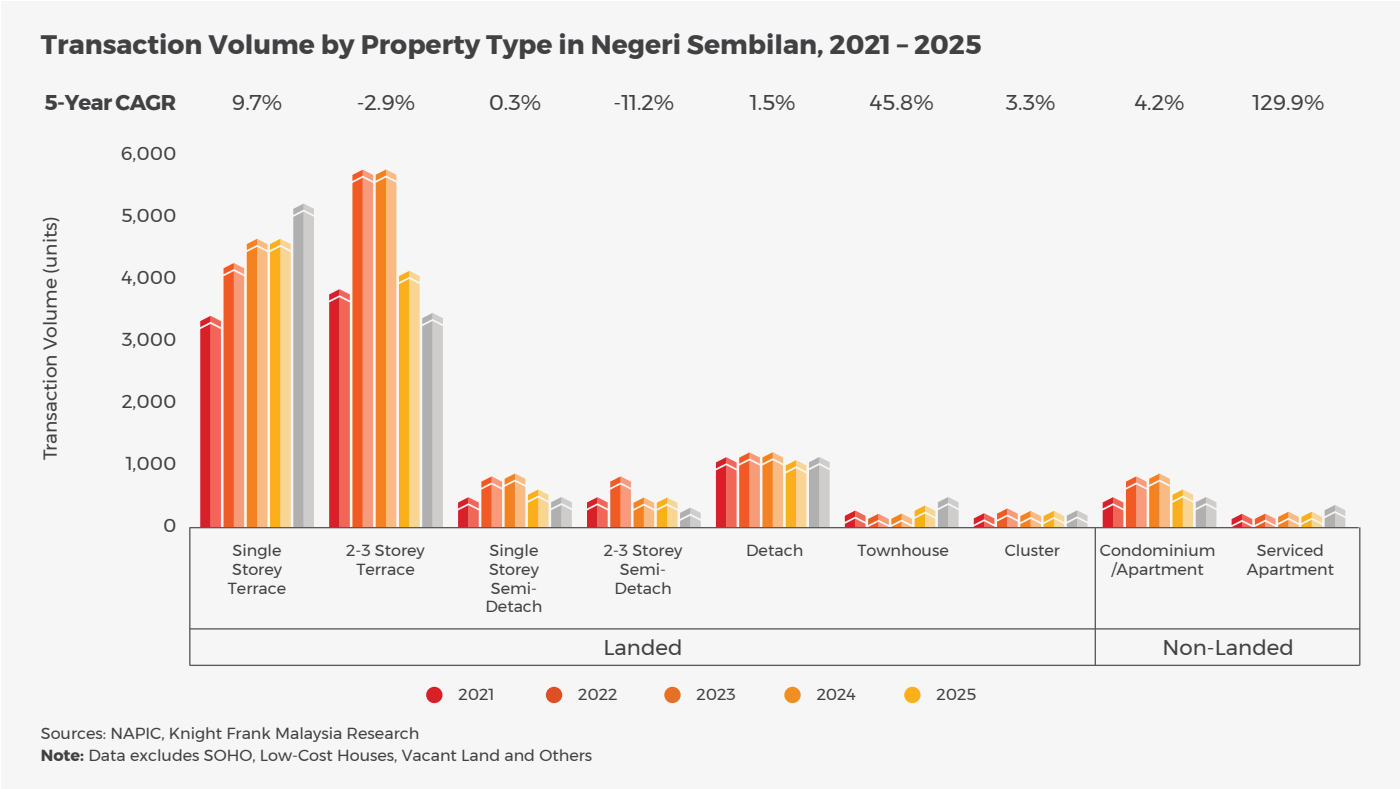
Sources: NAPIC, Knight Frank Malaysia Research

Note: Data excludes Serviced Apartment, SOHO and Vacant Land

Residential transactions in Negeri Sembilan remain predominantly concentrated in landed housing, accounting for over 80% of total market activity. Single-storey terraces (5,300 units) and 2–3 storey terraces (3,856 units) continued to dominate transactions, reflecting the state's preference for landed homes and the continued expansion of township developments.

Over the 2021–2025 period, single-storey terraces recorded the highest average transactions at approximately 4,644 units per annum, followed by 2–3 storey terraces at about 4,775 units per annum, underscoring their position as the core housing products in the state's residential market.

Among smaller segments, townhouses and serviced apartments recorded the strongest growth, registering CAGRs of 45.8% and 129.9% respectively, albeit from a lower base. This suggests a gradual emergence of demand for more compact and higher-density housing formats in selected urban areas.



Average transaction values across most residential property types in Negeri Sembilan recorded moderate growth between 2021 and 2025, reflecting steady price appreciation in line with the state's affordability-driven housing market. Cluster houses recorded the strongest increase, with a CAGR of 9.2%, followed by condominiums/apartments (8.1%) and serviced apartments (4.8%), supported by limited supply and growing demand for newer residential formats in emerging townships.

Meanwhile, traditional landed segments such as single-storey terraces (3.5%) and 2–3 storey terraces (3.0%) recorded more moderate price growth, reflecting their larger supply base and continued availability within township developments.

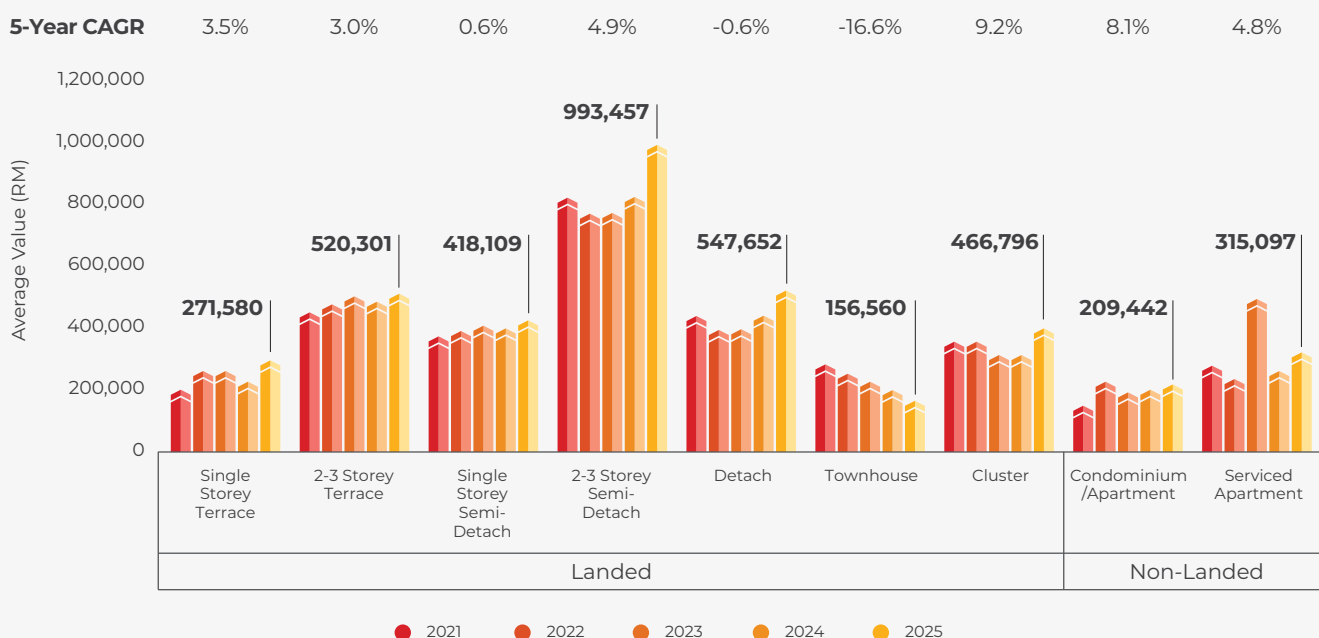
Strategic Review

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Market Review and Outlook

The price trend suggests stronger appreciation in newer or niche housing formats, while mass-market landed homes experienced more gradual price increases, consistent with Negeri Sembilan's position as an affordable residential alternative to the Klang Valley.

Average Value Per Residential Transaction (AVPT) by Property Type in Negeri Sembilan, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

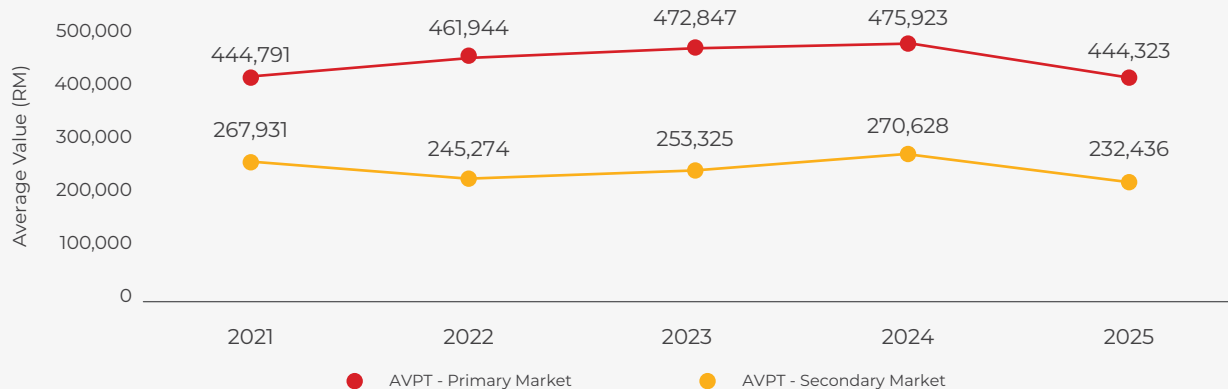
Note: Data excludes SOHO, Low-Cost Houses, Vacant Land and Others

In 2025, the average value per residential transaction in Negeri Sembilan's primary market declined to RM444,323, while the secondary market moderated to RM232,436. Despite the adjustment, prices in the primary market remained approximately 1.9 times higher than the secondary market, reflecting the continued premium for newly launched housing within planned township developments.

The decline in both segments suggests a moderation in transaction values following the stronger price growth recorded in earlier years, alongside a more cautious buying environment. Nevertheless, the primary market continues to command higher pricing due to newer housing stock, modern layouts and integrated amenities offered within large-scale developments.

Meanwhile, the secondary market remains an important component of the housing ecosystem, supported by more affordable entry points and established neighborhood locations. This dynamic indicates a balanced residential market, where the primary market drives new supply while the secondary market provides accessibility for value-conscious buyers.

Average Value Per Residential Transaction (AVPT) in the Primary and Secondary Markets in Negeri Sembilan, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

Note: Data excludes Serviced Apartment and SOHO

MARKET OUTLOOK

Stable macroeconomic fundamentals supporting housing demand

Malaysia's residential property market is expected to remain on a gradual recovery path into 2026, supported by stable macroeconomic conditions. The economy is projected to grow by 4.0%–4.5%, underpinned by resilient domestic demand and an improving labour market. Bank Negara Malaysia's OPR reduction to 2.75% in July 2025 reflects a supportive monetary stance, helping to lower borrowing costs and improve housing affordability, particularly for first-time and M40 homebuyers.

Urbanisation and continued migration into key regions such as the Klang Valley and Negeri Sembilan will remain structural drivers of housing demand, although buyers are expected to remain cautious amid rising living costs and global economic uncertainties.

Affordability and mid-market housing to drive demand

Demand is expected to remain concentrated in the affordable and mid-market segments, where purchasing power remains strongest. Buyers continue to prioritise value, accessibility and practical living environments, particularly landed homes in suburban townships offering larger living spaces.

In the Klang Valley, demand is likely to be driven by mid-range landed homes, while the high-rise segment, particularly serviced apartments, may continue to face absorption challenges due to existing oversupply and affordability constraints.

Similarly, Negeri Sembilan's residential market is expected to remain supported by affordable landed housing, benefiting from spillover demand from the Klang Valley and the state's relatively lower entry price points. Demand will likely continue to be led by first-time buyers and upgrader households.

Rising development costs and regulatory changes

Developers continue to face rising development costs, driven by higher material and labour prices and the implementation of the 6% SST on construction services, alongside the 8% SST on commercial rental services introduced in July 2025. These pressures may lead to gradual price adjustments.

At the same time, regulatory developments such as the proposed Urban Renewal Act, MADANI Housing Reforms and the government's push towards the Build-Then-Sell (BTS) model are expected to strengthen governance and buyer protection while encouraging more disciplined project planning.

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Policy support and emerging demand drivers

Housing-related measures under Budget 2026 are expected to support homeownership and market activity. Key initiatives include the RM20 billion Housing Credit Guarantee Scheme (SJKP) to assist first-time homebuyers, BSN financing support for contract public servants, and the extension of stamp duty exemption for first homes priced up to RM500,000 until end-2027.

Meanwhile, the Malaysia My Second Home (MM2H) programme continues to support demand in the premium residential segment, contributing RM839.9 million in economic revenue between October 2024 and June 2025.

Developers are also accelerating the integration of Environmental, Social and Governance (“ESG”) features, including energy-efficient designs and sustainable landscaping, which are increasingly becoming standard expectations in new residential developments.

The residential market is expected to remain stable but selective, with demand concentrated in affordable, well-located and township-based developments. Developers are likely to adopt a more cautious, demand-driven approach, prioritising affordability, product relevance and integrated community planning.

While price growth is expected to remain moderate, supported by demand in resilient segments, challenges in the premium and oversupplied high-rise markets will continue to shape market dynamics in the near term.

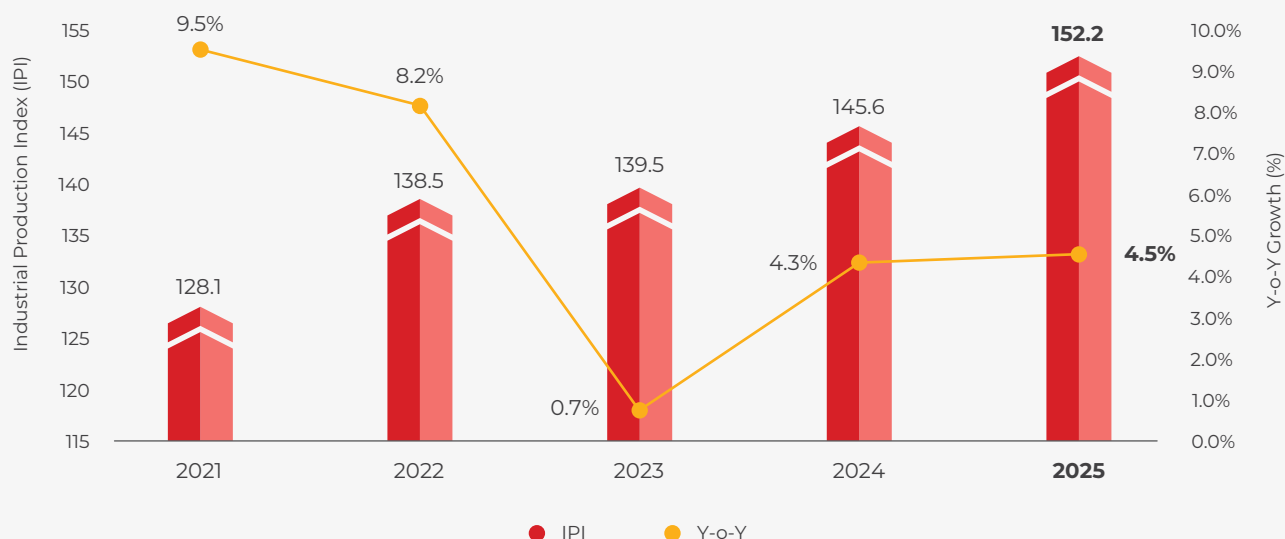
INDUSTRIAL AND LOGISTICS SECTOR

MARKET OVERVIEW

Malaysia's industrial production remained resilient in 2025, with the Industrial Production Index (IPI) expanding year on year despite a challenging global backdrop. Growth was increasingly supported by high-technology manufacturing, driven by the acceleration of AI-related industries and a gradual recovery in external demand.

The manufacturing sector remained the main contributor to the overall IPI performance, recording stronger growth of 4.5% during the year. Key subsectors driving this performance included electrical and electronics (E&E), food, beverages and tobacco, and non-metallic mineral products, basic metals and fabricated metal products. This shift toward higher-value production highlights Malaysia's strengthening role within regional technology and advanced manufacturing supply chains.

Industrial Production Index (“IPI”) For Manufacturing Sector, Malaysia, 2021 - 2025



Sources: Department of Statistics Malaysia (DOSM), Knight Frank Malaysia Research

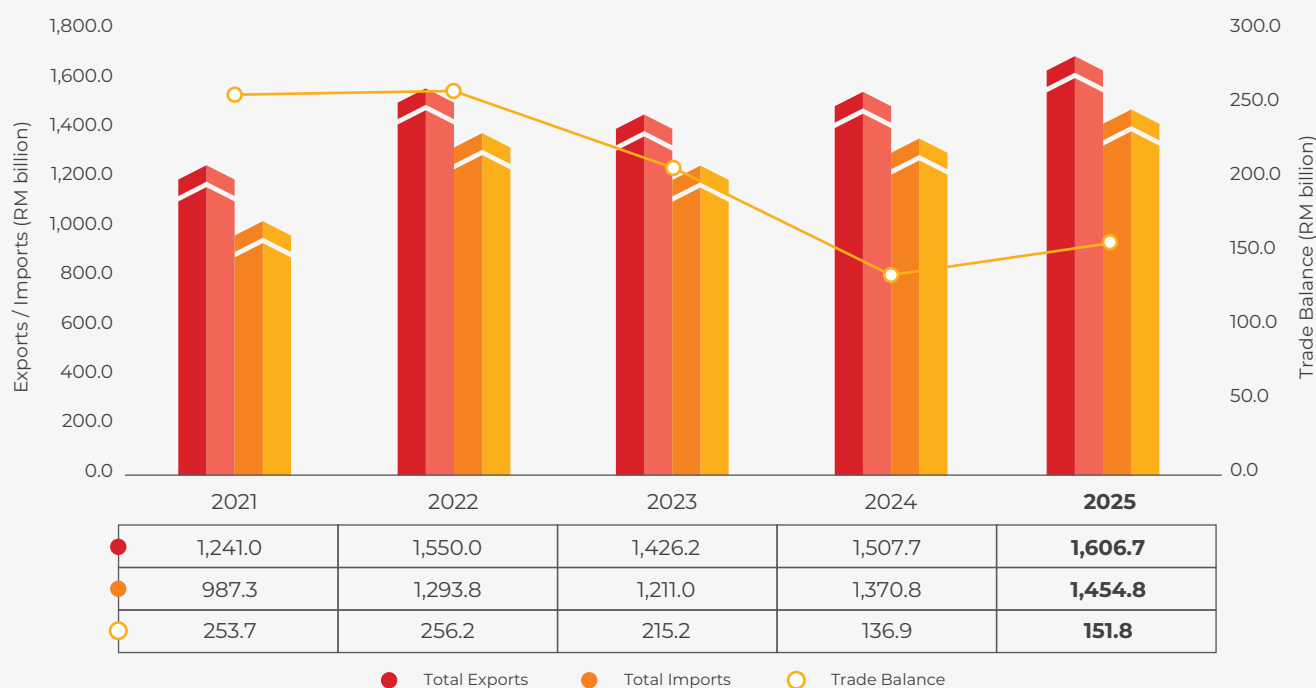
Malaysia's external trade reached a new high in 2025 despite a challenging global environment. Total trade surpassed RM3.0 trillion for the first time, rising 6.3% year on year to RM3.061 trillion. Exports grew 6.5% year on year to RM1.607 trillion, marking the fifth consecutive year above RM1 trillion, while imports expanded 6.2% year on year to RM1.455 trillion. This resulted in a trade surplus of RM151.8 billion, extending Malaysia's surplus record to 28 consecutive years.

Growth was supported by strong export performance to key partners including ASEAN, the United States, the European Union and Taiwan, reflecting Malaysia's integration into high-value technology and manufacturing supply chains. Manufactured goods remained the main driver of export expansion, led by E&E products, machinery and equipment and scientific and optical devices. Agriculture exports, particularly palm oil and related products, also recorded firm growth.

Malaysia's extensive Free Trade Agreement (FTA) network, covering frameworks such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and Regional Comprehensive Economic Partnership (RCEP), continued to support market access and export diversification. Shipments to emerging markets in Africa, Central Asia and the Middle East also strengthened, contributing to a broader export base. Malaysia's competitiveness improved accordingly, with the country rising to 23rd position in the IMD World Competitiveness Ranking 2025 (2024: 34th).

Malaysia's trade performance in 2025 reflects resilient demand across key sectors and ongoing policy support under national trade and industrial blueprints aimed at strengthening long-term competitiveness.

External Trade in Malaysia, 2021 to 2025



Sources: Department of Statistics Malaysia (DOSM), Knight Frank Malaysia Research

APPROVED MANUFACTURING INVESTMENT

Malaysia continued to record strong investment momentum in 2025, with total approved investments increasing by 11.0% year on year to RM426.7 billion. The manufacturing sector remained a key contributor, securing RM131.3 billion in approved investments, representing an 9.0% year on year increase, reinforcing Malaysia's position as a key regional manufacturing hub for high-value and technology-driven industries. Against this backdrop, Malaysia's industrial sector delivered another year of solid performance in 2025, with varying investment dynamics observed across the key states under review.

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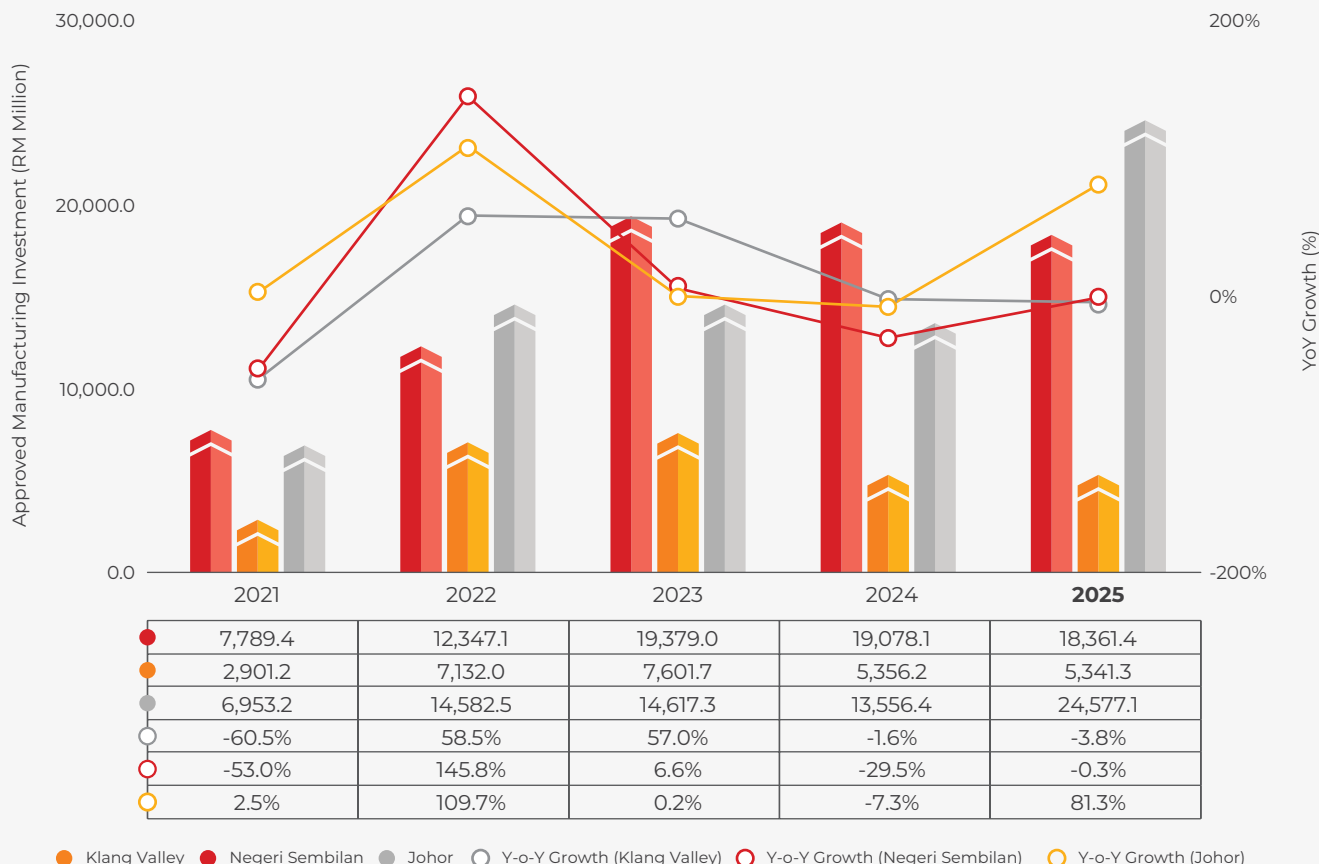
In Klang Valley, approved manufacturing investments declined slightly by 3.8% year on year to RM18.36 billion. While the region continues to serve as Malaysia's primary industrial and logistics hub, land scarcity in mature central locations has increasingly prompted developers to pursue vertical industrial developments and brownfield redevelopments. At the same time, the expansion of the West Coast Expressway (WCE) has catalysed new industrial growth corridors, particularly in Kapar and Puncak Alam, which re-emerging as key locations for large-scale greenfield developments and next-generation industrial parks designed to meet sustainability and operational requirements of multinational occupiers.

Meanwhile, Negeri Sembilan recorded RM5.34 billion in approved manufacturing investments, representing a marginal decline of 0.3% year on year. The state nevertheless continues to strengthen its position as an emerging industrial destination, supported by the ongoing development of the Malaysia Vision Valley (MVV).

In contrast, Johor recorded a significant surge in approved manufacturing investments, rising by 81.3% year on year to RM24.58 billion. The strong performance was supported by growing investor interest following the formalisation of the Johor-Singapore Special Economic Zone (JS-SEZ), which is expected to strengthen cross-border economic integration and industrial collaboration. In addition, Johor's rapid emergence as a regional data centre hub has further enhanced its appeal to global investors and technology-driven industries, reinforcing the state's role as a major industrial growth centre in Malaysia.

According to the Malaysian Investment Development Authority (MIDA), Malaysia's investment pipeline continues to be supported by demand in sectors such as electrical and electronics (E&E), machinery and equipment, chemicals and advanced materials, reflecting the country's ongoing shift towards higher value-added and technology-driven manufacturing activities.

Approved Manufacturing Investments in Klang Valley, Negeri Sembilan and Johor, 2021 – 2024



Sources: MIDA, Knight Frank Malaysia Research

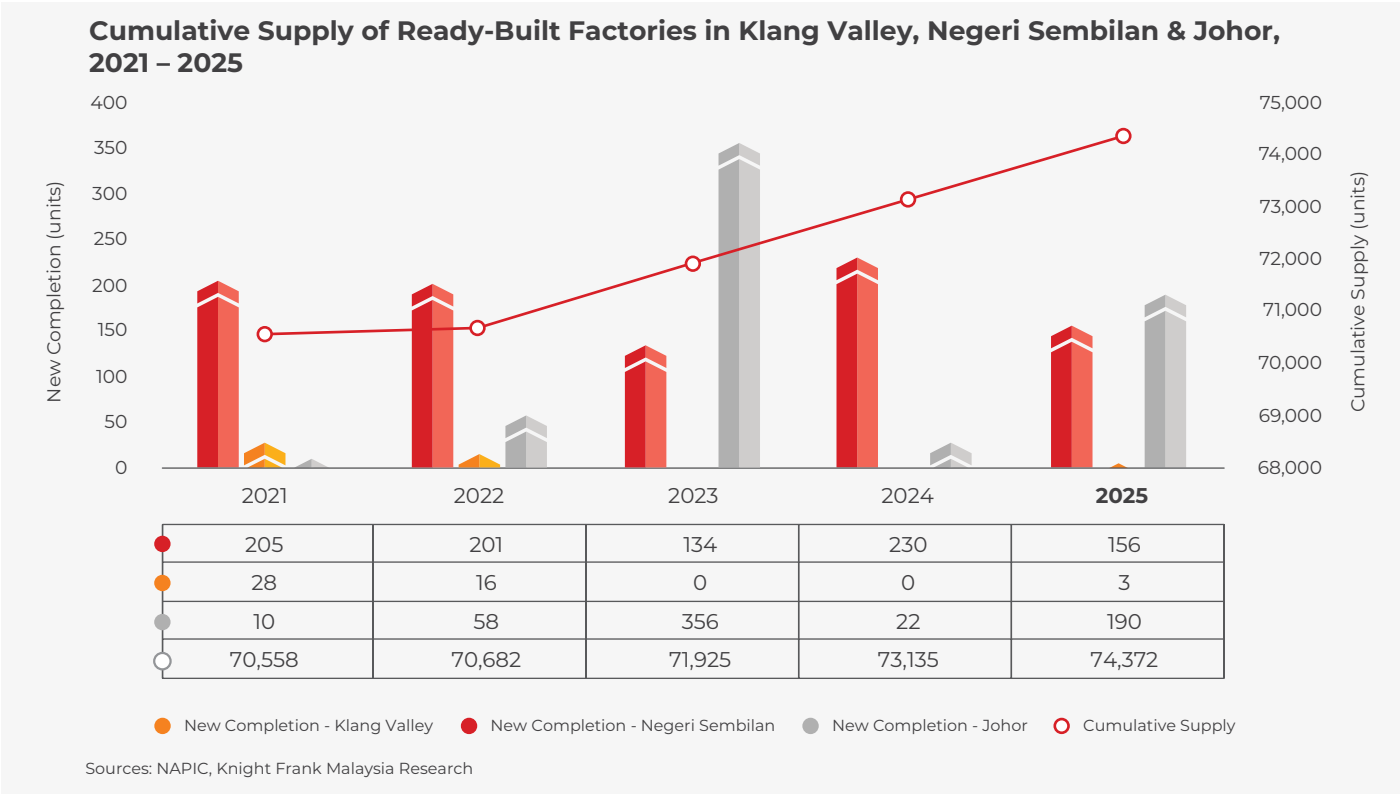
CUMULATIVE SUPPLY OF READY-BUILT FACTORY IN KLANG VALLEY, NEGERI SEMBILAN & JOHOR

As of 2025, the cumulative supply of ready-built factory units across Klang Valley, Negeri Sembilan and Johor reached 74,372 units, representing a 1.7% year on year increase. Selangor remained the dominant contributor with 43,766 units (58.9%) of the total supply, followed by Johor with 19,569 units (26.3%). Negeri Sembilan accounted for 5,899 units (7.9%), while Kuala Lumpur comprised the remaining 5,138 units (6.9%) of the overall cumulative supply. The growth reflects the continued expansion of Malaysia's industrial property sector, supported by sustained demand from the manufacturing, logistics and e-commerce sectors.

In terms of new completions, Klang Valley recorded 156 units in 2025, remaining one of the key contributors to industrial supply expansion. Meanwhile, Johor registered 190 new units, reflecting ongoing development momentum within the southern industrial corridor, particularly driven by cross-border trade and industrial investments linked to Singapore.

In comparison, Negeri Sembilan recorded a modest addition of 3 new units, indicating a more measured pace of industrial supply growth. Nevertheless, the state continues to benefit from its strategic location between Klang Valley and Johor, supporting its role as a secondary industrial location within the broader southern growth corridor.

The gradual increase in cumulative supply across these regions reflects steady developer confidence in Malaysia's industrial property market, supported by ongoing industrialisation, logistics expansion and the continued development of new industrial parks across key economic corridors.



TRANSACTION VOLUME & VALUE

In 2025, Klang Valley recorded 2,706 ready-built factory transactions with a total value of RM10.57 billion. Transaction volume increased by 14.3% year on year, while transaction value rose more moderately by 3.1% year on year, indicating sustained industrial market activity. Terraced factories/warehouses dominated market activity, accounting for 61.1% of transactions, followed by semi-detached (21.5%) and detached factories/warehouses (12.9%), while industrial complexes/units contributed 4.5%. Transaction activity remained largely concentrated in Petaling (27.9%) and Klang (19.9%), reinforcing their roles as Klang Valley's key industrial locations.

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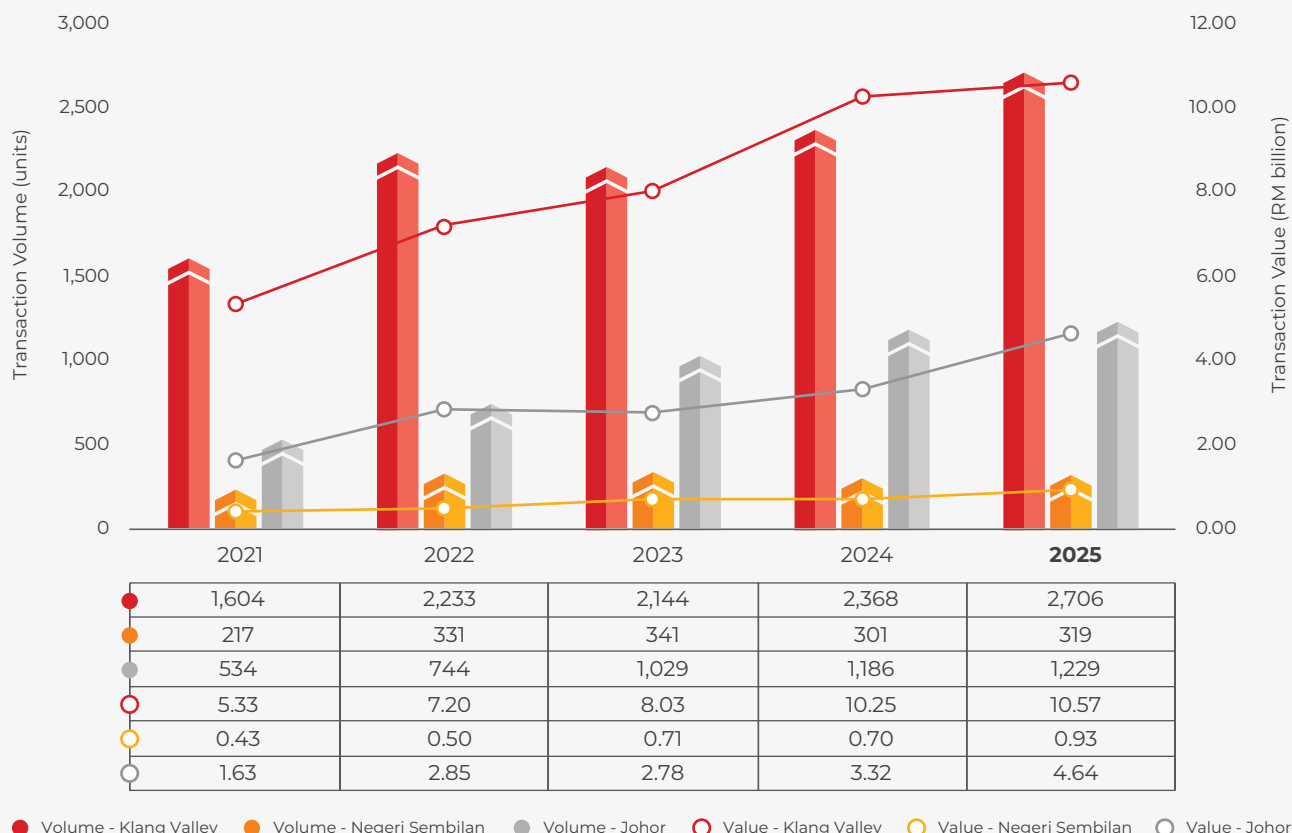
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In Negeri Sembilan, industrial transactions showed a moderate recovery in 2025, with 319 transactions recorded, representing a 6.0% year on year increase. Total transaction value rose more significantly by 32.9% year on year to RM0.93 billion, suggesting the presence of higher-value deals during the year. Terraced factories/warehouses accounted for nearly half of total transactions, while Seremban remained the dominant industrial location, contributing 87.1% of total transactions.

Meanwhile, Johor continued to record steady growth, with 1,229 industrial property transactions in 2025, reflecting a 3.6% year on year increase. Transaction value expanded more strongly, rising 39.8% year on year to RM4.64 billion, indicating stronger investor appetite and the increasing scale of industrial investments. Terraced factories/warehouses accounted for the largest share of activity (36.9%), followed by semi-detached factories/ warehouses (30.0%) and detached factories/ warehouses (20.6%). Johor Bahru remained the state's principal industrial hub, supported by its strategic proximity to Singapore and strong cross-border economic integration.

Malaysia's industrial property sector continued to demonstrate resilience in 2025, supported by sustained manufacturing activity, logistics expansion and the development of new industrial zones. Klang Valley and Johor remained the primary drivers of transaction activity, while Negeri Sembilan showed improving momentum, reflecting its growing role as a secondary industrial location supporting the broader southern growth region.

Transaction Volume & Value of Ready-Built Factories in Klang Valley, Negeri Sembilan & Johor, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

OVERVIEW OF READY-BUILT (RBF) AND BUILD-TO-SUIT (BTS) FACTORIES DEVELOPMENT AND THE LOGISTIC SUB-SECTOR

Malaysia's industrial property market in 2025 continued to be supported by structural drivers including supply chain diversification, high-technology manufacturing growth and ongoing investments in automation. Both ready-built factories (RBF) and build-to-suit (BTS) solutions remained integral to occupiers' expansion strategies, with RBF units meeting immediate operational requirements while BTS developments catered to manufacturers seeking custom-built facilities, higher power capacity and compliance with global sustainability standards. On the logistics front, modern Grade A warehouses and purpose-built distribution hubs are increasingly automation-ready, energy-efficient and designed to accommodate cold-chain and regional fulfilment functions.

Although global economic uncertainties persist, Malaysia's competitive positioning within ASEAN, supportive government policies and infrastructure investments continue to support stable transaction activity and sustained occupier demand across both segments.

a) Ready-Built & Build-to-Suit Factories Klang Valley

The Klang Valley remained the country's most established RBF market, with strong demand observed in Shah Alam, Klang, Port Klang and Subang. Interest was led by E&E, machinery and equipment, FMCG and regional operations requiring modern light industrial space. Developers continued delivering higher-specification units incorporating enhanced electrical capacity, wider spans and higher floor loading to support automation. Limited land availability in prime corridors kept capital values firm, while rental growth was supported by steady occupier demand and elevated construction costs.

The emergence of new industrial clusters within the Klang Valley, including Eco Business Park V (Puncak Alam), Sunsuria Kejora Business Park (Sepang), Alam Perdana Central Hub (Alam Perdana), KIIP @ Kapar and Golden Valley Industrial Park, reflected developers' response to land scarcity in core locations and sustained manufacturing demand. Similarly, the continued expansion of Bandar Bukit Raja's (BBR) industrial ecosystem underscores sustained market confidence, with Sime Darby Property acquiring additional land in 2023 to develop BBR Business Park (Phase 4) following the success of earlier phases.

In parallel, Elmina Business Park has emerged as another major industrial node within Klang Valley. Spanning approximately 1,500 acres with a gross development value (GDV) of RM6.4 billion, the development is planned to accommodate ready-built and build-to-suit industrial facilities targeting manufacturing, logistics and regional operations. The park benefits from strong connectivity to key highways including the Guthrie Corridor Expressway (GCE), North-South Expressway, LATAR, NKVE and DASH, as well as proximity to Subang Airport and Port Klang.

Following the successful take-up of its initial ready-built factory offerings, Sime Darby Property continues to introduce new industrial products within the park, including Signature Collection 2, comprising 44 semi-detached twin factory units designed for operational efficiency with higher clear heights, flexible layouts and enhanced loading capabilities. Complementing the ready-built segment, the developer has also introduced The Cubiz Collection at Elmina East Industrial Park, a build-to-lease development offering larger-format industrial facilities catering to light manufacturing, logistics and warehousing occupiers seeking operational flexibility.

Negeri Sembilan

Negeri Sembilan benefited from decentralisation trends as manufacturers sought cost advantages outside Klang Valley. Senawang, Nilai and Bandar Enstek recorded steady interest in managed industrial parks offering ready-built detached factories and medium-sized units. Improving highway connectivity, competitive land pricing and lower operating costs continued to underpin demand, particularly from food processing, halal production and domestic-oriented manufacturing. Developers emphasised master-planned environments with ESG-ready infrastructure, security and expansion options. In line with this trend, Sime Darby Property unveiled the Vision Business Park within the Malaysia Vision Valley 2.0 growth area, a 760-acre industrial development featuring an integrated ecosystem of ready-built factories, industrial plots, commercial components and R&D facilities designed to support business growth.

A notable development was the large-scale data centre campus planned by Pearl Computing within Gamuda's industrial township, reinforcing the state's growing role in supporting digital infrastructure and high-value industrial uses.

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Johor

Johor's RBF and BTS segments continued to gain momentum, supported by high-value manufacturing inflows and cross-border supply chain integration with Singapore. Iskandar Malaysia, Senai and Pasir Gudang attracted multinational manufacturers in renewable energy, medical devices and high-tech components. Factory designs increasingly incorporated solar-ready rooftops, high-efficiency systems and stronger grid capacity. Demand for larger-format detached units remained strong, with pricing competitiveness and strong investor interest contributing to firm values in prime industrial corridors.

Eco Business Park 8 sustained healthy take-up, while new large-scale projects such as the KLK-Mah Sing integrated industrial development highlight growing confidence in Johor's long-term industrial growth trajectory.

b) Logistics Sector Overview

Klang Valley

The Klang Valley remained Malaysia's principal logistics hub in 2025 supported by strong connectivity to Port Klang, KLIA and major expressways. Demand continued to concentrate on Grade A warehouses with high clear heights, modern loading configurations and automation-ready designs. Cold-chain facilities expanded in response to growing requirements from pharmaceutical and halal food logistics. Prime assets maintained firm occupancy levels, while new developments recorded improving pre-commitment levels as occupiers secured space ahead of completion. A notable addition during the year was Maersk's largest Asia Pacific contract logistics facility in Shah Alam, an automated and green-certified development that has reportedly achieved near-full occupancy by global brands.

Reflecting sustained demand for quality logistics facilities, Metrohub 1 and Metrohub 2 at Metro Logistics Park, Bandar Bukit Raja, Klang, have reached full occupancy. Developed in partnership with ESR under the Industrial Development Fund (IDF1), the two facilities provide a combined net lettable area of approximately 1.8 million sq ft, accommodating a diverse mix of multinational and local occupiers, including companies adopting advanced automation solutions. Building on this momentum, Metrohub 4, the third phase of the E-Metro Logistics Park spanning approximately 1.4 million sq ft, is currently under development, offering ESG-compliant ready-built warehouses to support businesses expanding their logistics and distribution operations.

Negeri Sembilan

Negeri Sembilan continued to gain traction as a spillover logistics node, driven by competitive occupancy costs and access to major expressways linking the Klang Valley and Johor. Demand centred on regional distribution centres and secondary warehousing hubs, particularly in Nilai. The undersupply of modern Grade A warehouse space presents opportunities for purpose-built and BTS developments.

Johor

Johor experienced sustained logistics demand supported by its proximity to Singapore and increasing cross-border trade activity. Senai, Pasir Gudang and Pengerang remained key locations for port-linked warehousing, bonded logistics and regional distribution. Multinational operators continued to prioritise automation-ready, sustainability-compliant facilities, supported by strong port activity and inflows from manufacturing relocations. Healthy occupancy levels positioned Johor as the second most active logistics market after Klang Valley.

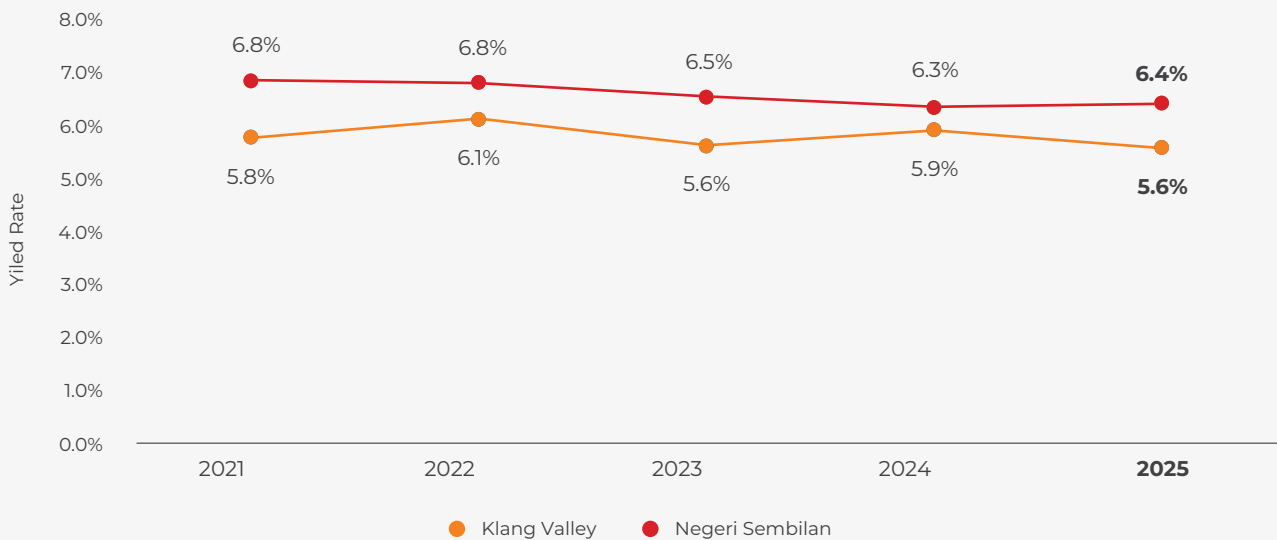
HISTORICAL YIELD TRENDS

The industrial property sector in Malaysia has remained resilient, with yields demonstrating relative stability over the past 5 years. In Klang Valley, industrial yields have ranged between 5.6% and 6.1%, underpinned by sustained investor interest in logistics and manufacturing assets. Yields edged up to 6.1% in 2022, driven by accelerating demand for well-located warehousing and logistics facilities amid the rise of e-commerce and supply chain diversification. Yields subsequently eased to 5.6% in 2023, recovering marginally to 5.9% in 2024, before moderating back to 5.6% in 2025, reflecting heightened competition for quality assets and some yield compression in prime locations.

In Negeri Sembilan, industrial yields have consistently been higher, averaging between 6.3% and 6.8%. The region continues to attract investments, particularly in logistics and manufacturing, supported by its proximity to Klang Valley and its growing role in the regional supply chain network. Yields held steady at 6.8% in both 2021 and 2022, before tapering to 6.5% in 2023 and 6.3% in 2024, and stabilising at 6.4% in 2025. Despite the gradual moderation, industrial assets in Negeri Sembilan continue to offer relatively higher yields compared to Klang Valley, underpinned by expanding township development and increasing manufacturing activity.

The industrial property sector remains one of the most attractive asset classes in Malaysia. The entry of multinational players is pushing demand for high-specification, build-to-suit industrial spaces, with more occupiers shifting towards custom-built facilities to accommodate automation and ESG requirements. While yields in both Klang Valley and Negeri Sembilan have shown some moderation, rental growth potential remains positive, particularly for high-specification warehouses, cold storage and sustainable industrial developments. Moving forward, yield compression may persist in prime locations amid heightened competition but build-to-suit facilities and secondary markets are expected to sustain strong investor appeal.

Historical Yield Trends for Industrial Properties, 2021 – 2025



Sources: Respective REITS Annual Report, Knight Frank Malaysia Research

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Steady demand for modern industrial & logistics facilities

Demand for modern industrial space across the Klang Valley, Negeri Sembilan and Johor is expected to remain resilient, supported by ongoing requirements for Grade A warehouses, distribution hubs and advanced manufacturing facilities. Occupiers continue to prioritise assets with strong connectivity, scalable configurations and automation-ready specifications, reinforcing the structural shift toward higher-quality industrial stock.

Klang Valley: Limited land supply to support pricing

The Klang Valley will continue to attract strong occupier and investor interest due to its established industrial ecosystem and proximity to key consumption centres. Rising land costs and limited availability of prime industrial-zoned land are expected to support capital values and rental rates, especially for well-located RBF and BTS facilities. While new supply is coming onstream, occupancy levels remain healthy, reflecting sustained demand from logistics operators, 3PLs, e-commerce players and high-value manufacturers.

Negeri Sembilan: Cost-effective alternative with strengthening connectivity

Negeri Sembilan is positioned to gain further traction as a cost-efficient alternative to the Klang Valley. Industrial nodes such as Nilai and Seremban continue to attract SMEs and mid-tier manufacturers seeking operational flexibility and lower occupancy costs. As additional industrial parks and logistics hubs are completed and connectivity to central and southern Peninsular Malaysia improves, the state is expected to strengthen its role as a secondary industrial corridor.

Johor: Strong momentum from cross-border and high-value industrial activity

Johor's industrial and logistics markets are projected to remain robust, supported by strong cross-border trade flows and sustained investment from multinational manufacturers. Senai, Pasir Gudang and Iskandar Puteri continue to benefit from their strategic proximity to Singapore. Demand is particularly strong for large-format logistics facilities, BTS developments and high-specification industrial units linked to electrical & electronics and high-value manufacturing sectors.

Pricing outlook and implications

Industrial land and rental values in the Klang Valley are expected to remain the highest due to market maturity and limited supply, while Negeri Sembilan offers more attractive entry pricing with room for further appreciation. Johor's pricing trajectory will continue to be shaped by foreign direct investment inflows, data centre-linked demand and growing regional trade. Smaller and mid-sized modern warehouses across all three regions are likely to see stronger rental resilience, while older stock may face pressure unless upgraded to meet current specifications and ESG expectations.

Role of heavy industry in supporting industrial demand

Malaysia's heavy industry sector is undergoing a gradual transformation as the country pivots toward medium-high and high-tech manufacturing under initiatives such as the National Industrial Master Plan (NIMP) 2030. As regional supply chains continue to diversify, Malaysia is increasingly positioned to capture manufacturing investments across sectors such as machinery, advanced materials, chemicals and transportation components. This shift is expected to strengthen upstream and intermediate industrial activity, reinforcing demand for well-located industrial land, build-to-suit facilities and modern logistics infrastructure capable of supporting integrated production and distribution networks.

Sustained investment interest driven by structural growth

Investment activity in the industrial and logistics sector is expected to remain stable, underpinned by ongoing supply chain diversification, nearshoring trends and continued expansion in manufacturing and e-commerce. Developers are expected to prioritise ESG-ready designs, solar-enabled facilities and smart warehouse features as tenant requirements evolve. Well-connected industrial corridors with proximity to highways, ports and airports are likely to outperform in terms of take-up, rental stability and long-term asset value.

COMMERCIAL SHOP PROPERTY SECTOR

EXISTING & FUTURE SUPPLY

Klang Valley

The cumulative supply of commercial shops in Klang Valley remained relatively stable between 2021 and 2025, reaching 107,975 units in 2025. Supply increased steadily from 108,376 units in 2021 to a peak of 111,918 units in 2024, before recording a slight decline by 3.5% in 2025.

The 2–2½ storey terraced shop segment continued to dominate the existing stock, reflecting its suitability for neighbourhood retail, F&B uses and service-based trades. Supply additions for 1–1½ storey and 3–3½ storey formats remained relatively stable over the period, indicating their niche positioning within established developments. The decline recorded in 2025 was mainly attributable to a reduction in 4–4½ storey terraced shop units, resulting in a marginal adjustment to the overall cumulative supply.



The upcoming supply pipeline in Klang Valley remains concentrated in the 2–2½ storey terraced shop category, which accounts for the largest share of future additions with 4,247 units, comprising 2,933 incoming units and 1,314 planned units.

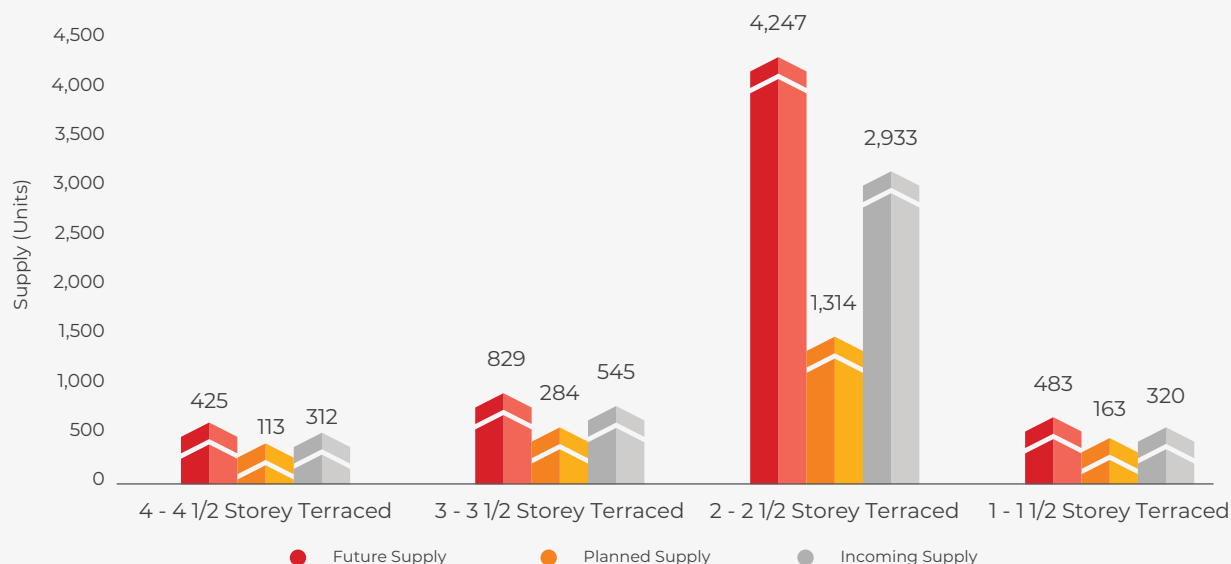
In comparison, the pipeline for other formats remains relatively limited. The 3–3½ storey terraced segment is expected to contribute 829 units, while 1–1½ storey terraced units account for 483 units and 4–4½ storey terraced units comprise 425 units. These formats are typically developed in more specific contexts, such as retail-fronting components within mixed-use schemes or locations that support commercial-office positioning, resulting in more moderate and location-specific supply additions.

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Incoming, Planned and Future Supply of Commercial Shops in Klang Valley, 2025

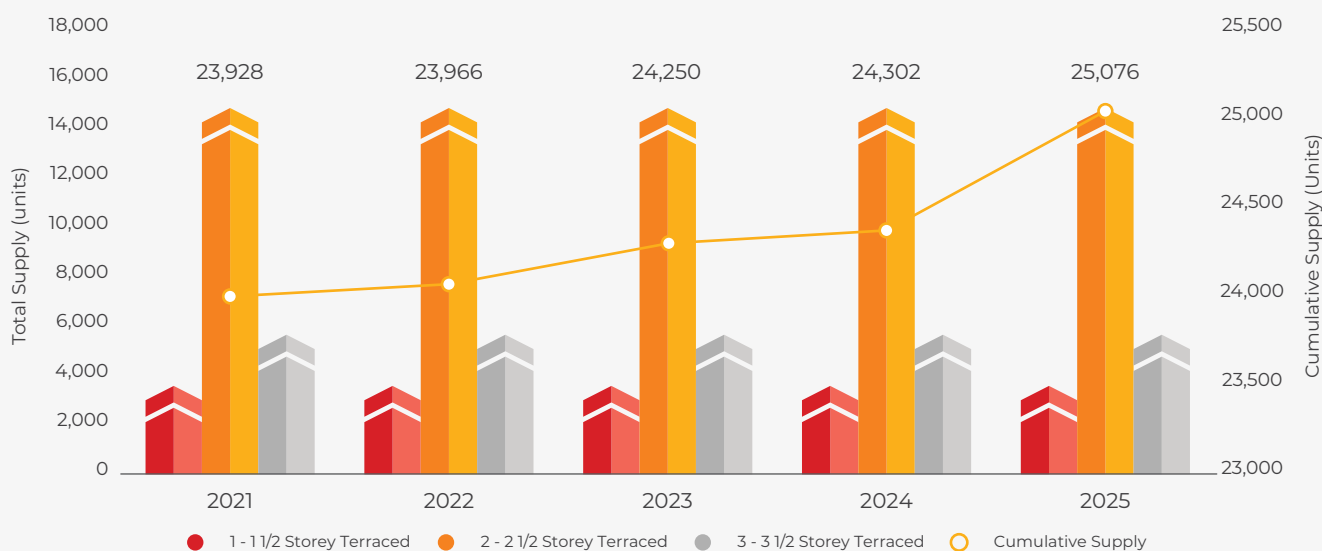


Sources: NAPIC, Knight Frank Malaysia Research

Negeri Sembilan

The cumulative supply of 1- to 3-storey commercial shops in Negeri Sembilan increased steadily from 23,928 units in 2021 to 25,076 units in 2025, reflecting a CAGR of 1.2%, in tandem with township development and local market growth. The 2-2½ storey terraced segment remains the dominant format, supported by demand for neighborhood retail and small business uses. Supply for 1-1½ storey and 3-3½ storey formats remained generally stable, indicating their smaller share within the overall commercial shop market.

Cumulative Supply of Commercial Shops in Negeri Sembilan, 2021-2025

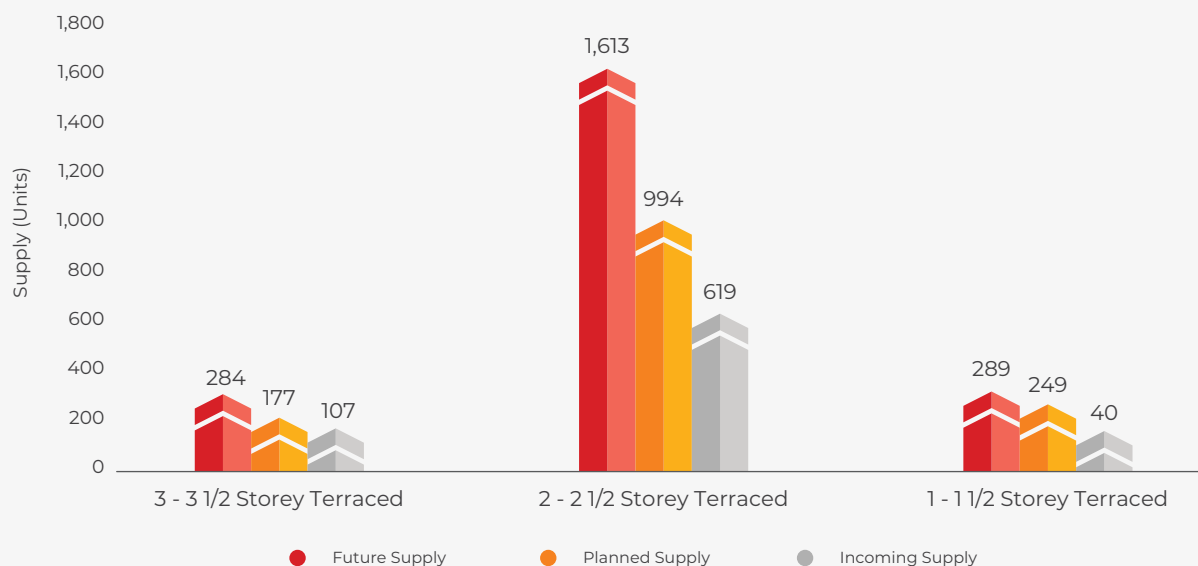


Sources: NAPIC, Knight Frank Malaysia Research

The incoming and planned supply in 2025 is consistent with existing trends, led by the 2-2½ storey terraced category, which has a combined pipeline of 1,613 units, reaffirming its position as the primary shop office type in the state.

Additions for 1-1½ storey (289 units) and 3-3½ storey (284 units) formats remain modest, reflecting more selective development in established neighborhoods.

Incoming and Planned Supply of Commercial Shops in Negeri Sembilan, 2025



Sources: NAPIC, Knight Frank Malaysia Research

TRANSACTION VOLUME AND VALUES

Klang Valley

Transaction activity for commercial shops in Klang Valley remained firm in 2025, with 4,630 units transacted, representing a slight decline of 0.2% year on year. Despite the marginal dip in volume, transaction value increased by 3.2% year on year to RM8,002 billion, reflecting higher pricing and sustained demand in established commercial locations.

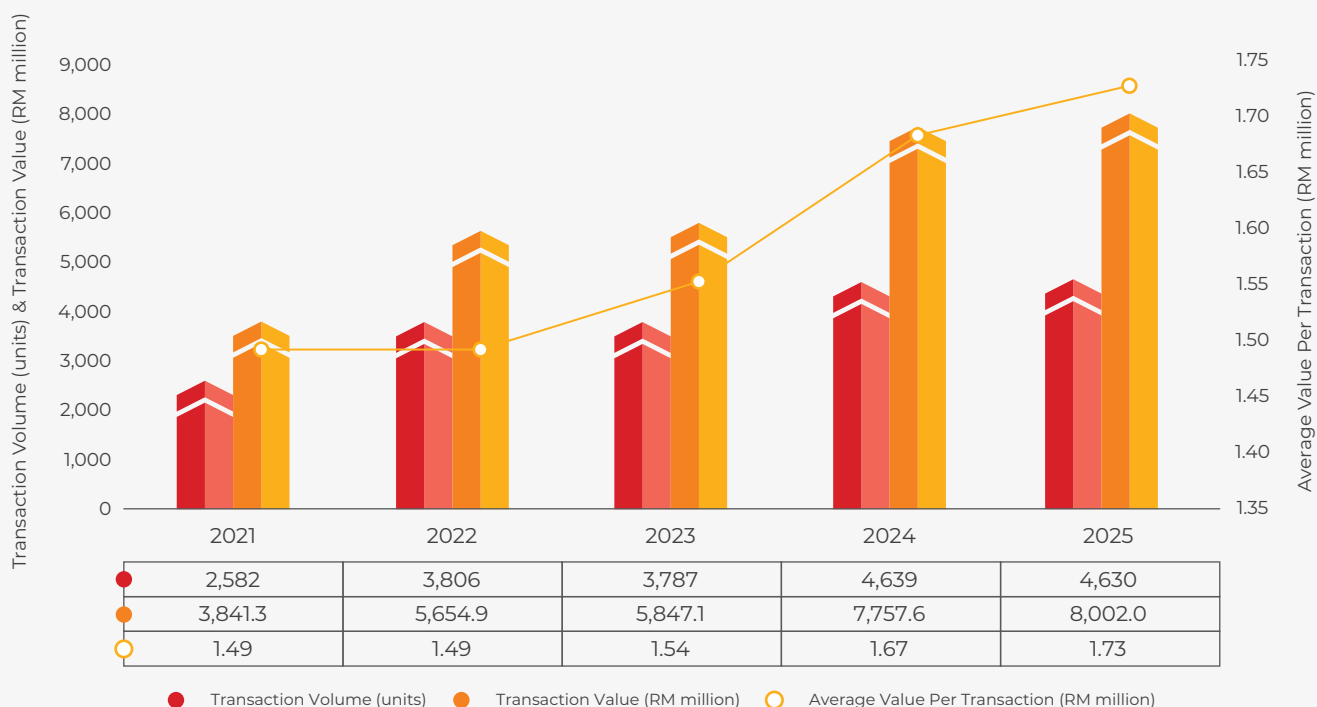
The average value per transaction rose by 3.4% to RM1.73 million year on year, marking its highest level over the five-year period. The continued increase in pricing suggests sustained investor interest in well-located shop properties, particularly within established townships and mature commercial areas.

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Commercial Shops Transaction Volume and Value in Klang Valley, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

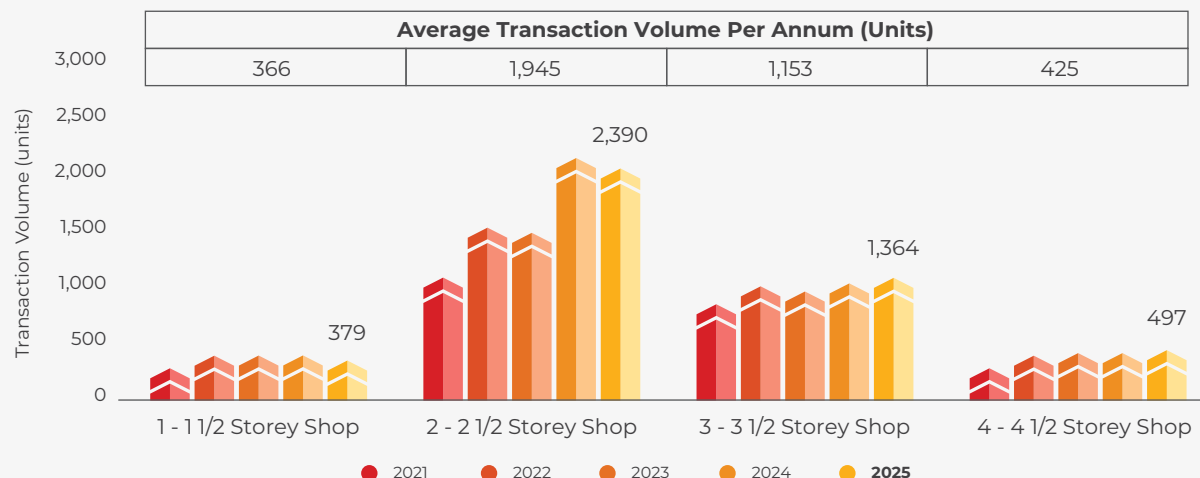
Note: Includes 1-1½, 2-2½, 3-3½ and 4-4½-storey terraced shops

Across property types, the 2-2½ storey terraced shop segment continued to dominate market activity, recording 2,390 transactions in 2025 and an average of 1,945 units per year over the review period. This format remains the most liquid segment, reflecting its strong suitability for neighbourhood retail.

The 3-3½ storey category also recorded steady transaction activity, with 1,364 units transacted in 2025 and an average of 1,153 units per year, supported by its suitability for mixed commercial and office uses.

In comparison, transaction activity for 1-1½ storey and 4-4½ storey shop formats remained relatively modest, averaging 366 units and 425 units per year, respectively.

Commercial Shop Transaction Volume by Property Type in Klang Valley, 2021 – 2025

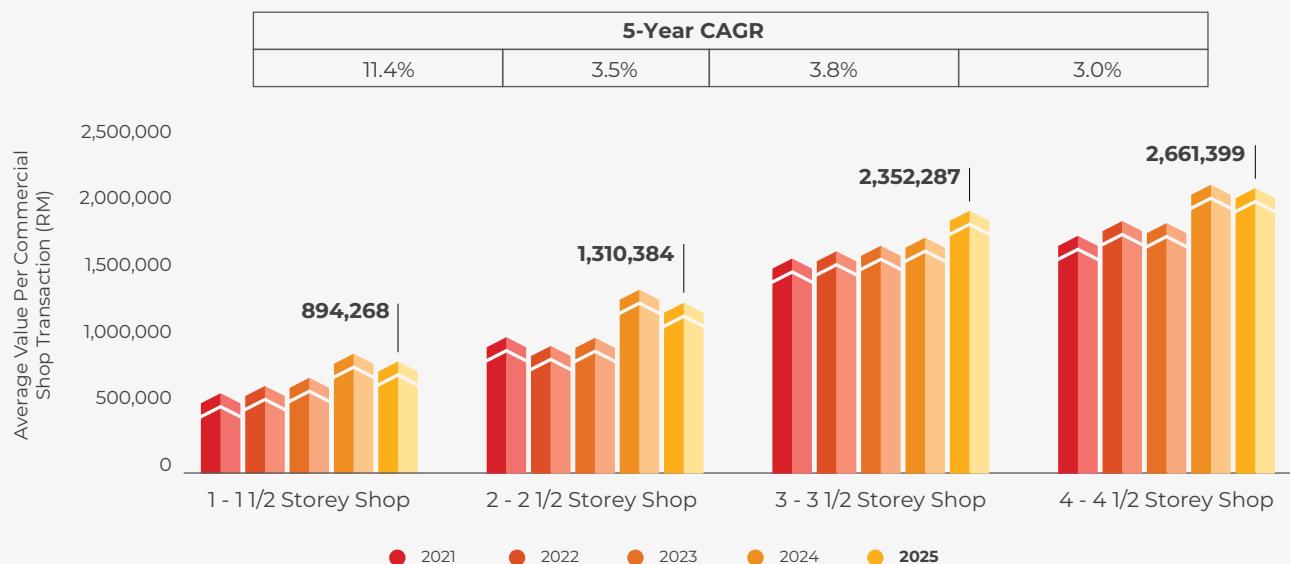


Sources: NAPIC, Knight Frank Malaysia Research

Pricing trends strengthened across most formats over the review period. 1-1½ storey shops recorded the fastest growth, with the average value per transaction rising from RM581,517 in 2021 to RM894,268 in 2025, reflecting a CAGR of 11.4%. The 2-2½ storey segment also registered steady price appreciation, increasing from RM1.14 million in 2021 to RM1.31 million in 2025, supported by sustained demand in well-established townships.

Meanwhile, 3-3½ storey shops recorded higher transaction values, reaching RM2.35 million in 2025, reflecting their suitability for larger commercial uses. The 4-4½ storey segment continued to command the highest transaction values, averaging RM2.66 million in 2025, supported by their larger built-up sizes and suitability for mixed commercial and office uses.

Average Value Per Commercial Shop Transaction (AVPT) by Property Type in Klang Valley, 2021 – 2025



Sources: NAPIC, Knight Frank Malaysia Research

Strategic Review

Operating Landscape

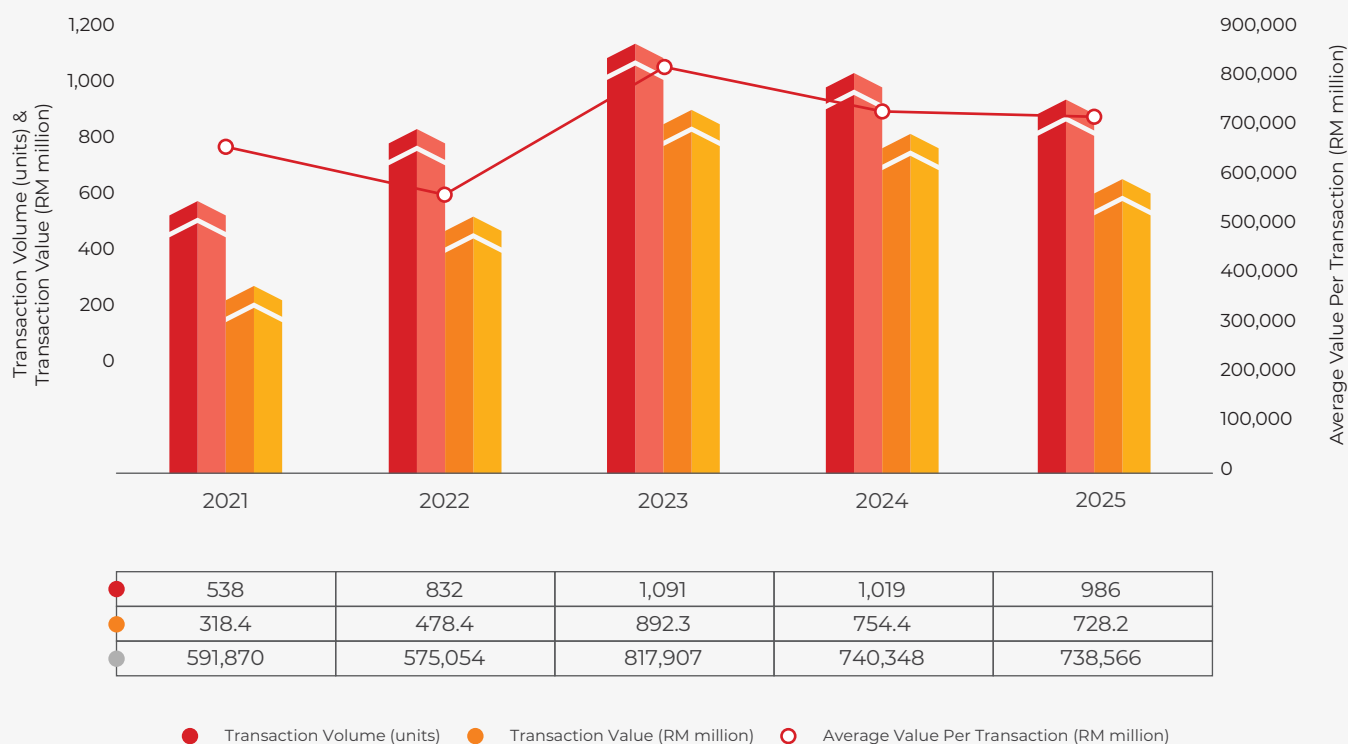
Market Review and Outlook

Negeri Sembilan

Negeri Sembilan's commercial shop market recorded steady activity from 2021 to 2025, with transaction volumes averaging close to 1,000 units annually. Transaction volume peaked at 1,091 units in 2023, before easing to 1,019 units in 2024 and further to 986 units in 2025, marking a 3.2% year on year decline. Similarly, total transaction value decreased by 3.5% to RM728.2 million in 2025, following a moderation from the strong activity recorded in 2023.

The average value per transaction also softened slightly, declining by 0.2% to RM738,566 in 2025, following a strong uplift in 2023 where it peaked at RM817,907. This suggests a gradual normalisation in pricing after the surge in activity during 2023, though values remain supported by ongoing demand in Seremban, Nilai and townships with growing resident catchments.

Commercial Shops Transaction Volume and Value in Negeri Sembilan, 2021 – 2025

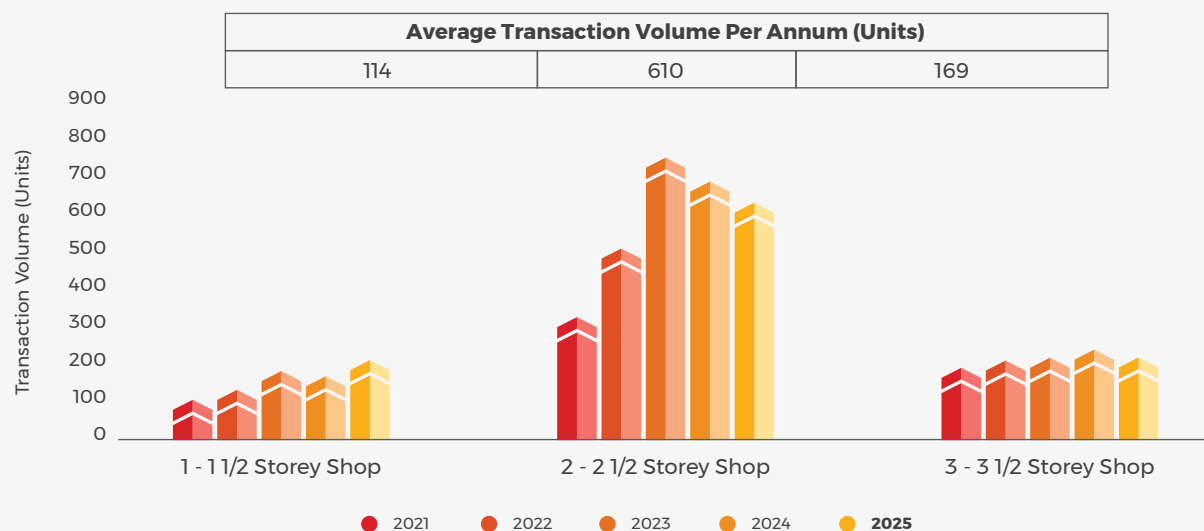


Sources: NAPIC, Knight Frank Malaysia Research

Note: Includes 1-1½, 2-2½ and 3-3½-storey terraced shops

Across all years, the 2-2½ storey shop segment remained the most actively traded product, averaging over 610 transactions annually. This reflects its suitability for neighborhood retail and SME occupiers in areas such as Seremban 2, Senawang and Nilai. The 1-1½ storey and 3-3½ storey categories saw comparatively smaller but stable activity, consistent with their more limited supply base and selective market placement.

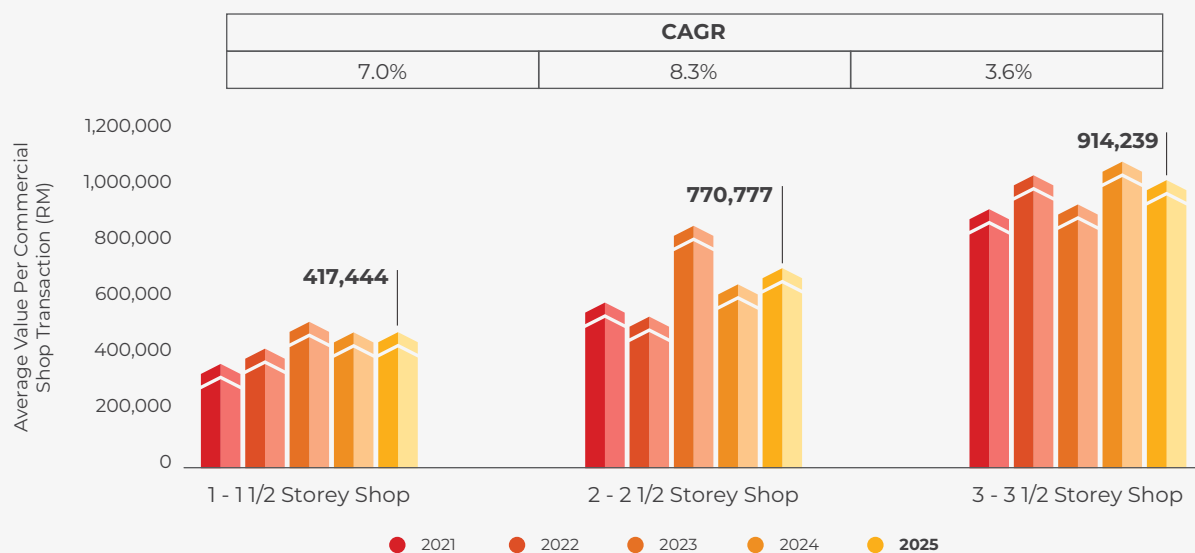
Commercial Shop Transaction Volume by Property Type in Negeri Sembilan, 2021 - 2025



Sources: NAPIC, Knight Frank Malaysia Research

Pricing trends strengthened across most formats over the review period. The 2-2½ storey segment recorded the strongest value appreciation, with the average value per transaction increasing from around RM600,000 in 2021 to RM770,777 in 2025, reflecting a CAGR of 8.3%, supported by sustained demand for mid-rise commercial units within established townships. The 1-1½ storey category also recorded steady growth, rising from approximately RM300,000 in 2021 to RM417,444 in 2025, reflecting continued demand for smaller-format neighbourhood commercial units. Meanwhile, 3-3½ storey shops continued to command higher transaction values, rising from RM792,601 in 2021 to RM914,239 in 2025, although price growth remained more moderate over the review period.

Average Value Per Commercial Shop Transaction (AVPT) by Type in Negeri Sembilan, 2021 - 2025



Sources: NAPIC, Knight Frank Malaysia Research

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MARKET OUTLOOK

Stable market activity supported by SME and service-based occupiers

Commercial shop demand in both Klang Valley and Negeri Sembilan is expected to remain stable, supported by continued expansion of SME operators, service-based trades and F&B outlets. These occupiers typically favour strata shop formats within neighbourhood commercial areas due to their accessibility and affordability. As consumer-oriented businesses continue to expand within suburban catchments, transaction activity and leasing interest are expected to remain supported in established commercial nodes.

Upcoming supply pipeline to remain concentrated in the 2-2½ storey segment

Future supply additions remain largely concentrated in the 2-2½ storey terraced format, reinforcing its position as the preferred commercial shop typology. In Klang Valley, the upcoming pipeline comprises 4,247 units, including 2,933 incoming units and 1,314 planned units, with the majority within the 2-2½ storey category. Meanwhile, Negeri Sembilan has a combined pipeline of 1,613 units, also predominantly within the 2-2½ storey format. The continued focus on this segment reflects its strong market acceptance, versatility for multiple occupier types and suitability within township-based commercial planning.

Price growth supported by higher development costs and improved commercial positioning

Average transaction values are expected to remain on a gradual upward trajectory, supported by higher construction costs, land prices and the completion of higher-quality commercial developments within newer township phases. Larger formats, particularly 3-3½ storey shops located within established commercial nodes, are likely to continue commanding higher transaction values due to their suitability for multi-tenant commercial uses and office components. At the same time, mid-sized shop units within well-planned townships are expected to remain attractive to owner-occupiers and small business operators.

Township-driven commercial clusters to shape future market performance

Looking ahead, the performance of commercial shop properties will increasingly be influenced by the strength of township planning and surrounding residential density. Commercial components integrated within larger master-planned developments are likely to benefit from stronger catchment support, better tenant sustainability and improved footfall. As township developments continue to mature across Klang Valley and Negeri Sembilan, neighborhood-oriented commercial clusters are expected to remain the key driver of both transaction activity and long-term value stability.

DATA CENTRE PROPERTY SECTOR

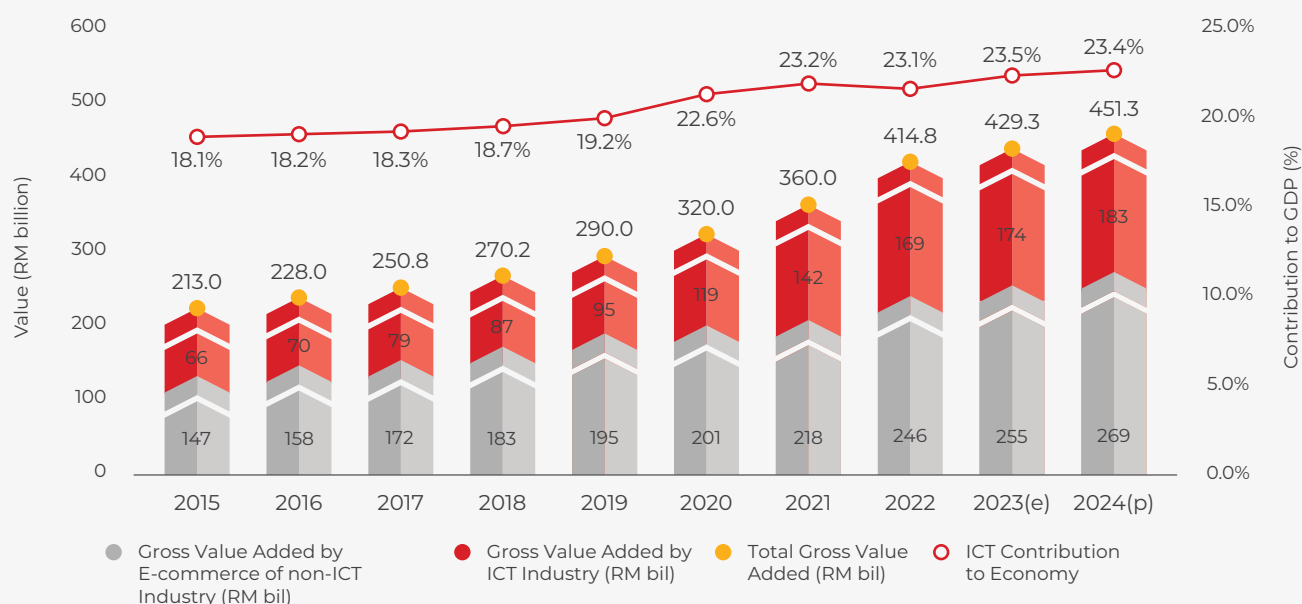
MARKET OVERVIEW

Malaysia's digital economy continued to strengthen in 2025, supported by sustained investment interest and ongoing expansion of the Information and Communication Technology (ICT) sector. In 2025, the country recorded RM87.4 billion in approved digital investments, largely driven by the rapid growth of artificial intelligence (AI), big data, data centres and cloud services. These investments are expected to generate more than 31,000 high-value jobs. Foreign commitments were led by Singapore (RM32.1 billion), followed by the United States (RM11.4 billion) and China (RM3.8 billion), while domestic investors contributed RM36.6 billion or 41.9% of total approved investments.

Growth in digital investments aligns with the continued expansion of Malaysia's ICT sector. According to the Department of Statistics Malaysia (DOSM), the ICT industry contributed RM451.3 billion to the economy in 2024, an increase of 5.1% from the previous year and accounting for 23.5% of national GDP. The sector includes ICT manufacturing, trade, services and content-related activities.

Employment in the ICT sector also increased, rising 1.2% to 1.25 million people in 2024, representing 7.6% of total national employment. This reinforces the sector's role as a key driver of economic activity and digital infrastructure demand, underpinning continued interest in data centre development.

Malaysia - ICT and E-commerce Contribution to Economy, 2015 – 2024(p)



Source: ICT Satellite Account, Department of Statistics Malaysia (DOSM), Knight Frank Malaysia Research
 Note: (e) = estimate (p) = preliminary

OVERVIEW OF DATA CENTRE SECTOR IN MALAYSIA

Malaysia's data centre sector continued to mature in 2025, with more projects progressing from the planning stage into active construction and early operations. This reflects sustained capital commitments, improved regulatory facilitation and rising hyperscale demand.

Malaysia strengthened its position as a key data centre destination in Southeast Asia, with several major global players expanding their footprint in 2025:

- Google progressed with land acquisitions and new development-and-lease agreements in the Klang Valley, alongside a strategic development arrangement in Negeri Sembilan.
- Alibaba launched its third Malaysian data centre in July 2025 and announced plans for a fourth facility by 2026.
- Microsoft continued to scale rapidly in Johor with its fourth and fifth land acquisitions since 2023, and launched its second Malaysian cloud region, Southeast Asia 3, in November 2025 as part of its US\$2.2 billion investment commitment.

As of 2025, Malaysia hosts 65 operational data centres with a total estimated IT load capacity of 1,243.8 MW. The Klang Valley accommodates 37 data centres, Johor has 22 and Penang and Sarawak host 4 and 2 data centres respectively. Operational capacity remains heavily concentrated in Johor at 1,069.6 MW, followed by the Klang Valley at 171.3 MW, while Penang and Sarawak recorded 2.4 MW and 0.6 MW respectively.

The future pipeline comprises 75 committed or under-construction data centres with an estimated combined IT capacity of 2,984.8 MW. Upon completion, Malaysia's total operational capacity is projected to reach approximately 4.23 GW. Johor represents the largest share of upcoming supply with 34 planned data centres delivering 2,130.4 MW, accounting for 71.4% of national pipeline capacity. The Klang Valley accounts for 26 planned centres totaling 789.4 MW, while emerging activity in Kedah, Negeri Sembilan, Melaka and Sarawak add 15 planned facilities with a combined 65.0 MW.

Strategic Review

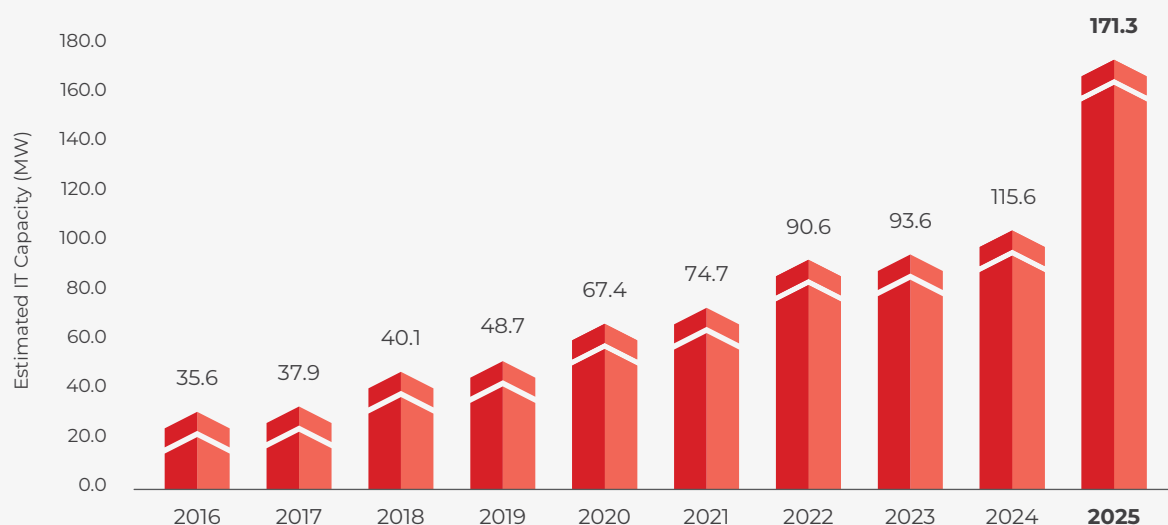
Operating Landscape

Market Review and Outlook

DATA CENTRE IN KLANG VALLEY

As of 2025, the Klang Valley recorded 171.3 MW of operational data centre IT capacity across 37 facilities, accounting for 13.8% of Malaysia's total operational capacity. Operational capacity increased 48.2% year on year, adding 55.7 MW in 2025. Growth was driven by key completions including the expansion of Bridge Data Centres MY03, Exsim's hyperscale facility, Vantage Data Centers KUL14, STT GDC Cyberjaya DC, and the new data centre by Infinaxis.

Cumulative Supply of Live IT Power in Klang Valley



Sources: DC Byte, Knight Frank Malaysia Research

Note: The cumulative supply figures have been adjusted following a refinement of the supply data, resulting in slight differences from the figures reported in the previous year's IAR.

The identified future data centre supply in the Klang Valley amounts to 789.4 MW of IT power, contributed by 26 data centres as of 2025, which are currently under various stages of construction and 12 existing facilities undergoing expansion.

It is to note that data centre players typically follow a built-to-demand strategy, where new IT power within existing developments is deployed only after strong uptake in earlier phases. As a result, future data centre supply consists solely of under-construction and committed IT capacity, which may be implemented within existing facilities or newly developed ones.

NOTABLE COMMITTED INVESTMENTS IN KLANG VALLEY

Significant data centre-related investments continued to materialise in 2025, led by major global and domestic players.

- In the Klang Valley, Paragon Pinnacle Sdn Bhd, a subsidiary of EcoWorld, agreed to dispose of 58.187 acres of industrial land in Eco Business Park V, Puncak Alam, to Pearl Computing, an affiliate of Google. EcoWorld's subsidiary, Quantum Alpha Sdn Bhd (QASB), also entered into a development-and-lease agreement with Pearl Computing to develop and lease data centres on 92.44 acres within the same park under a 30-year lease, with two optional 10-year renewals.
- Prior to the data centre development at Eco Business Park V, Sime Darby Property had already entered into collaboration agreements with Pearl Computing Malaysia Sdn Bhd in 2024 for the build and lease of data centre developments at Elmina Business Park. The first data centre is scheduled for completion in 2026, followed by the second in 2027. The main building works contract, along with the mechanical, electrical and plumbing (MEP) works for the first data centre (DC1), was subsequently awarded to Gamuda Engineering Bhd.
- In Negeri Sembilan, Gamuda Bhd entered into a strategic agreement with Pearl Computing Malaysia Sdn Bhd for the disposal of a 389-acre land parcel in Port Dickson for RM455.23 million. In conjunction with the transaction, Gamuda will undertake RM1.01 billion in enabling works, including earthworks and external infrastructure. Planned works include a 65-million-litre-per-day water treatment plant scheduled for completion by 2Q 2027 and an off-river storage facility targeted for 4Q 2028.
- Basis Bay commissioned the Eco-Green Premium Data Centre, Cyberjaya DC2, in collaboration with ST Telemedia Global Data Centres (STT GDC). The facility is built to TIA-942 Rated-4 and ISO 27001 standards, with sustainability features such as on-site solar generation, rainwater harvesting, vertical greenery and high-efficiency cooling systems, achieving a Power Usage Effectiveness (PUE) of below 1.49.

- Malaysian Resources Corp Bhd (MRCB) secured full control of the 76.14-acre Bukit Jalil Sentral development through the acquisition of an 80% stake in Bukit Jalil Sentral Property Sdn Bhd (BJSP) from the Employees Provident Fund (EPF) for RM1.58 billion. This transaction positions MRCB to evaluate hyperscale data centre potential on key parcels adjacent to MRANTI Park, subject to feasibility and environmental assessments.

THE ENVIRONMENTAL, SOCIAL & GOVERNANCE (“ESG”) ASPECTS OF DATA CENTRES

Sustainability framework for data centres continued to strengthen in 2025, following the introduction of clearer regulatory requirements in 2024. The framework outlines key performance benchmarks, including Power Usage Effectiveness (PUE), Water Usage Effectiveness (WUE) and Carbon Usage Effectiveness (CUE), supported by initiatives such as the Corporate Green Energy Support Scheme. As more data centres progressed into operational stages in 2025, policy attention shifted towards managing critical resources, particularly electricity and water.

Effective July 2025, Tenaga Nasional Berhad introduced a new ultra-high voltage tariff category for large power users under the revised electricity tariff structure, which is expected to increase electricity costs due to higher tariff rates.

Concurrently, the Ministry of Energy Transition and Water Transformation (PETRA) replaced the previous tiered pricing structure with a single-pricing mechanism and announced an 80% reduction in the Green Electricity Tariff (GET) to enhance accessibility. PETRA also launched GET GreenPath, providing non-domestic users, including data centre operators and tenants, with a structured pathway to procure renewable energy and obtain Malaysian Renewable Energy Certificates (mRECs).

To support sustainable industry growth, the government is developing a national Sustainable Data Centre Framework aimed at improving regulatory coordination, enhancing transparency and strengthening policy effectiveness. Separately, the Data Centre Task Force (DCTF) announced in July 2025 that MIDA will be designated as the central authority responsible for evaluating and approving all new and expansion-related data centre investments.

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The rapid expansion of data centre developments has led to increased energy and water requirements, prompting local corporates to explore opportunities in clean energy while operators assess alternative water supply solutions. This shift reflects the growing importance of resource security in supporting long-term data centre operations.

Khazanah Nasional Berhad, through its infrastructure arm UEM Group Bhd, is exploring opportunities to supply renewable energy to data centres by leveraging its land bank in Johor. Gentari Sdn Bhd, backed by Petronas, has partnered with Gamuda Bhd to develop 1.5 GW of solar energy and storage capacity to support hyperscale data centre operators. The collaboration involves the development of photovoltaic assets integrated with battery energy storage systems (BESS), structured under the Corporate Renewable Energy Supply Scheme (CRESS).

At the regional level, the International Finance Corporation (IFC), the private sector arm of the World Bank Group, has partnered with Johor's investment arm Permodalan Darul Ta'zim and Ditrolic Energy to develop the Southern Johor Renewable Energy Corridor (SJREC). The US\$6 billion (RM24.83 billion) project will deliver hybrid solar and battery storage infrastructure across 2,000 km² in Johor, strengthening the state's renewable energy capacity to support large-scale digital infrastructure.

MARKET OUTLOOK

More Selective and Value-Driven Investment Focus

Malaysia's data centre sector is entering a more mature phase, with investments expected to become increasingly selective. Developers and operators are likely to prioritise projects that deliver higher-value outcomes, stronger economic multipliers and long-term operational viability, rather than purely expanding capacity.

Policy Direction Towards Responsible Growth

Policy priorities are expected to emphasise responsible resource management, particularly electricity and water, while strengthening digital sovereignty, regulatory coordination and governance frameworks. This aligns with broader government objectives to balance capital inflows with sustainable development.

Demand-Led Capacity Expansion with ESG as Standard

Future capacity additions are expected to be demand-led, with hyperscale operators and cloud providers driving new supplies. ESG considerations, including energy efficiency, renewable procurement and resource resilience, are expected to remain fundamental requirements as facilities transition from development into full operational cycles.

Infrastructure, Talent and Policy Factors as Key Drivers

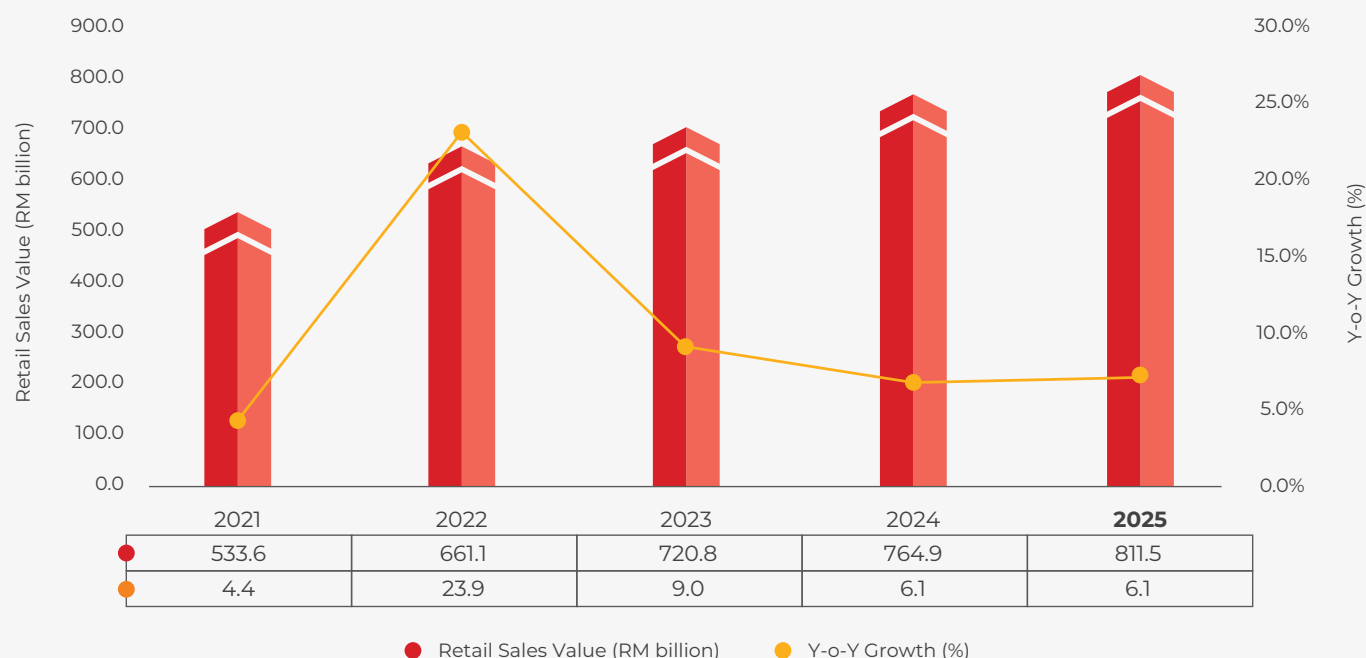
Investment decisions will be shaped by infrastructure readiness, availability of specialised talent and evolving domestic and global policy developments. Addressing these enablers proactively will be important in sustaining Malaysia's data centre growth trajectory and supporting long-term competitiveness.

RETAIL PROPERTY SECTOR

MARKET OVERVIEW

Retail sales in Malaysia, as reported by the Department of Statistics Malaysia (DOSM), grew 6.1% year on year in 2025 to RM811.5 billion (2024: RM764.9 billion). Growth was broad-based, supported by stronger spending across key retail categories. The fastest-growing retail segments were non-store retail trade¹ (7.3%), non-specialised stores² (7.0%), specialised food, beverage and tobacco stores (6.8%), stalls and markets (6.8%) and specialised automotive fuel retail (6.6%). Non-specialised stores remained the largest contributor, accounting for 38.7% of total retail activity. The overall uplift reflects firm labour market conditions and improving consumer sentiment throughout the year.

Malaysia Retail Sales Growth, 2021 – 2025, Y-o-Y change (%)



Sources: Department of Statistics Malaysia (DOSM), Knight Frank Malaysia Research

Notes:

¹ Retail sale of retail trade not in stores, stalls or markets: retail activities carried out outside physical shop premises. This includes sales made through mail orders, online platforms, television, radio, door-to-door selling, vending machines and internet auctions.

² Retail sale in non-specialised stores: retail shops that sell a wide range of general goods rather than focusing on one specific product category. This includes provision stores, supermarkets, mini markets, convenience stores, department stores, hypermarkets, and newsagent/miscellaneous goods stores.

Supply

The Klang Valley retail market expanded to an estimated 73.5 million sq ft in 2025 with the completion of several new malls, including KLGCC Mall in Kuala Lumpur (NLA: 227,484 sq ft) as well as Sunsuria Forum Mall (NLA: 256,000 sq ft), Sunway Square Mall (NLA: 320,000 sq ft) and Hextar World @ Empire City Damansara (NLA: 1,800,000 sq ft) in Selangor.

KLGCC Mall, Sime Darby Property’s third wholly owned retail asset, commenced operations in October 2025 with approximately 90% retail space committed, underscoring strong leasing momentum. The five-level neighbourhood lifestyle mall is anchored by key tenants including Jaya Grocer Signature, The Grounds of Serai by Serai Group, ACE Hardware, Asia Ballet Academy and HarborLand Malaysia, the latter marking the brand’s first entry into Malaysia. Located within the 360-acre KLGCC Resort master plan and surrounded by established neighbourhoods such as Bukit Damansara, Mont’ Kiara, Sri Hartamas, Bangsar and Taman Tun Dr. Ismail, the mall is designed to serve a catchment of over 300,000 residents. The asset further strengthens the KLGCC Resort ecosystem alongside Menara KLGCC and the KLGCC Convention Centre (formerly known as Sime Darby Convention Centre), reinforcing its positioning as an integrated lifestyle destination. Accessibility is supported by major highways including the Sprint Expressway and Damansara-Puchong Expressway (LDP) as well as a dedicated shuttle service linking the mall to the Semantan MRT station.

Hextar World @ Empire City Damansara launched its first phase in November 2025, introducing *The Exploratorium*, a 450,000 sq ft entertainment-led precinct featuring Miami Beach indoor waterpark, 10Star Cinemas, Malaysia National Ice-Skating Stadium, Ballet Theatre Malaysia, Village Grocer and Parkson.

Sunsuria Forum Mall in Setia Alam opened as part of a mixed-use development anchored by Village Grocer and BookXcess, serving surrounding residential communities. Sunway Square Mall in Sunway City opened as an F&B-, leisure- and entertainment-focused centre, anchored by Village Grocer, TGV Cinemas, The Library by BookXcess and KKV, with F&B tenants accounting for 54% of lots and 36% of NLA.

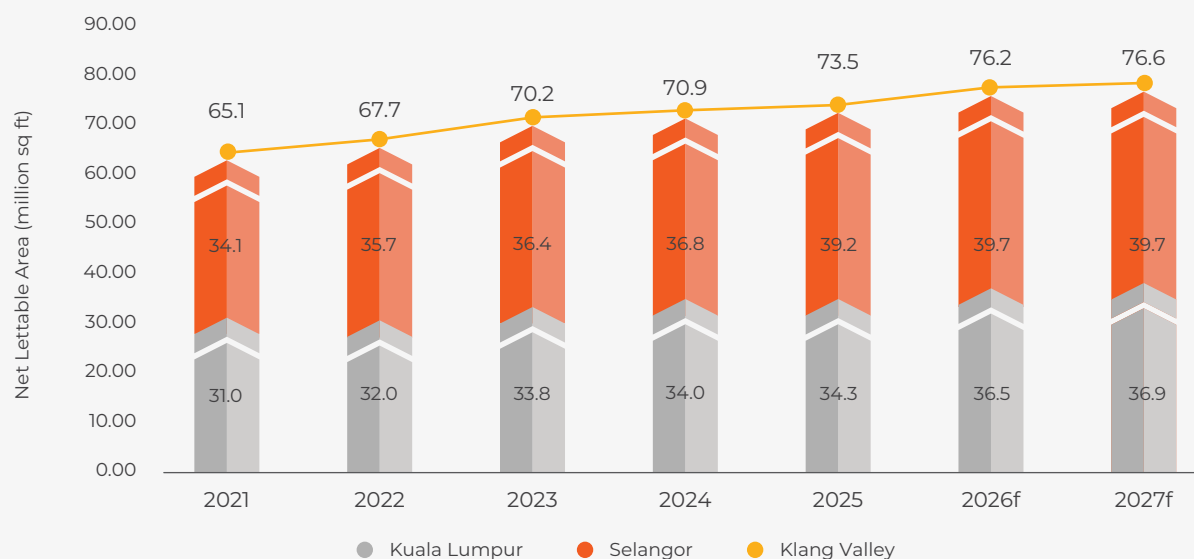
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In 2026, new additions such as Pavilion Damansara Heights Phase 2, Ombak KLCC, Coalfield Retail Park, 118 Mall and KL Midtown are expected to further diversify and expand the Klang Valley retail landscape.

Cumulative Supply of Retail Mall Space in Klang Valley, 2021 – 2027(f)



Source: Knight Frank Malaysia Research
Note: (f): Forecast

Table: New and Expected Completions of Retail Malls in 2025 and 2026

New Completions in 2025		Net Lettable Area (NLA)
Kuala Lumpur		
KLGCC Mall		0.23 million sq ft
Selangor		
Hextar World @ Empire City		1.80 million sq ft
Sunsuria Forum Mall		0.25 million sq ft
Sunway Square Mall		0.32 million sq ft
Expected Completions in 2026		Net Lettable Area (NLA)
Kuala Lumpur		
Pavilion Damansara Heights (Phase 2) ¹		
118 Mall		
Ombak KLCC		2.25 million sq ft
KL Midtown		
Selangor		
Coalfield Retail Park		0.46 million sq ft

Source: Knight Frank Malaysia Research

Note: ¹select number of retailers at Pavilion Damansara Heights Phase 2 have commenced operations ahead of the official launch.

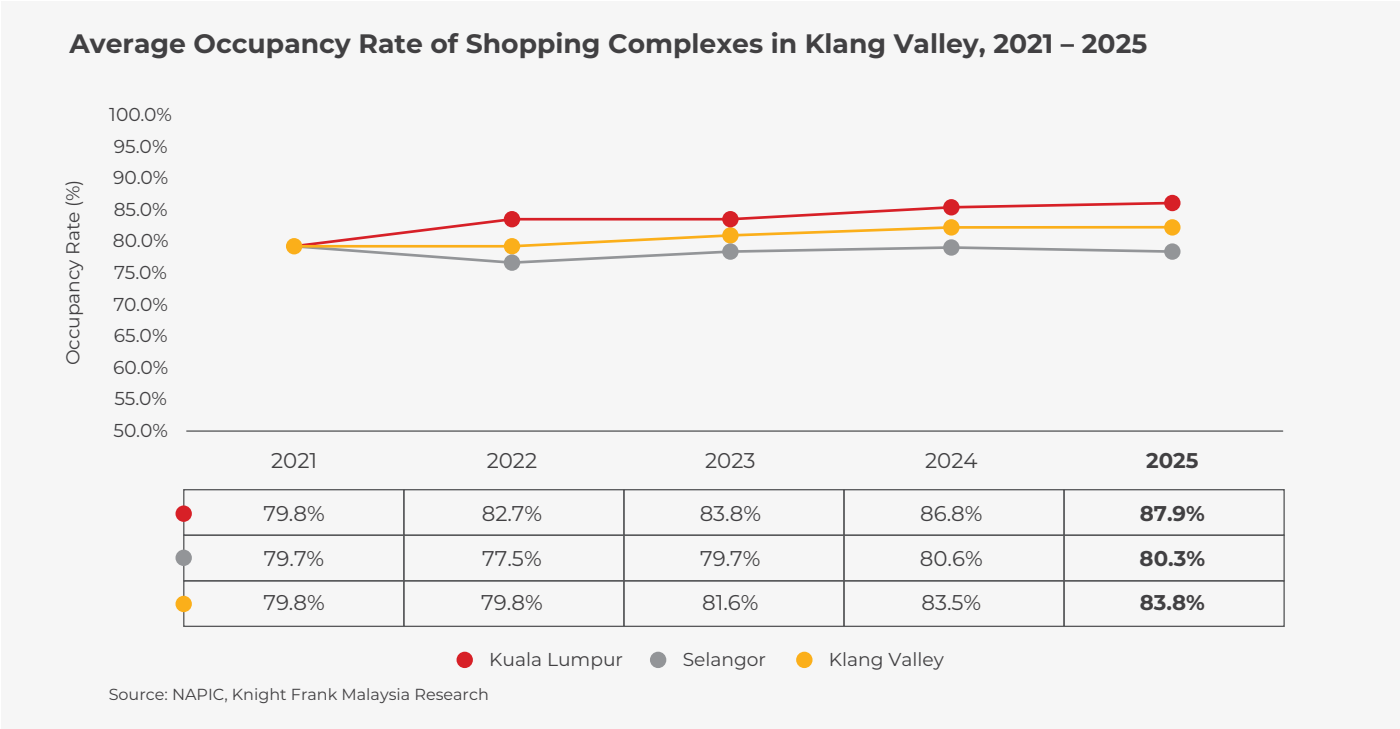
Demand

Shopping complex occupancy in the Klang Valley remained stable in 2025, with occupancy rates in Kuala Lumpur improving to 87.9%, while Selangor recorded a slight decline to 80.3%, contributing to an overall increase to 83.8% for the region.

The Klang Valley retail landscape continued to evolve, supported by ongoing asset reinvestment, digitalisation and operational upgrades by major mall operators. ESG initiatives also gained traction with operators introducing sustainability measures such as energy efficiency upgrades and recycling programmes. Meanwhile, Berjaya Times Square became Malaysia's first fully 5G-enabled mall through U Mobile's ULTRA5G rollout. Rising consumer use of AI also influenced product discovery and purchasing behaviour, reinforcing the shift toward tech-enabled retail journeys.

Experiential and omnichannel offerings strengthened market depth. Xiaomi introduced its IoT-enabled retail concept at The Exchange TRX, while Nanjing Dajing Que Tang Yu Fang launched ASEAN's first AI-powered health and wellness tea outlet at Pavilion Bukit Jalil. New lifestyle and experiential openings including X11's first overseas store at Pavilion Bukit Jalil, Flying Tiger Copenhagen's second Klang Valley outlet at The Gardens Mall and expanded entertainment formats such as GameOn Theme Park, continued to enhance tenant mix diversity. Chagee further elevated its brand presence through the opening of two flagship stores in Bukit Bintang and Mid Valley Megamall.

Partnership-led expansion also supported market activity, with Serai Group introducing Lotteria, Wellous partnering Korea Ginseng Corporation and Tam Jai International entering Malaysia through Hextar Retail. Several operators pursued capital-raising initiatives including Semico Capital and the holding company of Empire Sushi to fund store expansion and upgrade strategies.



The Klang Valley retail sector continued to attract investor interest, supported by steady demand for income-generating suburban assets with strong catchment fundamentals. Several notable transactions were recorded during the period, reflecting confidence in the sector's long-term stability.

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Notable Transactions of Retail Malls in Klang Valley, 2025

No.	Asset	Location	Net Lettable Area (sq ft)	Transaction Price (RM Million)
1	Jaya Shopping Centre	Petaling Jaya	268,113	100.0
2	Bukit Tinggi Shopping Centre	Klang	1,000,950	680.0
3	Paradigm Mall	Petaling Jaya	680,048	600.0
4	KIP Mall Desa Coalfields	Selangor	141,869	62.0
5	Plaza Pelangi Astana	Kuala Lumpur	N/A	25.9

Source: Knight Frank Malaysia Research

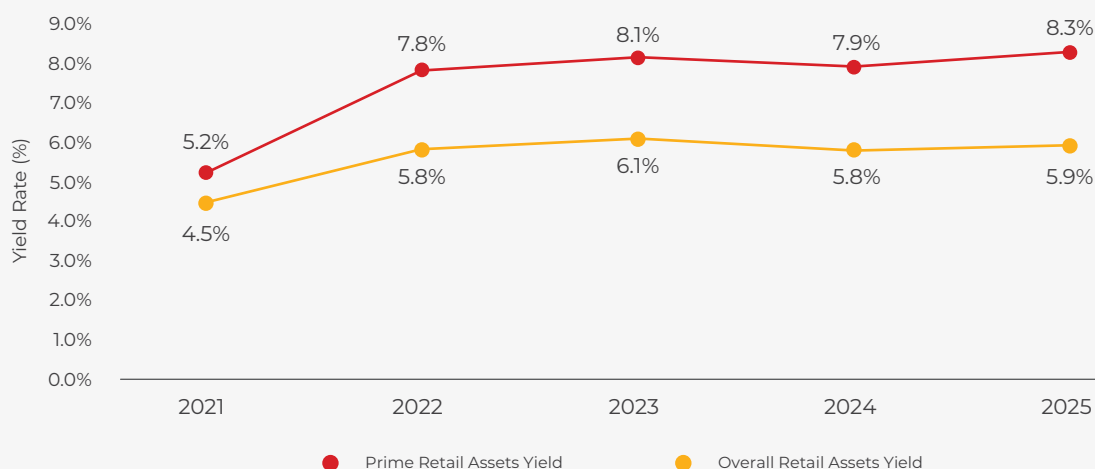
Note: N/A: Not Available

HISTORICAL YIELD TRENDS

Prime retail asset yields in Klang Valley strengthened steadily between 2021 and 2025. Yields rose from 5.2% in 2021 to 7.8% in 2022, before reaching a peak of 8.1% in 2023. Following a slight moderation to 7.9% in 2024, yields edged higher to 8.3% in 2025. This sustained upward trajectory reflects strong investor confidence in well-located, high-performing retail assets, underpinned by improved tenant performance, stronger leasing activity and robust consumer spending in prime malls with established catchments and strong brand positioning.

Overall retail asset yields followed a similar positive trend over the same period, albeit at a more gradual pace. Yields grew from 4.5% in 2021 to 5.8% in 2022, stabilising at 6.1% in 2023 before moderating slightly to 5.8% in 2024. A further improvement to 5.9% in 2025 signals continued positive investment sentiment across the broader retail market, supported by sustained leasing activity, improving tenant performance and stable occupancy levels.

Historical Yield Trends for Retail Malls in Klang Valley, 2021 - 2025



Note: Figures above are on an adjusted basis

Sources: Respective REITS Annual Report, Knight Frank Malaysia Research

MARKET OUTLOOK

Retail sales supported by stable macroeconomic conditions

According to Retail Group Malaysia (RGM), Malaysia’s retail sector recorded a stronger-than-expected rebound in 3Q 2025, with retail sales expanding 4.9% year on year, significantly outperforming the earlier market expectation of 2.6%. This indicates firmer spending momentum supported by stable labour market conditions, easing financing costs and contained inflation. Looking ahead, RGM projects retail sales growth of 5.0% year on year in 4Q 2025, supported by year-end festive spending and continued government assistance. Reflecting the stronger second-half performance, RGM has revised the full-year 2025 retail growth forecast upward to 3.6%. For 2026, retail sales are expected to expand by 4.0%, supported by stable macroeconomic conditions and sustained consumer spending.

Leasing demand remains stable, led by essential retail and strong catchment locations

Leasing conditions are projected to remain stable as retailers continue consolidating into stronger-performing neighbourhood malls and high-footfall precincts. Demand will remain anchored by F&B, daily-needs retail and experiential operators, while landlords prioritise occupancy resilience over aggressive rent growth. New supply entering 2026 will enhance asset quality but increase competition for high-performing tenants.

Retailers adjust operating strategies amid rising cost pressures

Retailers are expected to continue managing higher operating costs arising from tariff adjustments and regulatory changes. In response, operators are expanding digital adoption—integrating AI, IoT-linked systems and omnichannel models to improve inventory efficiency, enhance customer engagement and support margins in a cost-sensitive environment.

Investment activity remains selective but supported by resilient suburban assets

Investment sentiment is anticipated to remain measured, with stakeholders actively assessing operating conditions, catchment performance and supply dynamics. Nonetheless, recent transactions indicate ongoing confidence in well-located, income-generating suburban retail assets with stable footfall and established customer bases. Retail assets anchored by essential goods and differentiated experiential offerings are expected to outperform in 2026, further supported by government allocations and tourism initiatives ahead of Visit Malaysia Year 2026.

OFFICE PROPERTY SECTOR

MARKET OVERVIEW

Supply

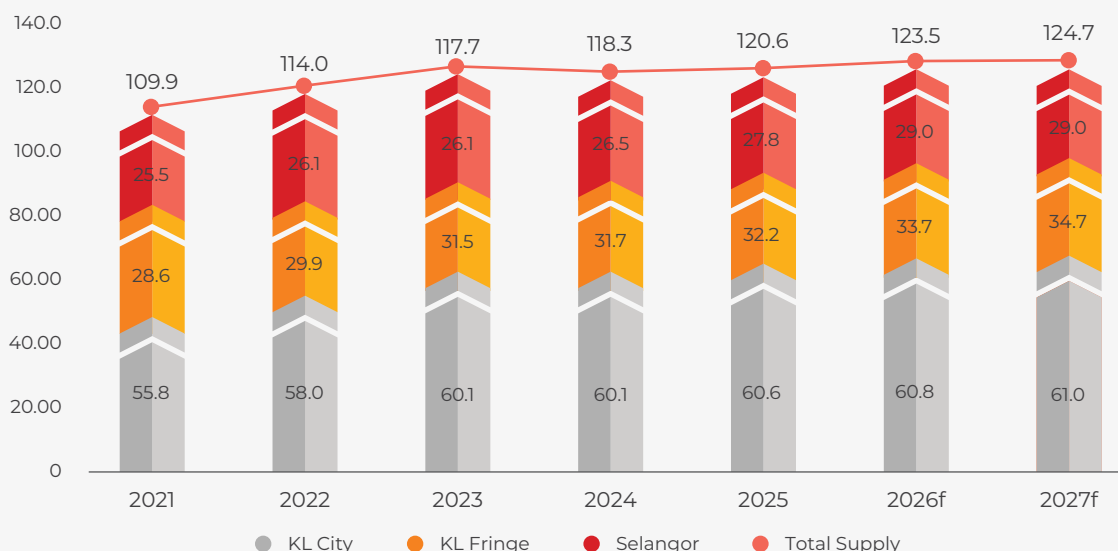
The Klang Valley office market reached 120.6 million sq ft in 2025, following the completion of 2.3 million sq ft of new office space across five buildings. These additions included Oxley Tower (NLA: 346,000 sq ft), The Exchange TRX Campus Office (NLA: 192,000 sq ft) in KL City, Menara TNB Bangsar (NLA: 475,000 sq ft) in the KL Fringe, Sunway Square Corporate Towers (NLA: 971,000 sq ft) and Sunsuria Forum (NLA: 379,000 sq ft) in Selangor. Most new supply was concentrated in suburban locations, providing corporates with timely, cost-efficient alternatives featuring larger and more efficient floorplates, an advantage as occupiers reassess space needs and prioritise value-driven options outside KL City.

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Cumulative Supply of Purpose-Built Office Space in Klang Valley, 2021– 2027(f)



Source: Knight Frank Malaysia Research

Notes:

1. KL City: New Central Business District (formerly Golden Triangle), Old Central Business District (formerly Central Business District), KL City Centre Peripheral
2. KL Fringe: Decentralised localities of Damansara Heights, KL Sentral, Taman Tun Dr Ismail (TTDI), Mont' Kiara, Dutamas, Mid Valley City, KL Eco City, KL Gateway, Bangsar South, Kerinchi, Pantai and Bangsar
3. Selangor: Refers to all zones in Selangor

In 2026, the market is expected to expand further with the completion of 2.9 million sq ft across four additional developments, including Menara Golden Eagle in KL City, KL Midtown Signature Office Towers and Duo Towers in the KL Fringe, and The Capitol in Selangor. This upcoming wave of decentralised supply is likely to appeal to occupiers seeking operational efficiency and enhanced connectivity beyond the city centre.

New and Expected Completions of Purpose-Built Office Space in 2025 and 2026

New Completions in 2025	Net Lettable Area (NLA)
KL City	
The Exchange TRX Campus Office	0.19 million sq ft
Oxley Tower	0.35 million sq ft
KL Fringe	
Menara TNB Bangsar	0.48 million sq ft
Selangor	
Sunway Square Corporate Towers	0.97 million sq ft
Sunsuria Forum	0.38 million sq ft

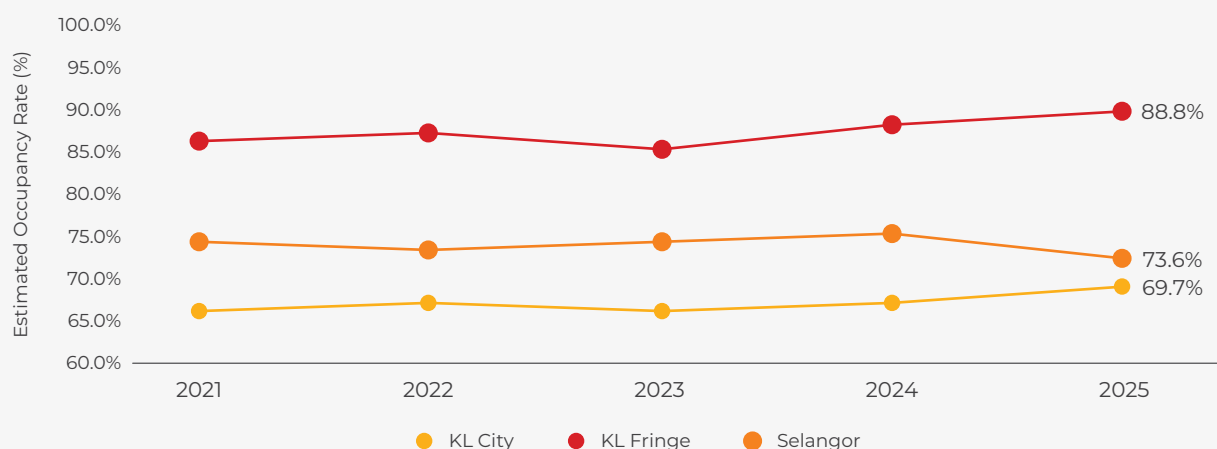
Expected Completions in 2026	Net Lettable Area (NLA)
KL City	
Menara Golden Eagle	0.12 million sq ft
KL Fringe	
KL Midtown Signature Office Towers	1.53 million sq ft
Duo Tower	
Selangor	
The Capitol	1.20 million sq ft

Source: Knight Frank Malaysia Research

Demand

Occupancy trends were generally stable in 2025. KL City and KL Fringe recorded improvement, rising to 69.7% and 88.8% respectively, while Selangor eased slightly to 73.6% due to new completions, particularly Sunway Square Corporate Towers and Sunsuria Forum. Despite fresh supply, leasing momentum remained steady across submarkets as occupiers continued to optimise, consolidate or expand their footprints in line with operational needs and hybrid-work strategies. This selective but sustained activity underscores the continued appeal of well-located assets with strong amenities and efficient layouts.

Average Occupancy Trend of Purpose-Built Office Space in Klang Valley, 2021 – 2025



Source: Knight Frank Malaysia Research

Rental performance strengthened across all submarkets in 2025.

- **KL City:** Average rents increased by 1.5% to RM6.71 per sq ft per month (2024: RM6.61 per sq ft per month), supported by steady demand for Grade A buildings.
- **KL Fringe:** Rents rose by 1.0% to RM5.82 per sq ft per month (2024: RM5.76 per sq ft per month), buoyed by strong demand in established hubs such as Mid Valley and KL Eco City.
- **Selangor:** Rents increased by 1.7% to RM4.26 per sq ft per month (2024: RM4.19 per sq ft per month), underpinned by the introduction of new large-scale developments and stable decentralised demand.

Strategic Review

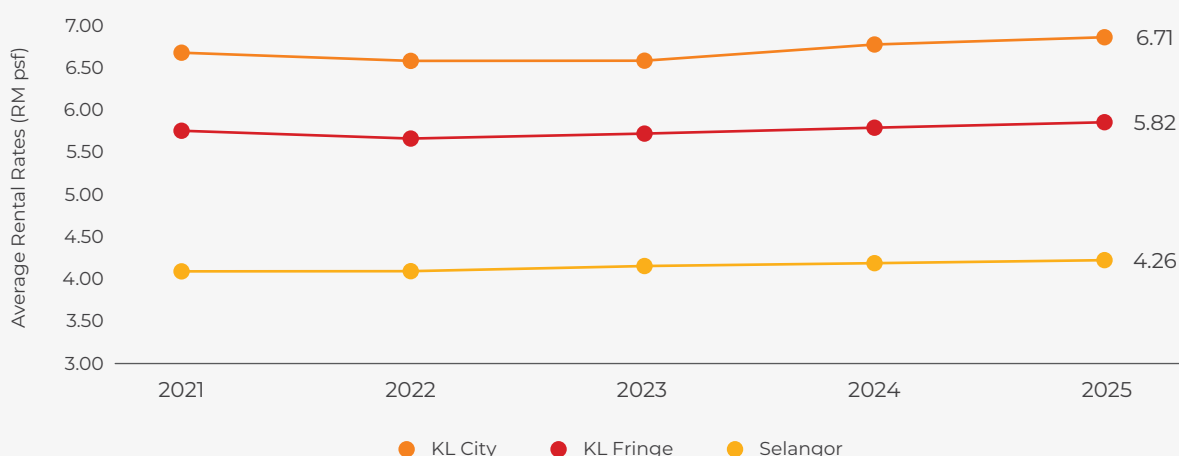
Operating Landscape

Market Review and Outlook

Prime A+ and Grade A offices continued to command higher rental premiums.

- **KL City's New CBD:** Asking rents ranged from RM7.50 to RM15.00 per sq ft, with Prime A+ assets achieving RM8.50 to RM15.00 per sq ft. Grade A buildings recorded RM7.50 to RM9.50 per sq ft.
- **KL City's Old CBD:** Remained more competitive at RM5.00 to RM6.50 per sq ft.
- **KL Fringe:** Similar-grade offices range from RM6.50 to RM9.50 per sq ft.
- **Selangor:** Offered competitive rates between RM5.50 and RM7.00 per sq ft.

Average Rental Rate Trend of Purpose-Built Office Space in Klang Valley, 2021 – 2025



Source: Knight Frank Malaysia Research

Investment activity in the Klang Valley office market remained steady in 2025, with seven transactions recorded during the year. The transactions reflected continued investor interest in well-located office assets and buildings with repositioning potential, indicating confidence in the sector's long-term income prospects.

Notable Transactions of Office Buildings in Klang Valley, 2025

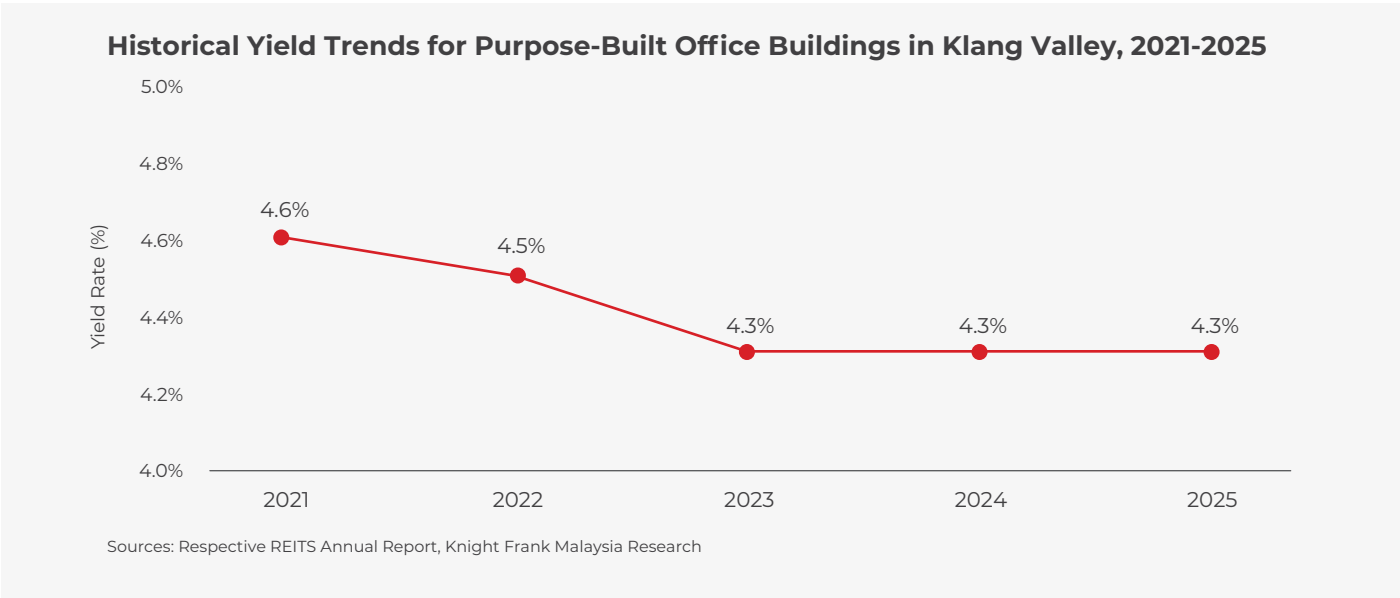
No.	Asset	Location	Net Lettable Area (sq ft)	Transaction Price (RM Million)
1	Wisma Sentral Inai	KL City	233,021	135.0
2	Bangunan KSK	Chow Kit	78,934	33.0
3	Widad Semantan (WISE)	Damansara Heights	62,000	41.5
4	Block 12 Corporate Park, Star Central	Cyberjaya	40,375	25.0
5	MKN Embassy Techzone	Cyberjaya	226,632	118.5
6	Southbank Block 6	Old Klang Road	43,475	29.5
7	Towers 2A & 2B @ UOA Business Park	Shah Alam	165,630	110.5

Source: Knight Frank Malaysia Research

HISTORICAL YIELD TRENDS

Purpose-built office yields in Klang Valley trended downwards over the review period from 2021 to 2025. Yields eased from 4.6% in 2021 to 4.5% in 2022, narrowing further to 4.3% in 2023 before holding steady at this level through 2024 and 2025. The sustained stabilisation over the last three years points to a market that has largely absorbed earlier pressures, even as vacancy levels and competitive dynamics across key office locations in Kuala Lumpur and Selangor remain a consideration.

Occupiers have become increasingly selective, prioritising spaces that offer flexibility, modern specifications and ESG credentials, placing conventional and older office stock under leasing pressure while well-specified buildings in prime locations have continued to command stable rental rates. Looking ahead, despite the likelihood of additional supply entering the market, grade-A assets with strong locational attributes and sustainability features are well-positioned to maintain investor interest, particularly among institutional players with a longer-term investment horizon.



MARKET OUTLOOK

Policy direction to support demand for modern office space

Budget 2026 continues to emphasise the development of high-value and knowledge-based sectors, reinforcing long-term demand for modern, well-specified office environments. This strategic emphasis positions high-quality office assets as key enablers of Malaysia's economic and industrial objectives.

Stable leasing demand led by key corporate sectors

Leasing performance in the Klang Valley is expected to remain stable through 2026, driven by occupiers in the finance, technology and Global Business Services (GBS) sectors. Corporate real estate strategies continue to prioritise accessibility, amenities and workplace experience, with well-located Grade A assets maintaining rental benchmarks. Overall rental growth is anticipated to be modest but steady.

New supply to influence near-term absorption dynamics

With 2.3 million sq ft completed in 2025 and an additional 2.9 million sq ft due in 2026, short-term market conditions will hinge on the sector's ability to absorb new and backfill space. Strong leasing traction in newly completed Grade A office developments indicates sustained demand for prime, high-specification buildings. Meanwhile, older assets may face continued pressure unless repositioned to meet contemporary workplace requirements, including hybrid-work efficiencies and ESG expectations.

Investment activity expected to remain targeted

Investment activity is projected to stay selective, with focus on assets offering repositioning or value-creation potential. Properties with strong locations but outdated layouts or systems may attract investor interest if upgraded to improve efficiency, sustainability and tenant appeal.

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KEY REGULATORY DEVELOPMENTS IN 2025

The table below outlines key initiatives and regulatory measures announced by the Malaysian government in 2025 to stimulate economic activity and support growth across the residential, retail industrial and data centre property sectors, while enhancing housing affordability and encouraging investment and development.

Initiatives/Regulations	Description
Residential	
Extension of Stamp Duty Exemption for First-Time Homebuyers	The Malaysian government extended the full stamp duty exemption on instruments of transfer and loan agreements for first-time homebuyers purchasing residential properties priced up to RM500,000 until 31 December 2027. This measure aims to reduce upfront homeownership costs and support demand in the affordable housing segment.
Increase in Stamp Duty for Foreign Buyers	The stamp duty rate for residential property transfers involving non-citizens and foreign companies was proposed to increase from 4% to 8%, effective 1 January 2026. The measure is intended to curb speculative demand from foreign buyers and prioritise housing affordability for Malaysian citizens.
Expansion of Housing Credit Guarantee Scheme (SJKP)	The allocation for the Housing Credit Guarantee Scheme (SJKP) was expanded to RM20 billion, enabling financing for an estimated 80,000 additional first-time homebuyers, particularly those without fixed income such as gig workers or self-employed individuals.
Public Housing Repair & Rehabilitation Programme	Under Budget 2026, the government allocated RM500 million to repair or rebuild more than 3,300 dilapidated homes, including housing for fishermen and vulnerable communities. The initiative aims to improve living conditions and ensure safe housing for low-income households.
Upgrading of Low-Cost and Public Housing (PPR) Flats	An additional RM143 million was allocated to upgrade facilities in Program Perumahan Rakyat (PPR) and other low- and medium-cost flats, including replacement of ageing lifts and improvements to building liveability and maintenance standards.
Urban Renewal Bill 2025 (Proposed)	The Urban Renewal Bill 2025 was introduced in Parliament to create a legal framework for redeveloping ageing urban buildings and housing areas, enabling the renewal of old residential estates and improving housing conditions. The bill aimed to streamline redevelopment processes and promote sustainable urban regeneration, though it was later withdrawn for further revisions following public feedback.
Affordable Housing Reform under the 13th Malaysia Plan (Preparation Stage)	The government announced ongoing housing reforms linked to the 13th Malaysia Plan, including efforts to expand affordable housing supply and explore mechanisms such as rent-to-own schemes and build-then-sell models to reduce the risk of abandoned housing projects and improve consumer protection.
Retail	
Expansion of Sales and Services Tax (SST)	Effective 1 July 2025, Malaysia revised the Sales Tax and expanded the scope of the Services Tax to strengthen government revenue. The revised sales tax introduced 5%–10% tax on selected non-essential or luxury goods, while the services tax scope was expanded to cover additional sectors such as property rental, financial services and construction. This policy may indirectly affect retail operating costs and consumer prices.

Initiatives/Regulations	Description
Tax Deduction for Renovation and Refurbishment of Tourism-Related Business Premises	Tourism project operators registered with the Ministry of Tourism, Arts and Culture (MOTAC) are eligible for tax deductions of up to RM500,000 for renovation and refurbishment expenditure, covering the period 11 October 2025 to 31 December 2027. The initiative encourages upgrading of tourism-related retail premises such as retail outlets, lifestyle attractions and hospitality-linked commercial spaces.
Tax Incentive for Tour Operators Supporting Visit Malaysia Year 2026	To stimulate tourism-related spending that benefits retail sectors, tour operators bringing at least 1,000 foreign tourists annually will receive 100% tax exemption on incremental income from inbound tourism packages for YA 2026–2027. Increased tourist arrivals are expected to support retail sales, particularly in shopping districts and tourism-driven retail destinations.
Domestic Tourism Tax Relief	The government reintroduced tax relief of up to RM1,000 for domestic tourism expenses, including entrance fees to tourist attractions and cultural programmes. The measure aims to encourage domestic travel, which supports retail spending in tourism destinations and shopping areas.
Cash Assistance Programmes (STR & SARA)	The government enhanced cash assistance under Sumbangan Tunai Rahmah (STR) and Sumbangan Asas Rahmah (SARA), with total allocation reaching RM15 billion, benefiting approximately nine million Malaysians. Eligible households may receive up to RM2,200 annually, with additional targeted aid of up to RM200 per month for lower-income households under the e-Kasih database. These programmes aim to ease cost-of-living pressures and support household consumption.
Industrial	
Johor–Singapore Special Economic Zone (JS-SEZ)	Malaysia and Singapore signed the Johor–Singapore Special Economic Zone (JS-SEZ) agreement in January 2025 to strengthen cross-border economic integration and attract high-value investments into Johor. The initiative aims to facilitate trade, investment and talent mobility while promoting sectors such as advanced manufacturing, logistics, digital economy and clean energy.
JS-SEZ Investment Incentive Package	Malaysia and Singapore signed the Johor–Singapore Special Economic Zone (JS-SEZ) agreement in January 2025 to strengthen cross-border economic integration and attract high-value investments into Johor. The zone comprises nine flagship development areas across Johor, focusing on sectors such as advanced manufacturing, logistics, digital economy and clean energy, supported by improved connectivity and investment facilitation.
Strategic Development of Rare Earth and Advanced Materials Industry	The government supported the development of Malaysia's rare-earth and advanced materials industry, including investments in downstream processing and magnet manufacturing, to strengthen Malaysia's position in global high-technology and critical mineral supply chains.
Data Centre	
Tenaga Nasional Berhad (TNB)	Introduction of a new ultra-high voltage tariff category for large power users as part of the revised electricity tariff structure effective July 2025.
Ministry of Energy Transition and Water Transformation (PETRA)	Implementation of a single-pricing mechanism to replace the previous tiered structure and announced an 80% price reduction to make the Green Electricity Tariff (GET) more accessible and affordable.
National Cloud Computing Policy (NCCP)	Launched in August 2025, the policy provides clear direction to public and private sectors on cloud adoption by emphasising data protection and privacy, digital inclusivity and environmental sustainability.

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BRIEF MARKET OVERVIEW OF LONDON, UK

ECONOMIC OVERVIEW

The United Kingdom recorded modest growth in 2025, with real GDP expanding by 1.3% (2024: 1.1%), supported by steady services activity and resilient consumer spending. Inflation edged higher over the year, with the Consumer Price Index (CPI) rising to 3.4% in December 2025 (November 2025: 3.2%), remaining above the Bank of England's 2.0% target.

Monetary conditions are also moderate during the year. The Bank Rate was maintained at 3.75% at end-2025 following a series of earlier rate reductions aimed at supporting economic activity. Correspondingly, borrowing costs began to ease, with the effective interest rate on newly drawn residential mortgages averaging around 4.15% in December 2025, according to data from the Bank of England.

Labour market conditions softened, with the unemployment rate rising to 5.2% in 4Q 2025 (4Q 2024: 4.4%), reflecting slower hiring and easing labour demand. Looking ahead, the UK economy is expected to expand modestly in 2026, with major forecasters projecting GDP growth of 1.2% to 1.4%. Continued easing in inflation should support more accommodative monetary conditions, although higher unemployment and softer wage growth may weigh on household spending. Near-term performance will depend on investment recovery, productivity improvements and global demand.

PROPERTY MARKET OVERVIEW

Residential: The UK housing market recorded modest growth in 2025, with the average house price rising 2.4% year on year to £270,000 in December, according to the UK House Price Index published by HM Land Registry. Regional performance varied, with the North East and North West recording the strongest annual gains at 4.6% and 4.5% respectively, supported by relatively stronger affordability. In contrast, London recorded a slight decline of 1.0% year on year to £551,000, reflecting ongoing affordability pressures and more cautious buyer sentiment in higher-value markets. The softer trend in London relative to other regions highlights differences in demand dynamics and cost-of-living impacts.

Market activity remained stable during the year despite higher mortgage rates. Looking ahead, the residential market is expected to remain broadly balanced in 2026 as mortgage conditions gradually stabilise. Forecasts from major lenders suggest modest house price growth of around 1.0% – 4.0% in 2026, supported by easing borrowing conditions and continued underlying housing demand.

Office: The London office market ended 2025 on a strong footing, with leasing activity strengthening in the final quarter. Take-up increased to 3.3 million sq ft in 4Q 2025, 22.0% higher than the previous quarter and 19.0% above the long-term average, bringing full-year take-up to 12.1 million sq ft, or 8.2% above trend. Demand continued to gravitate toward higher-quality space, with new and refurbished offices accounting for 68.1% of 4Q 2025 activity, supported by large requirements from financial and professional services occupiers.

Availability tightened during the quarter, declining 3.8% to 23.0 million sq ft, lowering the vacancy rate to 8.6%, close to the long-term average. Vacancy in new space remained exceptionally low at 1.8%, highlighting the limited supply of best-in-class stock. Development completions totaled 6.6 million sq ft in 2025, more than half of which was pre-let, reinforcing expectations of a structural undersupply of prime space over the medium term. Prime rents continued to rise, with City Core rents reaching £102.50 per sq ft (3Q 2025: £100.0) and West End Core rents increasing to £185.00 per sq ft (3Q 2025: £182.50). Stable yields and firmer macroeconomic conditions supported renewed investment interest from both domestic and overseas capital.

Looking ahead to 2026, leasing activity is expected to remain supported by continued occupier preference for high-quality, ESG-compliant office space, particularly in prime locations. While overall supply conditions are likely to remain tight for Grade A stock, limited new completions in the near term are expected to sustain upward pressure on prime rents and support stable vacancies across London's core office markets.

Retail: The UK retail sector showed signs of stabilisation in 4Q 2025, with total retail sales rising 2.6% year on year in December 2025 according to the Office for National Statistics (ONS), supported by firmer grocery spending and stronger year end spending. Footfall across UK retail destinations increased by 3.2% year on year in 4Q 2025, based on Springboard data, reflecting a gradual return of shoppers to physical stores. Rental levels recorded modest growth, with prime retail rents in Central London increasing by around 2.0% year on year in 2025, while the national retail vacancy rate edged slightly lower to 14.6%. Investment activity strengthened in the final quarter, lifting full-year retail investment volumes to £5.83 billion. Entering 2026, the sector is expected to remain resilient, supported by essential spending, improving sentiment and gradually firmer leasing and investment conditions.

BRIEF MARKET OVERVIEW OF MELBOURNE, AUSTRALIA

ECONOMIC OVERVIEW

Australia's economy continued to expand in 2025, supported by steady domestic demand and firm labour market conditions. According to the Australian Bureau of Statistics, real GDP grew 2.6% in 2025 (2024: 1.3%), driven by household spending, private investment and public demand.

Inflation remained elevated, with the CPI rising 3.8% year on year in 4Q 2025, reflecting higher costs across housing, insurance, health and other essential categories. Labour market conditions stayed resilient, with the unemployment rate at 4.1% in December 2025, while participation and employment levels remained firm. Wage growth moderated, with the Wage Price Index rising 3.4% year on year, below headline inflation.

The Australian Government's Mid-Year Economic and Fiscal Outlook 2025–2026 projects that economic growth will remain moderate in 2026, with real GDP expected to expand by around 1.0%, reflecting a period of steady but subdued growth amid global uncertainties and domestic cost pressures.

PROPERTY MARKET OVERVIEW

Residential: Australia's national median home value reached a record A\$880,000 in December 2025, up 8.8% year on year. In Melbourne, dwelling values recorded a measured annual increase of roughly 4.5%, reaching about A\$854,000, although prices softened slightly month on month in December. Melbourne's performance reflects a steadily improving but more moderate market compared with stronger gains in other capital cities, weighed by affordability pressures and interest rate expectations. Entering 2026, Melbourne's residential outlook remains cautiously positive, underpinned by population growth and improving buyer sentiment, although price growth is expected to remain contained.

Office: The Melbourne CBD office market ended in 2025 with stronger tenant demand despite higher vacancy driven by returning supply. Net absorption for the year reached 29,475 sqm, the strongest result since 2018. Prime-grade assets continued to outperform, recording +40,070 sqm of net absorption, while secondary-grade stock registered -10,595 sqm, reflecting a clear flight-to-quality.

Vacancy rose to 19.0%, up 1.1 percentage points over the year, due largely to refurbished assets such as 111 Bourke Street and 800 Collins Street re-entering the market. Premium vacancies remained comparatively tighter at 15.8%, highlighting continued demand for modern, high-quality space.

New supply totaled 100,118 sqm in 2025, with another active year expected in 2026 before development activity moderates significantly from 2027. Prime rents increased 5.2% in 2025, the strongest growth in three years, supported by particularly firm conditions in the Eastern Core, where prime rents rose 10.4%. Incentives remain elevated but are showing signs of stabilisation. Investment sentiment improved toward year-end, although prime yields softened slightly to 6.76%. Despite elevated vacancy, strengthening tenant demand, rising prime rents and a thinning medium-term pipeline support a gradually improving outlook.

Retail: Australia's retail sector strengthened through 2025, supported by rising real household incomes, solid population growth and improving consumer sentiment. Retail sales increased 5.1% year on year, while real household disposable income rose 4.2%, providing a firmer base for spending. Leasing conditions improved, with re-leasing spreads turning positive and annual centre sales up 3.0%. Investment activity accelerated, with A\$6.0 billion transacted in 1H 2025, making retail the most active commercial sector. Retail yields stood at 5.71%. Entering 2026, the sector is supported by steady income performance, limited new supply and firmer leasing demand.

Purpose Built Student Accommodation: Australia's PBSA sector continues to outperform, bolstered by a deep structural undersupply and strong international student demand. Supply remained limited, with only 2,014 beds delivered in 2024, well below long-term averages. This imbalance has driven substantial rental growth since 2018, with studio rents rising 38% in Melbourne, alongside significant increases in Sydney, Adelaide and Brisbane.

The development pipeline is improving, with 6,912 beds under construction and 2,772 beds scheduled for completion in 2025, up 38% from the previous year, though still insufficient to meet expected demand growth. Investment appetite has strengthened, with A\$1.8 billion in transactions year-to-date, led by offshore investors seeking exposure to resilient, income-producing assets. PBSA remains one of Australia's most defensive residential sectors, supported by sustained enrolment growth, limited new supply and stable long-term returns heading into 2026.

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AGEING POPULATION

Thanks to socio-economic development, and particularly medical advances, people around the world are living longer. According to the World Health Organization, global life expectancy at birth increased from 64.9 years in 1995 to 73.3 years in 2024. This, together with reducing fertility rates, especially in developed and developing countries, means the world is ageing. Two-thirds of humanity now live in countries with fertility rates below 2.1 children per family, where the populations are expected to decline by 20% to 50% by the year 2100.

In Malaysia, the population has grown 9.6% from 31.2 million in 2015 to 34.2 million in 2025, and is projected to keep growing, to 36.4 million in 2030 and 38.3 million in 2035. At the same time, as with other developing nations, the country is ageing. The Department of Statistics Malaysia projects a significant increase in the percentage of citizens aged 65 and above: from 8.1% in 2024 to 14.5% by 2040. As early as 2021, Malaysia officially became an “ageing country” – defined as a nation in which those 65 years and above make up more than seven percent of the total population.

POTENTIAL IMPACT

With an ageing demographic and fewer children per family, housing demand is shifting towards smaller, more manageable homes that incorporate elderly-friendly design features and amenities. Developers will increasingly need to embed age-inclusive considerations across all projects, reflecting the typical Asian value of caring for ageing parents.

All residential properties – both high-rise and landed – will need to feature suitable facilities for senior citizens. These include wheelchair-accessible external walkways as well as internal layouts for all homes; and mobility friendly access to car parks, lifts and other amenities in high-rise developments. Other considerations include proximity to healthcare facilities, neighbourhood convenience stores and small gardens or other suitable space that support light physical activity. These facilities will need to be incorporated into the blueprint of developments at the planning stage.

OUR RESPONSE

- Placemaking initiatives are embedded across all townships, guided by local demographics and community needs, and translated into sustainable planning, accessible environments and integrated lifestyle amenities that support multigenerational living.
- Lanai Lakeside in Bandar Bukit Raja offers spacious multi-generational homes with flexible suites, open-plan layouts and future-ready features, set amid a 180-acre park, greenery and wellness trails supporting diverse lifestyles.
- Emilia Lakeside at Nilai Impian offers spacious, open-plan homes designed for multigenerational living, set beside the township's largest lake park and lush green spaces, with thoughtfully planned layouts that support comfort, accessibility and seamless connectivity to key highways, healthcare and retail amenities.
- The Nine, Elmina Green offers thoughtfully designed homes with curated lifestyle facilities, set within over two acres of lush parks and featuring wheelchair-friendly ground-floor suites that enhance accessibility and inclusive living.

OUTLOOK

Malaysia's evolving demographics are reshaping housing demand and driving the need for developments that cater to diverse needs, from senior-friendly homes to offerings that target younger, independent buyers. All future developments should also be supported by access to green spaces, transport infrastructure and essential amenities such as retail, recreational facilities, schools and healthcare.

URBANISATION

Rapid urbanisation continues to reshape global economic and social landscapes, driven by migration from rural to urban centres in pursuit of better opportunities. Today, 58% of the world's population, or 4.7 billion people, live in cities, and this is projected to reach nearly 68% by 2050.

According to the United Nations, Asia Pacific remains the region with the fastest-growing urban population, with approximately 2.48 billion urban residents who account for about 54% of the world's urban population. This population of city dwellers, moreover, is projected to increase by nearly 900 million people by 2050. In Malaysia, the Department of Statistics reports that the urbanisation rate has tripled from 28.4% of the population in 1970 to 75.1% in 2020. This figure is expected to increase to 88% by 2050.

POTENTIAL IMPACT

Expanding urban populations with greater disposal income is driving demand for residential, retail, office and lifestyle developments within well-connected city centres. Governments, meanwhile, are investing in infrastructure, mobility networks and public amenities to create new growth corridors, unlocking development opportunities.

As more developers are tapping into the potential of urban development, competition is increasing and there is greater need for residential projects to differentiate themselves – through transport connectivity; the incorporation of smart/digital technologies that meet the expectations of the tech savvy; and/or the infusion of sustainable and holistic living elements.

Since COVID-19, residents are prioritising green spaces, wellness facilities and flexible workspaces in their homes. In response, developers are innovating through differentiated townships concepts, placemaking and community-centric design.

Along with urbanisation, there is an increasing demographic of relatively young adults with a few years' of work experience looking to move into their own small yet well-connected (transport-wise) homes within or close to city centres.

OUR RESPONSE

- Subang Jaya City Centre ("SJCC") has been designed as a sustainable transit-oriented development featuring flexible layouts, a landscaped retail boulevard and direct access to Subang Ria Park.
- SJCC East One, the first phase of the 30-acre Subang Jaya City Centre master plan which was launched in June 2025, delivers 926 serviced residences with integrated retail and direct links to LRT and KTM stations, supporting rising urban density and growing commercial activity in Subang Jaya.
- To meet demand for contemporary lifestyle products and services, we are incorporating community-centric commercial spaces across our townships. In 2025, these included Karya and Quadria in Bandar Bukit Raja, and Reka in the City of Elmina.
- Quadria offers flexible semi-detached offices with solar panels and convertible sky decks, strategically located along Jalan Meru. Karya represents Peranakan inspired two-storey shophouses; and Reka, offering modern commercial spaces designed to support a range of business uses.
- Recently launched KLGCC Mall introduces five levels of curated retail and lifestyle offerings within the 360-acre KLGCC Resort, creating a vibrant meeting point for residents and visitors while supporting growing urban lifestyles and commercial activity in the surrounding neighbourhood.
- Arina, single-storey homes in Bandar Ainsdale, offers adaptable spaces to suit the daily needs of families, blending comfort, versatility and style at exceptional value.
- Diversifying our geographic footprint, the Group invested in our flagship development in Melbourne, Australia, comprising residential, purpose-built student accommodation, office and retail components with a GDV of ~AUD1 billion.

OUTLOOK

The process of urbanisation will continue to accelerate, necessitating greater innovation to maintain a sense of holistic well-being for residents, commercial operators, tenants and office workers in cities. Developments will also have to include essential infrastructure such as schools and hospitals to meet the needs of increasing urban populations.

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INDUSTRIAL AND AI-DRIVEN ECONOMIC GROWTH

Supported by a population of ~700 million, vibrant cities and fast-growing economies, ASEAN is drawing an increasing volume of investment and innovation. According to the International Monetary Fund ("IMF"), the region is growing at a rate 25% faster than the global average; and with an estimated GDP of over USD4.0 trillion, it currently ranks as the world's fourth-largest economic bloc. While global economic growth in 2025 has been projected at 3.2%, slowing to 3.1% in 2026, Asean economies collectively expanded by an estimated 4.3%, and is expected to maintain this growth through 2026.

This growth is driven by resilient domestic and external demand further supported by fiscal and monetary support. Following years of hard work, ASEAN has seen a marked improvement in its policy fundamentals. Its private sector has also demonstrated the ability to adapt to changes in the operating landscape, as evidenced by trade frontloading in 2025, rapid supply chain reconfiguration, and surge in private investment in new technologies—AI in particular. Finally, countries in the region are deepening regional and bilateral cooperation to cushion the impact of a more fragmented world.

POTENTIAL IMPACT

Within a supportive ASEAN ecosystem, the Malaysian economy is expected to grow by 4.0%-4.5% in 2026 driven by favourable labour market conditions and fiscal policies, further underpinned by resilient domestic demand and particularly strong performance in the electrical and electronics ("E&E") sector. Inflow of investment is expected to be secured by multi-year projects and national development initiatives while tourism expands under Visit Malaysia 2026. Headline inflation is projected at 2.0%-3.5%, which is manageable.

The real estate sector in Malaysia in 2025 continued to be resilient, with 63,680 residential transactions in the Klang Valley valued at RM42.25 billion, translating into an average transaction value of RM663,397, which was 5.6% higher YoY. According to the Department of Statistics Malaysia, retail property sales grew 6.1% YoY to RM811.5 billion. The year saw 2,706 ready-built factory transactions valued at a total of RM10.57 billion in the Klang Valley, 3.1% higher YoY. In the commercial segment, supply increased by 1.1% with transaction value growing 2.5% to RM6.7 billion. The average value per transaction increased to RM1.6 million, the highest in five years.

OUR RESPONSE

- Secured two build-to-suit lease agreements for hyperscale data centre projects in Elmina Business Park, with a combined lease value of approximately RM7.6 billion.
- The Group achieved record sales of RM4.2 billion, surpassing our target of RM3.6 billion, and launched RM3.6 billion GDV worth of diversified products.
- Our industrial segment contributed to RM1.5 billion, or 36% of the Group's total sales, with a launch GDV of ~RM1.3 billion, 37% of the total.
- During the year, we operationalised Metrohub 1 and Metrohub 2, spanning across a combined NLA of 2 million sq ft and boasting 100% occupancy rates, while making progress on construction of the ~1.4 million sq ft Metrohub 4.
- Acquired two double-storey logistics warehouses with a total NLA of 670,000 sq ft in Bandar Bukit Raja, Selangor, for RM232 million.
- Entered into a strategic partnership with a local retail and wholesale chain to develop a fully automated distribution centre in the City of Elmina under a built-to-suit-to-lease model. This RM450 million facility will span ~786,000 sq ft on 19 acres of freehold land and is backed by a 15-year lease, designed to enhance national supply chain capabilities through advanced automation and fulfilment technology, with completion targeted for Q3 2027.
- Collaborating with SD Guthrie in two projects to develop a total of 5,000 acres along a Carey Island-Port Klang-Kuala Selangor corridor into sustainable next-gen industrial and logistics hubs. Both projects are in early stages of master planning.

OUTLOOK

Performance in real estate closely mirrors that of the national economy; hence as the country continues to achieve resilient growth, so will the industry. Various government programmes and plans further support economic growth, with increasing investments into various sectors creating jobs, enhancing income and demand for property.

DIGITALISATION, TECHNOLOGY & INNOVATION

Digitalisation, technology and innovation are increasingly reshaping the real estate sector, influencing how developments are planned, designed, marketed and managed. Advances in artificial intelligence, including generative and agentic AI, are enhancing data driven decision making and enabling developers to respond more effectively to evolving market needs and stakeholder expectations.

Across the property lifecycle, digital technologies are supporting improved planning precision, more efficient design processes and enhanced customer engagement, while enabling new approaches to investment analysis and product positioning. These capabilities are strengthening the ability of real estate organisations to deliver developments that are more responsive, efficient and aligned with changing user preferences.

At the same time, demand for smart and connected developments continues to grow, with buyers and occupiers increasingly expecting integrated digital infrastructure and technology enabled environments that enhance convenience, operational efficiency and long-term asset value. As digital adoption accelerates, technology integration is becoming an important differentiator in shaping future ready townships and developments.

POTENTIAL IMPACT

The accelerating adoption of digital technologies is transforming how real estate companies plan, develop and manage assets, with increasing use of data analytics, artificial intelligence and digital platforms to enhance decision making and improve development outcomes across the property lifecycle.

Digitalisation is also supporting the industry's sustainability agenda, enabling more efficient planning and resource optimisation while contributing to improved energy performance across developments. This is strengthening the integration between technology adoption and decarbonisation priorities within the real estate sector.

At the development level, the integration of advanced connectivity and smart infrastructure is enhancing the quality and functionality of living and working environments. Technology enabled developments are increasingly attractive to next generation occupiers and tenants who value convenience, sustainability and digitally connected spaces, reinforcing the importance of future ready and resilient developments.

OUR RESPONSE

- Ongoing adoption of Building Information Modelling ("BIM") and Procore, a leading digital construction management platform, has improved collaboration between architects, engineers and contractors. This integration enhances project oversight, minimises errors and rework, and contributes to cost efficiency and timely project completion.
- Continuous enhancement of cyber security efforts to ensure a more secure digital platform that is accessible to employees from anywhere.
- Digitalised several key processes including quality inspections and carbon emissions tracking and accounting (via Pantas) to enhance efficiencies and improve transparency while supporting our Net Zero ambitions by enabling more effective monitoring and management of sustainability targets.
- Launched the Performance Analytics and Command Centre ("PACC") to serve as the centralised platform to drive business performance metrics.
- Continue to strengthen our Customer Relationship Management ("CRM") platform supporting end-to-end leads management.
- Expanded the SDP mobile app with more features and functionalities which allow customers to view construction milestones, payment progress, manage handover-of-vacant property appointments and provide defect submissions.
- We also upgraded the KLGCC App with an improved user experience and service features.
- Integrated our Online Booking System ("OBS") with back office systems for seamless digital sales processing.
- Replacing our legacy data warehouse with an AI-ready enterprise data platform while AI productivity tools are supporting employee efficiency and decision-making.

OUTLOOK

As digital technologies continue to advance, their adoption will become increasingly important for real estate organisations in driving greater cost efficiencies across the development lifecycle, from construction through to the operation and maintenance of completed assets. At the same time, digital enablement will play a key role in supporting the reduction of carbon emissions across the built environment through improved design, planning and asset performance management.

Strategic Review

Operating Landscape

Global Megatrends & Opportunities

INCREASING STAKEHOLDER FOCUS ON ENVIRONMENTAL, SOCIAL AND GOVERNANCE (“ESG”) PERFORMANCE

As awareness of sustainability issues continues to increase, governments, investors, customers and communities are placing greater emphasis on how organisations manage environmental, social and governance (“ESG”) considerations. Governments are strengthening ESG related policies and regulatory frameworks, while investors are increasingly directing capital towards companies with strong sustainability practices. At the same time, customers and society are showing greater preference for businesses that demonstrate integrity, transparency and responsible environmental stewardship.

While environmental priorities, particularly climate related risks, remain a key area of focus, stakeholders are also placing increasing importance on social considerations such as labour practices, workplace health and safety, fair employment and procurement practices. Strong governance remains equally critical, ensuring effective oversight through ethical leadership, independent decision making and accountable board stewardship.

Organisations that integrate ESG principles into their strategies and operations are better positioned to manage sustainability related risks, strengthen stakeholder trust and enhance long term resilience. A strong ESG commitment also supports talent attraction and retention, particularly among younger professionals who increasingly seek employers whose values align with sustainability and social responsibility priorities.

POTENTIAL IMPACT

ESG considerations are increasingly shaping how companies operate, with stronger emphasis on sustainable practices, robust governance frameworks and greater transparency through sustainability disclosures. These considerations are also influencing business strategies and capital allocation decisions, while sustainability related risks are becoming more systematically integrated into enterprise risk management frameworks.

The property sector continues to face heightened expectations to accelerate decarbonisation efforts through the adoption of energy efficient technologies, the use of lower carbon materials and sustainable design principles, as well as the integration of environmental considerations such as biodiversity into development planning.

At the same time, stakeholders expect real estate developers to embed ESG considerations across their operations through strong governance structures, responsible business practices and the delivery of environmentally responsible developments that support long-term resilience and sustainable communities.

OUR RESPONSE

Environmental (E)

We integrate climate and nature considerations into development and asset operations to strengthen resilience, support national transition priorities and protect long-term value.

- Launched the Sustainability Strategy and Roadmap 2025-2030 (“SSR2030”) to guide the strategic direction and implementation of the Group’s sustainability aspirations and targets.
- Progressed towards net zero by 2050 through energy-efficiency measures, on-site solar deployment and renewable electricity procurement, generating 495 MWh of renewable energy in 2025.
- Retrofitted rooftop solar PV systems across eight commercial and industrial assets, with a further five assets under installation, complemented by participation in the Green Electricity Tariff.
- Supported Malaysia’s National Energy Transition Roadmap by becoming the first property developer to partner TNB under the Community Renewable Energy Aggregation Mechanism.
- Established new benchmarks in industrial development through BBR Business Park, Malaysia’s first GreenRE Platinum certified industrial development.
- Embedded biodiversity considerations across the development lifecycle, guided by our Urban Biodiversity Framework, with initiatives spanning habitat restoration, wetland conservation and ecological connectivity.

Social (S)

We contribute to inclusive, healthy and engaged communities while fostering a culture of participation among our people.

- Enhanced community well-being through accessible healthcare initiatives, including affordable medical services, preventive screenings and fitness programmes.
- Advanced environmental awareness and stewardship through citizen science programmes delivered with NGOs and social enterprises.
- Encouraged employee volunteerism, contributing 3,264 volunteer hours to community programmes in 2025.

Governance (G)

We strengthen governance, transparency and accountability to meet rising regulatory and stakeholder expectations.

- Established an IFRS Sustainability Taskforce to align sustainability disclosures with IFRS S1 and S2 from FY2025, strengthening data governance and climate related reporting readiness.
- Established the Group’s Responsible Supply Chain Management Framework to embed ESG considerations into procurement and supplier engagement.
- Enhanced conflict of interest management protocols to safeguard stakeholder interests and reinforce ethical conduct.

OUTLOOK

The importance of ESG considerations, particularly environmental priorities, is expected to continue increasing as regulatory expectations strengthen and stakeholder scrutiny intensifies. Corporations, including those in the real estate sector, will be expected to further enhance their ESG capabilities and implementation to support measurable sustainability outcomes.

At the same time, stakeholders are placing greater emphasis on transparency and accountability, with expectations shifting beyond commitments towards clear, data driven disclosures and independently verifiable performance indicators that demonstrate tangible progress.

Key Risks and Mitigation

OVERVIEW OF KEY RISKS

The Board recognises that effective identification, evaluation and management of key risks are integral to the achievement of the Group's strategic objectives and long-term value creation. The key risks disclosed below represent the most significant risks that could materially affect the Group's strategy, operations, financial performance and sustainability outcomes.

Key risks are identified through the Group's Enterprise Risk Management ("ERM") Framework, which adopts a structured likelihood and impact assessment methodology and considers both inherent and residual risk exposures. Risks are prioritised based on their potential impact on strategic objectives, financial resilience, reputation and compliance with applicable regulatory and sustainability obligations.

OPERATING ENVIRONMENT AND KEY RISKS IN FY2025

In FY2025, the Group operated in a challenging and dynamic environment characterised by heightened geopolitical and trade tensions, including the imposition of trade tariffs by the United States, moderated global economic growth, and persistent inflationary pressures. These external developments, together with the Government's subsidy rationalisation measures, continued to exert upward pressure on construction inputs and operating costs, thereby impacting the Group's operating margins.

The Group also experienced increased regulatory and compliance-related cost pressures arising from changes in regulatory requirements. These included revisions to minimum wage levels; implementation of Employees Provident Fund ("EPF") contributions for foreign workers engaged by contractors; higher electricity tariffs; increased transportation costs following the enforcement of haulage tonnage restrictions; and the expansion of Sales and Service Tax ("SST") to non-residential construction components. The cumulative impact of these measures required enhanced cost discipline, closer engagement with contractors and suppliers, and ongoing monitoring to manage margin and execution risks.

The Putra Heights gas explosion in April 2025 initially raised concerns relating to market sentiment and future sales. Based on information available to date, market absorption has continued and management continues to monitor developments. The Group is also engaging relevant authorities and other stakeholders to clarify roles and responsibilities and to assess the potential financial and legal implications of the reconstruction works, where applicable.

PHYSICAL CLIMATE RISKS

As part of efforts to enhance climate resilience, the Group completed a pilot physical climate risk assessment on several major townships during the year, using the high-level Swiss Re Risk Data Services ("RDS") system. The assessment evaluated both acute and chronic physical climate risks, including potential mitigation and adaptation measures and indicative financial implications. Climate-related risks are prioritised based on their potential financial, operational and strategic impact and likelihood of occurrence across the defined time horizons, with risks assessed as having heightened impact or uncertainty escalated through the Group's established Enterprise Risk Management governance structure. These risks are assessed against the Group's defined risk appetite, including tolerance levels for financial performance, asset integrity, project delivery and operational continuity, to ensure that material climate-related risks are managed consistently with other principal business risks.

The present-day assessment identified flooding (including fluvial, pluvial and storm surge events) as a key acute risk affecting a few townships. These risks have largely been validated by on-site conditions and operational experience. Management is actively addressing these risks through a combination of completed and ongoing mitigation and adaptation measures, including drainage enhancements, flood retention infrastructure, and nature-based solutions.

Looking ahead (FY2030 – FY2050), flooding is expected to remain a significant risk across certain townships. The assessment also highlights the increasing relevance of climate hazards such as extreme precipitation, drought and heatwaves (including heat stress), which may influence future risk profiles under certain climate scenarios. Building on the pilot exercise, the Group intends to further extend physical climate risk assessments across its assets in FY2026, subject to prioritisation and resource availability, and to progressively enhance coverage and analysis depth to support the Group's ongoing assessment of potential financial exposure and decision-making. The Board acknowledges that management's assessment of climate-related physical and transition risks is prepared using assumptions and methodologies based on information and prevailing scientific understanding as at the reporting date. Given the evolving nature of climate science, regulatory developments and data availability, and the absence of established industry benchmarks in certain areas, the assessment is subject to inherent uncertainty and may change over time. As a result, the assessment is intended to support risk identification, assessment and monitoring, and actual outcomes may differ.

Strategic Review

Key Risks and Mitigation

TRANSITION RISKS

The transition towards a lower-carbon economy presents potential risks to the Group, particularly from the possible introduction of carbon pricing mechanisms, including carbon taxes, and broader climate-related regulatory measures. These transition risks may result in higher construction and operating costs, increased energy expenses, changes in supplier pricing, and potential impacts on asset competitiveness, development margins and long-term asset value.

Carbon pricing measures may also indirectly affect the Group through its supply chain, especially in energy-intensive construction activities, building materials, logistics and utilities. In addition, evolving regulatory expectations, market preferences and investor considerations relating to carbon efficiency and emissions performance may influence project feasibility, capital allocation decisions, and asset positioning over time.

The Board recognises climate-related transition risks as emerging risks and oversees Management's ongoing assessment of their potential financial and operational implications. Regulatory developments at both national and international levels are monitored. Transition risks are progressively integrated into the Group's ERM framework, strategic planning and investment decision-making. While the timing, scope and financial impact of carbon pricing remain uncertain, the Group remains committed to monitoring developments closely and adapting its strategies where necessary, in line with its risk appetite.

OPPORTUNITIES FROM CLIMATE RISK MANAGEMENT

The Group's assessment of physical and transition climate risks also highlights areas where risk considerations can be incorporated into planning and decision-making to support long-term resilience and asset quality. Integrating climate-resilient and low-carbon design considerations into township planning, development and asset management may help to manage operational and cost risks over time, having regard to project-specific requirements and evolving regulatory and market expectations.

Adaptation initiatives such as flood retention infrastructure, nature-based solutions, and climate-resilient landscape design may also be incorporated as placemaking features that support community liveability and biodiversity. In parallel, transition-related initiatives, including energy-efficient building systems, sustainable materials and

improved operational efficiencies, may support cost optimisation, carbon intensity reduction, and may assist in maintaining asset competitiveness in a progressively carbon-constrained environment.

Embedding climate-related risks and opportunities into capital planning and development standards may support more informed resource allocation and long-term project viability. This approach may also help to manage the risk of stranded or underperforming assets and support the Group's integrated approach to value creation.

OUTLOOK AND KEY RISK CONSIDERATIONS FOR FY2026

The Group continues to monitor emerging risks that may affect its future performance, financial position and long-term resilience. These include developments in climate-related risks, regulatory and policy changes, geopolitical uncertainty, technological disruption (including digitalisation and artificial intelligence) and evolving stakeholder expectations. In this regard, the Group remains attentive to potential future trade measures, including tariffs that may be imposed by the United States, and is assessing their possible direct and indirect implications for Malaysia, particularly in relation to the real estate sector, construction inputs and related supply chains.

Cost pressures are expected to remain elevated in the near to medium term. In addition to regulatory-driven cost increases, the Group continues to assess the potential financial impacts arising from climate-related transition risks, including carbon pricing mechanisms and other decarbonisation-related regulatory developments. These factors may, over time, affect construction and operating costs, asset competitiveness, margins and supply chain resilience. Competitive conditions are also expected to remain challenging as market activity evolves, with sustainability attributes, energy efficiency and asset resilience increasingly influencing customer preferences, investment decisions and long-term asset values.

The Board and Management will continue to enhance the integration of climate-related and other emerging risk considerations into the Group's risk management processes, strategic planning and capital allocation frameworks. This approach is intended to support informed decision-making, strengthen resilience across economic cycles, and position the Group to adapt to evolving regulatory, market and sustainability expectations over the longer term.

CONCLUSION

While the Group's risk management framework provides a structured and disciplined approach to risk mitigation, certain global and industry-related risks are inherent, unpredictable and beyond the Group's control. Nevertheless, the Group remains committed to continuously monitoring these risks and taking appropriate measures to minimise their potential impact.

The Board has reviewed the key risks disclosed above and the corresponding management actions reported during the year. The Board will continue to oversee management's ongoing monitoring of the risk landscape, including climate-related developments, and the enhancement of risk management processes, taking into account changes in the external environment and the Group's risk appetite.

KEY RISK FOR FY2025

For the financial year under review, eleven (11) broad key risks were identified as having the potential to materially affect the Group's operations, financial performance and/or long-term value creation. The following section outlines these key risks, their potential impact on the Group, and the mitigation strategies implemented

Key Risks	Risk Trend
Market	▲
Development and Product Strategy	◀▶
Project Development & Execution	◀▶
Safety & Health	◀▶
Cybersecurity	◀▶
Joint Ventures, Collaborations and Strategic Partnerships	◀▶
Talent and Resource Management	◀▶
Legal/Regulatory and Contractual Compliance	◀▶
Competition	▲
Climate Risk	◀▶
Supply Chain and Its Related Human Rights Risk	◀▶

Legend:

Risk trend: ▲ increased, ◀▶ no change

Strategic Review

Key Risks and Mitigation

MARKET

Risk Trend ▲

DESCRIPTION

The Group's property development, investment and asset management activities remain highly sensitive to prevailing macroeconomic and market conditions. Geopolitical uncertainties, inflationary pressures, interest rate volatility and shifts in regulatory or lending policies continue to influence consumer sentiment and access to financing. A subdued property market, tighter credit conditions and rising borrowing costs may weaken demand for property purchases and leasing activities, while higher construction and labour costs, shortages of skilled labour and supply chain disruptions may elevate development costs and compress margins. Fluctuations in asset valuations may also affect the performance of the Group's investment properties. Collectively, these factors may exert pressure on the Group's revenue, profitability, cash flows and liquidity, and may affect the timely execution of its growth strategy and financial objectives.

IMPACT ON VALUE

Diminishing financial capital due to:

- Poor Group performance and returns on investment;
- Unsold stocks;
- Potential delays in delivery of products to customers resulting in liquidated ascertained damages ("LAD") payable to customers;
- Poor product quality;
- Prolonged deferment or delayed launches leading to weak product pipeline;
- High vacancies in investment properties;
- Tenancy defaults;
- Insufficient operational cash flow to fund projects;
- Tight capital market conditions for customers to obtain financing and for the Group to raise funds;
- Rising construction costs and prolonged sales cycles, including for landed properties;
- Foreign exchange volatility impacting costs and the profitability of cross-border projects; and
- Potential double taxation due to tax law mismatches and treaty uncertainty on cross-border projects.

MITIGATION STRATEGIES

- Continued assessment and initiative realignment to manage and address changing market conditions and requirements;
- Closely monitor performance across core business units, including active profit & loss and cashflow management to ensure sufficient funding facilities;
- Launch products that are compelling and relevant to target markets, featuring the right price points and strong value proposition;
- Detailed scrutiny, evaluation and monitoring of contractors' delivery capabilities and labour availability during the tender and delivery stages;
- Size the market potential and leverage market intelligence on product and service offerings for similar or comparable developments to support product viability assessments prior to launch;
- Introduce sales offers and innovative packages for new products, leveraging our strong brand name and track record;
- Continue to leverage technology and digital platforms to provide customers with a seamless end-to-end purchasing journey;
- Construct a defensive and diversified portfolio of investment properties via strategic asset allocation principles across sectors and geographies with strong tenancy covenants and security in place;
- Monitor and actively intervene (where necessary) in tenancy renewals/replacements while performing credit control;
- Widen pool of debt financiers and other capital providers beyond domestic banks;
- Implement value engineering principles to optimise project costs without compromising quality, functionality or aesthetics;
- Deploy the "preferred contractor" scheme to enhance efficiency and reliability;
- Continue to provide affordable housing design and packages;
- Redefine our segmented approach and review pricing of unsold stocks, where required;
- Borrow in local currencies aligned with the location of our developments or investments as a natural hedge to mitigate forex risk; and
- Obtain advice from local tax consultants; utilise efficient holding structures; manage thin capitalisation compliance; and optimise capital gain tax ("CGT") strategies to prevent double taxation.

Capitals



Material Matters



Strategy



Stakeholders



DEVELOPMENT AND PRODUCT STRATEGY

Risk Trend 

DESCRIPTION

The Group's performance is dependent on the effective planning, positioning and execution of its development portfolio. Ineffective portfolio allocation, product positioning or project implementation — including misalignment in asset type, sector focus, pricing strategy, cost structure and market timing — may result in products that do not adequately meet market demand.

Such factors may result in reduced revenue, margin compression, lower returns on invested capital and potential impairment of assets, thereby adversely affecting the Group's profitability, cash flows and financial position.

IMPACT ON VALUE

Diminishing financial capital due to:

- Poor take-up of products resulting in higher holding costs;
- Poorly tenanted investment properties;
- Low profit margin or losses incurred on products;
- Loss of market share; and
- Low returns on capital due to diminished demand.

MITIGATION STRATEGIES

- Conduct rigorous review and market research to develop a business case for each new product;
- Comprehend market cycles and carefully plan product launches to ensure proper timing;
- Implement a checks-and-balances approach when aligning and embedding strategies along the product supply chain;
- Implement design-to-cost principles for products to protect target margins and/or returns;
- Extend strategic sourcing initiatives to reduce product cost;
- Continue to integrate the Variation of Price ("VOP") clause in tender requirements to manage price fluctuations of key construction materials. The VOP was designed to assist contractors in protecting their operational viability against price fluctuations;
- Perform value engineering to ensure cost optimisation for newly launched products;
- Conduct a Mid-Year Review of the Annual Operating Plan ("AOP") to assess market developments, operational challenges and regulatory changes impacting performance assumptions;
- Monitor sales and leasing performance, and align project and product parameters to suit market conditions where required (e.g. shrinking built-up areas to reduce the absolute price or minimising speculative builds);
- Focus on building a diversified portfolio of residential, commercial and industrial products that can weather economic and segment downcycles;
- Source construction materials strategically to manage escalation of raw material prices, where possible;
- Bundle multiple phases into individual contracts to lower tender prices via economies of scale;
- Conduct customer surveys at "point of sales" to streamline provision for trending finishes, design, spatial and amenities requirements at the planning and design stage;
- Conduct Design Pitching to gather the most cost-effective and demand-driven ideas for high-profile projects;
- Leverage data insights from Performance Analytics & Command Centre ("PACC") to improve design, construction standards and plans to better meet customers' needs, enhance product quality and optimise cost efficiency;
- Perform market studies to understand market demand for sustainability elements in new products;
- Incorporate sustainable product elements in design considerations, including options such as hybrid construction; and
- Continue to monitor product mix to ensure balanced diversification for both residential and industrial products.

Capitals



Material Matters



Strategy



Stakeholders



Strategic Review

Key Risks and Mitigation

PROJECT DEVELOPMENT & EXECUTION

Risk Trend

DESCRIPTION

Development projects that are not delivered on time or which fail to achieve projected returns or product quality expectations could impact our financial position and reputation.

IMPACT ON VALUE

Diminishing financial capital and compromised intellectual capital due to:

- Additional cost for rectification/replacement, compensation, settlement, overruns and/or LAD;
- Poor product quality and late delivery of products;
- Potential expenses from claims, disputes or legal action from purchasers; and
- Potential reputational damage.

MITIGATION STRATEGIES

- Continue to enlarge our pool of competent and experienced consultants and contractors backed by good track records to support project requirements, based on pre-qualified and pre-approved criteria;
- Continue to appoint preferred contractors with existing skilled workers, recycling their expertise into projects within the same geographical location;
- Implement buy-forward initiatives to lock in contractor pricing and leverage economies of scale;
- Explore different tender options to achieve optimal construction cost structures;
- Assign dedicated and experienced project teams to monitor project performance and coordinate with key stakeholders;
- Engage continuously with contractors to ensure appropriate actions are taken to mitigate any delay in the delivery of projects;
- Identify key materials facing supply disruptions and work with vendors and contractors on supply chain alternatives, if required, to minimise project delays;
- Monitor on-site labour supply closely and work with contractors and industry associations to resolve labour supply and shortage issues;
- Increase the frequency and timeliness of quality audits and inspections at various stages of construction;
- Improve project management, cost control and procurement processes;
- Enhance coordination between procurement processes and resources to ensure tenders, appointments and payments to contractors are made in a timely manner;
- Monitor and track the status of defect claims by purchasers to ensure timely closure;
- Implement "We Fix Team" to expedite the defect rectification process for all newly handed over projects; and
- Implementation of the Pre-Handover Vacant Possession ("HOVP") programme involving HQ staff to enhance quality inspections prior to project handover, supported by training conducted by certified, independent and professional Building Inspector to enhance inspection rigour, consistency and governance standards.

Capitals



Material Matters



Strategy



Stakeholders



SAFETY & HEALTH

Risk Trend



DESCRIPTION

Major safety, health and/or environmental breaches at our workplaces or project sites may impact our operations, financial performance, reputation and the well-being of our people.

IMPACT ON VALUE

Diminishing financial capital, compromised intellectual capital and loss of human capital due to:

- Decline in productivity and performance resulting from accidents, injuries and casualties;
- Significant penalties or disruptive stop-work orders imposed by authorities;
- Potential environmental harm and additional costs arising from possible claims and litigation; and
- Potential reputational damage.

MITIGATION STRATEGIES

- Continue organising top management and Board of Directors site visits to engage staff, contractors and workers on Health, Safety, Security and Environment ("HSSE") matters;
- Incorporated HSSE KPIs into the Corporate Scorecard as well as individual performance management scorecards to drive a safety culture at project sites;
- Updated construction contracts to incorporate new HSSE requirements and ensure alignment with Sime Darby Property's HSSE manuals and Legal Requirements according to OSHA Amendment 2022;
- Implemented HSSE plans outlined in the annual HSSE playbook, ensuring these are executed and performance is monitored;
- Provided key frontline operations and project management employees with Hazard and Effect Management Process training, adopting Barrier Thinking to manage risks in a holistic manner;
- Trained all C-Suite personnel and key senior management on HSSE leadership through Leadership Engagement & Action Programme ("LEAP");
- Implemented CDM Requirements during all design reviews and published internal DRA guidelines, providing designers with guidance on assessing HSSE risks during the design stage;
- Implemented the Boots on the Ground (BOTEG 2.0) initiative, through which HSSE-focused project site visits are conducted regularly;
- Ensure contractors continue to assess their worker quarters against Sime Darby Property's Workers Quarters Guideline;
- Provide employees with mental health and well-being support through digital service platform Jalinan Nurani, through which employees can access certified health coaches and various resources to better manage their mental, physical and financial well-being; and
- Provide mental health first-aid training to SDP employees as part of efforts to support employees who may need access to mental health resources.

Capitals



Material Matters



Strategy



Stakeholders



Strategic Review

Key Risks and Mitigation

CYBERSECURITY

Risk Trend

DESCRIPTION

Information leakages and system disruptions arising from cyber-attacks may lead to reputational damage and business disruption.

IMPACT ON VALUE

Compromised manufactured and intellectual capitals and diminishing financial capital due to:

- Leakages of valuable business data and stakeholder trust;
- Business disruption;
- Penalties or fines by authorities and/or legal action; and
- Potential reputational damage.

MITIGATION STRATEGIES

- Utilise multi-layer infrastructure security protection solutions (such as Extended Detection and Response, web application firewall, multi-tiered firewall, email anti-spam, anti-virus, cloud app security, internet filtering and Advanced Persistent Threat) to prevent malicious threats to our corporate network, data centres and personal computers;
- Conduct annual Vulnerability Assessment Penetration Test ("VAPT") to identify and remediate vulnerabilities in IT systems, networks and applications;
- Deploy data classification and encryption tools to classify and protect sensitive, confidential and private data;
- Encrypt all data on personal PCs to protect from data loss and leakages;
- Implement Multi-Factor Authentication ("MFA") for core systems and VPN to prevent unauthorised access to our corporate applications;
- Implement Virtual Patching for all servers to protect against zero day and unpatched vulnerabilities;
- Implement privilege access management to monitor admin sessions across servers and applications;
- Utilise Security Information Event Management ("SIEM") tools to monitor, prevent and resolve cybersecurity incidents;
- Continue to monitor new and potential threats that emerge in the cybersphere through our round-the-clock Security Operations Centre ("SOC");
- Restrict lateral movement between all servers and PCs through network segmentation and network port restriction;
- Continue to promote cybersecurity awareness across the organisation to prevent employee-related security breaches and potential vulnerabilities;
- Carry out cybersecurity e-learning, e-assessment and phishing simulation exercises among employees across the organisation, equipping them with cyber security knowledge and insights into potential vulnerabilities, while specifying guidelines on how to recognise and respond to cyber threats;
- Harden cloud security as per industry standards (ISO 27001, NIST and azure benchmarks); and
- Implement zero trust network access by ensuring only secured devices and authorised persons can access our private network.

Capitals



Material Matters



Strategy



Stakeholders



JOINT VENTURES, COLLABORATIONS AND STRATEGIC PARTNERSHIPS

Risk Trend

DESCRIPTION

Our financial position and reputation may be impacted by misaligned investment objectives or interests, lower than expected returns from collaborative investments, disagreements with our joint venture ("JV") partners or a weak JV management team.

IMPACT ON VALUE

Diminishing financial capital, compromised intellectual capital, and deteriorating human capital due to:

- Lower than expected returns on investment;
- Additional capital requirements to sustain JV operations/ businesses;
- Potential litigation arising from claims/disputes; and
- Potential reputational damage.

MITIGATION STRATEGIES

- Conduct robust assessments and due diligence on potential partners prior to entering into JV partnerships;
- Obtain sufficient external expert advice in structuring the terms of JV partnerships to safeguard the Group's rights and interests;
- Active engagement in the set-up of the JV, including when aligning roles and responsibilities of JV partners, devising Board/shareholders' reserved matters and preparing business plans, human resources requirements, governance structures, key operating guiding policies, procedures and delegated authority limits;
- Track and closely monitor the performance of JVs through periodic reports/audits while ensuring Group representation on the Board/development committee/management of the JV Company; and
- Continue robust engagement with JV partners to ensure the objectives of the JVs are achieved while mitigating and minimising potential disagreements.

Capitals



Material Matters



Strategy



Stakeholders



Strategic Review

Key Risks and Mitigation

TALENT AND RESOURCE MANAGEMENT

Risk Trend 

DESCRIPTION

Scarcity of talent in the market leading to challenges in attracting and retaining proficient industry talents to effectively execute business strategies, potentially impacting our ability to meet sustainable growth objectives.

IMPACT ON VALUE

Impairment of the Group's ability to execute its strategies, meet performance commitments and sustain business continuity due to:

- Insufficient internal capabilities;
- Misaligned performance measures; and
- Loss of critical talents.

MITIGATION STRATEGIES

- Implement the Total Rewards Framework to attract and retain competent talents;
- Periodically review the competitiveness of our remuneration packages against industry benchmarks;
- Review succession plans to strengthen our leadership bench, fast-track high-potential talents and create stretched development opportunities for competent performers;
- Adopt a clear strategy on target setting and cascading, and put in place a performance management system to drive progress;
- Strengthen employer branding in the market to attract talent, especially within new business areas such as investment and fund management;
- Review competency and training gaps, and provide continuous training and support to build key expertise within major growth areas;
- Establish individual development plans ("IDPs") to build and enhance the skills and competencies of identified successors or talents;
- Roll out structured accelerated leadership development programmes for talents;
- Implement an Employee Mobility Framework to encourage cross-functional exposure and provide visible career enhancement opportunities for employees;
- Implement strategies for the recruitment and retention of young talents;
- Leverage technology to improve efficiency in managing HR-related matters through our HR digital platform;
- Implement initiatives to instil a highly engaged culture across the organisation; and
- Continue to communicate with employees, ensuring they remain engaged and aligned with the company's direction.

Capitals



Material Matters



Strategy



Stakeholders



LEGAL/REGULATORY AND CONTRACTUAL COMPLIANCE

Risk Trend 

DESCRIPTION

Our performance may be impacted by non-compliance with local or international laws, industry regulations or contractual obligations. Risk factors include:

- Complex and voluminous laws/regulations; and
- Continuous legal developments, including shifts in judicial trends and regulatory frameworks, new case laws and new/amended laws & regulations, which could affect the way contractual provisions are interpreted and applied, in turn impacting our business decisions and risk exposure.

IMPACT ON VALUE

Compromised financial and intellectual capitals due to:

- Non-compliance costs arising from penalties, fines, payment of damages and compensation;
- Failure to meet legal or contractual obligations resulting in potential claims or litigation;
- Additional compliance costs; and
- Potential reputational damage.

MITIGATION STRATEGIES

- Continue to inculcate a compliance culture within the organisation as well as among our stakeholders, contractors, vendors and consultants, complemented by stringent internal processes; and provide internal and external legal support to operational teams when required;
- Maintain close collaboration and conduct effective dialogues with trade associations and regulatory bodies on emerging legal or regulatory requirements as well as industry trends and standards;
- Assign dedicated project teams to monitor compliance with specific laws, regulations and/or contractual provisions;
- Defined an escalation matrix and a stringent monitoring, resolution and reporting mechanism to manage material breaches;
- Enhance our employees' (Legal Department, etc) skills and knowledge of regulatory requirements, case law updates and statutory amendments via regular talks, training and seminars by internal and external speakers, supplemented by continuous internal legal research and write-ups;
- Maintain close monitoring of appellate court decisions and case law developments affecting the Group's businesses, along with the emergence of any new bills, laws or amendments that could affect the Group's business or industry; and
- Appoint reputable consultants and experts, including experienced architects, engineers and contractors, to provide specialised technical guidance and ensure compliance with legal and regulatory requirements. These experts also support the Group's interests in legal proceedings by offering credible expert testimony, technical evaluations and professional opinions to strengthen the Group's position in the event of disputes.

Capitals



Material Matters



Strategy



Stakeholders



Strategic Review

Key Risks and Mitigation

COMPETITION

Risk Trend 

DESCRIPTION

Heightened competition with other real estate companies as they increase product launches and diversify their product series geographically and demographically (affordable developments, data centres, industrial products, etc.).

Additionally, the saturation of retail malls in the market requires more strategic positioning for future mall openings.

This intensifying competition can lead to pricing pressures, leasing challenges, lower profit margins, and potential oversupply in certain market segments, making it harder for the company to secure market share and meet sales targets.

IMPACT ON VALUE

Diminishing financial capital due to:

- Low profit margins on products;
- Loss of market share;
- Low occupancy rates in investment properties; and
- Lower than expected sales performance and returns on investment.

MITIGATION STRATEGIES

- Conduct market research/analysis on trends to look into new, niche areas of investment or development products;
- Monitor market dynamics and conditions to ensure product launches meet and match market requirements;
- Leverage the Group's prime locations and seamless accessibility as a competitive advantage;
- Strategically schedule product launches to align with market demand and optimal timing;
- Design products that align with market demand and needs;
- Monitor sales and leasing performance, revising project and product parameters to suit market conditions where applicable;
- Implement the Group's innovation roadmap and initiatives to source for and pilot new products and services that will complement the Group's business segments, namely in home designs and placemaking;
- Develop and implement effective sales strategies where required (e.g. fit-out packages and enhanced post-sales services) to enhance sales performance and drive revenue growth; and
- Continue to perform pre-assessments prior to launches and maintain consistency and speed of launches to ensure products are well received by the market.

Capitals



Material Matters



Strategy



Stakeholders



CLIMATE RISK

Risk Trend 

DESCRIPTION

The risk of floods, potential shortfalls against the Group's emissions reduction roadmap and Net Zero targets, and the constraints in securing adequate water supply or electricity connection for future projects in growing and/or new townships.

The potential introduction of carbon pricing mechanisms, including carbon taxes, may increase construction and operating costs, affect supply chain pricing, and impact asset competitiveness, development margins, and long-term asset value.

IMPACT ON VALUE

Compromised manufactured capital, diminishing financial capital and reduced natural capital due to:

- Impact on value and demand for products (long-term) located in flood risk areas;
- Potential adverse impacts on the Group's progress against Net Zero targets and associated transition plans;
- Potential impacts on revenue, costs and/or financial performance;
- Potential constraints on the Group's ability to execute development plans in certain locations, including due to physical climate impacts and/or utility capacity limitations;
- Loss of market share;
- Loss of investor confidence; and
- Potential reputational damage.

MITIGATION STRATEGIES

Flood Risk:

- Continue to engage with local authorities on short-term and long-term flood mitigation plans;
- Identify additional and/or temporary retention ponds including construction of flood gates/walls to alleviate flood risk, where required;
- Initiate cleaning works to prevent clogging of drains and waterways;
- Where relevant, apply enhanced development assessment and planning considerations for new launches in townships that have been identified as higher flood risk, taking into account applicable regulatory requirements and internal standards;
- Implement flood monitoring and emergency response protocols in high-risk townships;
- Continue to engage with residence committees in high-risk townships to ensure timely assistance in the event of floods;
- Developed a Flood Mitigation Toolkit to support stakeholder communication and address prospective purchasers' queries on flood risk management measures;
- Constructed a 180-acre Town Park wetland as a sustainable stormwater management solution;
- Completed desilting of drainage and road resurfacing works at townships with high flood risk; and
- Conduct physical risk assessment on land banks and assets prior to acquisition.

Carbon Emissions:

- Established baseline for Net Zero emissions (Scopes 1 and 2) and Carbon Reduction Strategy;
- Measured and provided disclosure on two Scope 3 emissions indicators (employee commuting and business travel);

- Track the Group's yearly emissions against targets;
- Instill awareness among all staff of climate change and the Group's sustainability targets to ensure consistent adoption and collective implementation of sustainability initiatives;
- Established a digital platform for data tracking and monitoring emissions performance across the Group;
- Integrate sustainability considerations into product planning and design; and
- Continue to explore new technologies or alternate materials which can help reduce greenhouse gas ("GHG") emissions within the supply chain.

Utilities:

- Engage and follow up with authorities and utility providers to obtain the relevant approvals and support timely progression of utility works in line with development requirements;
- Keep abreast of and comply with the requirements of utility providers; and
- Assess and track projected future demand for utilities to ensure timely commissioning of the relevant infrastructure.

Carbon Tax (Transition Risk):

- Actively monitor and track national and global carbon policies and assess potential implications for the Group, including potential financial impacts, as details evolve.
- Integrate carbon risks into the ERM process to guide long-term investment decisions.
- Incorporate energy-efficient and sustainable designs considerations, where appropriate, to support emissions reduction efforts and help manage potential transition related cost impacts over time.
- Engage with contractors and suppliers in managing costs and ensuring a stable, climate-resilient supply chain.

Capitals



Material Matters



Strategy



Stakeholders



Strategic Review

Key Risks and Mitigation

SUPPLY CHAIN AND ITS RELATED HUMAN RIGHTS RISK

Risk Trend

DESCRIPTION

Heightened demand for proficient and reliable contractors and suppliers within the market may cause increased competition and attrition within our supply chain. Our supply chains may also be disrupted if we are exposed to impacts caused by irresponsible environmental or social practices by suppliers, including human rights violations.

IMPACT ON VALUE

Diminishing manufactured capital, financial capital and social capital due to:

- Loss of sales from deferrals in product launches due to delays in tender exercises arising from a lack of qualified tenderers;
- Higher cost of construction due to competition for capable contractors;
- Poor product quality or late delivery of products arising from overstretched contractors;
- Additional costs incurred for rectifications, replacements, compensation, settlement, overruns and/or LAD;
- Expenses incurred due to potential claims/disputes/legal action from purchasers; and
- Potential reputation damage.

MITIGATION STRATEGIES

Competition Risk for Proficient and Reliable Contractors:

- Carry out market intelligence to explore new contractors as part of efforts to increase our pool of competent and experienced consultants and contractors with good track records;
- Continue to engage with vendors that failed to win tenders to explain their shortfall, enabling improvements and encouraging them to participate in future tenders;
- Continue to appoint preferred contractors with skilled workers, recycling them into projects within the same geographical location;
- Establish a high-performance contractor framework as part of our contractor retention initiatives; and
- Enhance the vendor registration system with more user-friendly features.

Exposure to ESG and Human Rights Risk:

- Implement the Group's Vendor Code of Business Conduct ("COBC"), which sets out the standards of behaviour required of vendors, including human rights requirements and expectations;
- Require a Vendor Integrity Pledge ("VIP") as a formal affirmation from vendors that they will comply with, respect and uphold the principles of the Vendor COBC;
- Include a human rights clause as part of tender and contract documents with vendors;
- Conduct knowledge-sharing and educational sessions with vendors on human rights requirements, best practices and laws and regulations to ensure alignment with International Labour Organisation ("ILO") indicators;
- Established an ESG Playbook to ensure workers' quarters meet a minimum 85% hygiene standards and comply with Centralised Labour Quarters requirements;
- Undertake periodic inspections of worker quarters, led by the HSSE team;
- Commenced engagements with key vendors to establish their current position in respect of ILO practices;
- Maintain a list of back-up vendors for key materials; and
- Maintain an approved vendor list ("AVL"), which serves as a resource from which alternate contractors may be sourced.

Capitals



Material Matters



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Stakeholders



SHIFT32

Our Transformation Journey Ahead

01

TRANSFORMATION TO A MULTI-ENGINE GROWTH PLATFORM

We have successfully transitioned from a pure-play developer with inherently cyclical and lumpy earnings into a diversified real estate company. Today, we combine development and investment capabilities, supported by multiple growth engines that drive earnings resilience while expanding assets under management ("AUM") across a diversified portfolio.

02

BUILDING RESILIENT, RECURRING INCOME STREAMS

Our strategic shift toward a more resilient income model is underpinned by a growing base of investment assets. Upon completion of our Build-to-Lease pipeline projects, we expect a recurring income to contribute approximately 30% of total earnings. This transformation has delivered an annualised total shareholder return of 18.7% over the last 5 years.

03

NEXT PHASE OF TRANSFORMATION: SHIFT32

We are now entering the next stage of our evolution—SHIFT32—aimed at deepening capabilities and strengthening our position as a leading regional, diversified real estate company. This phase focuses on scaling growth through an asset-light, platform-driven model:

Development Management Platform

Evolve our property development model into a full-fledged development management platform, providing end-to-end solutions to third-party clients while broadening our product offerings.

Investment Management Platform

Institutionalise and scale our investment management capabilities to grow funds under management ("FUM") and fee-based income, positioning ourselves as a regional investment manager.

Operating Platforms

Enhance our operatorship and asset management capabilities across key operating platforms, driving value creation and performance uplift for community-enabling and infrastructure assets.

Strategic Review

Our Strategy

SHIFT32

Diversified Real-Estate Company

PURPOSE

Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet



VISION

Advancing real estate as a force for collective progress, in harmony with the planet's resources



MISSION

To develop, own and manage a thriving asset portfolio that creates value for all stakeholders

VALUES



T Together we do what's right



E We lead with Excellence



A We embrace new Approaches



M We **Make** things happen

BUSINESS MODEL

Development

Leaders in **Masterplanning** and **Development** of Sustainable Communities

Investment

Investment and Fund Management of Diversified Real Estate Portfolios

Operations

Operate Community-enabling Assets and Infrastructure Assets

ENGINES OF GROWTH RESOURCE ALLOCATION



Engine 1

60%

Maximising the Core's Potential



Engine 2

30%

Business Model Expansion & Growth Adjacencies



Engine 3

10%

Disruptive Opportunities

ACTION PLAN / TACTICS

Our 4 Corporate Priorities



Broaden Income Streams



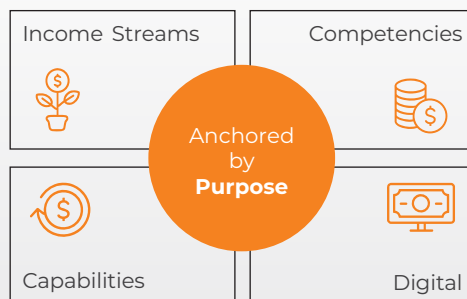
Deepening Competencies



Develop New Capabilities



Digital Transformation



6 Focus Areas

Operational Excellence

Organisational Excellence

Safety & Sustainability

Customer First

Tech & Innovation ("T&I")

New Revenue Streams

BROADEN INCOME STREAMS



Sustain our position as the No. 1 property player in the country, while driving growth and strengthening earnings resilience through diversification of income streams and optimisation of our portfolio.

Key Priorities

Resource Allocation

- Deliver demand-driven developments aligned with evolving market needs.
- Maintain a well-diversified portfolio across asset classes and geographies to enhance resilience.
- Progressively grow recurring income streams to support more stable and visible earnings.
- Activate landbank to unlock value while further advancing build-to-sell (“BTS”) and build-to-lease (“BTL”) products to expand longer-term income streams.

Financial Capital will be optimised through disciplined investment and capital recycling strategies, while our emphasis on a high-quality and sustainable Manufactured Capital pipeline strengthens our market position. Human Capital will drive innovation, efficiency and execution across teams, supported by Intellectual Capital to inform market insights and effective portfolio diversification.

2025 Initiatives

- Maximise growth, profitability and development efficiency for Property Development.
- Ensure sustainable Property Development launch pipeline of residential landed and high-rise products for greater earnings visibility.
- Diversify launch product mix across residential, industrial and commercial sectors.
- Strengthen our recurring income base by amplifying industrial and logistics development and activating our wholly-owned malls.
- Strengthen geographical diversification by expanding into selected growth corridors and high-potential markets.
- Accelerate landbank activation across strategic locations while expanding the adoption of BTS and BTL development models to support growth and enhance recurring income visibility.

Priorities for 2026

- Continuously launch demand driven developments while maintaining a diversified portfolio of asset classes and geographies.
- Assess and launch new economic corridors and rollout new townships to unlock landbank value and drive sustainable growth.
- Expand into new countries to diversify geographic presence and capture new growth opportunities.
- Accelerate efforts to diversify income streams beyond Property Development by expanding Investment and Asset Management (IAM) assets and strategically activating recurring income projects.
- Continuously monitor and assess the impact of geopolitical developments on cost structures, supply chains and market demand.

2025 Achievements

- Recorded Revenue and Operating Profit of RM4,184.2 million and RM895.3 million, respectively and achieved highest PBT of RM803.4 million.
- Achieved record sales performance at RM4.2 billion, surpassing our RM3.6 billion target by 17%.
- Industrial products remained as the top sales contributor accounting for 36%, followed by residential landed at 26%, residential high-rise at 24%, and commercial at 13%.
- Unbilled sales of RM3.9 billion providing strong earnings and cashflow visibility over the next three years.
- Launched RM3.6 billion GDV worth of diversified products (37% industrial, 36% residential landed, 15% residential high-rise and 12% commercial).
- Successful activation of 3rd wholly-owned mall (KLGCC Mall) (NLA: 227,484 sq. ft.)
- Acquired two double-storey logistics warehouses in Bandar Bukit Raja, Selangor for RM232 million.

Short to Medium-Term Priorities

Strengthening our property development business by diversifying product mix, ensuring healthy earnings visibility, and growing recurring income streams, all while embedding placemaking and sustainability in every township.

LINKS

Capitals

Risks

R1

R2

R3

R6

R9

R11

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DEEPENING COMPETENCIES



Strengthening core capabilities across people, processes and systems to deliver sustainable growth and execution excellence

Key Priorities

- Embed a robust culture of safety practices and achieve our Goal Zero target of no fatalities.
- Embody our Purpose, Vision, Mission and TEAM Values for a high-performance organisation.
- Elevate skills, competencies and workforce capabilities in business and sustainability.
- Enhance customer-centricity across all touchpoints.

Resource Allocation

Allocate Human and Intellectual Capital to deepen talent and organisational capabilities, supported by Financial and Manufactured Capital to enhance systems and operations, while strengthening Natural Capital through sustainable practices

2025 Initiatives

- Enhance safety culture and HSSE management systems to drive our goal of achieving a zero-fatality workplace.
- Continue elevating customer experiences and embed a Customer First culture across the organisation.
- Advance our carbon reduction roadmap towards Net Zero (Scopes 1 & 2) and enrich our waste management practices.

2025 Achievements

- Launched first Green RE Platinum Rated Industrial Development in Malaysia in Bandar Bukit Raja, setting a new benchmark for industrial development in Malaysia.
- Sustainability Strategy and Roadmap ("SSR2030") endorsed and approved by Board.
- Launched inaugural Urban Biodiversity Conference drawing close to 600 industry leaders and policymakers.
- Implemented skill-based training aligned with Individual Development Plans ("IDPs") and career aspirations, strengthening core competencies while building new capabilities through targeted leadership and capability-development programs.

Priorities for 2026

- Continue strengthening HSSE practices, leveraging construction technologies and solutions to enhance safety, product quality and productivity, to achieve Goal Zero.
- Reinforce our Purpose, Vision, Mission and TEAM Values to drive a high-performance and values-driven culture.
- Prioritise talent development and competency building to cultivate a future-ready workforce, supported by capabilities in digitalisation.
- Enhance customer experience and strengthen customer-centricity across all touchpoints through placemaking initiatives, vibrant lifestyle offerings, and well-curated retail and mall experiences.
- Drive asset enhancement to improve the overall customer journey, optimise financial returns, and reduce carbon footprint across our portfolio.

Short to Medium-Term Priorities

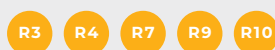
Introducing new initiatives to enhance safety, sustainability and customer-centricity practices, further deepening our culture of responsibility and accountability across the organisation.

LINKS

Capitals



Risks



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Stakeholders



DEVELOP NEW CAPABILITIES



Advancing our transformation by developing and deepening capabilities while leveraging partnerships to provide clients with end-to-end solutions across the real estate value chain.

Key Priorities

- Build institutional-grade development and investment capabilities to grow assets under management and expand recurring income streams.
- Scale investment and fund management capabilities to attract third-party capital and increase fee-based income.
- Strengthen operatorship and asset management capabilities to enhance performance and value creation across strategic assets.
- Advance new growth platforms & strategic partnerships through energy services and affordable homes.

Resource Allocation

Financial Capital will be optimised through disciplined investment and capital recycling strategies, while our emphasis on a high-quality and sustainable Manufactured Capital pipeline strengthens our market position. Human Capital will drive innovation, efficiency and execution across teams, supported by Intellectual Capital to inform market insights and effective portfolio diversification.

2025 Initiatives

- Progress the transition towards a development management platform to deliver end-to-end solutions and support institutional-grade project execution.
- Expand investment and fund management capabilities to grow AUM/FUM and enhance fee-based income through participation from third-party capital partners.
- Strengthen operatorship and asset management capabilities to optimise performance across industrial, logistics, retail, and other recurring income assets.
- Advance ILD capabilities and partnerships to scale the Group's presence in industrial and logistics development.
- Pursue strategic partnerships to accelerate growth in energy services and affordable homes.

Priorities for 2026

- Establish and operationalise the Development Management platform, securing initial third-party mandates and expanding product offerings.
- Scale Investment Management capabilities through the launch of investment vehicles and onboarding of third-party capital to grow FUM and fee-based income.
- Build core teams and critical capabilities across investment, development and asset management to support platform growth.
- Leverage strategic partnerships to enhance operatorship and asset management capabilities to accelerate expansion into new markets and segments.

2025 Achievements

- Commenced Joint Venture with GSPARX (a subsidiary of TNB) to promote sustainable renewable energy initiatives in Malaysia.
- Activated ~444 acres of land in 2025 with overall GDV launched/acre of ~RM8.7 million for Built-to-sell projects.
- The Group's flagship entry into Melbourne (Australia) with a GDV of ~AUD1 billion, comprising of mixed-use development (residential, purpose-built student accommodation, office and retail).
- Achieved 100% occupancy at Metrohub 1 and 2, underpinning a growing Industrial & Logistics demand pipeline for the upcoming Metrohub 4, currently under construction.
- Established Joint Venture with SD Guthrie to develop Carey Island (up to 2,000 acres) and a 3,000-acre master development in Kuala Selangor into sustainable, next-generation industrial and logistics hubs. Both projects are in the early stages of master planning.
- Launched Malaysia's first community solar initiative under NETR

Short to Medium-Term Priorities

Optimising our landbank strategy, gathering insights from JV partners to grow our expertise, and enhancing placemaking across townships to drive sustainable growth and community development.

LINKS

Capitals



Risks



Material Matters



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DIGITAL TRANSFORMATION



Driving digital maturity to enhance decision-making, operational efficiency and customer experience, while enabling new value creation through data and technology.

Key Priorities

- Strengthen enterprise-wide data and AI capabilities to enable insight-driven decision-making, automation and smarter operations.
- Accelerate digital transformation to enhance operational excellence through improvements in efficiency, productivity, quality and safety.
- Elevate customer and employee experience through seamless, integrated and digitally enabled journeys across key touchpoints.
- Strengthen performance analytics and command centre capabilities to support Objective Key Results alignment, insight generation and continuous improvement across the organisation.
- Foster a strong culture of innovation and leverage ecosystem partnerships to future-proof capabilities and support the development of next-generation digital and business platforms.

Resource Allocation

Financial Capital is invested in digital systems, cybersecurity infrastructure and enterprise technology, strengthening our Manufactured Capital through improved project execution and delivery. These investments institutionalise Intellectual Capital by embedding data, systems and governance to support insight-driven decision-making. Our integrated digital platforms further enhance Social and Relationship Capital by improving engagement and enabling more connected, community-based interactions.

2025 Initiatives

- Establish a centralised enterprise data platform supported by strong data governance frameworks to enable advanced analytics, AI adoption and insight-driven decision-making.
- Re-engineer processes to enhance operational efficiency, productivity and execution quality.
- Strengthen performance analytics and command centre capabilities through the Performance Analytics & Command Centre ("PACC") to track Objective and Key Results ("OKRs"), improve performance visibility, and support continuous improvement across business units.
- Standardise and digitise key operational, development and construction processes to improve delivery efficiency, quality and safety outcomes.
- Enhance digital platforms, including the SDP App and customer-facing touchpoints, to strengthen customer engagement and experience.
- Cultivate leadership in innovation and embed a digital-first culture across the organisation.
- Strengthen collaboration with external stakeholders to accelerate innovation adoption and support the development of future growth platforms.
- Strengthen cybersecurity infrastructure and resilience to safeguard digital assets and support secure transformation.

2025 Achievements

- Continuous usage of Performance Analytics & Command Center ("PACC") to serve our customers by providing real-time updates, managing defect inquiries and delivering improved experience.
- SDP App allows customers to view construction milestones, payment progress, manage HOVP appointments and provide defect submissions.
- Implemented and deployed e-Invoice processes with seamless direct system integration with LHDN.
- Enhanced cybersecurity efforts delivered stronger protection and improved convenience for employees accessing systems remotely.
- Turning the Group's Enterprise Data into Instant Insights via Snowflake AI data platform for better data accuracy and integrity with automatic data quality checks.
- Sales process digitisation by automating sales data entry.

Priorities for 2026

- Enhance centralised data governance and AI-ready infrastructure that unlocks insights across the engines.
- Operationalise data governance and deploy targeted AI use cases to drive automation and insights.
- Drive digital maturity by operationalising the Centre of Excellence with digital champions, implementing digital maturity roadmaps across business units, and partnering with Performance & Operational Excellence to standardise processes.
- Position the SDP App as a unified digital platform to enhance the customer experience via improved accessibility, usability and overall journey quality.

Short to Medium-Term Priorities

Adopt and integrate digital tools to boost operational efficiency, optimise costs, strengthen cybersecurity, enhance collaboration and improve service delivery.

LINKS

Capitals



Risks



Material Matters



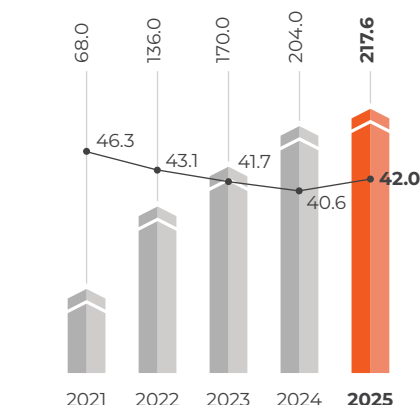
Stakeholders



Key Performance Indicators

FINANCIAL METRICS

Dividend Payout



● Dividend declared (RM million)
 — Dividend payout %

Objective

Deliver consistent, healthy and sustainable returns to shareholders through a disciplined dividend payout approach.

Actual Achievement FY2025

The Group declared a dividend of 3.2 sen per share, amounting to RM217.6 million or 6.7% growth YoY, supported by strong financial results for the year. This represents a dividend payout of 42%, reflecting the Group's commitment to delivering sustainable returns to shareholders.

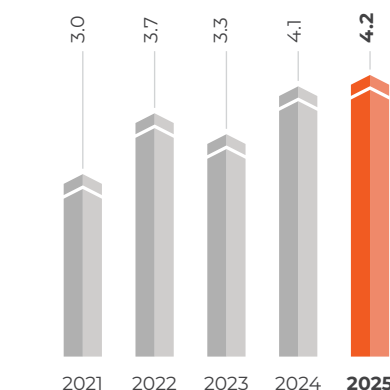
2025 Target

To deliver sustainable shareholder value, the Group is committed towards maximising returns while ensuring adequate funding for growth and transformation.

Link To Strategic Pillars & Priorities



Sales Achieved



● Sales achieved (RM billion)

Objective

Monitor sales performance to assess progress against targets, capitalise on market trends, and refine sales strategies, driving sustainable revenue growth in line with the Group's priorities.

Actual Achievement FY2025

The Group achieved sales of RM4.2 billion, surpassing our full year target by 17% underpinned by a diversified product mix across residential, industrial and commercial offerings, as well as the ability to respond agilely to a dynamic market environment.

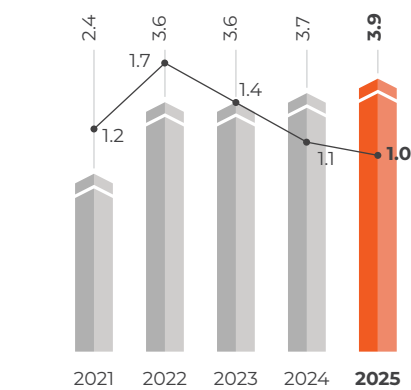
2025 Target

The Group set a sales target of RM3.6 billion, reflecting confidence in market demand across key townships and product segments, supported by a robust pipeline of launches.

Link To Strategic Pillars & Priorities



Unbilled Sales



● Unbilled Sales (RM billion)
 — Cover ratio: Unbilled Sales/Previous Year PD Revenue (x)

Objective

Maintain a high level of unbilled sales to strengthen future earnings visibility and sales recognition.

Actual Achievement FY2025

As at year end, total unbilled sales increased to RM3.9 billion, with a cover ratio of 1.0 on the back of growing contribution from residential high rise and industrial products extending earnings visibility given the longer product life cycles.

2025 Target

To strengthen future earnings visibility and support timely sales recognition, the Group aims to maintain a healthy unbilled sales pipeline ensuring a steady flow of revenue.

Link To Strategic Pillars & Priorities



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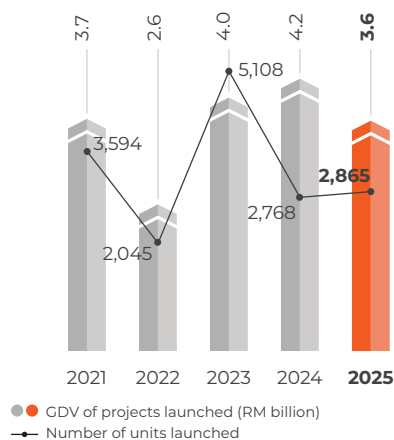
Additional Information

Strategic Review

Key Performance Indicators

FINANCIAL METRICS

Value of Projects Launched



Objective

To measure the total GDV of new projects, ensuring strategic growth, market competitiveness and sustainable business expansion.

Actual Achievement FY2025

The Group achieved RM3.6 billion in GDV, supported by a well-diversified product mix. Industrial developments accounted for the largest share at 37%, reflecting strong demand, followed by residential landed at 36%, residential high-rise at 15% and commercial offerings at 12%. The launch composition reflects prevailing market conditions and demand trends across our townships.

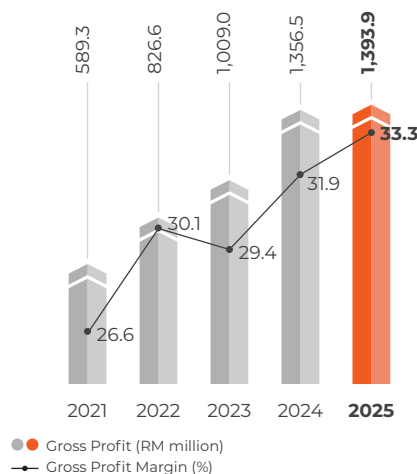
2025 Target

The Group aimed to achieve RM4.0 billion in GDV through a diversified mix of residential, industrial and commercial launches, adopting an agile approach to capitalise on market opportunities and support sustainable growth.

Link To Strategic Pillars & Priorities



Gross Profit



Objective

Maximise profitability through cost efficiency, strategic pricing, and a diversified product portfolio.

Actual Achievement FY2025

Our gross profit margin improved to 33.3% for FY2025, supported by a healthy contribution from a diversified product mix.

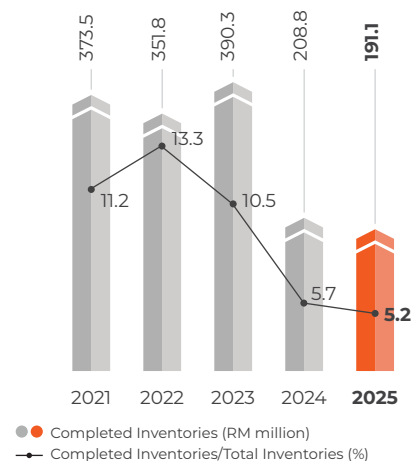
2025 Target

We set out to achieve a gross profit margin of between 20% to 25% in FY2025.

Link To Strategic Pillars & Priorities



Completed Inventories



Objective

To efficiently manage completed inventories through enhanced sales strategies, reduced holding costs, and a healthy balance between supply and demand.

Actual Achievement FY2025

Our completed inventories stood at RM191.1 million, or 5.2% of total inventories, at the year end, reflecting an improvement over the previous year.

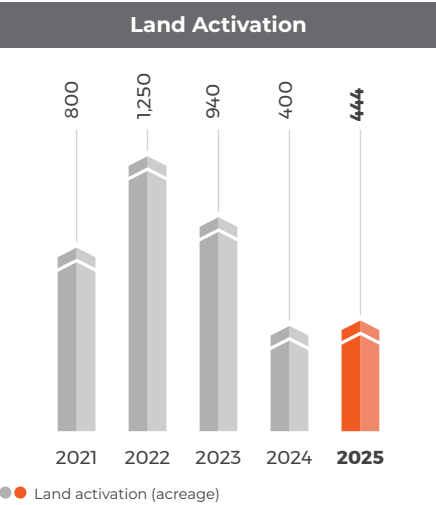
2025 Target

We set the target of achieving Completed Inventories of less than or equal to 10% of total inventories.

Link To Strategic Pillars & Priorities



NON-FINANCIAL METRICS



Objective

Drive the development of strategically identified land parcels, transforming under-utilised or vacant land into profitable projects, thus maximise land value and support the Group's growth.

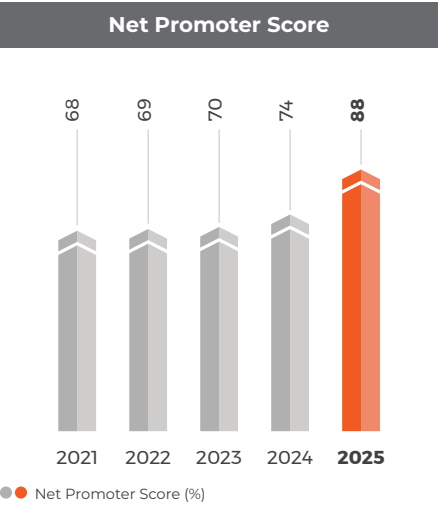
Actual Achievement FY2025

During the year, we activated approximately 444 acres of land.

2025 Target

We aim to develop our land bank to unlock the value of our assets and contribute to the Group's growth.

Link To Strategic Pillars & Priorities



Objective

Drive enhanced customer satisfaction and loyalty by continuously improving products, services, and experiences through proactive engagement, quality excellence, and customer-centric innovations.

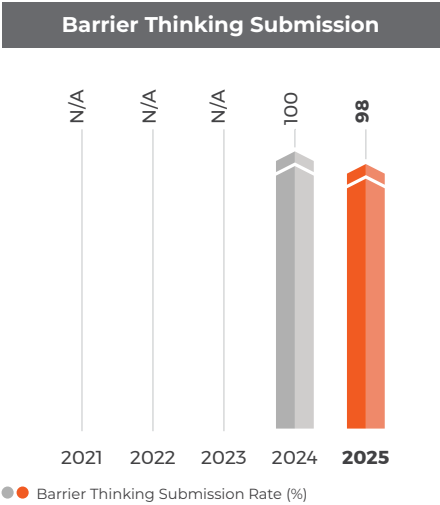
Actual Achievement FY2025

Targeted initiatives have driven a significant improvement in the Net Promoter Score ("NPS") at the "My Home Key Collection" customer touchpoint, rising to 88% from 74%. Key initiatives included expanding pre-inspection coverage to ensure unit quality and readiness prior to handover, increasing from 10% to 30% and achieving 100% by year-end, implementing simulated handover sessions to deliver a smooth and professional guided walkthrough. In addition, HOVP kits were enhanced through High 5+ programme, offering a differentiated experience with light refreshments, premium gifts, and personalised touches, for selected projects, namely Maya Ara and East 57.

2025 Target

To ensure the consistent delivery of high value and service to our customers, we set a target NPS of 75% for FY2025.

Link To Strategic Pillars & Priorities



Objective

Encourage a proactive safety culture through Barrier Thinking initiatives that empower employees to manage risks associated with our business activities while continuously improving Occupational Safety and Health performance.

Actual Achievement FY2025

This marks the second year of implementing Barrier Thinking, with a 98% completion rate achieved for employee e-learning assessments and Bowtie submissions. The initiative was extended to contractors through Pre-Task Briefings ("PTB"), with Boots on the Ground ("BOTEG") engagements conducted as an assurance tool by the project team to verify that the control barriers identified in the PTB are effectively implemented at site.

2025 Target

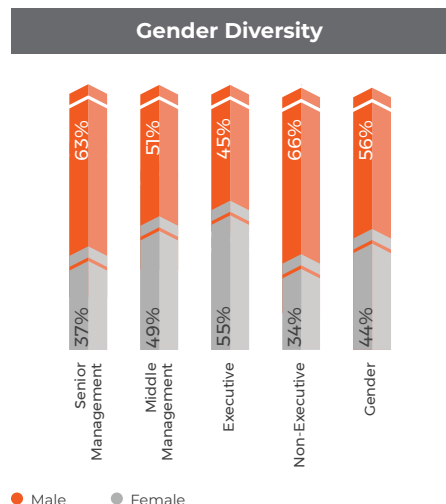
To translate Barrier Thinking from paper to people through site-based execution, leveraging BOTEG to verify effective implementation of control and recovery barriers, and strengthening employees' understanding through continuous PTB and individual engagement.

Link To Strategic Pillars & Priorities

Strategic Review

Key Performance Indicators

NON-FINANCIAL METRICS



Objective

Foster diversity and equal opportunities by ensuring talent selection is based on skills and capabilities at every level.

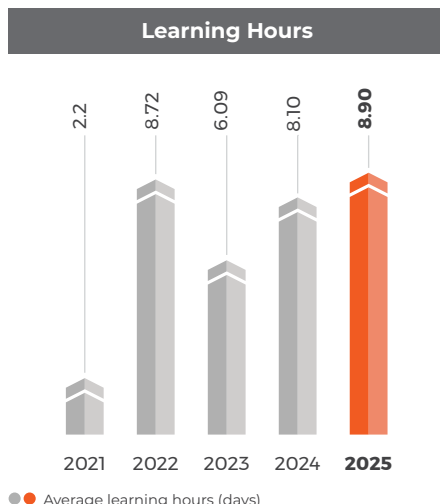
Actual Achievement FY2025

Women continue to be well represented across the Group, with female employees making up 44% or 770 of our total workforce.

2025 Target

Uphold equal employment opportunities, ensuring talent selection is based on skills and capabilities while fully embracing gender diversity in the workforce.

Link To Strategic Pillars & Priorities



Objective

To foster continuous employee development and growth in line with our Purpose, Vision, Mission and Values.

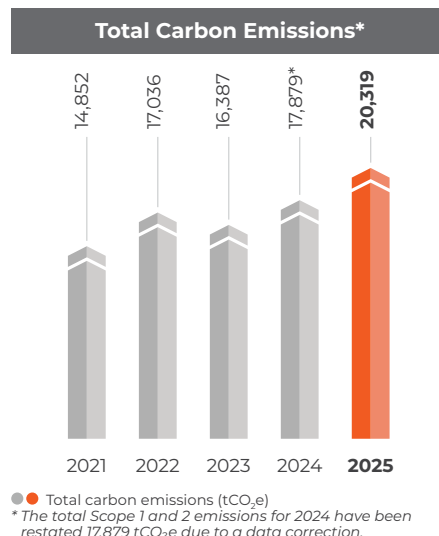
Actual Achievement FY2025

We allocated RM7.6 million, including HRDF, towards training initiatives, resulting in a total of 124,871 learning hours for the year—equivalent to an average of 8.9 learning days per employee.

2025 Target

Continuously expand our provision of structured professional development opportunities, ensuring employees remain equipped to support our overall corporate objectives.

Link To Strategic Pillars & Priorities



Objective

Measure and monitor Scope 1 and Scope 2 carbon emissions to support Sime Darby Property's goal of a 40% reduction by 2030 and alignment with net-zero commitments by 2050. This enables the identification of emission sources, reduction strategies, and ensures transparency, compliance, and long-term sustainability.

Actual Achievement FY2025

The total Group emissions increased by 14% in operational carbon (Scope 1 & 2) from 17,879 tCO₂e to 20,319 tCO₂e due to boundary expansion during the year.

2025 Target

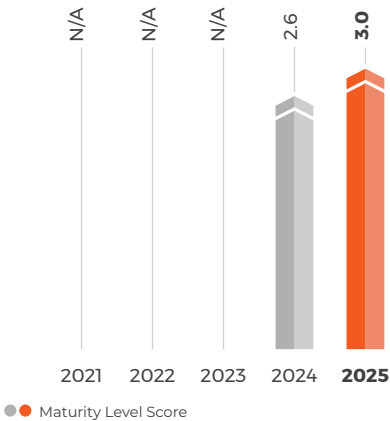
We are committed to reducing carbon emissions as we advance towards becoming a net-zero carbon organisation.

***Note:**
2021 and 2022 data were restated in 2023.

Link To Strategic Pillars & Priorities

NON-FINANCIAL METRICS

Enhanced Cybersecurity



Objective

To strengthen Sime Darby Property’s cyber resilience by elevating our cybersecurity maturity to a more advanced state – prioritising the establishment of robust, adaptive frameworks and a vigilant security culture to proactively mitigate risks, ensuring business continuity and safeguarding stakeholder trust in our digital transformation.

Actual Achievement FY2025

We successfully executed 15 key initiatives, including Identity Access Management, Cloud Security, and Zero Trust networking, to modernise our defence architecture. Governance was reinforced by appointing a Data Protection Officer and conducting disaster recovery drills for critical systems. Additionally, we achieved 99% staff completion in cybersecurity training, significantly boosting our human defence capabilities.

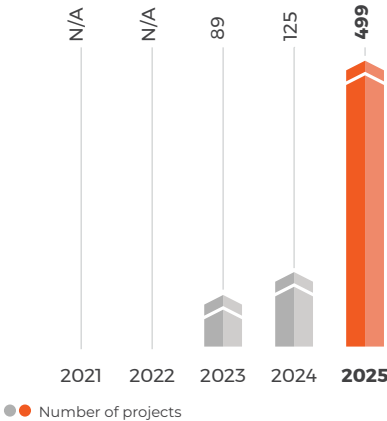
2025 Target

Our target was to institutionalise security through the implementation of comprehensive frameworks and well-designed policies, we focus on minimising human-centric risks through ongoing, rigorous user awareness training and enhancing our technical resilience by embedding data protection standards into our core business processes.

Link To Strategic Pillars & Priorities



Procore Platform Implementation



Objective

Establish Procore as the single digital platform for construction quality, inspections, and project communication. Improve visibility, governance, and traceability for CPC inspections, defect rectification, and progress claims. Enable data-driven decision making through Procore Analytics. Strengthen collaboration and accountability across Projects, Consultants, Contractors, and Finance. Prepare project data to be AI-ready and scalable for future digital initiatives.

Actual Achievement FY2025

Procore is operating at scale with 499 active projects (including Buildings & Main Infra), 406 companies and 3,434 users, delivering improved CPC inspection and defect rectification governance, analytics-driven quality insights, AI Copilot enablement, high adoption of Inspection, Observation and Correspondence modules, effective tracking of progress claim submissions by Finance, and strong adoption by the partners.

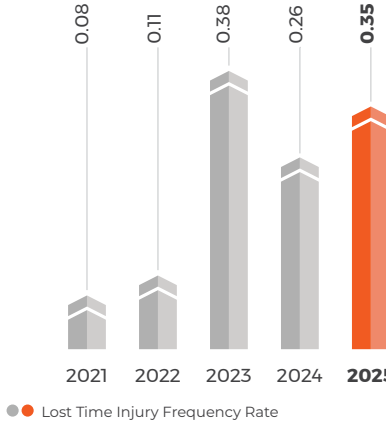
2025 Target

Procore was targeted to be fully leveraged as a construction project management platform by maximising analytics usage, strengthening inspection and quality consistency, standardising submittals and correspondence (including progress claim tracking), rolling out Action Tracker for site accountability, and driving consistent adoption across all projects and stakeholders.

Link To Strategic Pillars & Priorities



Lost Time Injury Frequency Rate



Objective

To identify risks, strengthen safety protocols, and implement preventive measures that reduce workplace accidents, enhance operational efficiency, and foster a culture of safety and well-being.

Actual Achievement FY2025

We are committed to continuously improve our LTIFR achieved in FY2025 of 0.35 through holistic safety and health programmes and commitment from all relevant stakeholders.

2025 Target

To maintain a consistently safe working environment, we continue to monitor the LTIFR as part of our commitment to workplace safety.

Link To Strategic Pillars & Priorities



Performance Review

Financial Performance



BETTY LAU SUI HING
Group Chief Financial Officer

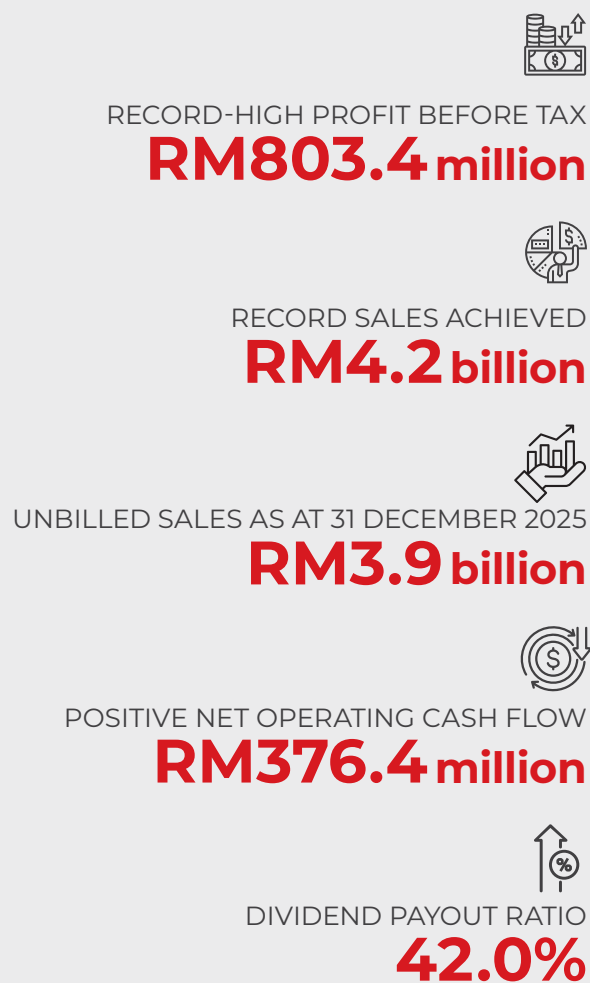
Group Chief Financial Officer's Financial Review

The year 2025 marks a significant milestone in the Group's transformation journey under SHIFT25 – reflecting its transition from a pure-play property developer to a real estate company with recurring income. Over this five-year period, the Group has repositioned itself to build a more resilient earnings profile and demonstrated its ability to sustain performance across market cycles.

We have expanded and activated new townships while broadening our development portfolio through a more diversified product offerings. We have also expanded geographically into a new international market. Notably, we have substantially enhanced our earnings resilience by building a robust recurring income base – growing our assets under management ("AUM") across the industrial, data centre and retail asset classes.

In FY2025, Sime Darby Property delivered another year of solid financial performance, achieving RM4.2 billion in revenue and a record-high profit before tax of RM803.4 million. Beyond execution excellence in Property Development, we were thrilled to see our Investment and Asset Management ("IAM") platform grow exponentially.

The Group's outstanding performance reflects a purpose-led organisation with a clear strategic direction guided by the Board of Directors, and strong execution and synergies across TEAM Sime Darby Property.



“ Over the course of SHIFT25, the Group’s recurring income platform continues to gain momentum, as reflected in the Investment and Asset Management segment’s strong FY2025 performance. Revenue surged by 32.1% year-on-year to RM183.9 million while AUM grew to approximately RM2.8 billion. ”

In FY2025, we continued to strengthen our core Property Development segment with a balanced and diversified product mix across our key townships, supported by disciplined product planning aligned with market demand. During the year, the Group launched a combined gross development value (“GDV”) of RM3.6 billion across industrial (37%), residential landed (36%) and residential high-rise (15%) products. Meeting diverse needs at different price points, our launch pipeline achieved RM4.2 billion from the sales of 3,081 units. This strengthened our unbilled sales position to RM3.9 billion at year end, providing healthy earnings and cash flow visibility in the coming years.

The Group further strengthened its industrial and logistics presence, which has emerged as a key growth pillar, through joint ventures and fund platform, reinforcing its long term industrial development pipeline. In 2025, we also expanded our international footprint in the Australian market through the acquisition of a site in Melbourne’s Central Business District. This is to be developed into a mixed-use project with an estimated GDV of AUD1 billion.

Over the course of SHIFT25, the Group’s recurring income platform continues to gain momentum, as reflected in the Investment and Asset Management segment’s strong FY2025 performance. Revenue surged by 32.1% year-on-year to RM183.9 million while AUM grew to approximately RM2.8 billion, supporting the Group’s long-term objective of achieving a 70:30 recurring income mix. The increase in AUM reflects the addition of two logistics warehouses and a pipeline of assets under construction to be operationalised in the near term. Segment’s results was enhanced by higher retail income contributions following the opening of KLGCC Mall, positive rental reversions at KL East Mall, as well as contributions from the newly-acquired warehouses in the Bandar Bukit Raja industrial zone. The launch of KLGCC Mall substantially expands the Group’s presence in the retail space to a combined net lettable area of approximately 1,485,000 square feet.

In parallel, good progress was made on the development of two hyperscale data centres at Elmina Business Park, with the first centre expected to be completed in 2026 and the second in 2027. Upon completion, these facilities will enhance the Group’s recurring income pipeline, with a combined value of RM7.6 billion.

Performance Review

Financial Performance



The Group continues to expand its industrial and logistics assets under Sime Darby Property's signature Built-to-Suit to Lease ("BTSL") model, reflecting a shift from traditional developer-tenant relationships to long-term strategic partnerships. During the year, the Group secured a new BTSL project for the development of a fully automated distribution centre in the City of Elmina. This RM450 million facility is scheduled for completion in 2027 and is backed by a 15-year lease agreement. Collectively, these developments will further strengthen the Group's recurring income base.

As we scale our development and recurring income platforms, it is imperative that we manage working capital effectively, prioritising financial flexibility and disciplined capital allocation. This was reflected in the Group's resilient financial position, with gross gearing at 42.4% and net gearing at 35.9% as at year end. We have consistently maintained net gearing below the Group's targeted 50% threshold under SHIFT25, reflecting sustained financial discipline.

During the year, the Group successfully completed the third issuance under its Sukuk Musharakah programme, which was oversubscribed 6.7 times, demonstrating investors' confidence in its financial position. We also maintained our strong credit standing, with an AA₊_{IS} rating with a Stable Outlook affirmed by MARC Ratings Berhad for the fifth consecutive year. The rating reflects Sime Darby Property's

track record in financial performance, sustainable project pipeline and sizeable land bank, further enhanced by a growing recurring income base, and disciplined financial management. As at end FY2025, the Group maintained sizeable undrawn financing facilities providing sufficient liquidity for ongoing development activities and investment initiatives.

Internally, the Group continues to invest in advancing its digital transformation, recognising the growing importance of data and technology in improving operational performance and efficiency. Finance plays a key enabling role by ensuring that capital is allocated effectively to support technology investments aligned with the Group's strategic priorities. These include investments in digital platforms, data analytics capabilities and AI-enabled solutions that enhance operational efficiency and long-term competitiveness, strengthen financial and business insights, and support more timely data-driven decision-making across the organisation.

The Group continues to strengthen its sustainability reporting in line with evolving regulatory expectations, including alignment with the IFRS Sustainability Disclosure Standards, namely IFRS S1 and IFRS S2. This marks the first year of implementation of these standards, with the Group adopting a climate-first approach, focusing on climate-related risks and opportunities material to the Group's



Lanai Lakeside, Bandar Bukit Raja

enterprise value. Finance plays an important role in supporting the integration of these considerations into the Group's financial planning, capital allocation, risk management and financial reporting, ensuring that they are progressively embedded into the Group's broader financial management and strategic decision-making.

Building on the strong foundation established under SHIFT25 and in transition towards the SHIFT32 strategy, Sime Darby Property remains focused on sustainable growth and long-term value creation, supported by disciplined financial management. With a resilient balance sheet, diversified income streams and a clear strategic direction, Sime Darby Property is well positioned in delivering sustainable value for our stakeholders.

“ Building on the strong foundation established under SHIFT25 and in transition towards the SHIFT32 strategy, Sime Darby Property remains focused on sustainable growth and long-term value creation, supported by disciplined financial management. ”

FINANCIAL PERFORMANCE

GROUP

Revenue



PBT



PATAMI



(RM' million)

The Group delivered a strong financial performance in FY2025, recording revenue of RM4,184.2 million and achieving a record-high profit before tax ("PBT") of RM803.4 million. Profit after tax and minority interest ("PATAMI") rose by 3.1% to RM517.7 million, demonstrating the ability to maintain robust profitability and resilient operational performance.

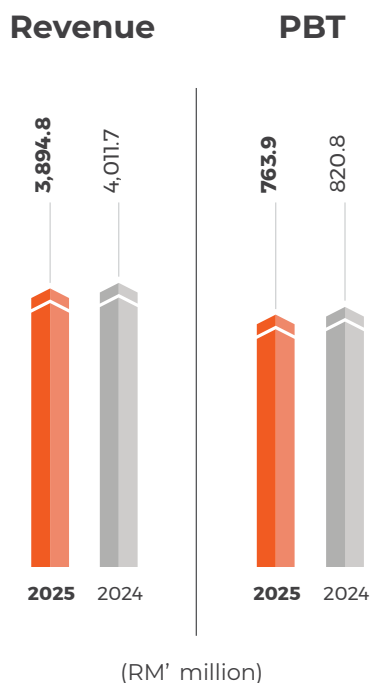
While property development activities continued to drive the Group's performance, we steadily expanded our recurring income base. Disciplined project execution, steady sales momentum, and contributions from investment assets enabled the Group to maintain a resilient operating performance amid evolving market conditions.

Performance Review

Financial Performance

SEGMENTAL FINANCIAL PERFORMANCE

PROPERTY DEVELOPMENT



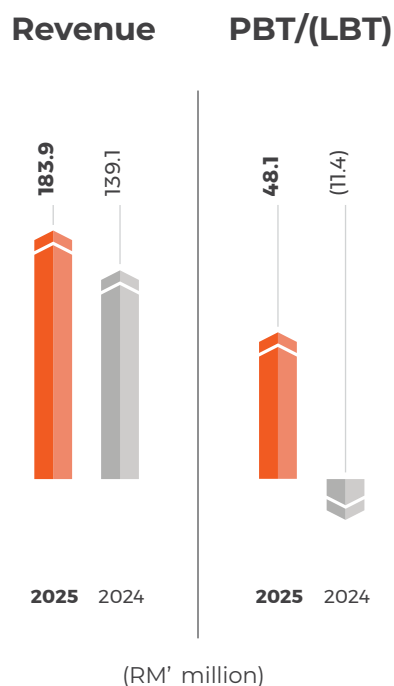
Property Development remained the Group's primary revenue driver, contributing to 93.1% of total revenue. Segment revenue stood at RM3,894.8 million, while PBT amounted to RM763.9 million in FY2025. The segment's performance was moderated by a shift in product mix as the Group pivots from a pure-play property developer to a real estate company.

Overall performance was resilient due to a well-balanced product mix across residential and industrial products, coupled with growing demand for commercial products and the timely delivery of projects across key townships, including Bandar Bukit Raja, City of Elmina, Serenia City, Kuala Lumpur Golf & Country Club ("KLGCC") Resort and Nilai Impian. Throughout the year, Property Development delivered 2,356 properties across 28 phases, demonstrating disciplined project execution while meeting delivery timelines, underlining sustainable revenue growth and healthy cash flow generation.

Strong execution in capturing demand across diversified products drove record sales of RM4.2 billion. In FY2025, the Group launched a range of products with a total GDV of RM3.6 billion, including The Nine at Elmina Green, SJCC East One at Subang Jaya City Centre and the industrial Signature Collection at Elmina Business Park, all of which attracted strong take-up rates.

As at 31 December 2025, the Group's unbilled sales totalled RM3.9 billion, enhancing revenue and cash flow visibility for the coming years. High-rise and industrial products continued to be the top contributors, providing extended revenue-generating life cycles beyond three years.

INVESTMENT AND ASSET MANAGEMENT

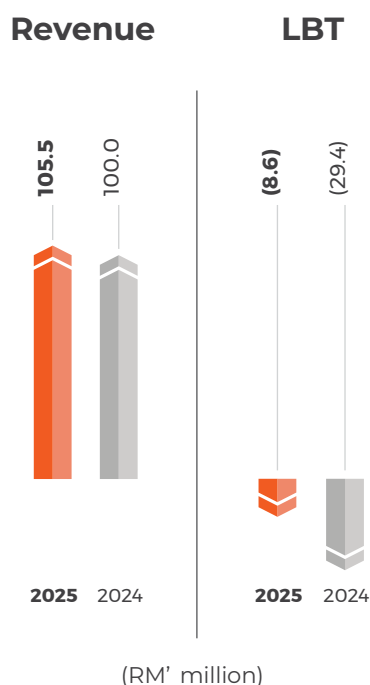


The Investment and Asset Management segment delivered a strong performance in FY2025, anchored on the continued expansion of the Group's recurring income platform, with revenue increasing by 32.2% to RM183.9 million.

The segment benefited from higher contributions from the retail portfolio following the opening of KLGCC Mall, together with full-year contribution from Elmina Lakeside Mall and positive rental reversions at KL East Mall. With the acquisition of logistics warehouses in Bandar Bukit Raja in March 2025, IAM also strengthened its portfolio of recurring income-generating assets.

Together, these developments contributed to a performance turnaround, with the segment recording a PBT of RM48.1 million compared to a loss before tax ("LBT") of RM11.4 million in FY2024. The improvement was further supported by lower share of losses from joint ventures and net fair value gains on investment properties.

LEISURE



The Leisure segment continued to deliver steady growth, registering top-line revenue of RM105.5 million which marked a 5.5% increase from RM100.0 million in FY2024. This was driven by stronger contributions from banqueting, food and beverage, and membership activities, with golfing further entrenching its position as the segment's primary revenue driver.

The segment's LBT narrowed to RM8.6 million compared to RM29.4 million in FY2024. The significant loss recorded in FY2024 was due to higher depreciation charges arising from an asset review exercise undertaken as part of the Group's asset enhancement initiatives.

DIVIDEND

On the back of the Group's strong financial performance and robust balance sheet strengthening throughout the SHIFT25 period, the Board approved and declared a higher dividend of 3.2 sen per share for FY2025, amounting to RM217.6 million. This represents a 42.0% payout of the Group's net earnings for the financial year, reflecting a commitment to delivering enhanced shareholder returns while maintaining financial resilience.

FINANCIAL POSITION REVIEW

INVENTORIES MANAGEMENT

As at 31 December 2025, the Group's inventories stood at RM6.7 billion, a marginal increase from RM6.6 billion a year previously, representing upfront costs incurred for the acceleration of existing townships and activation of new townships, including Bandar Bukit Raja Business Park in Bandar Bukit Raja and Vision Business Park in MVV 2.0, as well as increased in site preparation activities within industrial segment.

In addition, the acquisition of development land in Melbourne, Australia, marks the Group's entry into a new international market, further strengthening its long-term growth platform.

The Group's inventories management reflects a good balance between expansion initiatives and the progressive delivery of ongoing projects, while underscoring continued commitment to timely execution and project delivery. The Group maintains a healthy and well-managed inventory position by aligning project launches with prevailing market demand and offering competitive products in well-connected townships.

Performance Review

Financial Performance

WORKING CAPITAL/LIQUIDITY MANAGEMENT

The Group maintained disciplined capital management throughout the year, ensuring sufficient headroom to support operational requirements and strategic priorities. We closed FY2025 with cash and cash equivalents of RM702.1 million, underpinned by positive net operating cash flow of RM376.4 million. A total of 2,356 units across 28 phases were successfully handed over, reflecting sustained execution strength across a well-diversified product portfolio of residential, industrial and commercial products aligned with market demand.

In FY2025, capital was strategically deployed to strengthen the Group's long-term recurring income base through the expansion of AUM. This was reflected in higher investing cash flows of RM1.3 billion (FY2024: RM381.2 million) as well as the acquisition of development land in Melbourne. In addition, the Group allocated capital towards site preparation and infrastructure works for new townships, primarily BBR Business Park and Vision Business Park, as well as new phases within existing townships to support our ongoing project pipeline. These strategic investments reinforce the Group's competitive position as a real estate company. Nevertheless, we remain committed to balanced capital management and sustainable shareholder value creation.

RM' million	FY2025	FY2024
Operating cash flow	683.1	495.2
Payment for land acquisition	(306.7)	–
Investing cash flow	(1,347.9)	(381.2)
Financing cash flow		
Dividends paid	(214.1)	(214.6)
Net finance cost paid	(152.9)	(116.1)
Net borrowings raised	1,387.9	257.9
Others	(1.6)	(2.3)
Foreign exchange differences	(1.4)	(1.0)
Net cashflow	46.4	37.9

DEBT AND FUNDING MANAGEMENT

Under SHIFT25, the Group has accelerated the growth of our AUM, particularly recurring income-generating assets, with investment properties increasing from RM1.0 billion to RM3.7 billion by FY2025. Amid increased borrowings to RM4.6 billion, we actively manage our debt and funding strategy by optimising our funding mix, managing interest and foreign exchange exposures and ensuring sufficient available facilities to support our strategic growth initiatives.

RM' million	FY2025	FY2024
Total Borrowings	4,524.5	3,144.9
Lease Liabilities	49.8	43.7
Total Debt	4,574.3	3,188.6
Cash and Bank Balances	702.1	640.4
Total Equity	10,788.8	10,497.0
Gross Gearing Ratio (%)	42.4	30.4
Net Gearing Ratio (%)	35.9	24.3

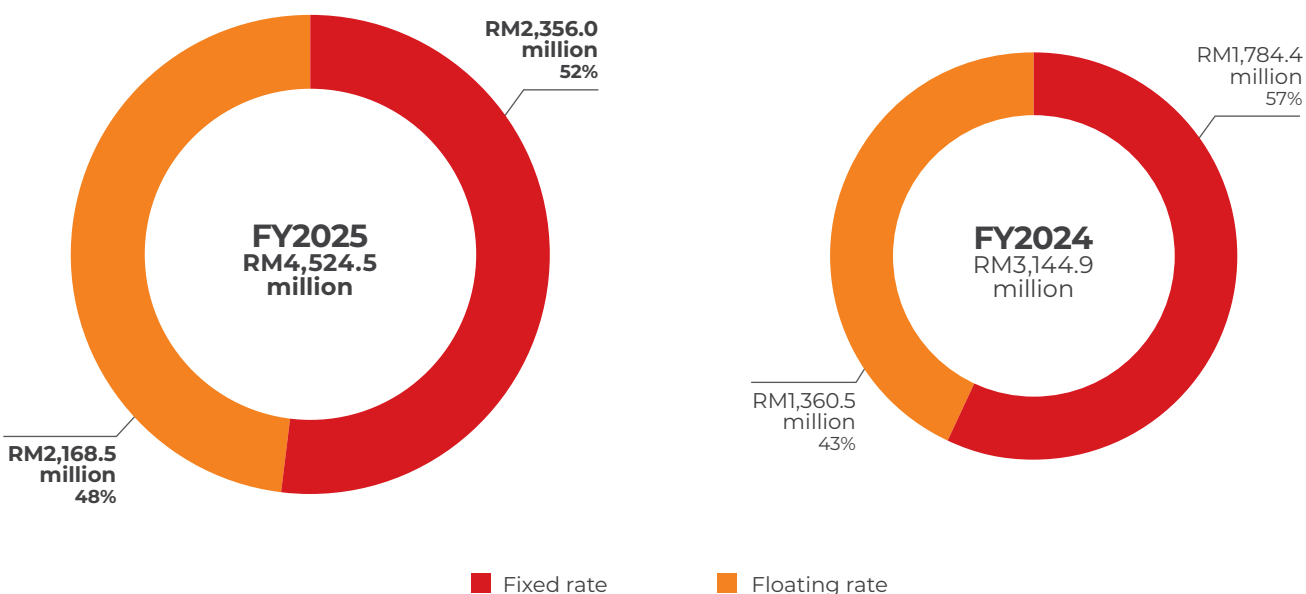
In FY2025, borrowings increased by RM1.4 billion mainly to fund the development and acquisition of high-quality assets, primarily hyperscale data centres and logistics warehouses. While maintaining our net gearing at a moderate 35.9% (FY2024: 24.3%), the additional borrowings raised will enable recurring income growth contributing to long-term value creation.

The Group's debt position remains healthy with total undrawn facilities of RM4.0 billion. The diversity of our funding sources and well spread of debt maturity profiles extending up to FY2040, provide us with sufficient liquidity, flexibility and stability to support ongoing and future investment opportunities.

The reaffirmation of MARC Ratings Berhad's AA+ rating on the Group's Islamic Medium Term Notes Programme ("IMTN") of RM4.5 billion in 2025 further underscores Sime Darby Property's financial strength and reinforces investor and market confidence.

Interest rate and foreign exchange management

The Group is exposed to interest rate risk arising from our borrowings. This exposure is managed through a balanced mix of fixed and floating rate financing, taking into consideration market conditions, interest rate outlook and underlying assets with the aim of reducing earnings volatility while retaining flexibility. As at FY2025, 52% of our total borrowings of RM4.5 billion (equivalent to RM2.4 billion) are on fixed rates basis. The overall funding mix is continuously calibrated to achieve an optimal balance between cost efficiency and financial flexibility.

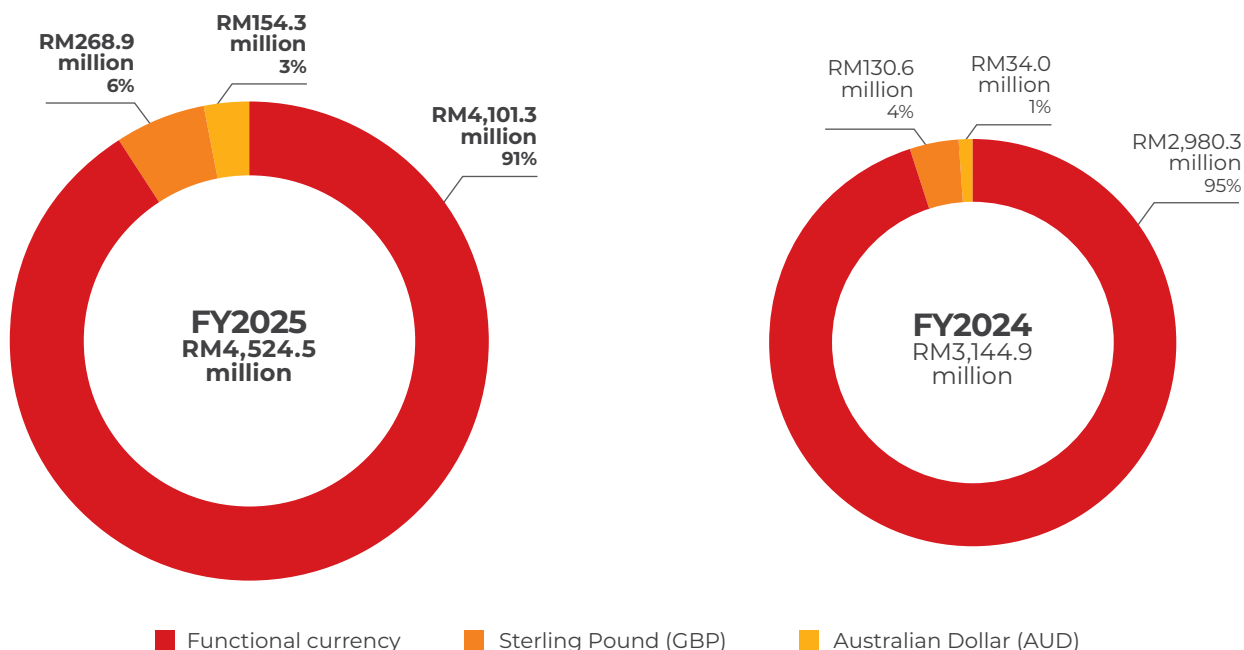


The Group utilises the IMTN programme to secure long-term funding at fixed or predictable profit rates, supporting asset-liability matching and enhancing earnings visibility with certainty. Short-term funding provides flexibility in managing working capital and cash flow timing differences, to bridge timing gaps in funding development projects. The Group continues to leverage its IMTN programme, when appropriate, to rebalance its debt maturity profile while taking into account prevailing market conditions.

As the Group expands internationally, our exposure to foreign currency risk will increase. We manage this exposure through a disciplined approach of aligning the currency profile of our borrowings with the underlying asset base and cash flow generation, where practicable. This can be seen in our current foreign currency funding profile which includes RM268.9 million (GBP49.2 million) and RM154.3 million (AUD56.8 million) of borrowings supporting operations in the two overseas markets. Our natural hedging strategy minimises the impact of foreign exchange fluctuations on earnings and net asset value.

Performance Review

Financial Performance



Looking ahead, as we progress in our journey to become a diversified real estate company, we will continue to focus on growing our AUM, particularly our base of recurring income-generating assets. While we expect our debt levels to increase in tandem with ongoing expansion, key metrics such as net gearing and interest coverage will be closely monitored against internal thresholds to ensure our leverage remains within acceptable levels.

OUTLOOK

As we enter the next stage of growth, the Group is guided by our SHIFT32 strategy, which builds on the key foundations of its predecessor. Under SHIFT32, we remain focused on execution discipline, portfolio diversification and the expansion of recurring income streams, while exploring potential collaborations and partnerships where appropriate.

The year 2026 is set to present challenges in the form of increased market competition amid global economic uncertainties and geopolitical volatility. Notwithstanding this, we will be diligent in identifying and tapping on demand across industrial, residential and commercial developments across our townships, while scaling our investment management platform.

We will continue to scale with the right capabilities, systems and discipline, enabling us to navigate market uncertainties with operational and financial discipline. This will underpin the Group's resilience and long-term sustainability through to 2032 and beyond.

5-Year Financial Summary

RM' million	FY2025	FY2024	FY2023	FY2022	FY2021
FINANCIAL RESULTS					
Revenue	4,184.2	4,250.8	3,436.9	2,742.1	2,216.6
Operating profit	895.3	899.8	606.4	436.2	317.7
Profit before taxation	803.4	780.0	610.3	458.9	280.5
Profit for the financial year	535.0	517.6	417.5	311.7	162.3
Profit attributable to owners of the Company	517.7	502.2	407.9	315.8	146.9
FINANCIAL POSITION					
Share capital	6,800.8	6,800.8	6,800.8	6,800.8	6,800.8
Shareholders' funds	10,550.3	10,265.6	10,057.1	9,519.7	9,412.4
TOTAL EQUITY	10,788.8	10,497.0	10,283.5	9,644.8	9,554.0
Inventories	6,691.5	6,577.0	6,495.0	5,543.8	5,792.3
Investment properties	3,688.6	2,085.2	1,201.1	1,085.2	987.3
Contract assets	2,525.5	2,329.3	2,249.9	2,353.5	2,346.0
Joint ventures	2,521.7	2,757.8	3,135.8	2,885.2	3,300.4
Receivables	1,043.8	774.5	789.1	965.3	800.4
Cash and bank balances	702.1	640.4	602.6	985.3	909.7
Other assets	1,446.0	1,360.0	1,455.2	1,444.4	1,485.8
TOTAL ASSETS	18,619.2	16,524.2	15,928.7	15,262.7	15,621.9
Total debt*	4,574.3	3,188.6	2,939.4	3,083.4	3,898.3
Payables	1,959.5	1,751.2	1,610.5	1,368.8	1,099.1
Contract liabilities	614.9	480.0	498.3	586.1	474.5
Other liabilities	681.7	607.4	597.0	579.6	596.0
TOTAL LIABILITIES	7,830.4	6,027.2	5,645.2	5,617.9	6,067.9
NET ASSETS	10,788.8	10,497.0	10,283.5	9,644.8	9,554.0
FINANCIAL RATIOS (%)					
PBT margin	19.2	18.3	17.8	16.7	12.7
PATAMI margin	12.4	11.8	11.9	11.5	6.6
Return on average shareholders' funds	5.0	4.9	4.2	3.3	1.6
Gross gearing ratio	42.4	30.4	28.6	32.0	40.8
Net gearing ratio	35.9	24.3	22.7	21.8	31.3
SHARE INFORMATION					
Share price per year end (RM)	1.39	1.69	0.63	0.45	0.60
Market capitalisation (RM'million)	9,453.2	11,493.4	4,284.5	3,060.4	4,080.5
Basic earnings per share (sen)	7.6	7.4	6.0	4.6	2.2
Price earning ratio (times)	18.3	22.9	10.5	9.7	27.8
Dividend per share (sen)	3.2	3.0	2.5	2.0	1.0
Dividend payout ratio (%)	42.0	40.6	41.7	43.1	46.3
Net assets per share attributable to owners of the Company (RM)	1.55	1.51	1.48	1.40	1.38

* Total debt = borrowings + lease liabilities

Leadership
Insights

Overview of
Sime Darby Property

Value
Creation

Management Discussion
and Analysis

Sustainability
Statement

Leadership

Governance

Financial
Statements

Additional
Information

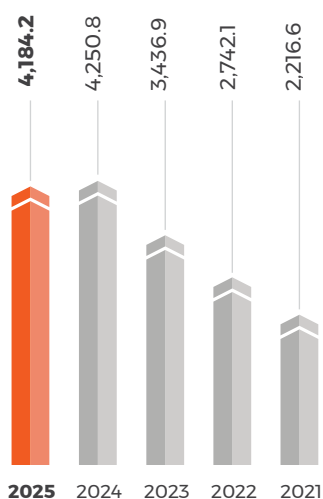
Performance Review

Financial Performance 5-Year Financial Highlights

REVENUE (RM' million)

RM4.2
billion

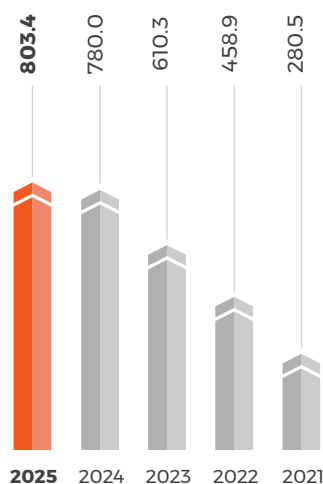
(2024: RM4.3 billion)



PROFIT BEFORE TAXATION (RM' million)

RM803.4
million

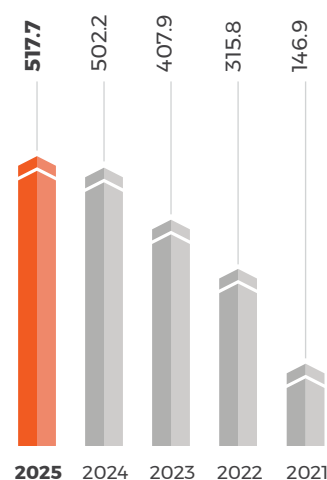
(2024: RM780.0 million)



PATAMI (RM' million)

RM517.7
million

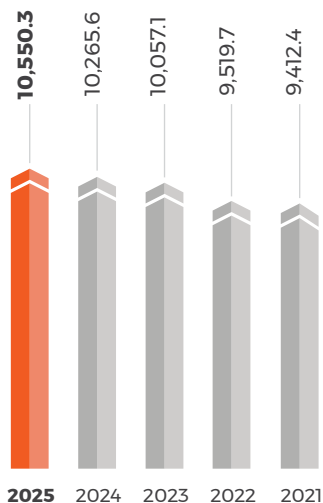
(2024: RM502.2 million)



TOTAL SHAREHOLDERS' FUNDS (RM' million)

RM10.6
billion

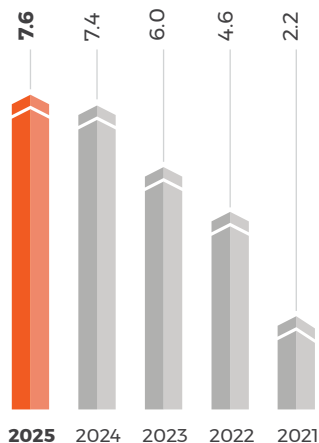
(2024: RM10.3 billion)



BASIC EARNINGS PER SHARE (sen)

7.6
sen

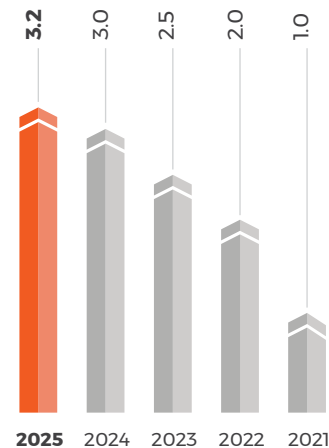
(2024: 7.4 sen)



DIVIDEND PER SHARE (sen)

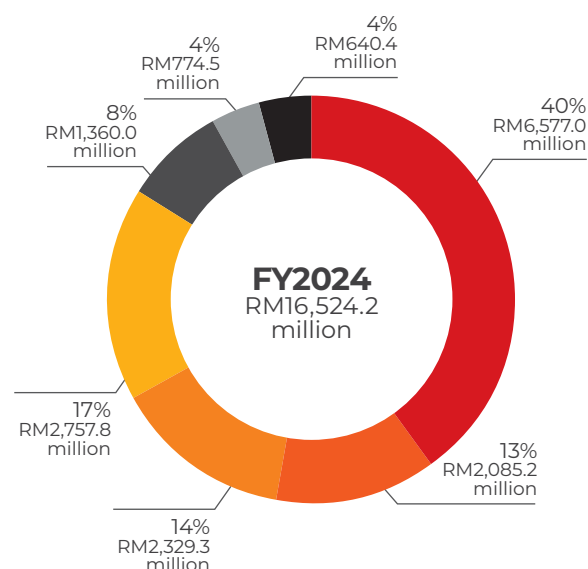
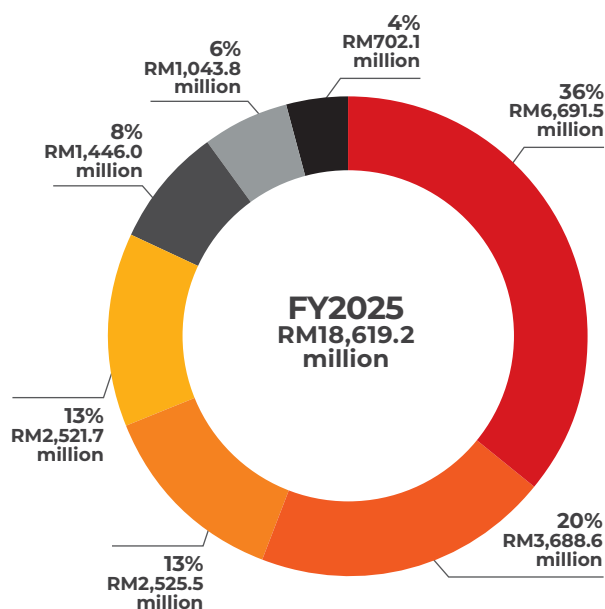
3.2
sen

(2024: 3.0 sen)



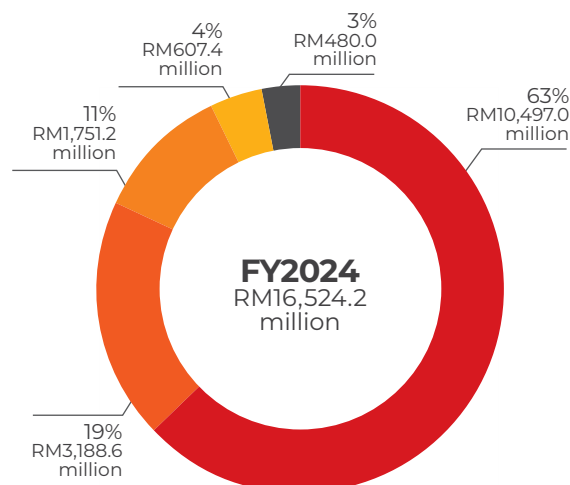
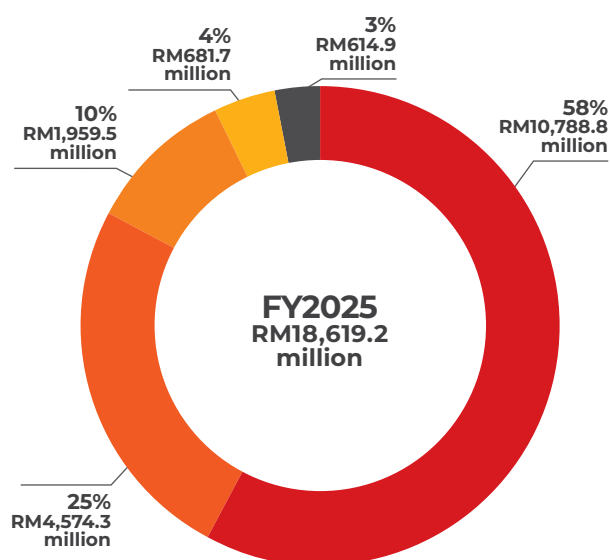
Simplified Statements of Financial Position

TOTAL ASSETS



- Inventories
- Investment properties
- Contract assets
- Joint ventures
- Other assets
- Receivables
- Cash and bank balances

TOTAL EQUITIES & LIABILITIES



- Total Equity
- Total Debt
- Payables
- Other liabilities
- Contract liabilities

Performance Review

Financial Performance Quarterly Performance

FINANCIAL RESULTS

2025					
RM' million	FY2025 Total	4QFY2025 31 Dec 2025	3QFY2025 30 Sep 2025	2QFY2025 30 Jun 2025	1QFY2025 31 Mar 2025
Revenue	4,184.2	1,037.9	1,212.4	1,062.3	871.6
Operating profit	895.3	172.8	287.7	245.7	189.1
Profit before taxation	803.4	144.3	260.7	218.8	179.6
Profit for the financial year/period	535.0	93.0	172.3	147.5	122.2
Profit attributable to owners of the Company	517.7	87.6	168.2	143.5	118.4

SEGMENT RESULTS

2025					
RM' million	FY2025 Total	4QFY2025 31 Dec 2025	3QFY2025 30 Sep 2025	2QFY2025 30 Jun 2025	1QFY2025 31 Mar 2025
REVENUE					
Property Development	3,894.8	950.4	1,140.8	995.2	808.4
Investment and Asset Management	183.9	60.8	45.1	39.3	38.7
Leisure	105.5	26.7	26.5	27.8	24.5
Total	4,184.2	1,037.9	1,212.4	1,062.3	871.6
PROFIT/(LOSS) BEFORE TAXATION					
Property Development	763.9	139.7	255.5	206.9	161.8
Investment and Asset Management	48.1	6.6	9.3	12.4	19.8
Leisure	(8.6)	(2.0)	(4.1)	(0.5)	(2.0)
Total	803.4	144.3	260.7	218.8	179.6

FINANCIAL RESULTS

2024					
RM' million	FY2024 Total	4QFY2024 31 Dec 2024	3QFY2024 30 Sep 2024	2QFY2024 30 Jun 2024	1QFY2024 31 Mar 2024
Revenue	4,250.8	977.0	1,091.9	1,203.2	978.7
Operating profit	899.8	170.2	197.3	335.7	196.6
Profit before taxation	780.0	143.3	190.4	265.5	180.8
Profit for the financial year/period	517.6	92.0	132.5	165.7	127.4
Profit attributable to owners of the Company	502.2	88.4	128.2	162.0	123.6

SEGMENT RESULTS

2024					
RM' million	FY2024 Total	4QFY2024 31 Dec 2024	3QFY2024 30 Sep 2024	2QFY2024 30 Jun 2024	1QFY2024 31 Mar 2024
REVENUE					
Property Development	4,011.7	908.0	1,030.4	1,147.7	925.6
Investment and Asset Management	139.1	43.3	37.7	29.0	29.1
Leisure	100.0	25.7	23.8	26.5	24.0
Total	4,250.8	977.0	1,091.9	1,203.2	978.7
PROFIT/(LOSS) BEFORE TAXATION					
Property Development	820.8	125.3	219.5	305.7	170.3
Investment and Asset Management	(11.4)	21.6	(3.5)	(41.8)	12.3
Leisure	(29.4)	(3.6)	(25.6)	1.6	(1.8)
Total	780.0	143.3	190.4	265.5	180.8

Performance Review

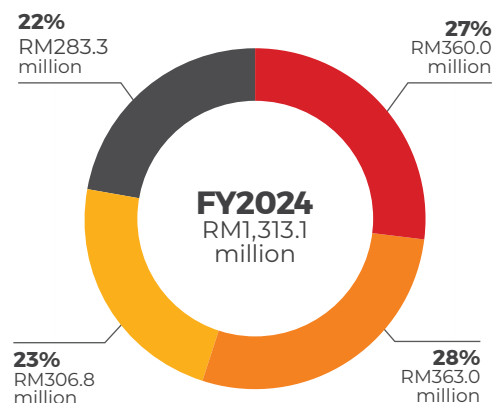
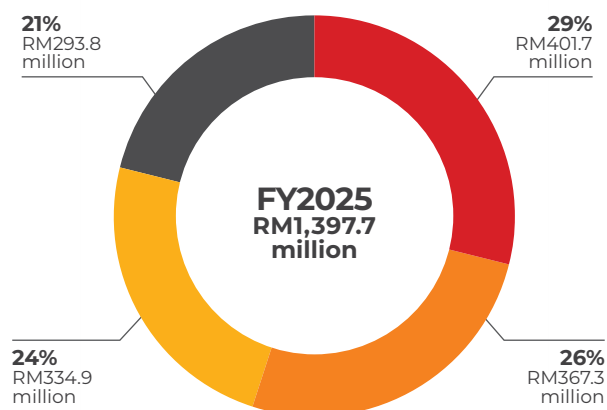
Financial Performance

Statement of Value Added & Value Distribution

Driven by improved financial performance, the Group delivered total stakeholder value of RM1,397.7 million in FY2025, representing a 6.4% increase from RM1,313.1 million in FY2024. The Group remains steadfast in its commitment to generating sustainable value for its stakeholders.

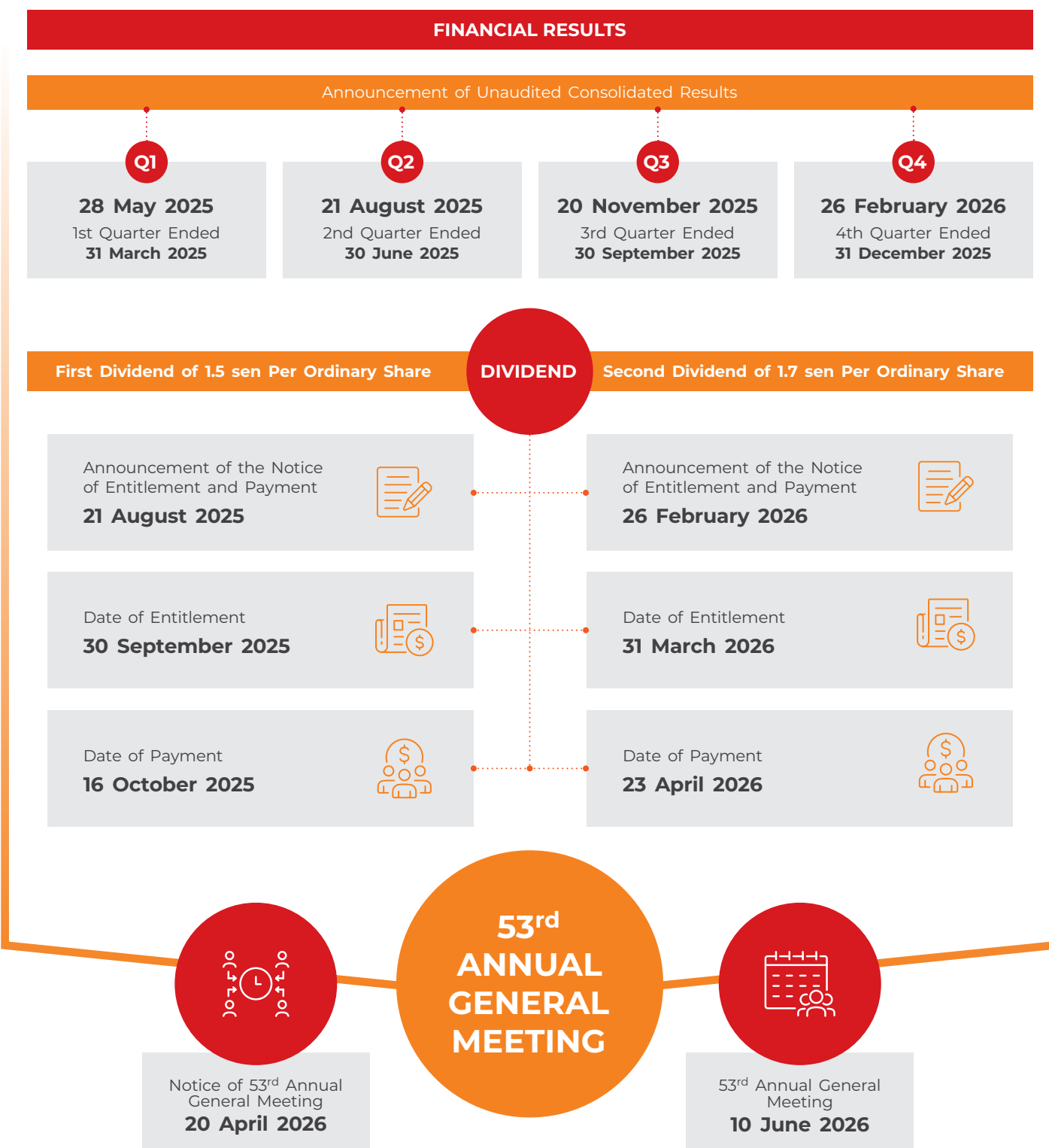
RM' million	2025	2024
VALUE ADDED		
Revenue	4,184.2	4,250.8
Direct and indirect costs	(2,803.5)	(2,912.4)
Value Added from Operations	1,380.7	1,338.4
Other operating income	42.0	33.9
Other gains	7.8	17.6
Share of results of joint ventures	(127.2)	(181.2)
Share of results of associates	(1.1)	1.7
Finance income	95.5	102.7
Total Value Added	1,397.7	1,313.1
VALUE DISTRIBUTED		
Employees	334.9	306.8
Government and Society	293.8	283.3
Dividends	204.0	204.0
Finance costs	180.5	140.6
Non-controlling interests	17.2	15.4
Providers of Capital	401.7	360.0
Depreciation and amortisation	53.6	64.8
Addition to retained earnings	313.7	298.2
Reinvestment and future growth	367.3	363.0
Total Value Distributed	1,397.7	1,313.1

TOTAL VALUE DISTRIBUTED



■ Providers of Capital
 ■ Reinvestment and Future Growth
 ■ Employees
 ■ Government and Society

Financial Calendar



Performance Review

Investor Information

The Group remains committed to meaningful engagement with the investment community, with the Investor Relations (“IR”) team executing a structured calendar of activities throughout the year. The IR team plays a pivotal role in communicating the Group’s strategies, corporate developments and financial performance to shareholders and investors.

By maintaining close ties with both domestic and international stakeholders, including shareholders, fund managers and financial analysts, the team ensures transparency, timely dissemination of information, and strong investor confidence. The Board of Directors and Executive Leadership team are regularly updated on feedback from investor engagement sessions and sell-side analyst reports through routine reports prepared by the IR team.

INVESTOR RELATIONS ENGAGEMENT CHANNELS



INVESTOR RELATIONS ACTIVITIES IN FY2025

The Group maintained a proactive and structured Investor Relations programme in FY2025, ensuring transparent, consistent and timely engagement with the investment community. Key highlights of our IR activities during the year include:

- **Quarterly Analyst & Media Briefings:** Four briefings were conducted following the release of our quarterly financial results, providing updates on financial performance, strategic initiatives and market outlook. These sessions were well-attended by both sell-side and buy-side analysts, as well as media representatives.
- **We conducted 36 one-on-one and small-group meetings** with regulators, institutional investors, fund managers and analysts. These engagements were complemented by site visits to townships and assets under our Investment & Asset Management portfolio, enabling stakeholders to gain deeper insights into our operating model, development progress and long-term value creation strategy.
- **Investor Conferences & Roadshows:** The Group participated in key investor events, starting with the international CITIC CLSA ASEAN Forum 2025 in Thailand, followed by domestic events including the Nomura ASEAN Conference, Invest-ASEAN Malaysia Conference, Maybank Corporate Day, and a non-deal roadshow organised by RHB, ensuring broad engagement with both sell-side and buy-side participants.
- **Annual General Meeting:** The Group successfully convened its 52nd Annual General Meeting, providing shareholders with a platform for meaningful engagement with the Board and Management. Shareholders were able to review the Group's performance, seek clarifications on strategic and operational matters, and participate in key resolutions that shape the Group's future direction.

Key Investor Events

Domestic:

▶ Nomura ASEAN Conference: 15 January 2025	▶ RHB Non-deal Roadshow: 24 September 2025
▶ Invest-ASEAN Malaysia Conference: 30 June 2025	▶ Maybank Corporate Day: 2 December 2025

International:

- ▶ **CITIC CLSA ASEAN Forum 2025:**
12 March 2025



A total of **36 engagements** were conducted in FY2025.

Constituents of the following Indexes



- FTSE Bursa Malaysia Mid 70 Index
- PRIBUMI Bursa Malaysia Zakat Index



FTSE4Good

- FTSE4Good Bursa Malaysia Index
- FTSE4Good Bursa Malaysia Shariah Index



- MSCI ACWI Small Cap Index

Quarterly Analysts & Media Briefings in 2025

▶ Q4 FY2024: 3 March 2025	▶ Q2 FY2025: 22 August 2025
▶ Q1 FY2025: 29 May 2025	▶ Q3 FY2025: 20 November 2025

Annual General Meeting:

- ▶ 52nd Annual General Meeting: 10 June 2025

RETURNS TO SHAREHOLDERS

The Group has consistently delivered strong returns to shareholders, maintaining a 5-year average dividend payout ratio of 43%. Dividend per share increased from 1.0 sen in 2021 to 3.2 sen in 2025, while total dividend payout rose from RM68.0 million to RM217.6 million over the same period. For FY2025, the dividend payout ratio stands at 42%. Looking ahead, the Group remains committed to maximising shareholder value while balancing funding requirements to support growth initiatives. The Group's dividend policy reinforces its focus on delivering sustainable and optimal returns to shareholders.

Performance Review

Investor Information

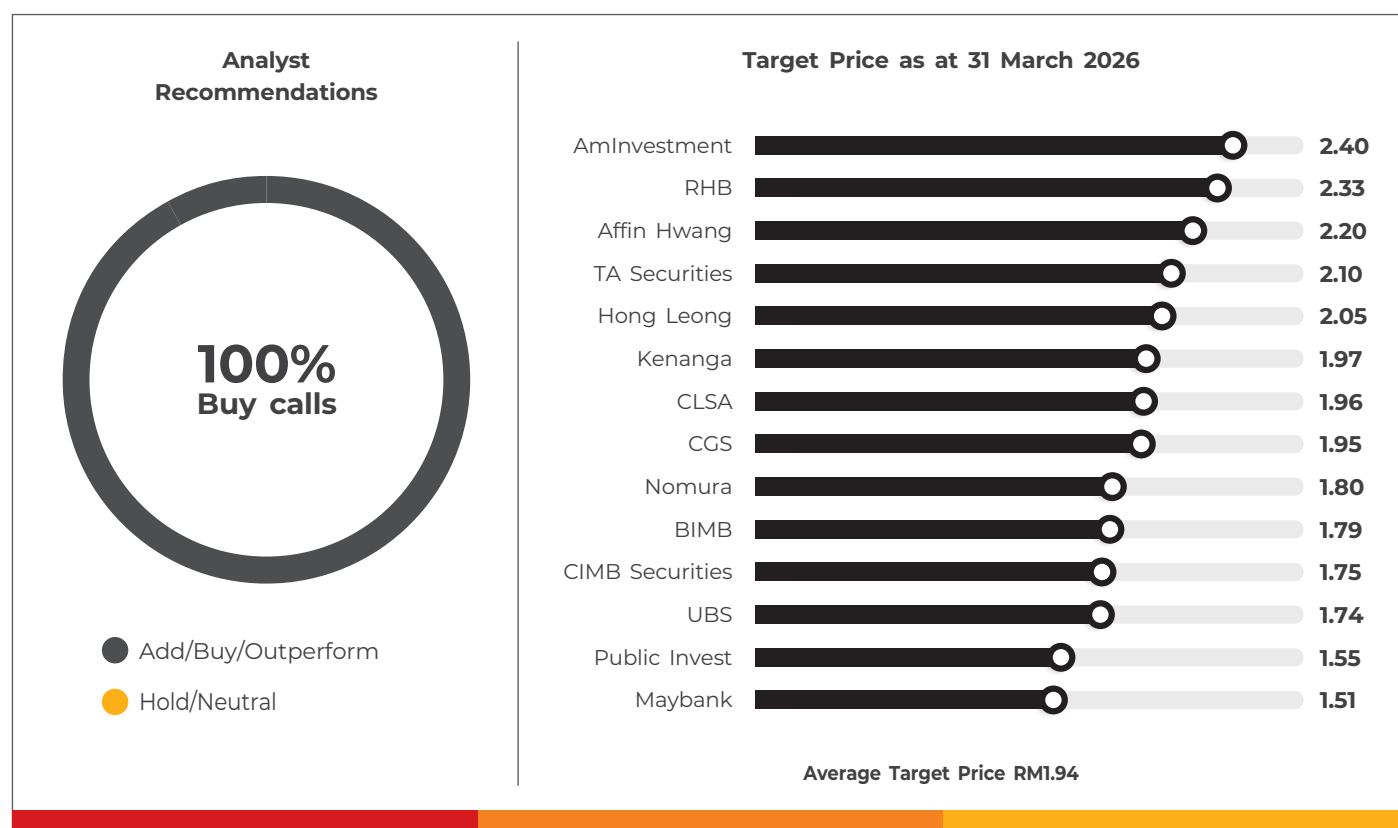
BROAD RESEARCH COVERAGE

Sime Darby Property's research coverage expanded during the year with the initiation of coverage by UBS in June 2025 and CIMB Securities in March 2026, bringing total analyst coverage to 14 research houses.

As at 31 March 2026, all 14 analysts have assigned BUY recommendations, reflecting strong consensus confidence in the Group's prospects. The analysts' consensus average target price increased to RM1.94, underscoring positive sentiment towards the Group's growth trajectory and value creation strategy.

A summary of research analysts' ratings and target prices is provided below:

	FY2025	FY2024	FY2023
Number of research houses	14	13	13
Average target price (RM)	1.94	1.87	0.89
Analysts' Recommendations			
Add/Buy/Outperform	14 (100%)	12 (92%)	11 (84%)
Hold/Neutral	0 (0%)	1 (8%)	2 (14%)
Sell	0 (0%)	0 (0%)	0 (0%)



SUMMARY OF INVESTOR INTERESTS

Value proposition



Sime Darby Property is Malaysia's leading property developer and a constituent of the FTSE Bursa Malaysia Mid 70 Index, FTSE4Good Bursa Malaysia Index, FTSE4Good Shariah Bursa Malaysia Index and MSCI ACWI Small Cap Index. Over the last 50 years, the Group has delivered more than 100,000 homes across 27 active townships and developments, with extensive operations and assets across Malaysia spanning residential, commercial, industrial and integrated high-rise projects.

In line with our SHIFT25 transformation agenda, the Group has made meaningful progress in transitioning from a pure-play property developer towards a more diversified real estate company with an expanding recurring income base, including contributions from non-residential components such as commercial, retail and industrial assets within our townships.

As we conclude SHIFT25 and enter the next strategic phase under SHIFT32, our focus will be on expanding and growing our Assets Under Management ("AUM"), accelerating recurring income initiatives and pursuing geographical expansion, beginning with our first foray into Australia. By further strengthening our Investment & Asset Management segment through disciplined capital allocation and active portfolio management, we aim to enhance earnings quality, improve income visibility and reinforce long-term portfolio resilience.

Supporting the Group's long-term growth is a sizeable strategic land bank of approximately 12,950 acres across Malaysia, with an estimated total gross development value ("GDV") of more than RM105 billion. This strategic land bank provides strong development visibility, enables a calibrated launch pipeline and offers flexibility to respond to evolving market demand and capital allocation priorities.

Capital Management and Dividend Payment



Sime Darby Property focuses on maintaining a sustainable financial structure that supports long-term shareholder value. In FY2020, the Group established an RM4.5 billion Sukuk Musharakah Programme for Sustainability Sukuk which has been rated AA+_{IS} for the fifth consecutive year by Malaysian Rating Corporation Berhad ("MARC").

With ongoing expansion in property development and acceleration in recurring income initiatives, the Group maintains a prudent capital structure and ensures sustainable gearing levels. As at end FY2025, the Group's gross and net gearing ratio stood at 42.4% and 35.9%, respectively, well below the targeted Net Gearing ratio of <50%. This disciplined approach provides sufficient headroom and financial flexibility to expand our AUM and advance growth initiatives, while preserving balance sheet resilience and supporting long-term value creation.

The Group continues to prioritise shareholder returns; and for FY2025, declared a total dividend of 3.2 sen per ordinary share corresponding to a dividend payout ratio of 42.0%.

Overseas Exposure



Sime Darby Property's iconic Battersea Power Station ("BPS") development in the UK continues to gain traction as a vibrant mixed-use destination, attracting tenants and visitors from around the world. In FY2025, visitor footfall increased by 6% year-on-year to 13.6 million, supported by marketing campaigns, curated events and new retail openings. Since its official launch in October 2022, BPS has welcomed over 40 million visitors, underscoring its appeal as a global destination. As part of our ongoing efforts to activate future phases of the development, we secured detailed planning approval and consent from Wandsworth Council for Phase 3C, which will comprise a mix of residential, retail, community and leisure components and will be designed by the renowned architect Gehry Partners. Construction for Phase 3C is targeted to commence this year.

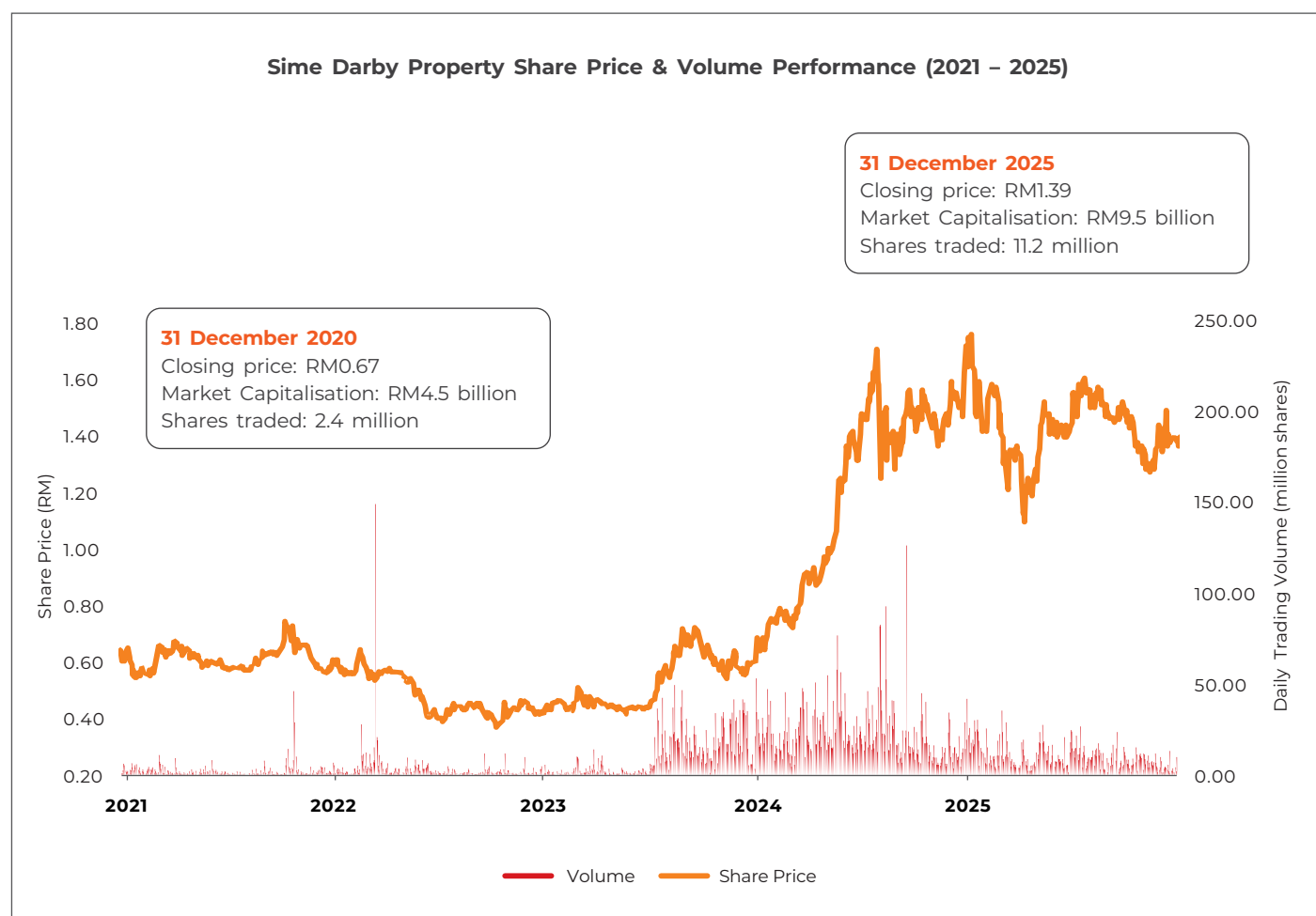
In addition, we broadened our geographical footprint with our first strategic entry into Melbourne, Australia, through AURUM, a mixed-use development with a GDV of approximately AUD1 billion. Strategically located near major landmarks within Melbourne CBD comprising of residential, purpose-built student accommodation ("PBSA"), office and retail components, reinforcing the Group's strategy of geographical diversification and long-term growth beyond Malaysia.

Performance Review

Investor Information

SHARE PRICE PERFORMANCE

FY2025	Q1FY25	Q2FY25	Q3FY25	Q4FY25
Price (Highest)	1.74	1.51	1.59	1.48
Price (Lowest)	1.21	1.10	1.44	1.27
Market Cap on Last Trading Day (RM billion)	9.11	9.79	10.00	9.45
Average Daily Volume (Million shares)	15.70	10.49	11.78	7.40

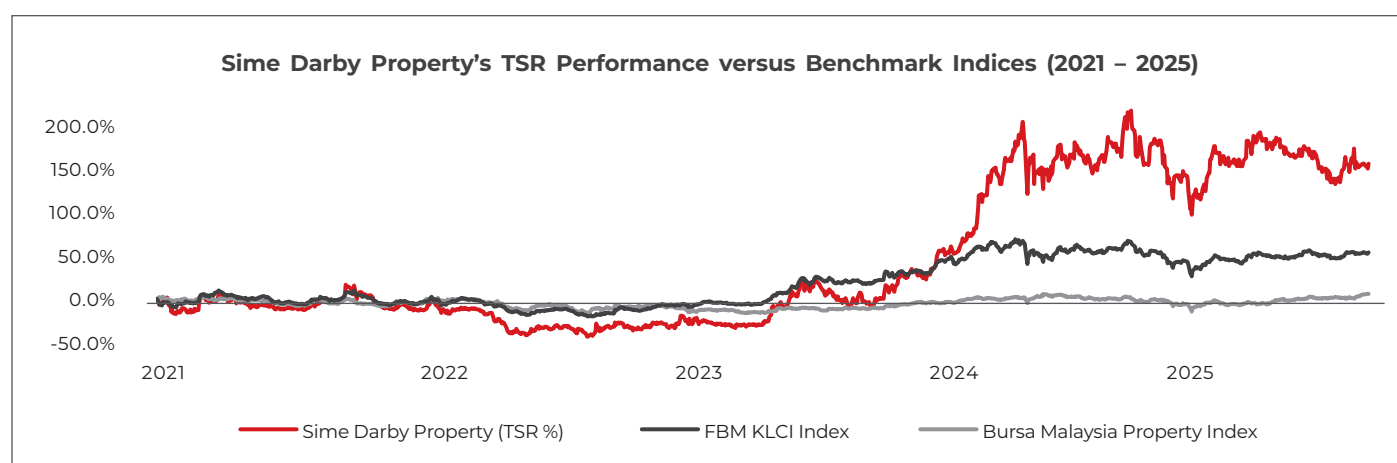


TOTAL SHAREHOLDER RETURN

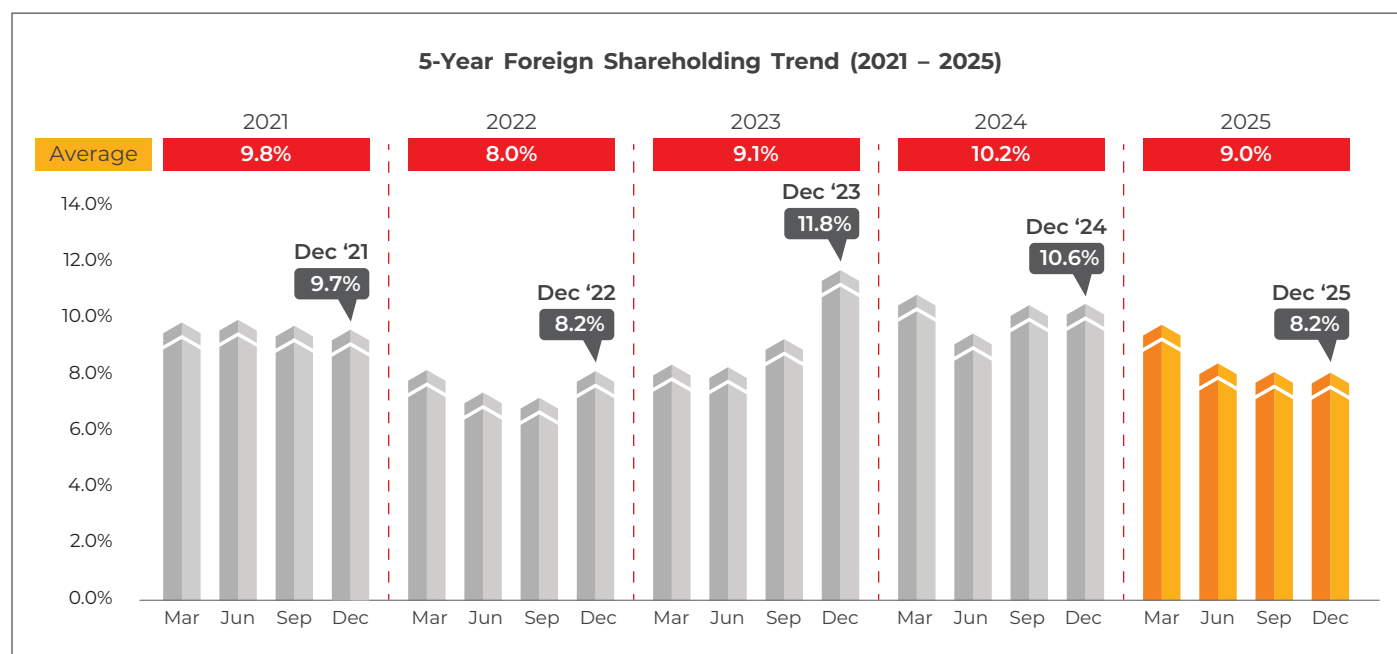
	Total Shareholder Return (%)				Annualised (%)	
	Nov 2017 – Dec 2025	2023	2024	2025	3-Year	5-Year
Sime Darby Property (TSR)	45.4%	43.8%	177.8%	-16.0%	49.7%	18.7%
FBM KLCI Index (Price Return)	-2.2%	-2.7%	12.9%	2.3%	4.0%	0.6%
Bursa Malaysia Property Index (Price Return)	-12.5%	34.5%	31.5%	-6.0%	18.4%	7.7%

Source: CapIQ

Note: Sime Prop TSR stated above assumes dividend reinvestment.



FOREIGN SHAREHOLDING



Property Development

WHO WE ARE AND WHAT WE DO

We are a leading developer of sustainable communities in 27 active townships across the Klang Valley, Negeri Sembilan and Johor with an international presence in Central London, United Kingdom ("UK") and expansion to Melbourne, Australia, in the pipeline. Over the last five decades, Property Development has built a diverse portfolio spanning residential, commercial and industrial developments across integrated townships and urban developments. Our extensive developable land bank of approximately 12,950 acres supports a gross development value ("GDV") of more than RM105 billion.

Property Development comprises two main segments: Township Development and Integrated Development.

Township Development

Sime Darby Property's reputation is anchored on township development. We have an impeccable track record of delivering masterfully planned sprawling townships comprising residential, commercial and industrial elements designed for optimal liveability, productivity and connectivity. Being the first property developer in Malaysia to be awarded the International FIABCI Prix d'Excellence Awards twice for its Subang Jaya and UEP Subang Jaya townships, Township Development further distinguish itself securing World Gold winner title in the Master Plan category of FIABCI World Prix d'Excellence Awards through the City of Elmina, best known to be one of the country's most liveable and holistic township.

On top of its renown residential properties, Township Development has ventured further into industrial and logistics developments offering efficient and extensive infrastructure, including comprehensive range of build-to-suit and built-to-sell industrial properties coupled with innovative solutions mainly in Elmina Business Park, Bandar Bukit Raja, Hamilton Nilai City and XME Business Park in Nilai Impian. Subsequent to its successful collaboration on two hyperscale data centres ("DCs") at Elmina Business Park with Pearl Computing Malaysia Sdn Bhd, Township Development is now venturing into modern automation warehouses with strategic partners.

Integrated Development

Integrated Development plays a central role in Sime Darby Property's ongoing transformation into a comprehensive real estate company that also delivers high-rise urban developments that are sustainable, well-planned and future-ready. These include KLGCC Resort, Subang Jaya, Ara Damasara, KL East and Putra Heights in the Klang Valley, where residential, commercial and retail components are integrated to meet lifestyle and professional needs. Backed by a quality landbank in the Klang Valley and upcoming expansion into Australia, Integrated Development also leverages opportunities in recurring income assets and transit-oriented developments ("TOD") that optimise land value, enhance capital efficiency and strengthen earnings resilience.

Integrated Development is currently involved in premium high-rise developments (Jendela Residences and The Ophera) and TOD products (Subang Jaya City Centre and SJ7). It is driven to curate sustainable master plans with strong placemaking propositions (KL East and Putra Heights), enjoying recurring income from commercial components.

KEY FOCUS AREAS



Operational efficiency to maximise revenue while meeting operational targets



Strategic and competitive positioning to ensure success of development pipeline



Growing recurring income pipeline for sustainability



Ventures in new geographical areas to broaden market reach

OVERVIEW OF BUSINESS ENVIRONMENT

- In 2025, Malaysia's overall property sector remained resilient, with robust demand for industrial assets while the market for commercial and residential assets remained accommodative despite noticeable differences according to segment and location. More positively, the 25-basis-point Overnight Policy Rate ("OPR") cut to 2.75% lowered the cost of funding, which facilitated the purchase of property.
- Financially, the property sector was challenging with escalation in construction costs – particularly the cost increase of materials and labour, the Sales and Service Tax ("SST") contributing to the former and the requirement by the Employees Provident Fund ("EPF") for foreign workers contributions adding to operational costs.
- Against this backdrop, Property Development launched a diversified mix of products while ramping up efforts in placemaking and sustainability initiatives to enhance the value of our townships.
- Township Development continued to be the major revenue contributor to Property Development, accounting for 76% of the total, with sales for the year amounting to RM3.5 billion. Integrated Development, meanwhile, saw its revenue increase by 11% reaching a record of more than RM1.0 billion, driven primarily by demand for integrated residential products such as Jendela Residences in KLGCC Resort, Serasi Residences in Putra Heights and Teja in SJCC alongside with consistent strong development performances across all Integrated Development projects.

Operations Review

Property Development

Township Development

STRATEGIC BUSINESS PERFORMANCE REVIEW

Strategic Focus	Initiatives	2025 Performance / Progress Updates
Operational efficiency to sustain revenue through strategic positioning of each business unit.	▶ Launched RM2.9 billion of properties in 2025. Unveiled two new townships: Bandar Bukit Raja Business Park and Vision Business Park.	▶ Contributed to the overall Property Development segment's revenue of RM3.9 billion.
Continuous cost optimisation to improve margins.	▶ Tactical procurement strategy to drive down cost despite unfavourable tax regime and compliance costs.	▶ Successfully maintained a healthy and stable operating profit margin.
Build recurring income capacity and capability.	▶ Continue securing new pipeline for build-to-suit-and-lease industrial and commercial assets.	▶ • Groundbreaking of Mydin's automated storage and retrieval system ("ASRS") warehouse, marking venture into modern warehousing. • Development of first hyperscale DC on track for operationalisation by the first half of 2026; while construction began on the second hyperscale DC.

KEY HIGHLIGHTS

- Two new townships launched: Bandar Bukit Raja Business Park ("BBRBP") and Vision Business Park ("VBP")
- More than RM4 billion in AUM (including assets under construction)



NEW LAUNCHES

The Group recorded a total of 31 launches with a combined GDV of RM2,905.0 million, achieving an average take-up rate of 65%.

Region/Economic Corridor	No. of Phases	Total GDV Launched (RM 'mil)	Average Take-up Rate
Selangor (Greater Klang Valley)	18	2,115.0	71%
Negeri Sembilan (MVV 2.0)	13	790.0	59%
Total/Average	31	2,905.0	65%

COMPLETION/HANDOVER OF VACANT POSSESSION

A total of 26 phases were handed over during the year, delivering 1,948 units.

Region/Economic Corridor	No. of Phases Handed Over	Total Units Delivered
Selangor (Greater Klang Valley)	17	1,597
Negeri Sembilan (MVV 2.0)	9	351
Total	26	1,948

Operations Review

Property Development

SUSTAINABILITY HIGHLIGHTS

- Launched Malaysia's first community-based residential solar project under Tenaga Nasional Bhd ("TNB")'s Community Renewable Energy Aggregation Mechanism ("CREAM").
- BBR Wetland Park Phase 2 was launched, expanding the water storage capacity by 250,000 m³, to be completed by 2027.

Awards & Recognitions

- FIABCI Malaysia Property Awards: Elmina Lakeside Mall – Retail up to 500,000 sq. ft. category
- StarProperty Awards, Excellence in the following categories:
 - 10th Anniversary Revisit – The Investor's Choice Award
 - The Placemaker Award
 - The Business Estate Award – Best Industrial Park
 - The Business Estate Award – Masterpiece Collection
- The Edge Malaysia Best Managed & Sustainable Property Awards
- The Star ESG Positive Impact Awards

 For a more comprehensive list and description of Awards, please refer to Awards on page 34 of this Integrated Annual Report.

CHALLENGES AND RISKS

Challenges	Mitigation Actions	Results
Increase in development costs, driven by SST and new regulations/enforcements.	▶ Implementing strategic procurement to optimise construction costs and re-engineering product designs to align with market affordability.	▶ Contributed to the overall Property Development segment's revenue of RM3.9 billion.
Intensified competition in industrial development.	▶ Ensure industrial townships are located strategically and offer added value products.	▶ Good take-up rates for Bandar Bukit Raja Business Park (ESG industrial township) and Vision Business Park upon their launches.



Ilham Residence, City of Elmina

Leadership
Insights

Overview of
Sime Darby Property

Value
Creation

Management Discussion
and Analysis

Sustainability
Statement

Leadership

Governance

Financial
Statements

Additional
Information

VALUE CREATION FOR STAKEHOLDERS

- Unlocking shared value for stakeholders by delivering well-planned, liveable communities meeting the long-term needs of communities while supporting economic growth and environmental sustainability.
- Our townships integrate quality homes with robust infrastructure to drive local economic empowerment, positioning business partners within prime growth corridors to leverage vibrant and expanding community catchments.

OPPORTUNITIES

- Demand-driven products and strategic market segments to maximise returns, through continuous refinement of offerings aligned with evolving customer needs and market dynamics.
- Building recurring income to grow Assets Under Management ("AUM") for the Group, steering towards a more diversified real estate developer play.
- ESG leadership in solar renewable energy, by advancing solar adoption across developments to support energy transition and long-term sustainability.
- Strategic geographical expansion, to diversify growth drivers, unlock new opportunities and strengthen portfolio resilience.

OUTLOOK AND PROSPECTS

- Seeded by strong momentum in 2025, similar trend is expected to continue in 2026. The property sector remains well-positioned for stable growth. Despite promising outlook, an increasingly competitive operating environment is perceived especially in higher construction costs due to economic uncertainty.
- Continue to improve cost efficiency through value engineering, optimised designs and strategic procurements.
- Our diversified product mix across townships protects margins without compromising quality.
- Expansion into recurring income as strategic move in industrial development for sustainability.
- Placing emphasis on sustainability to ensure long-term relevance of our products and enhancing placemaking reinforcing market position.

Operations Review

Property Development

Integrated Development

STRATEGIC BUSINESS PERFORMANCE REVIEW

Strategic Focus	Initiatives	2025 Performance / Progress Updates
Deliver SHIFT25: • GDV launch >RM1 billion • Sales >RM1 billion • Revenue >RM1 billion • Operating profit >RM110 million	▶ Launched TOD (East One in SJCC) and premium landed residential (Andara in Ara Damansara)	▶ Contributed to the overall Property Development segment's revenue of RM3.9 billion.
Strengthen Integrated Development's premium brand leadership in high-rise integrated developments (Ophera, Jendela)	▶ Phased rollouts across KL East, SJCC and KLGCC Resort	▶ Launch of three products in Ara Damansara (Andara), Subang Jaya City Centre (East 1) and Putra Heights (The Residence IV) with total GDV of RM669.7 million. Handover of 351 units of Maya Ara Serviced Apartment and 57 units of East 57, premium residences in Melawati township.
Drive placemaking to support long-term value creation	▶ Enhancement of PARC in Taman Subang Ria, Subang Jaya with inclusion of PLAYA Racquet Club. Installation of PV panels and rainwater harvesting in PARC for value enhancement of the placemaking establishment. Collaboration with Subang Jaya City Council in Taman Bandar, Putra Heights to provide the community with a venue for social activities.	▶ Enhanced community experience through provision of sporting facilities and green infrastructure, hence, strengthening the overall placemaking impact.
Enhance revenue through expanded recurring income and international exposure	▶ Developing purpose-built student accommodation ("PBSA"), retail components and assisted living homes.	▶ Expanded recurring income pipeline through progress on PBSA projects, retail enhancements and assisted-living development plans, including preparation for international expansion into Melbourne.

KEY HIGHLIGHTS

- Maintained FY2025 profitability despite external pressures.
- Strong brand reputation supported by continued premium demand through products such as The Ophera and Jendela Residences.
- Sustained unbilled revenue of more than RM1.7 billion.

NEW LAUNCHES

Under Integrated Development, the Group recorded a total of 3 projects with a combined GDV of RM669.7 million, achieving an average take-up rate of 81%.

Region/Economic Corridor	No. of Projects	Total GDV Launched (RM 'mil)	Average Take-up Rate
Selangor (Greater Klang Valley)	3	669.7	81%
Total/Average	3	669.7	81%

COMPLETION/HANDOVER OF VACANT POSSESSION

During the year, 408 units from 2 phases under Integrated Development were handed over.

Region/Economic Corridor	No. of Phases Handed Over	Total Units Delivered
Selangor (Greater Klang Valley)	2	408
Total/Average	2	408

Operations Review

Property Development

SUSTAINABILITY HIGHLIGHTS

- Green Building Certification for all township products
- Installation of 286kW PV panels in International Gallery KLGCC Resort, leading to 40% electricity consumption savings
- Enhanced water management with rainwater harvesting tank at Cantara, Ara Damansara and OSD Tank at Jendela Residences, KLGCC Resort
- Urban biodiversity corridors created in KLGCC and KL East

Awards & Recognitions

- Star Property Award – The Pinnacle Award (The Ophera), The Starter Home Award (Serasi Residences)
- Malaysia Landscape Architecture Awards – Landscape Development Award 2025 (KL East Development 2025)

CHALLENGES AND RISKS

Challenges	Mitigation Actions	Results
Lower demand for certain products combined with oversupply	Phased launches to manage supply and margin exposure.	Maintained FY2025 profitability despite external pressures. Strong brand reputation supported by continued premium demand (The Ophera and Jendela Residences). Sustained unbilled revenue of more than RM1.7 billion.
Margin compression due to increased costs	Early contractor involvement and value engineering to address cost escalation.	Contributed to the Property Development segment's resilience in maintaining healthy margins and overall profitability.
Gas pipeline incident in Putra Heights raising safety concerns in the area	Strong stakeholder coordination in Putra Heights recovery and rebuild.	Successful site recovery through coordinated efforts with authorities, contractors and utility partners, enabling safe reinstatement of affected areas and restoration of community confidence.
Mismatch of Bumiputera property quota versus market demographics	Engagement with authorities and review of internal Bumiputera quota strategies.	Improved sales conversion following quota release approvals and product positioning for Bumiputera market.
Changes in guidelines favouring lower density developments affecting GDV hence also project feasibility	Re-strategise KLGCC Parcel A to maintain feasibility under new Pelan Tempatan Kuala Lumpur 2040 ("PTKL 2040") guidelines.	Continuous engagement with authorities and NGOs to evaluate development plans. Updated development parameters (density, land use and planning controls) to optimise KLGCC Parcel A, preserving project viability while ensuring compliance with PTKL2040 guidelines.

VALUE CREATION FOR STAKEHOLDERS

- Community uplift through Transit-Oriented Developments (“TOD”) access, public parks, placemaking and retail activations (KLGCC Mall, PARC Subang Jaya and KL East Park).
- Safe, high-quality homes that promote holistic lifestyles and community living.
- Strengthening local economy via job creation, local procurement and construction innovation.
- Supporting sustainability agenda (PV adoption and urban biodiversity corridors).

OPPORTUNITIES

Transit-Oriented Development

Rising demand for TOD developments, supported by LRT3, MRT3 and urban renewal policies.

Affordability

Growing acceptance of smaller, efficient units.

Premium Developments

Build on strong premium brand positioning for high-rise products.

International Growth

Explore more options to expand overseas.

ESG leadership

Integrate PV systems, biodiversity corridors, water efficiency, etc into developments to differentiate products.

Large Landbank

Affords long-term project continuity and scalability.

Quick Turnaround Projects

Enable faster revenue cycles and new market opportunities.

OUTLOOK AND PROSPECTS

2026 Targets

GDV launches of approximately RM4.7 billion across township, integrated and international developments, with a sales target of RM4.0 billion supported by sustained momentum and planned launches.

Quick Turnaround Projects

Leverage these projects to strengthen presence in urban affordable high-rise market

Andara, Ara Damansara

Operations Review

Investment & Asset Management

WHO WE ARE AND WHAT WE DO

Our Investment & Asset Management ("IAM") segment is a growing earnings pillar of the Group, generating stable recurring income from investment properties, retail operations and education assets under concession agreements, while building a fund management platform to scale the Group's Assets Under Management ("AUM") and fee-based income through capital partnerships and fund structures such as the Industrial Development Fund ("IDF").

OUR PORTFOLIO

Our investment portfolio comprises a diversified range of retail, commercial/office, industrial and logistics assets across Malaysia and the UK, with a total net lettable area ("NLA") of approximately 7.8 million sq. ft.

Mall	Location	NLA (sq. ft.)
KL East Mall ("KLEM")	KL East	402,894
KLGCC Mall	KLGCC Resort	227,484
Elmina Lakeside Mall ("ELM")	City of Elmina	206,733
Glades Plaza	Putra Heights	32,702
Melawati Mall	Taman Melawati	615,563

Elmina Lakeside Mall, City of Elmina

Commercial/Office Assets

Within the Klang Valley, our portfolio comprises Wisma MRT, ReGen Rehab Hospital, assets located within our corporate headquarters at Oasis Square and, as of 2025, Menara KLGCC.

Our overseas commercial assets include Battersea Power Station in the UK, which is held through a joint venture ("JV").

Industrial & Logistics Development ("ILD")

At the beginning of the year, we acquired two warehouses from Sime Darby Property MIT Development Sdn. Bhd. ("SDPMIT") located in Bandar Bukit Raja, Klang.

Fund Management

Through a JV with LOGOS Property, now part of ESR Group, Sime Darby Property – LOGOS Property Industrial Development Fund 1 LP ("IDF") successfully reached its final close on 30 April 2024, securing a total of RM1 billion in capital commitments. We have operationalised Metrohub 1 and Metrohub 2, as at 2024, and are currently advancing the development of Metrohub 4, which is slated for completion in Q3 2026.

KEY FOCUS AREAS



Expand income streams by building a portfolio of recurring-income assets anchored on investment and fee-based income.



Grow three core lines of business – investments, fund management and operations (encompassing retail, asset management and concession arrangements).



Grow AUM via capital partnerships and investment vehicles, ie broaden capital solutions through fund structures, JVs and co-investment arrangements to support capital-light growth.



Build organisational capability and execution readiness by developing talent, governance, risk management and reporting frameworks to support scalable execution and enhancement of IAM portfolio to institutional standards.

OVERVIEW OF BUSINESS ENVIRONMENT

- Malaysia's macro backdrop remained supportive in 2025, with the economy expanding 5.2% supported by domestic demand and key sectors such as services and manufacturing. Monetary conditions were accommodative: Bank Negara Malaysia cut the OPR to 2.75% in July 2025 and maintained it till November 2025.
- Real estate conditions remained mixed across segments. In Kuala Lumpur offices, vacancy showed improvement and absorption turned positive in parts of the market, but leasing decisions remained cautious, reflecting a competitive tenant environment. In retail, absorption stayed positive even as spending was pressured, with leasing demand supported by F&B and fashion and continued interest in suburban formats.
- In industrial & logistics, demand remained supported by structurally resilient occupier segments such as third-party logistics ("3PL"), automotive and E&E, with modern facilities in prime locations continuing to see healthy take-up. Market data points to sustained tightness with vacancy compression to ~2.0% in Q2 2025 despite new Grade-A supply in greater KL; and overall warehouse occupancy at 95.7% in 3Q 2025 following new completions. However, leasing momentum was cautious, with some occupiers deferring decisions amid cost and policy uncertainty, and a sizeable supply pipeline expected to keep the market competitive.
- Malaysia's attractiveness as a data centre hub continued to strengthen, supported by proximity to Singapore, improving digital connectivity, competitively priced land, a common-law legal framework, and the availability of scalable utilities (power and water) to support large-format developments. These fundamentals have reinforced Malaysia's position as a key regional destination for hyperscale and colocation capacity, particularly in established clusters such as Johor and Greater KL.
- Globally, capital markets and fundraising remained selective as investor caution persisted amid macro and geopolitical uncertainty. Fundraising generally reflected a preference for defensive, resilient income-producing strategies and a gradual recovery in activity rather than a broad-based rebound from pre-pandemic levels.

Operation Review

Investment & Asset Management

STRATEGIC BUSINESS PERFORMANCE REVIEW

Strategic Focus	Initiatives	2025 Performance / Progress Updates
Existing Assets	▶ Optimise asset performance - occupancy, leasing and operating performance across retail and commercial assets – while embedding ESG best practices.	▶ Retail: KLGCC Mall was operationalised on 24 October 2025, achieving 90.0% committed occupancy. KL East Mall and Elmina Lakeside Mall recorded 100% committed occupancy as at end 2025. Office/Commercial: Excluding Menara KLGCC, Malaysia commercial/office assets achieved 96% average occupancy. Menara KLGCC was added to the portfolio and is currently undergoing operational ramp-up and leasing.
Investments	▶ Expand recurring-income assets through targeted acquisitions and built-to-core developments in defensive sectors (industrial/logistics)	▶ Completed acquisition of two modern double-storey logistics warehouses in Bandar Bukit Raja, Selangor for RM232 million, with ~700,000 sq. ft. NLA, consolidating ownership of strategically located, high-quality industrial assets. Secured a RM450 million build-to-suit-to-lease (“BTSL”) distribution centre in the City of Elmina (786,000 sq. ft.), incorporating an ASRS, with completion targeted for 3Q 2027.
Fund Management	▶ Deliver IDF strategy and expand third-party capital partnerships to grow Funds Under Management (“FUM”) and fee-related earnings.	▶ Under IDF, Metrohub 1 and Metrohub 2 achieved full occupancy, supporting stable recurring income and validating demand for Grade A logistics facilities. Continued advancing Metrohub 4, targeted for completion in Q3 2026.
Developing Our People	▶ Strengthen governance, talent depth and execution capabilities across investments, fund management and asset operations.	▶ Continued strengthening organisational depth, governance and execution capabilities across investment execution, fund management and asset operations to support scalable growth and institutional standards.

CHALLENGES AND RISKS

Challenges		Mitigation Actions		Results
Selective capital markets and cautious investor sentiment	▶	- Prioritised income-backed fund strategies with clear execution visibility, recurring income, exit strategy and strong governance - Focused on anchor-tenanted/pre-committed assets and de-risked structures to enhance investability.	▶	Strengthened long-term earnings visibility through secured long-tenure lease commitments, while gaining stronger traction with institutional investors on revised fund mandates and income-backed investment opportunities.
Limited supply of institutional-grade assets; competition for quality acquisitions	▶	- Pursued disciplined acquisitions in strategic logistics corridors and prioritised assets with modern specs and stable tenancy. - Leveraged township ecosystem to originate built-to-core/BTSL opportunities.	▶	Completed acquisition of high-quality logistics warehouses and strengthened recurring-income base through portfolio optimisation and pipeline conversion.
Market competitiveness and occupier cost sensitivity	▶	- Focused on prime locations, Grade A modern specifications and tenant requirements to ensure leasing momentum. - Active leasing management and early engagement with target occupier segments (third-party and consumer logistics).	▶	Achieved full occupancy in IDF's Metrohubs 1 & 2 and sustained strong take-up across prime industrial assets.
Capability and talent depth required to scale IAM as an institutional platform	▶	- Strengthened organisational depth across investments, fund management and asset operations. - Established an investment framework and underwriting discipline, including pricing mechanisms for greenfield developments, to ensure consistent risk-adjusted decision-making. - Refined country strategy and investment preferences to guide scalable execution and portfolio construction.	▶	Improved execution readiness and institutional operating standards to support portfolio growth and recurring income expansion.

Operations Review

Investment & Asset Management

KEY HIGHLIGHTS



KLGCC Mall, KLGCC Resort

Financial Highlights

- IAM delivered strong growth, with revenue increasing 32.2% to RM183.9 million, underpinned by robust performance in the retail and industrial sectors – each achieving full occupancy (excluding KLGCC Mall).
- Further, IAM recorded a notable turnaround, improving from a loss before tax (“LBT”) of RM11.4 million in FY2024 to a profit before tax (“PBT”) of RM48.1 million in FY2025. This was primarily attributable to a lower share of losses from joint ventures, as well as net fair value gains on investment properties, relative to FY2024.
- Future earnings visibility from 2027 onwards has been strengthened through two 20-year data centre leases valued at RM7.6 billion, alongside the acquisition of industrial assets, further reinforcing the Group’s recurring income base.

Awards & Recognitions

- ELM was awarded The Placemaker Award (Excellence) at the StarProperty Award 2025 and FIABCI Malaysia Property Awards (Retail up to 500,000 sq. ft.) – reaffirming its position as a leading lifestyle and retail destination.

Business Highlights

- **Retail:**
 - KLGCC Mall was operationalised on 24 October 2025, achieving a committed occupancy rate of 90.0%.
 - Strong occupancy levels were also recorded across KLEM and ELM, achieving full occupancy.
- **Asset Management:**
 - Menara KLGCC is currently establishing building operations, finalising asset readiness and engaging prospective office and retail tenants. As at year end, the asset achieved a committed occupancy rate of 21.0%, with further improvements expected as leasing efforts continue.
- **Investments:**
 - In March 2025, we completed the acquisition of two double-storey logistics warehouses in the Bandar Bukit Raja Industrial Gateway, Klang for a total consideration of RM232 million. The assets were previously owned by SDPMIT, a 50:50 JV between Sime Darby Property and a Japanese JV comprising MBK Real Estate Asia

Sustainability Highlights

- **Asset Management:**
 - Our operational rooftop solar PV installations, commissioned progressively between December 2024 and July 2025, generated approximately 461,000 kWh of renewable electricity. The electricity generated is estimated to have avoided around 280 tonnes of CO₂ equivalent (“tCO₂e”) emissions, based on prevailing grid emissions factors.
 - Five more rooftop PV sites are scheduled for commissioning throughout 2026.

Pte. Ltd. (the wholly-owned real estate arm of Mitsui & Co.) and a subsidiary of Mitsubishi Estate Co., Ltd.

The warehouses have a combined NLA of approximately 700,000 sq. ft. and offer strong connectivity to major transportation routes and key business hubs. They feature high ceilings, efficient layouts and multiple loading docks among other modern specifications.

- We secured a RM450 million build-to-suit-to-lease distribution centre in the City of Elmina under a long-term lease arrangement. The 786,000 sq. ft. facility will be incorporated with ASRS, and is slated to be completed in Q3 2027.
- We concluded the sale of approximately 19.0 acres of industrial land, representing the final parcels of the 39-acre Bandar Bukit Raja Industrial Gateway joint development between Sime Darby Property and a Japanese JV involving MBK Real Estate Asia Pte. Ltd. and a subsidiary of Mitsubishi Estate Co., Ltd. This milestone also marked the entry of Singapore-based YCH Group into Bandar Bukit Raja, Klang, a leading automated warehouse operator and logistics player.

• Fund Management:

- IDF reached a significant milestone with full tenancy of Metrohubs 1 and 2 within E-Metro Logistics Park. Operationalised in 2024, these Grade A facilities offer a combined NLA of 1.8 million sq. ft. and have attracted a distinguished mix of regional and global tenants, including J&T Distribution, J&T Express, JingDong Logistics, Toll Logistics, YCH Logistics, Next Logistics and Sinotrans.
- The full tenancy highlights the Group's capability to deliver high-specification, sustainable industrial solutions that cater to the needs of modern global supply chains. Building on this achievement, SDPLOG is advancing the development of Metrohub 4, a third ready-built warehouse with an NLA of 1.4 million sq. ft., scheduled for completion in Q3 2026.

• Retail:

- Through systematic waste segregation, 471 tonnes of waste were diverted from the landfill, representing a 19% YoY improvement.
- Separation of recyclable materials, such as cardboard, contributed to an overall landfill diversion rate of 47%, up from 41% in 2024.
- Plastic waste was recovered through dedicated segregation processes, accounting for approximately 7% of total recycled waste.
- Food waste was collected and managed sustainably, with more than 395 tonnes treated in 2025.
- Dedicated fabric recycling initiatives diverted 45 tonnes of textiles from landfills, a 100% improvement compared to 2024.

• SDPS:

- Completed the replacement of conventional lighting with light-emitting diode ("LED") at two universities, achieving an estimated reduction of 129 tonnes of carbon emissions per year, with one university reporting 13% reduction in electricity costs.

Operations Review

Investment & Asset Management

VALUE CREATION FOR STAKEHOLDERS

Shareholders

IAM strengthened the Group's recurring income base by expanding income-producing assets and improving earnings visibility through long-tenure, income-backed investments. The segment continued to build a resilient portfolio across retail, commercial and industrial/logistics assets to support more stable cashflows through cycles.

Investors and Capital Partners

IAM progressed its institutional investment platform by delivering investable, high-quality assets supported by disciplined execution and governance. The achievement of full occupancy in key industrial logistics assets under IDF further reinforced confidence in the platform's ability to originate, develop and operate Grade A facilities aligned to tenant demand.

Customers and Tenants

IAM enhanced the customer experience and tenant value through well-curated retail destinations and professionally managed assets, supported by strong committed occupancy across key malls and stable operating performance across the portfolio.

Communities

IAM continued to contribute to local economic activity through the delivery and operation of essential real estate infrastructure, including retail hubs and logistics facilities that support supply chains, job creation and service accessibility in surrounding communities.

Employees

IAM continued to strengthen organisational capability through deeper investment and asset management expertise, clearer investment frameworks and stronger execution readiness, enabling teams to deliver institutional-quality outcomes and support long-term growth.

The Environment

IAM advanced sustainability initiatives across operations, including renewable energy adoption and waste management programmes, supporting the Group's broader decarbonisation and ESG commitments.

OPPORTUNITIES

IAM is well-positioned to capture growth opportunities arising from structural demand in industrial/logistics and data centre-related real estate, supported by Malaysia's competitiveness as a regional hub for digital and supply chain infrastructure. The segment will continue to expand its portfolio of income-producing assets through a disciplined mix of acquisitions and build-to-core developments, while scaling third-party capital partnerships and fund mandates to accelerate AUM growth in a capital-efficient manner. Operationally, IAM will focus on unlocking further value through active asset management, retail repositioning and sustainability-led enhancements, alongside strengthening investment frameworks and institutional capabilities to support regional expansion and long-term platform scalability.

KEY FOCUS AREAS FOR 2026

1. Scale recurring income and portfolio resilience

- Expand and optimise the recurring-income portfolio across retail, commercial and industrial/logistics assets, focusing on occupancy, rental quality, operating efficiency and disciplined capital expenditure.

2. Execute pipeline conversion in industrial/logistics and digital infrastructure

- Prioritise delivery and stabilisation of industrial/logistics and data centre-related developments through strong project governance, tenant engagement and execution certainty.

3. Grow AUM through capital partnerships and fund solutions

- Advance third-party capital mobilisation through scalable fund mandates and partnership structures, strengthening fee-related earnings and enabling capital-light growth.



KL East Mall

4. Strengthen institutional platform and investment discipline

- Enhance IAM's investment framework, pricing and underwriting discipline (including for greenfield developments), portfolio construction approach and country/sector preferences to support consistent risk-adjusted outcomes.

5. Embed sustainability and operational excellence

- Accelerate sustainability initiatives across assets (energy efficiency, renewables, waste management) while strengthening operating standards, reporting and tenant experience.

OUTLOOK AND PROSPECTS

Overall Market

The real estate operating environment in 2026 is expected to remain selective, with occupier and investor decisions increasingly driven by asset quality, execution certainty and income resilience. While macro conditions are more stable than in the prior cycle, capital remains disciplined and underwriting standards remain elevated, favouring assets with defensible cashflows, strong locations and clear leasing visibility.

Industrial & Logistics

Industrial and logistics demand is expected to stay supported by supply chain optimisation, e-commerce fulfilment and ongoing manufacturing investments. However, the market will remain competitive, with a meaningful supply pipeline and greater tenant cost sensitivity driving higher emphasis on Grade A specifications, operating efficiency and value-added services.

Data Centres

Data centres remain a high-growth segment in 2026, underpinned by cloud adoption, AI-driven compute demand and continued hyperscaler expansion in Southeast Asia. Malaysia is expected to continue to attract capacity deployment given scalability advantages (land, power, water and connectivity), though execution remains critical as the sector faces higher capital intensity, longer delivery timelines and infrastructure readiness requirements.

Office Market

The office market is expected to remain tenant-led, with occupiers prioritising flight-to-quality, flexibility and cost optimisation. Leasing momentum is likely to be uneven, with well-located and higher-quality assets outperforming older stock, and asset managers increasingly focused on retention, operating efficiency and targeted upgrades.

Retail Market

Retail performance is expected to remain resilient in convenience-led and community-centric catchments, supported by steady footfall and essential spending patterns. Malls with strong tenant mix, experiential offerings and active marketing are better positioned to sustain occupancy and rental performance, while competition and consumer value-consciousness will continue to shape leasing dynamics.

Fundraising Outlook

Fundraising conditions are expected to improve gradually but remain selective, with investors prioritising strategies that are income-backed, defensively positioned and supported by strong governance and execution capability. Capital is expected to favour managers with a proven ability to originate and deliver investable assets, while partnership structures such as co-investments, JVs and separately managed account mandates will continue to feature as pragmatic pathways to mobilise capital.

Operations Review

Leisure

WHO WE ARE AND WHAT WE DO

Leisure is anchored on the ownership and management of premium lifestyle and hospitality assets, comprising golf and country clubs, sports facilities and a convention centre. These assets are strategically positioned to complement the Group's township and integrated developments by enhancing liveability and creating vibrant community ecosystems.

The segment is focused on delivering high-quality recreational, sporting and event experiences, while generating recurring income and strengthening long-term asset value.

KEY FOCUS AREAS



Enhancing asset value through continuous upgrading and refurbishment of facilities to ensure long-term relevance and competitiveness



Driving operational efficiency to optimise cost structures and improve overall asset performance



Strengthening recurring income streams through membership growth, events and diversified lifestyle offerings



Elevating service standards and customer experience through structured capability building and service excellence initiatives



Reinforcing safety standards and operational resilience across all facilities

OVERVIEW OF BUSINESS ENVIRONMENT

- The landscape for leisure assets continues to be challenging amid rising labour, maintenance and operational costs, requiring disciplined cost management
- Nevertheless, demand for premium lifestyle, wellness and recreational offerings remains resilient, supported by increased social, corporate and sporting activities
- Heightened customer expectations for quality, service and experience continue to drive the need for asset enhancement and service innovation
- Competitive pressures necessitate strong differentiation through brand positioning, service excellence and quality facilities

KEY EVENTS IN 2025

KLGCC

- Hosted the third edition of the Maybank Championship in October, featuring world-class golfing talent and Asia's highest total prize pool of USD3 million. The tournament attracted over 60,000 spectators to the club.
- Hosted the Maybank Championship ASEAN Qualifier (Women) for the second time in August 2025.
- Hosted Malaysia's first Faldo Future Tour in April 2025.

KLGCC CONVENTION CENTRE

- Hosted the Asian Golf Industry Federation ("AGIF") Annual International Summit for the second time in October 2025.

Bayuemas

- Hosted the International Cricket Council ("ICC")'s Under-19 Women's T20 World Cup Malaysia 2025 from 18 January 2025 to 2 February 2025.
- Training centre for the Selangor State Lawn Bowl team, from August 2025 to September 2026.
- Hosted the Mini SEA Games Men's T10 2025 in December 2025.
- Played host to the Cricket Association of Pondicherry Men's Tour of Malaysia 2025.

STRATEGIC BUSINESS PERFORMANCE REVIEW

Strategic Focus	Initiatives	2025 Performance / Progress Updates
Enhance member engagement, accessibility and service efficiency	▶ Launched an enhanced mobile application in September 2025.	▶ Strengthened digital touchpoints with members, improving information access, engagement and service responsiveness across the club.
Strengthen safety standards, reduce operational risks and embed a strong safety culture across the club	▶ • Introduced a new buggy fleet equipped with handrails to enhance golfer and caddie safety. • Conducted mandatory safety briefings for caddies and reinforced on-ground safety discipline. • Implemented club-wide Safety Stand Down to heighten safety awareness and accountability.	▶ Reduced operational risk exposure, reinforcing a safer environment for members, guests and employees.
Address aging infrastructure while sustaining revenue growth and long-term asset value	▶ Undertook renovation works to upgrade facilities and improve overall member experience, including two-month renovation closure at KLGCC Convention Centre (formerly Sime Darby Convention Centre).	▶ Achieved RM105.5 million in revenue (+6%), demonstrating strong business resilience and demand despite temporary operational disruption.
Elevate service standards and strengthen customer experience	▶ Partnered with 59Club to implement service standards training and mystery shopper assessments to drive service excellence.	▶ Improved 59Club Service Score from 62% to 75%, surpassing the industry average; and set the target to exceed 80% in 2026.

Operations Review Leisure

VALUE CREATION FOR STAKEHOLDERS

- **Enhanced Member Engagement:** The upgraded mobile app delivers a more seamless and connected member experience while supporting operational efficiency.
- **Safer Club Environment:** Strengthened safety measures and protocols reduce operational risks and reinforce a safe, trusted environment for members, guests and employees.
- **Sustainable Assets & Financial Value:** Facility upgrades enhance member satisfaction and asset quality, while resilient revenue supports long-term financial sustainability and shareholder value.
- **Elevated Service Excellence:** Structured service training and performance benchmarking improve service consistency, strengthen employee capabilities and enhance brand reputation.

CHALLENGES AND RISKS

Challenges	Mitigation Actions	Results
Aging course infrastructure and equipment	▶ Upgrading KLGCC's East Course to resolve safety and structural issues, enhance playing experience and future proof a major revenue asset for the next 20 years.	▶ • Appointed Faldo Design to provide expert course redesign and master planning to improve playability, modernise features like bunkers and greens, and strengthen course infrastructure.
Manpower capability gaps	▶ Implemented an Individual Development Plan ("IDP") framework to identify competency gaps, align skills development with business needs and strengthen succession planning. This includes targeted training, on-the-job coaching, performance tracking and continuous skills enhancement to build a future-ready workforce.	▶ • Strengthened workforce capabilities, improved role readiness and enhanced service delivery standards across operations. • Higher employee engagement, improved talent retention and more resilient talent pipeline aligned with the Group's long-term strategic and service excellence objectives.
Balancing revenue growth with smart spending	▶ Entered five-year strategic partnership with TORO to support high standards in turf management through modern equipment, advanced irrigation systems and data-driven solutions.	▶ • Reinforced commitment to sustainable course management, enhanced operational resilience and consistent world-class playing conditions, supporting long-term value creation.

KEY HIGHLIGHTS

Financial

- The Leisure segment continued to deliver steady growth, registering top-line revenue of RM105.5 million which marked a 5.5% increase from RM100.0 million in FY2024. This was driven by stronger contributions from banqueting, food and beverage, and membership activities, with golfing further entrenching its position as the segment's primary revenue driver.
- The segment's LBT narrowed to RM8.6 million compared to RM29.4 million in FY2024. The significant loss recorded in FY2024 was due to higher depreciation charges arising from an asset review exercise, which had no cash flow impact.

Sustainability

- Achieved 962 tCO₂e reduction (12.5% decrease), exceeding target despite operational scale, reflecting effective energy optimisation initiatives.
- Diverted 148,821 kg of waste from landfill, achieving 22.72% diversion rate through enhanced recycling and waste management practices.

Awards

- KLGCC is the No. 1 golf destination in Malaysia, and 31st Best in Asia – Top 100 Golf Courses in Asia Awards 2025
- KLGCC received the Asian Golf Industry Federation ("AGIF") Golf Industry Award for Distinguished Contribution to Growing the Game of Golf
- KLGCC won the Best Tournament Branding at LPGA Gold Driver Awards 2025

OUTLOOK

- Strengthen positioning as a premier golf and lifestyle destination in Asia through continuous enhancement of golf courses, facilities and playing conditions.
- Elevate the member experience by expanding sports, fitness and wellness offerings, creating a holistic lifestyle ecosystem that drives engagement across multiple generations.
- Enhance brand prestige and member value through curated luxury experiences, exclusive events, signature dining concepts and strategic collaborations with premium partners.
- Grow high-value corporate, social and destination events by building in-house premium event management capabilities, reinforcing the club's appeal as a preferred venue.
- Maintain disciplined strategic partnerships and supply chain standards to ensure consistent service quality aligned with brand positioning.
- Attract and retain high-net-worth individuals and corporate leaders by fostering a strong service culture, investing in talent capabilities and delivering uncompromising service standards.
- Support sustainable profitability through premium pricing and diversified revenue streams, with continued reinvestment into facilities and member experiences.

Sustainability Statement

SCOPE AND BASIS OF THE SUSTAINABILITY STATEMENT

This Sustainability Statement is prepared in accordance with the International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards, namely IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*, as adopted under Bursa Malaysia's National Sustainability Reporting Framework ("NSRF"). The sustainability statement reporting boundary excluding GHG emissions is aligned with the Group's financial reporting boundary and covers all entities under the Group's control. The reporting boundary for GHG emissions is set out in "About This Report" section of the Sustainability Report 2025. Acquisitions and disposals during the current reporting period were considered when assessing changes to the consolidated reporting boundary.

The disclosures included in this Sustainability Statement provide decision-useful information on the Group's material sustainability related risks and opportunities that could reasonably be expected to affect the Group's enterprise value over the current, short and long term. The Group adopts defined time horizons for sustainability-related assessments, where the present/current horizon represents the current reporting period, the short-term horizon covers the period up to FY2030, and the long-term horizon extends to FY2050; a separate medium-term horizon is not applied, as relevant considerations are addressed within the long-term horizon.

In line with the phased and developmental approach under the NSRF, in the first year of applying the IFRS Sustainability Disclosure Standards, the Group has applied the transition reliefs available under IFRS S1 and IFRS S2, including the climate-first relief under IFRS S1 paragraph E5, whereby disclosures are limited to climate related risks and opportunities in accordance with IFRS S2. Comparative information and Scope 3 greenhouse gas emissions have not been disclosed in this reporting period in line with the applicable transition provisions. The Group will progressively expand the scope and depth of its sustainability disclosures in subsequent reporting periods.



Leadership Insights
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SUSTAINABILITY GOVERNANCE

Our sustainability approach is anchored by a robust governance framework that ensures clear accountability and the seamless integration of Environmental, Social, and Governance (“ESG”) considerations into the Group’s strategic, management and operational decision-making.

The Board of Directors has overall accountability for the governance of sustainability- and climate-related risks and opportunities and their integration into the Group’s strategy, risk management, capital allocation and long-term value creation. The Board sets sustainability direction, approves strategies and targets, oversees performance and disclosures, and reinforces accountability through sustainability-related senior management incentives. Oversight is supported by the Board Sustainability Committee (“BSC”) and the Risk Management Committee (“RMC”).

The Board collectively possesses the appropriate mix of skills, experience and industry knowledge to oversee sustainability-related and climate-related risks and opportunities relevant to the Group’s business as a township developer and asset owner. Board members receive periodic briefings and training on emerging sustainability- and climate-related developments, regulatory requirements and market trends to support informed oversight and decision making.

Sustainability-related matters, including climate-related risks and opportunities, are reviewed by the Board and its Committees at least annually, and more frequently where material developments arise, as part of strategy reviews, risk appetite discussions and capital allocation decisions.

Sustainability Statement

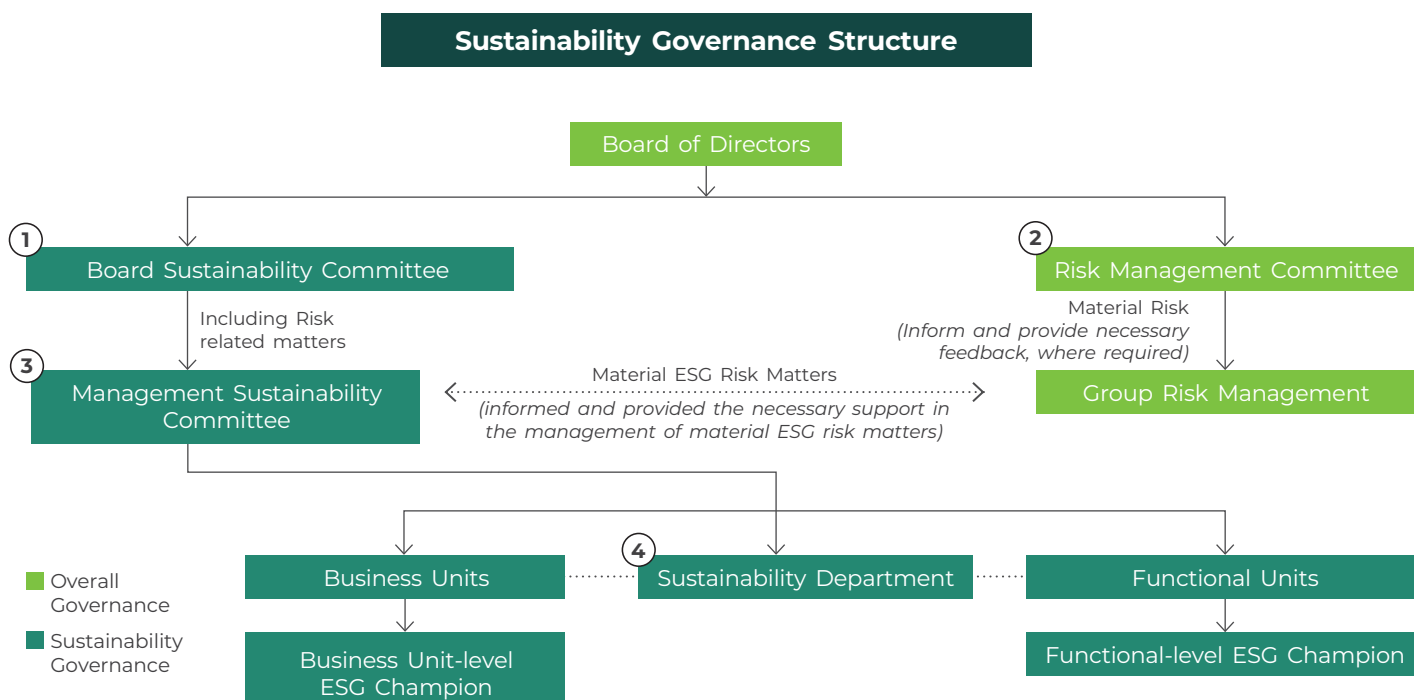


Figure 1: Sustainability Governance Structure

- 1** The BSC supports the Board by overseeing sustainability- and climate-related strategies, targets, policies and key external commitments, and by reviewing climate scenario analysis, significant climate-related trade-offs and disclosure processes. Working in coordination with the RMC, the BSC ensures material sustainability- and climate-related risks are appropriately assessed, managed and escalated to the Board to support informed decision-making and credible, decision-useful disclosures.
- 2** The RMC supports the Board in overseeing the Enterprise Risk Management framework, including the identification, assessment and management of material sustainability- and climate-related risks and opportunities. It reviews the integration of these risks into the Group's risk universe, assesses implications for risk appetite, resilience and capital allocation, and escalates material risk and investment-related matters to the Board for consideration.
- 3** Management execution is coordinated through the Management Sustainability Committee ("MSC"), which translates Board-approved sustainability and climate strategies and targets into actionable plans across the Group. The MSC integrates sustainability considerations into operational decision-making and the Enterprise Risk Management framework, monitors risk exposure and performance across current, short- and long-term horizons, and escalates material performance, execution or risk matters to the BSC and RMC, as appropriate.
- 4** The Sustainability Department supports Management and the MSC by providing technical, analytical and coordination support for sustainability- and climate-related initiatives. It coordinates climate risk assessments and scenario analysis, tracks performance against approved sustainability targets, and ensures the consistency, reliability and traceability of sustainability- and climate-related information to support effective management oversight, Board decision-making and credible external disclosures.

STRATEGY AND MANAGEMENT APPROACH

Sustainability considerations are integral to the Group’s business model as a township developer and asset owner, influencing value creation across the property development lifecycle, including land acquisition, planning and design, construction, asset management and community development. Sustainability- and climate-related matters affect the Group’s cost structure, risk profile, regulatory compliance obligations and ability to deliver resilient, liveable townships that support long-term value creation. In the short- to long-term, these matters influence operational efficiency, regulatory compliance, risk management and stakeholder confidence. Over the long-term, they shape the resilience and attractiveness of the Group’s developments and its ability to respond to evolving market expectations, climate-related risks and policy developments.

The Group manages sustainability-related matters through an established sustainability framework supported by policies, guidelines and governance processes that guide consistent implementation across the organisation. These policies address key environmental, social and governance areas, including climate risk management, urban biodiversity, quality, health and safety, business ethics, responsible supply chain practices and data governance. Sustainability considerations are integrated into operational decision making, risk management and performance monitoring, with regular reviews conducted through established management and governance processes to ensure alignment with sustainability priorities and regulatory requirements.

Sustainability considerations are embedded within the Group’s corporate strategy and planning processes to support responsible growth and long-term value creation. The Group’s sustainability strategy provides strategic direction and informs business planning by aligning sustainability priorities with the Group’s purpose, risk appetite and development approach. Capital allocation and investment decisions consider climate-related risks and opportunities as part of the Group’s overall strategic and risk assessment processes, supporting the development of resilient assets and townships and the integration of sustainability considerations into long-term planning and portfolio management.

SUSTAINABILITY POLICIES

The Group’s sustainability governance is supported by a comprehensive framework of Environmental, Social and Governance policies, standards and guidelines that translate sustainability commitments into consistent operational practices.

For example, environmental policies guide the management of energy, carbon emissions, water, waste, biodiversity and climate-related impacts across developments and operations. Social policies set expectations for quality, health and safety, labour practices, human rights and stakeholder engagement, supporting responsible business conduct and positive community outcomes. Governance policies establish clear standards for ethical conduct, procurement, data protection, information security and risk management, reinforcing accountability, transparency and regulatory compliance. Together, these policies enable the effective implementation of sustainability strategies, integration of sustainability considerations into business planning and risk management, and the delivery of credible, decision useful sustainability disclosures.

Sustainability Statement

Environmental

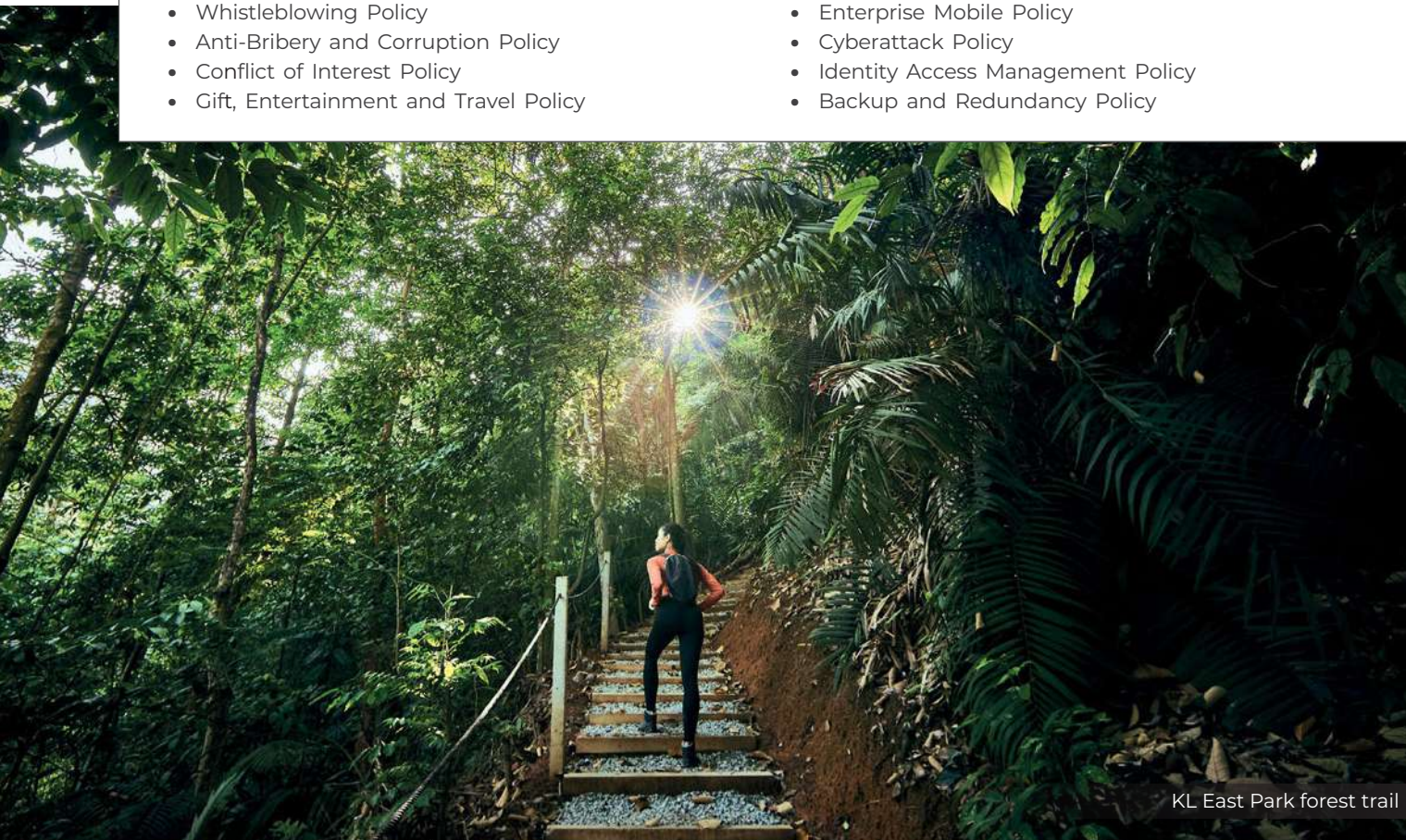
- Group Energy and Carbon Emissions Guideline
- Integrated Waste Management and Carbon Avoidance Guideline
- Water Management Guideline
- Urban Biodiversity Framework and Guideline
- The Malaysian Threatened and Rare Tree: Identification and Landscape Guideline
- Wetlands Construction & Maintenance Guideline
- Tree-to-Tree Replacement Guideline
- Sime Darby Property Tree Planting Matrix Guideline
- Sustainability Policy

Social

- Quality, Health, Safety, Security and Environment ("QHSSE") Policy
- Stakeholder Engagement Policy
- Human Resource Policy
- Human Rights Policy

Governance

- Code of Business Conduct
- Vendor Code of Business Conduct
- Group Procurement Policies and Authorities ("GPPA")
- Whistleblowing Policy
- Anti-Bribery and Corruption Policy
- Conflict of Interest Policy
- Gift, Entertainment and Travel Policy
- Donations and Sponsorships Policy
- Anti-Money Laundering Policy
- Group Information Security Policy ("GISP")
- Third-Party Security Management Policy
- Enterprise Mobile Policy
- Cyberattack Policy
- Identity Access Management Policy
- Backup and Redundancy Policy



KL East Park forest trail

OUR MATERIAL MATTERS

Materiality is the foundation of our sustainability reporting, allowing us to focus on the issues that most impact our business and stakeholders.

The Group undertook a double materiality assessment in 2023 to identify and prioritise sustainability- and climate-related matters that are material from both a financial perspective and an impact on society and the environment. This assessment underpins strategic decision making, risk management and the preparation of credible, decision useful sustainability disclosures.

The assessment incorporated the perspectives of key internal and external stakeholders, including employees, senior management, the Board, investors, customers, business partners, suppliers, regulators, local communities, industry associations and subject matter experts. Inputs were obtained through stakeholder engagements, surveys, internal workshops, industry benchmarking and reviews of regulatory, market and peer developments.

Material matters were assessed based on their significance to the Group's financial position and performance, strategic objectives, regulatory compliance and long-term value creation, as well as the severity of impacts on stakeholders. Identified matters were assessed, prioritised and validated through management level review and oversight by the relevant Board Committees.

The results of the double materiality assessment were reviewed in FY2025 and remained unchanged, continuing to be relevant to the Group's sustainability strategy. In 2025, we further refined our focus by streamlining our material matters from 18 to 15 items, ensuring a more targeted and impactful strategy.

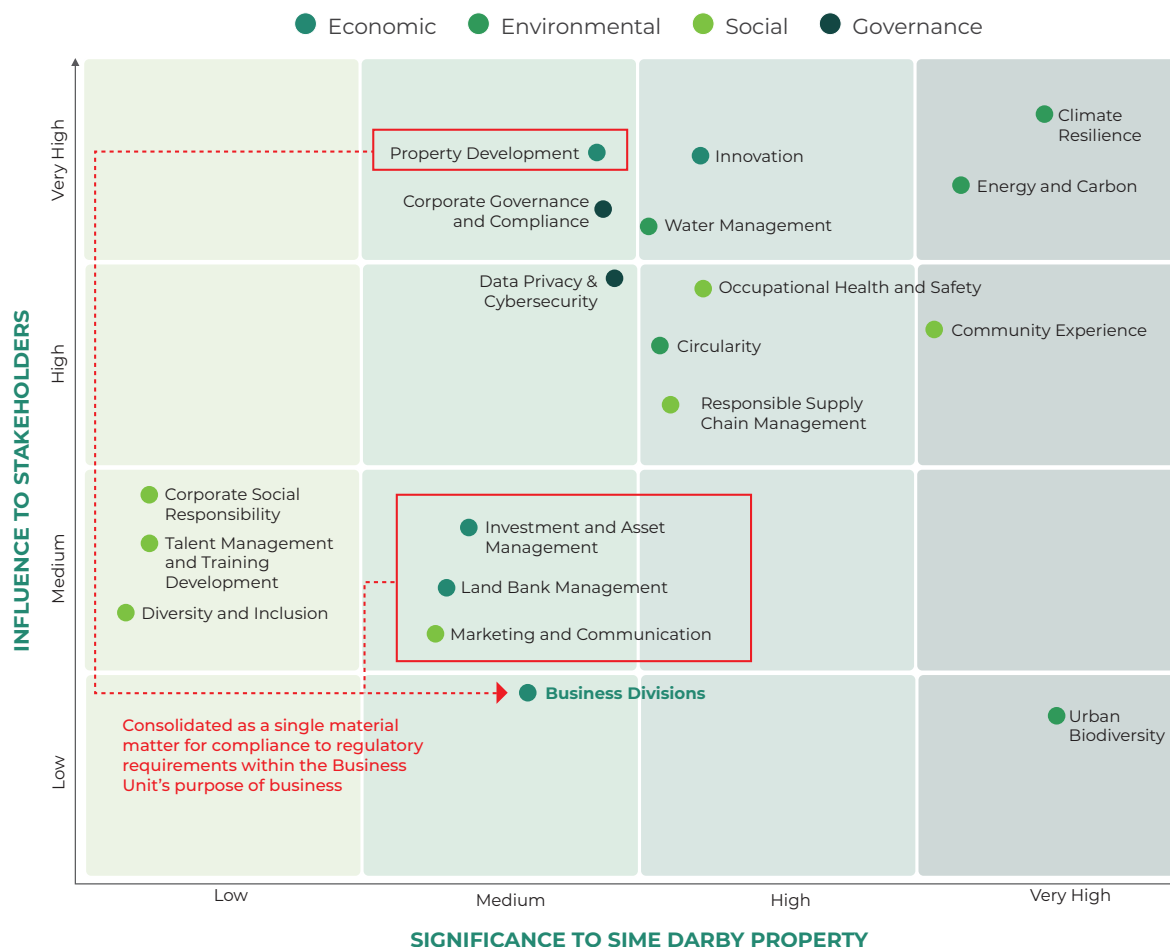


Figure 2: Sime Darby Property's Materiality Matrix

Sustainability Statement



CLIMATE RISK

The Group recognises climate change as a material risk that may affect the resilience of its assets, operations and long-term value creation, including physical risks from acute and chronic climate hazards and transition risks arising from regulatory, market, stakeholder and technological developments associated with the transition to a lower carbon economy.

Risk Identification and Management Process

Climate-related risks are assessed and managed within the Group's Enterprise Risk Management ("ERM") Framework and overseen by the Board through established governance structures, using scenario based analysis across multiple time horizons. Assessments are based on information available as at the reporting date and management judgement and are subject to inherent uncertainty; actual outcomes may differ. Risks are prioritised against the Group's risk appetite and aligned with ISSB IFRS S2.

Climate-related risks are prioritised based on their relative severity and likelihood across defined time horizons. Physical risks with potential impacts on asset integrity and operational continuity, and transition risks associated with regulatory change and market expectations, are assessed as higher priority risks and are subject to enhanced monitoring and management actions. Risk prioritisation outcomes are reviewed through the ERM process and inform risk appetite considerations, mitigation planning and escalation to the Board where appropriate.

Climate-related risks are reviewed regularly through the Group's governance and risk management structures, and the Group intends to continue refining methodologies, expanding physical risk coverage, enhancing scenario analysis and strengthening disclosures in line with regulatory expectations.

Climate-related Risks and Opportunities

The Group has identified the following climate-related risks and opportunities that are material to its enterprise value:

Key transition risks identified include carbon pricing mechanisms and related regulatory measures, alongside other transition considerations such as the availability/affordability of sustainable materials and technologies, and potential misalignment with evolving demand for sustainable products and services.

For physical risks, the pilot assessment identifies flooding as a key acute risk under present day conditions for specified townships, with escalation projected across future time horizons under multiple scenarios; the assessment also notes increasing relevance of chronic hazards such as extreme precipitation, drought and heatwaves/heat stress over time depending on pathways and local conditions.

The Group also identifies key opportunities include the development of resilient townships through climate informed planning and design, participation in the energy transition through renewable energy initiatives, enhanced asset attractiveness driven by sustainability led differentiation, and long-term cost efficiencies from improved energy and resource management.

Transition Risk: Key Transition and Adaptation Actions, Including Governance, Assumptions Used and Monitoring Process

The Group recognises that carbon pricing and related regulatory measures remain subject to regulatory determination and manages this transition risk through ongoing monitoring of policy developments, scenario-based evaluation of potential cost sensitivities and continued implementation of energy-efficiency and emissions-reduction initiatives aligned with the Group’s net zero targets by 2030 and 2050, without relying on any single regulatory outcome.

The Group has not adopted an internal carbon price or committed to specific offsets and applies conservative financial planning that does not assume offsets, incentives or full cost pass-through.

The Group also recognises uncertainty in the availability and affordability of sustainable materials and technologies and potential misalignment with evolving demand; accordingly, it adopts a flexible, phased and market-led approach supported by pilots, supplier engagement, cost discipline, prudent communications and capability building. Key assumptions and dependencies (regulatory, market, technology, operational and data) are periodically reviewed under established governance.

Physical Risk: Key Transition and Adaptation Actions, Including Governance, Assumptions Used and Monitoring Process

The Group’s physical risk response focuses on enhancing flood resilience through integrated planning, infrastructure investment and ongoing operational controls. Flood resilience is embedded in township master planning and design standards, including elevating platforms and critical roads, incorporating flood exceedance pathways, and designing drainage systems for higher-intensity rainfall, with application across selected townships in Bandar Bukit Raja.

Structural measures implemented or in progress in higher-risk locations include retention/detention ponds, flap gates and pump systems to manage tidal backflow, river/channel and downstream conveyance upgrades, and elevation of low-lying roads and platforms, with capital expenditure approved and tracked within development and asset plans.

Nature-based and hybrid measures, including wetlands, parks, constructed wetlands, natural waterways and selected permeable pavements, complement engineered solutions and provide community co-benefits. Flood risk management is supported by recurring inspection, desilting, maintenance and coordination with relevant authorities.

The Group recognises key dependencies and uncertainties, including desktop-model limitations (Swiss Re RDS), reliance on external infrastructure and regulatory actions, climate projection uncertainty and the need for sustained maintenance. Governance oversight is provided through established sustainability and risk structures, with plans to expand assessments, strengthen integration of risk information into planning and design, and update assumptions as data and methodologies mature.

Climate Risk and Its Impact On Business Model, Strategy and Value Chain

The Group’s business model is exposed to climate-related risks across land development, township planning, construction activities and long-term asset management. Physical risks, particularly flooding, may disrupt construction and project timelines, damage infrastructure and completed assets, increase construction and capital costs, affect insurance availability and premiums, raise operating and maintenance requirements, and impact community safety and accessibility, with stranded assets possible in a worst-case scenario.

Sustainability Statement

Transition risks, particularly carbon pricing and related regulatory measures, may increase operating costs (including carbon credits or offsets), require additional retrofitting and capital investment in energy efficiency and renewable energy, and increase construction costs through carbon-related impacts on materials. The Group adopts an adaptive planning approach that does not rely on a single climate outcome and is responsive to evolving risk profiles, regulatory requirements and market conditions.

Climate Resilience and Scenario Analysis (where applicable)

The Group assesses strategy resilience using climate-related scenario analysis across current (present day), short-term (FY2030) and long-term (FY2050) horizons, applying Shared Socioeconomic Pathways (“SSP”) 1, SSP2 and SSP5 pathways to test exposure under a range of plausible futures.

The physical assessment is described as desktop based (Swiss Re Risk Data & Services) and validated by business units, providing directional insights subject to modelling limitations; scenario analysis is used to inform preparedness and prioritisation rather than to predict precise outcomes.

The Board endorsed SSP2 (Middle of the Road) as the most relevant planning scenario at this stage while retaining other scenarios to test resilience under more accelerated or adverse pathways, with assumptions subject to periodic review as external conditions change.

Based on the climate-related scenario analysis performed, the Group considers its strategy and portfolio to be reasonably resilient across the assessed climate scenarios over the current, short- and long-term. While physical and transition risks are expected to increase over time under certain pathways, these risks are not assessed to threaten the viability of the Group’s business model, provided that planned adaptation, resilience and transition measures are progressively implemented.

The results of the scenario analysis continue to inform strategic planning, development sequencing and capital allocation decisions, with resilience considerations integrated into township planning, design standards and asset management practices.

Impact on Strategy and Financial Planning

Climate-related risks are managed within the ERM framework and integrated into strategic planning, development decision making and operational oversight rather than treated as standalone sustainability matters.

Climate-related assumptions can influence the timing, scale and prioritisation of operating and capital investments (including resilience measures, energy transition initiatives and nature based solutions).

EFFECTS ON FINANCIAL POSITION, PERFORMANCE AND CASH FLOWS

Sustainability-related and climate-related risks and opportunities influence the Group’s financial position, performance and cash flows primarily through capital allocation decisions, operating cost structures, development timelines and asset resilience considerations.

In the short-term, operating expenditures associated with sustainability- and climate-related initiatives, including resilience measures and energy transition activities, are embedded within project development and operating costs and are assessed to be within expected margins. Over the short- to long-term, capital investments in renewable energy, climate resilience and nature-based solutions are expected to support asset value preservation, operating cost efficiencies and long-term competitiveness.

The magnitude and timing of future transition costs (including potential carbon taxes and supply chain impacts) remain uncertain. Costs and expected impacts are assessed through the Annual Operating Plan and subject to Board review and approval, while heightened uncertainty areas are monitored and reassessed through ongoing transition planning and ERM processes.

In support of this assessment, the Group is building internal awareness of carbon pricing among management to strengthen understanding of carbon-related transition risks and opportunities. This preparatory work is intended to inform the design and phased implementation of an internal carbon pricing framework, supported by management engagement and structured socialisation across the organisation.

Quantitative financial effects have not been disclosed at the reporting date, as the necessary methodologies, assumptions and data inputs required to reliably estimate these effects including the interaction between climate scenarios, asset-level exposures, adaptation measures and external dependencies are still being developed. The Group is currently enhancing its internal systems, processes and analytical capabilities to strengthen the linkage between sustainability metrics and financial reporting and expects to provide clearer and more granular disclosures on such linkages progressively over the next reporting cycles.

OVERALL EXCLUSION, ASSUMPTIONS AND LIMITATION

The Group recognises that climate risk assessment methodologies continue to evolve and, accordingly, the current assessments are subject to defined exclusions and limitations, including the pilot scope of the physical climate risk assessment (covering seven townships only), reliance on high-level desktop-based screening tools and scenario data (validated by business units but not a substitute for asset-specific engineering or hydrological studies), and inherent uncertainty in climate scenarios and in-house assumptions developed in the absence of established industry benchmarks.

The assessment also does not yet include quantified financial impacts or exposures, and excludes certain assets, including those not yet constructed and those not directly controlled by the Group. In addition, certain physical hazard datasets (notably flood mapping) rely on static assumptions and may not fully reflect future land-use, drainage or local mitigation changes. As climate science, regulation, market responses and data availability evolve, assumptions and estimates may change; while considered reasonable for planning and risk management purposes, no assurance is given that they will remain accurate or that actual outcomes will align with current assessments.



Scarlet Skimmer, one of the 18 dragonfly species recorded in Bandar Bukit Raja Wetland Townpark.
Photo by Izereen Mukri, Ecologist, Sime Darby Property

CLIMATE-RELATED METRICS AND TARGETS

The Group uses climate-related metrics to monitor exposure to climate-related risks and opportunities and to track progress against its climate strategy and risk management objectives, with metrics applied consistently across the Group and integrated into business planning, asset development and operational decision-making.

Key metric categories include adaptation and resilience (e.g., percentage of assets that have undergone Climate Resilience Assessments or physical climate risk assessments), decarbonisation (e.g., energy consumption and intensity, renewable energy consumption and adoption of low-carbon construction materials) and operational efficiency (e.g., water efficiency and waste diversion, including outcomes from circular economy initiatives).

The Group also measures and discloses direct and indirect energy-related GHG emissions to support management of transition risks and progress towards its net zero targets, informing strategic planning and capital allocation.

The Group acknowledges that embodied carbon is a material contributor to Scope 3 emissions; however, Scope 3 embodied carbon data is currently limited across the value chain due to supplier-level data constraints and consistency limitations, and the Group is progressively addressing these gaps through collaboration and development of improved measurement tools.

Sustainability Statement

1. GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1, 2 AND WHERE RELEVANT SCOPE 3)

Our Greenhouse Gas ("GHG") emissions reporting is prepared in accordance with the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard* (2004), with 2023 established as the baseline year for targets set. Aligned with our Net Zero target by 2050, the Group also aspires to achieve a 40% reduction in Scope 1 and 2 emissions by 2030.

The Group has established emissions reduction targets aligned with its decarbonisation strategy, with a defined baseline year to track progress over the short to long term. In 2025, Scope 1 emissions increased to 1,029 tCO₂e (2024: 852 tCO₂e), while Scope 2 emissions increased to 19,290 tCO₂e (2024: 17,027 tCO₂e) on a location-based basis. The increase was primarily driven by higher levels of operational activity and the expansion of the reporting boundary during the year. To partially offset the increase in electricity-related emissions, the Group subscribed to 2,311 MWh of Green Electricity Tariff ("GET") in 2025, which supports renewable electricity generation and contributes to a reduction in market-based Scope 2 emissions by 1,789 tCO₂e.

Summary of gross GHG emissions

The table below summarises, for the Group and other investees, total GHG emissions for the year:

Metric tonnes of CO ₂ equivalent (tCO ₂ e)	2025
Scope 1 GHG emissions	
The consolidated accounting group	1,029
Other investees within the organisational boundary	0
Total Scope 1 GHG emissions	1,029*
Scope 2 (location-based) GHG emissions	
The consolidated accounting group	18,952
Other investees within the organisational boundary	338
Total Scope 2 GHG emissions	19,290*
Total Scope 1 and Scope 2 GHG emissions	20,318

* This data was subjected to an external limited assurance by an independent third party. Refer to the independent limited assurance report on page 166 of the Sustainability Report 2025.

The Group continues to implement initiatives to manage emissions, including improving energy efficiency and increasing the use of renewable energy through solar photovoltaic installations and participation in green electricity programmes.

The Group recognises that Scope 3 emissions, including embodied carbon across the supply chain, are material to its overall emissions profile. However, reliable and complete Scope 3 emissions data is not currently available across the value chain due to limitations in supplier-level data availability, data consistency, and methodological alignment.

Accordingly, the Group has applied the transition relief under IFRS S2 while strengthening supplier engagement, data collection processes and internal capabilities, with the objective of progressively expanding the scope and quality of Scope 3 disclosures over time. Notwithstanding these challenges, Scope 3 Category 6 (Business Travel) and Category 7 (Employee Commuting) emissions have been voluntarily quantified and are disclosed in the Annual Performance Data section of the Sustainability Report 2025.

Methodology, Inputs and Assumptions

Measurement methodologies for emissions are underpinned by the Group's internal management guidelines, which establish standard definitions, roles, data collection processes and internal controls. These methodologies are reviewed periodically to reflect evolving regulatory, assurance and stakeholder expectations, and to support consistent, decision useful disclosures.

The Group calculates its Scope 1 and Scope 2 GHG emissions using the indirect measurement method because direct measurement is not available.

The Group calculates its Scope 2 GHG emissions under both the location-based and market-based methods. A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity using emission factors from contractual instruments.

The methodologies, inputs and assumptions applied in measuring the Group's Scope 1 and Scope 2 GHG emissions are summarised below.

Category	Method	Activity Data	Emission Factors
Scope 1 GHG Emissions			
GHG emissions from fugitive sources, stationary combustion, and mobile combustion that are owned or controlled by the company.	- Fuel-based calculation method using actual fuel consumption multiplied by relevant emission factors. - Weight-based calculation using the actual weight of food composted multiplied by relevant emission factor.	- Fuel purchase record. - Refrigerant inventory records. - Total waste composted record.	- Conversion Factors 2025 published by the UK Department for Energy Security & Net Zero ("DESNZ"). - Conversion Factors 2024 published by the UK Department for Energy Security & Net Zero. - Emission Factors for Greenhouse Gas Inventories, March 9, 2018 published by the U.S. Environmental Protection Agency ("US EPA"). - Greenhouse Gas Protocol – IPCC Global Warming Potential Values v2.0. - Measuring Emissions Guide 2020 published by the New Zealand Ministry for the Environment. - Global Logistics Emissions Council Framework v3.2 published by the Smart Freight Centre ("SFC"). - Emission Factors for Greenhouse Gas Inventories, March 9, 2018 published by US EPA.
Scope 2 GHG Emissions			
GHG emissions from the purchase and consumption of electricity (location-based).	Supplier-specific method, calculated by applying national grid emission factors to purchased electricity consumption.	Electricity bills or invoices received from utility providers.	2022 National electricity grid emission factor published by Energy Commission for Peninsular Malaysia.

Sustainability Statement

2. ENERGY MANAGEMENT

Energy-related metrics are used by the Group to monitor and assess transition risk exposure, particularly risks arising from carbon pricing and evolving regulatory requirements. These metrics supports ongoing monitoring and scenario-based assessment of potential cost sensitivities and informs the Group's energy-efficiency and emissions-reduction actions aligned with its Net Zero targets for 2030 and 2050.

Energy-related metrics in the table below are used to measure the Group's progress in achieving its Net Zero targets for Scope 1 and 2 where the Group measures its GHG emissions based on operational control. Therefore, the energy consumption metric is measured and reported across all assets under the Group's financial control except for assets leased out to third parties where the Group does not retain operational control to be consistent with the targets in which this is measured.

In 2025, the Group reported a total energy consumption of 103,055 GJ (2024: 91,995 GJ). The increase in energy consumption during the year was due to higher levels of operational activity and the expansion of the reporting boundary. Electricity remained the largest contributor, accounting for 89,719 GJ or 87% of the Group's total energy consumption.

Methodology, Inputs and Assumptions

	Methodology to calculate metric	Activity Data	Measuring Unit	Total
Total energy consumption (entity-developed metric)				
– Purchased electricity	Total energy purchased and consumed by the Group's facilities during the reporting period, converted from kWh to GJ using the Conversion Factors 2025 published by the UK Department for Energy Security & Net Zero (DESNZ).	Consolidated electricity, fuel and solar energy data.	GJ	89,719
– Purchased fuel				11,553
– Solar				1,783
Total				103,055*

* This data was subjected to an external limited assurance by an independent third party. Refer to the independent limited assurance report on page 166 of the Sustainability Report 2025.

Bursa Malaysia Prescribed Table

Sime Darby Property Berhad
IFRS S2

Date & Time: 2026-04-15_08:56:37
FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
GHG emissions	Scope 1	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	10,29	Reduce Scope 1 and 2 Emissions by 40% by 2030 (from 2023 baseline) Net Zero by 2050	External (Limited)
GHG emissions	Scope 2 Location-based	Metric tonnes of carbon dioxide equivalents (tCO ₂ e)	19,290	Reduce Scope 1 and 2 Emissions by 40% by 2030 (from 2023 baseline) Net Zero by 2050	External (Limited)
Energy Management	Total Energy Consumption	GJ	103,055	Reduce Scope 1 and 2 Emissions by 40% by 2030 (from 2023 baseline) Net Zero by 2050	External (Limited)

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Corporate Information

Board of Directors

Dato' Rizal Rickman Ramli

(Non-Independent Non-Executive Chairman)

Dato' Seri Azmir Merican

(Group Managing Director & Chief Executive Officer)

Dato' Soam Heng Choon

(Senior Independent Non-Executive Director)

Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj
(Non-Independent Non-Executive Director)

Dato' Seri Ahmad Johan Mohammad Raslan

(Independent Non-Executive Director)

Datin Norazah Mohamed Razali

(Independent Non-Executive Director)

Dato' Mohamed Ridza Mohamed Abdulla

(Independent Non-Executive Director)

Dato' Hamidah Naziadin

(Independent Non-Executive Director)

Dr. Lisa Lim Poh Lin

(Independent Non-Executive Director)

Datuk Ir. Ho Hon Sang

(Independent Non-Executive Director)

Thayaparan Sangarapillai

(Independent Non-Executive Director)

(Appointed on 1 April 2026)

Nur Farahbi Shaari

(Non-Independent Non-Executive Director)

Nur Farhanah Mohd Radzif

(Alternate Director to Nur Farahbi Shaari)

(Appointed on 27 March 2026)

Group Managing Director & Chief Executive Officer

Dato' Seri Azmir Merican

Group Company Secretary

Noreen Melini Muzamli
SSM PC No. 201908002218
LS 0008290

Registered Office

Level 10, Block G
No. 2, Jalan PJU 1A/7A
Ara Damansara, PJU 1A
47301 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Tel. no. : +603-7849 5000
Fax no. : +603-7849 5688
E-mail : group.communications@
sime-darby-property.com
Website : www.sime-darby-property.com

Share Registrar

Tricor Investor & Issuing House
Services Sdn Bhd
Registration No. 197101000970
(11324-H)

Office:
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan
Malaysia

Tel. no. : +603-2783 9299
Fax no. : +603-2783 9222
Email : is.enquiry@vistra.com

Drop-in box located at:
Unit G-3, Ground Floor
Vertical Podium
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Wilayah Persekutuan
Malaysia

Auditors

PricewaterhouseCoopers PLT
(LLP0014401-LCA & AF 1146)

Level 10, Menara TH 1 Sentral
Jalan Rakyat
Kuala Lumpur Sentral
P.O. Box 10192
50706 Kuala Lumpur
Wilayah Persekutuan
Malaysia

Tel no. : +603-2173 1188
Fax no. : +603-2173 1288

Form of Legal Entity

Incorporated on 15 September 1973 as a private company limited by shares under the Companies Act 1965 and deemed registered under the Companies Act 2016.

Converted into a public company limited by shares on 2 October 2003.

Stock Exchange Listing

Listed on the Main Market of Bursa Malaysia Securities Berhad since 30 November 2017

Stock Code : 5288
Stock Name : SIMEPROP

Place of Incorporation and Domicile

Malaysia

Board Composition

DEMOGRAPHIC

Non-Independent Non-Executive Directors (including Chairman)  **3**

Independent Non-Executive Directors (including Senior Independent Non-Executive Director)  **8**

Executive Director (Group Managing Director & Chief Executive Officer)  **1**

ETHNICITY

MALAY  **8**

CHINESE  **3**

INDIAN  **1**

TENURE

Directors	Less than 3 years	3-6 years	7-9 years	More than 12 years
Dato' Rizal Rickman Ramli (Chairman)			✓	
Dato' Seri Azmir Merican		✓		
Tengku Datuk Seri Ahmad Shah Alhaj Ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj				✓
Dato' Seri Ahmad Johan Mohammad Raslan*			✓	
Datin Norazah Mohamed Razali*			✓	
Dato' Soam Heng Choon*		✓		
Dato' Mohamed Ridza Mohamed Abdulla*		✓		
Dato' Hamidah Naziadin*		✓		
Dr. Lisa Lim Poh Lin*		✓		
Datuk Ir. Ho Hon Sang*	✓			
Thayaparan Sangarapillai*	✓			
Nur Farahbi Shaari	✓			
Total	3	5	3	1

* Independent director

Note: The above information is as of 13 April 2026

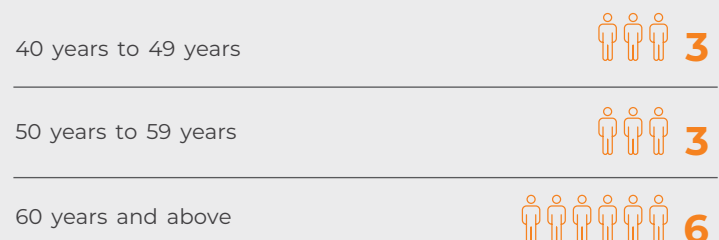
GENDER



NATIONALITY



AGE GROUP



Board of Directors' Profiles



DATO' RIZAL RICKMAN RAMLI

Non-Independent Non-Executive Chairman

Malaysian	Nationality
48 / Male	Age / Gender
5 April 2018	Date of Appointment
8 years	Length of Tenure as Director
Nil	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Master of Business Administration, Kellogg School of Management, Northwestern University, United States of America
- Bachelor of Arts, Economics (Hons), University of Chicago, United States of America

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Ekuiti Nasional Berhad

Present Appointment(s)

- Deputy President & Group Chief Executive, Permodalan Nasional Berhad ("PNB")

Expertise and Experience

Dato' Rizal Rickman Ramli, Chairman of Sime Darby Property since 7 May 2021, brings a distinguished blend of leadership and expertise in real estate and investments. In his capacity as Chairman of the Board, he exemplifies effective leadership qualities, characterised by meticulous preparation ahead of

meetings, strategic direction of meetings in ensuring adequate focus and discussion of key matters, encouraging robust discussions, and assurance of clear outcomes. Furthermore, he nurtures amicable relations among board members and shareholders, which facilitates alignment among stakeholders while ensuring the Company's interest is paramount.

His extensive skill set spans strategic planning, corporate strategy and investments. Concurrently, he serves as Deputy President & Group Chief Executive of PNB. In this role, he spearheads the overall operational activities within six key divisions - Strategy & Finance, Investments, Sales & Distribution, Operations, Corporate Affairs, and Human Capital.

Prior to his tenure at PNB, he held the role of Country Managing Partner at the Boston Consulting Group ("BCG") in Malaysia. His extensive experience at BCG, including assignments across 10 countries and a stint at BCG's London office, underscores his expertise in strategy development, driving business model innovation, fostering growth, and orchestrating corporate and industry-level transformations with precision and foresight. He was also on the board of Velesto Energy Berhad, Pelaburan Hartanah Nasional Berhad, MIDF Property Berhad and Villea Rompin Berhad.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of him being a Nominee Director of PNB.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

Legends:

NRC Nomination and Remuneration Committee	AC Audit Committee	BTC Board Tender Committee
RMC Risk Management Committee	BSC Board Sustainability Committee	



DATO' SERI AZMIR MERICAN

Group Managing Director & Chief Executive Officer

Malaysian	Nationality
55 / Male	Age / Gender
22 April 2020	Date of Appointment
5 years and 11 months	Length of Tenure as Director
Nil	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor's Degree in Business Administration (Finance), Haworth College of Business, Western Michigan University, United States of America
- Advanced Management Programme, Harvard Business School, United States of America

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Nil

Present Appointment(s)

- Vice President, Real Estate and Housing Developers' Association ("REHDA") Malaysia

Expertise and Experience

Dato' Seri Azmir Merican has over 30 years of corporate experience, with over 15 years spent at the senior most leadership role. He brings a rich blend of cross-functional expertise in investments & private equity, corporate advisory, as well as operational management into his current role and a leadership style known for driving transformation. He has helmed companies involved in engineering services, infrastructure services, healthcare support services, project and asset management. Dato' Seri Azmir started his career as an investment analyst with the Maybank Group, working in its venture capital and private equity business. He then moved to PricewaterhouseCoopers' ("PwC") corporate advisory arm where he managed assignments across multiple industries.

He subsequently held management roles in CIMB Investment Bank where he helped establish the bank's private equity business, managing proprietary and third-party funds.

In 2007, he was tapped for the top leadership role at AWC Berhad, the company was restructured into a leading provider of engineering services and integrated facilities management across Malaysia, Singapore and the Middle East.

In 2012, he was recruited as Group Chief Operating Officer, Business Units for UEM Group where he was tasked to oversee the company's "4th core" businesses, namely Faber Group Berhad, PROPEL Berhad, Opus Group Berhad and Opus International Plc across 12 countries. There, he successfully orchestrated the merger, acquisition, and integration of five companies across Healthcare Services, Infrastructure, Real Estate, and Consultancy, held under UEM Edgenta Berhad which he then led as Managing Director/CEO. The company became a key player in the region for Asset Management & Infrastructure Solutions, known for its early adoption and innovative use of IoT, data analytics, machine learning and AI which transformed its service delivery and way of working. It quickly achieved various industry recognitions amongst which, winning the Frost & Sullivan top industry leadership award for six consecutive years.

In 2020, Dato' Seri Azmir assumed his current role as Group Managing Director & Chief Executive Officer of Sime Darby Property Berhad. Working with the Board and management, he established the Group's SHIFT25 strategy and led its execution over the past five years, strengthening fundamentals, sharpening operational discipline, and repositioning the business beyond a traditional pure-play developer towards a more diversified real estate organisation. Building on these foundations, he is now leading the next phase of transformation under SHIFT32, a refreshed strategy focused on real estate development, investments and scaling operational capabilities.

In 2022, the Group established its Purpose, which has since been refined to "Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet". This reflects a shift from aspiration to action, clearly anchoring real estate as the foundation for value creation. Dato' Seri Azmir was named Property CEO at the FIABCI Malaysia Property Award in 2025. He was previously named Outstanding Property CEO at the 2023 Edge Top Property Developer Awards and received a Gold award in the Most People-Focused CEO category at the 2024 HR Excellence Awards.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- Other than 100,000 ordinary shares directly held in the Company, he had no indirect shareholding in the Company during the financial year ended 31 December 2025.

Board of Directors' Profiles



DATO' SOAM HENG CHOON

Senior Independent Non-Executive Director

Malaysian	Nationality
66 / Male	Age / Gender
1 July 2020	Date of Appointment
5 years and 9 months	Length of Tenure as Director
NRC RMC BTC	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor of Science in Civil Engineering, University of Strathclyde, United Kingdom

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Amanat Lebuhraya Rakyat Berhad

Present Appointment(s)

- Nil

Expertise and Experience

Dato' Soam Heng Choon brings a wealth of experience in the property industry and a diverse skill set spanning civil and mechanical engineering, quantity surveying, project management, regulatory affairs, and government relations. He actively contributes and provides invaluable insights and guidance to Board and Board Committees' deliberations.

With a career that began in 1979 at the Ministry of Works, Dato' Soam rose through the ranks to serve as an Executive Engineer until 1989. He then transitioned to Road Builder (M) Holdings Berhad Group, where he held various roles, culminating in his appointment as Executive Director by 2003.

In 2004, Dato' Soam assumed the role of Executive Director at RB Land Holdings Berhad (now IJM Land Berhad), where he led the property division within the Road Builder Group. Progressing swiftly, he was appointed Managing Director of IJM Land Berhad in 2006 and subsequently as Chief Executive Officer and Managing Director in 2010.

He was appointed the Chief Executive Officer and Managing Director of IJM Corporation Berhad in 2015, where he played a pivotal role in expanding various divisions within the IJM Group until his retirement in 2019.

Beyond his corporate roles, he has made significant contributions to the industry, serving as President of Real Estate and Housing Developer's Association ("REHDA") Malaysia from 2018 to 2022 and as a Board member of Construction Industry Development Board ("CIDB") Malaysia from 2020 to 2022 and Chairman of Construction Research Institute of Malaysia ("CREAM") from 2022 to 2023. He also served as a Director of Construction Labour Exchange Centre Berhad ("CLAB") from September 2016 to March 2025.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.



TENGKU DATUK SERI AHMAD SHAH

ALHAJ IBNI ALMARHUM SULTAN

SALAHUDDIN ABDUL AZIZ SHAH ALHAJ

Non-Independent Non-Executive Director

Malaysian	Nationality
70 / Male	Age / Gender
31 December 2010	Date of Appointment
15 years and 3 months	Length of Tenure as Director
BTC Chairman	Membership of Board Committees
RMC	
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Diploma in Business Administration, Universiti Teknologi MARA

Present Directorship(s)

Other Listed Entity(ies)

- Chairman, Tuju Setia Berhad
- Director, Mycron Steel Berhad

Other Public Company(ies)

- Nil

Present Appointment(s)

- Chairman, Landas Efektif Sdn Bhd, I-City (Selangor) Sdn Bhd, Titas Holding Sdn Bhd, Advan and City Properties Sdn Bhd
- Director, Red Giant Sdn Bhd

Expertise and Experience

YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj possesses vast business acumen and expertise in the property development industry gained from his tenure in various public listed and private enterprises. His career journey began with Charles Bradburne (1930) Sdn Bhd, where he served as a broker from 1974 to 1981, laying a solid foundation for his subsequent achievements and contributions to the industry. His extensive network and deep institutional knowledge of the Group over four decades enable him to provide invaluable guidance to the Group.

Throughout his esteemed career, he has held positions in a diverse array of listed and private companies. Notable among these are his directorship in TTDI Development Sdn Bhd from 1978 to 2000, Sime UEP Properties Berhad from 1983 to 1987, Tractors Malaysia Holdings Berhad from 1987 to 2007, as a member of the Supervisory Committee and Audit Committee of the property division of Sime Darby Berhad from 2008 to 2010, as a Chairman of Sime Darby Medical Centre Subang Jaya Sdn Bhd from 1987 to 2013 and Dutaland Berhad in 2009 to 2023 (of which he served as Chairman since 2010).

YAM Tengku Datuk Seri Ahmad Shah Alhaj had actively participated in multiple welfare organisations and dedicates himself to philanthropic efforts. Notably, he served as a valued member of the Board of Trustees for Cancer Research Malaysia from 2008 to 2022, demonstrating his commitment to advancing healthcare and scientific research initiatives aimed at combating cancer.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of him being a Nominee Director of PNB and a Chairman of Tuju Setia Berhad.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

Board of Directors' Profiles



**DATO' SERI AHMAD JOHAN
MOHAMMAD RASLAN**
Independent Non-Executive Director

Malaysian	Nationality
66 / Male	Age / Gender
12 July 2017	Date of Appointment
8 years and 9 months	Length of Tenure as Director
AC BSC Chairman	Membership of Board Committees
NRC	
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor of Economics (Hons) in Economics and Accountancy, University of Hull, United Kingdom

Professional Qualification/Membership(s)

- Fellow, Institute of Chartered Accountants in England and Wales ("ICAEW")
- Member, Malaysian Institute of Certified Public Accountants ("MICPA")
- Member, Malaysian Institute of Accountants ("MIA")

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Chairman, YTL Digital Bank Berhad

Present Appointment(s)

- Board Member, Institute of Corporate Directors Malaysia ("ICDM")
- Chairman, Audit Oversight Board of Securities Commission Malaysia

Expertise and Experience

Dato' Seri Johan Raslan brings extensive global experience in audit and financial advisory services, positioning him as a trusted advisor with deep expertise across sectors and geographies. As the former Executive Chairman of a leading audit firm, he engaged extensively with boards of directors,

business leaders, and regulatory bodies. He provides invaluable insights on governance, finance, audit and sustainability matters.

Starting with Robson Rhodes Chartered Accountants in 1981, Dato' Seri Johan transitioned to Price Waterhouse in London in 1990, then returned to Malaysia in 1992 to join Price Waterhouse Kuala Lumpur. He became a Partner in 1993 and was involved in the firm's merger with Coopers & Lybrand, to form PricewaterhouseCoopers ("PwC") in 1998. He was appointed Executive Chairman of PwC Malaysia in 2004 and later became Joint Executive Chairman for the PwC Southeast Asia Peninsular Region in 2008.

At PwC, Dato' Seri Johan participated in the Global Public Policy Committee and the Global Diversity & Inclusion Council. He was also appointed by the Minister of Finance to key government bodies like the Financial Reporting Foundation and Kumpulan Wang Persaraan (Diperbadankan). Furthermore, he actively engaged with regulators to shape Malaysia's financial markets, serving on committees under the Securities Commission and the Central Bank of Malaysia.

Dato' Seri Johan has held directorships in private companies such as Prima Ekuiti (UK) Limited and QPR Holdings Ltd, and played significant roles in Eco World International Berhad and AMMB Holdings Bhd. His broad expertise and industry involvement highlight his invaluable contributions to the Group and to the broader corporate and regulatory landscape of Malaysia.

Declaration

- He does not have any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of him being a Director of ICDM.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.



Datin Norazah Mohamed Razali
Independent Non-Executive Director

Malaysian	Nationality
55 / Female	Age / Gender
12 July 2017	Date of Appointment
8 years and 9 months	Length of Tenure as Director
Membership of Board Committees	
NRC Chairman	
AC BSC	
9/9	Board Meeting Attendance in 2025

Academic Qualification(s)

- Master of Business Administration (“MBA”), Imperial College Business School, University of London, United Kingdom
- Diploma in Management, Imperial College, London, United Kingdom
- Bachelor of Laws (Hons) International Islamic University Malaysia

Professional Qualification/Membership(s)

- Admitted to the Malaysian Bar (1994)

Present Directorship(s)

Other Listed Entity(ies)

- MISC Berhad

Other Public Company(ies)

- Permodalan Nasional Berhad (“PNB”)

Present Appointment(s)

- Independent Director, Cradle Fund Sdn Bhd
- Independent Director, Kapital DX Sdn Bhd
- Chairman, Kwasa Land Sdn Bhd
- Chairman, Kwasa Utama Sdn Bhd

Expertise and Experience

Datin Norazah Mohamed Razali brings over two decades of extensive experience in advising both private and public sector clients on growth strategy, transformation, restructuring, talent development, sustainability and risk management. Her consultancy work spans various sectors, including industrial goods, education, and infrastructure, covering topics from large-scale transformation to human capital development and industry restructuring.

Declaration

- She does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of her being an Independent Director of PNB.
- She has complied with the Company's Conflict of Interest Policy.
- She has not been convicted of any offences within the past five (5) years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

As Chair of the Nomination and Remuneration Committee, Datin Norazah effectively leads discussions, providing valuable input and exercising independent judgement in the best interests of the Company during Board and committee meetings.

Starting her career as a solicitor at Sidek, Teoh, Wong & Dennis in 1994, Datin Norazah pursued further studies in the United Kingdom, obtaining her MBA in 1998. She then joined Booz, Allen & Hamilton in Singapore before transitioning to the Boston Consulting Group (“BCG”) in 2000.

Over the years, she ascended to the role of Partner and Managing Director at BCG, where she held various leadership roles, including leading BCG Malaysia and the Public Sector Practice in Malaysia. She was also instrumental in driving initiatives like the Women's Initiative Programme in Southeast Asia to promote diversity in leadership roles.

Datin Norazah’s tenure at BCG culminated in her role as a Senior Advisor (Public Sector Practice, BCG Malaysia) from August 2017 to December 2022, showcasing her commitment to driving strategic impact beyond formal leadership positions.

Board of Directors' Profiles



DATO' MOHAMED RIDZA MOHAMED ABDULLA

Independent Non-Executive Director

Malaysian	Nationality
56 / Male	Age / Gender
1 July 2020	Date of Appointment
5 years and 9 months	Length of Tenure as Director
RMC Chairman AC BTC	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor of Laws, International Islamic University Malaysia (First Class Hons)
- Graduate Institute of Chartered Secretaries and Administrators (London)

Professional Qualification/Membership(s)

- Advocate and Solicitor of the High Court of Malaya
- Fellow, Chartered Institute of Adjudicators
- Fellow, Institute of Chartered Secretaries & Administrators (London) ("FCIS")

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Nil

Present Appointment(s)

- Managing Partner, Messrs Mohamed Ridza & Co
- Board Member, Consumer Credit Commission (Malaysia)
- Board Member, OIC Arbitration Centre, Istanbul, Turkey
- Chairman, Asia-Pacific Region, LAWorld

Expertise and Experience

Dato' Mohamed Ridza Mohamed Abdulla possesses extensive expertise in legal advisory encompassing foreign and multinational companies, venture capitalist transactions, capital markets, and real estate projects. His wealth of experience and knowledge enriches discussions at Board and Committee meetings, particularly as Chairman of the Risk Management Committee, where he adeptly guides decision-making processes.

As the Managing Partner of Mohamed Ridza & Co ("MRCO"), a boutique law firm recognised internationally by Legal 500 and Chambers & Partners Asia, Dato' Ridza leads a distinguished team. MRCO is affiliated with LAWorld, a network of boutique law firms based in the United Kingdom and Spain.

Previously, Dato' Ridza served as a partner at Zaid Ibrahim & Co and began his career at Rashid & Lee. He also held the role of Group Legal Adviser at Arab Malaysian Corporation Berhad before joining Technip Asia Pacific, where he served as General Legal Counsel in Kuala Lumpur and Paris, France.

He was also on the board of Bank Islam Malaysia Berhad, KPJ Healthcare Berhad, BIMB Investment Management Berhad, Theta Edge Berhad, Tabung Haji Travel & Services Sdn Bhd and Pelangi Berhad.

Dato' Ridza's advisory portfolio spans corporate, telecommunications, ESG advisory, technology and financing sectors, including mergers and acquisitions, public company listings, joint ventures, and consortium agreements. He is renowned for his expertise in Islamic banking and finance, offering counsel to clients globally. In the realm of construction law, Dato' Ridza has negotiated contracts for projects ranging from oil, gas, and petrochemical ventures to light railway transit systems and road projects across Asia, Australia, Europe, the Middle East, and the USA. Dato' Ridza's contributions to the legal field have earned him acclaim, including recognition as one of the top 100 lawyers in Malaysia by Asia Business Journal in year 2019 to 2022.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of him being a Managing Director of MRCO.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.



DATO' HAMIDAH NAZIADIN

Independent Non-Executive Director

Malaysian	Nationality
62 / Female	Age / Gender
1 October 2021	Date of Appointment
4 years and 6 months	Length of Tenure as Director
NRC BSC	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor of Laws, University of Wolverhampton, United Kingdom
- Certificate in Personnel Management, Malaysian Institute of Personnel Management

Professional Qualification/Membership(s)

- Certified in-house Facilitator – Franklin Covey's the 7 Habits of Highly Effective People for CIMB Group

Present Directorship(s)

Other Listed Entity(ies)

- Maxis Berhad
- Nestle (Malaysia) Berhad
- Mr D.I.Y. Group (M) Berhad

Other Public Company(ies)

- Nil

Present Appointment(s)

- Board Member, Yayasan Wilayah Persekutuan
- Board Member, Institute of Corporate Directors Malaysia ("ICDM")

Expertise and Experience

Dato' Hamidah Naziadin brings over three decades of strategic human resources ("HR") and leadership expertise in the financial services sectors across Malaysia and ASEAN. Renowned for her dedication to talent development and retention, she has distinguished herself in key HR and leadership roles within the industry. Her commitment to advancing corporate social

responsibility initiatives underscores her holistic approach to organisational success, particularly in community development, sports, education and youth financial literacy. This breadth of focus equips her to provide invaluable input and perspectives at Board and Board Committees' discussions.

Beyond her professional endeavours, Dato' Hamidah is deeply involved in mentoring and coaching young talent and women across various platforms, reflecting her passion for nurturing the next generation of leaders.

As the former Group Chief People Officer of the CIMB Group until October 2020, Dato' Hamidah spearheaded innovative people strategies, fostering an agile workforce and leveraging technology to enhance the employee experience. Her leadership was instrumental in successfully integrating resources during mergers and acquisitions, contributing to CIMB's growth and expansion across Malaysia, ASEAN and the APAC regions. Her strategic HR initiatives have earned widespread recognition, reflected in numerous industry awards.

In her role as Chief Executive Officer of CIMB Foundation from May 2016 to October 2020, Dato' Hamidah championed impactful corporate social responsibility initiatives, positioning CIMB as a socially responsible organisation committed to making a difference in the communities it serves. Her tenure saw significant contributions to community development, education and youth empowerment, aligning with CIMB's mission to create a positive impact beyond business objectives.

Declaration

- She does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company, except which may arise by virtue of her being a Director of ICDM.
- She has complied with the Company's Conflict of Interest Policy.
- She has not been convicted of any offences within the past five (5) years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

Board of Directors' Profiles



DR. LISA LIM POH LIN

Independent Non-Executive Director

Malaysian	Nationality
49 / Female	Age / Gender
1 October 2021	Date of Appointment
4 years and 6 months	Length of Tenure as Director
RMC BSC	Membership of Board Committees
9/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Doctor of Philosophy ("PhD"), Masters and Bachelor in Engineering, University of Cambridge, United Kingdom ("UK")

Professional Qualification/Membership(s)

- Chartered Financial Analyst ("CFA")

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Nil

Present Appointment(s)

- Board Trustee and Investment Committee Member of Foundation Scotland
- Head of Asia ex-Japan Equities, Rathbones Group

Expertise and Experience

Dr. Lisa Lim Poh Lin brings over two decades of experience across academia, investment management, and board advisory roles. She is currently the Head of Asia ex-Japan Equities in Rathbones Group in London. Prior to joining the investment industry, she was in academic research and was an Assistant Professor in Engineering at the National University of Singapore.

Drawing from her investment, academic and advisory background, Dr. Lisa contributes independent perspectives to Board and Committee discussions, particularly on matters relating to investment considerations, sustainability and long-term value creation.

Dr. Lisa currently serves as a Board Trustee of Foundation Scotland. Her interests in her board and advisory roles include best practice corporate governance and sustainability. She is also a former Independent Non-Executive Director of Axiata Group and Investment Committee Member of CFA UK.

Dr. Lisa was a recipient of Malaysia's Public Services Commission Full Scholarship for her undergraduate studies and a recipient of the Cambridge Commonwealth Trust Full Scholarship for her doctoral research at the University of Cambridge. Her academic interests are in the areas of innovation, technology management and sustainable business models. Dr. Lisa maintains an interest in academic research and her research contributions continue to be cited in international journals.

Declaration

- She does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company.
- She has complied with the Company's Conflict of Interest Policy.
- She has not been convicted of any offences within the past five (5) years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.



DATUK IR. HO HON SANG
Independent Non-Executive Director

Malaysian	Nationality
65 / Male	Age / Gender
1 January 2025	Date of Appointment
1 year 3 months	Length of Tenure as Director
ACBTC	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Civil Engineering from University of Malaya

Professional Qualification/Membership(s)

- Member of Board of Engineers Malaysia, a registered Professional Engineer with Practicing Certificate
- Member of The Institution of Engineers, Malaysia, Professional Engineer

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Nil

Present Appointment(s)

- President of Real Estate and Housing Developers' Association ("REHDA") Malaysia
- Board Member, Construction Industry Development Board ("CIDB") Malaysia
- Director, Battersea Power Station Development Company Limited
- Board of Trustees of World Vision Malaysia

Expertise and Experience

Datuk Ir. Ho Hon Sang has close to 40 years of experience in the property development industry, as well as relevant fields which include engineering, consultancy, road privatisation, and general management. He began his professional career as an engineer in ESA Jurutera Perunding Sdn Bhd in 1984, contributing to the development of the North-South Expressway.

In 1988, Datuk Ir. Ho joined PLB Engineering Berhad and UEM Group, where he held various roles, eventually rising to Senior Project Manager before departing in 1995. Throughout his career, he has played a key role in property development and investment, overseeing a diverse range of projects including master-planned townships and integrated developments with retail, commercial, educational, medical, hospitality, and leisure components.

In 1995, Datuk Ir. Ho joined Sunway Group, where he served until 2013, including a tenure as Managing Director of the Property Development Division. From 2013 to June 2016, he was the Chief Executive Officer of Sunsuria Berhad. Datuk Ir. Ho then joined Mah Sing Group Berhad as the Chief Executive Officer on 1 August 2016 and was later redesignated as Group Chief Executive Officer in 2021, a role he held until January 2024.

In his role as an Independent Director, Datuk Ir. Ho draws on his extensive experience in property development, infrastructure and construction-related sectors, as well as his active involvement industry bodies. His perspectives contribute to discussions on development strategy, execution risks and evolving property market conditions, supporting sound judgement and effective oversight at the Board and Committee level.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

Board of Directors' Profiles



THAYAPARAN SANGARAPILLAI

Independent Non-Executive Director

Malaysian	Nationality
71 / Male	Age / Gender
1 April 2026	Date of Appointment
0.5 month	Length of Tenure as Director
AC BSC	Membership of Board Committees
Not applicable	Board Meeting Attendance in 2025

Professional Qualification/Membership(s)

- Fellow of the Institute of Chartered Accountants in England and Wales
- Member of the Malaysian Institute of Certified Public Accountants
- Member of the Malaysian Institute of Accountants

Present Directorship(s)

Other Listed Entity(ies)

- Sime Darby Berhad
- Robi Axiata PLC (listed on the Stock Exchange of Bangladesh)

Other Public Company(ies)

- Nil

Present Appointment(s)

- Nil

Expertise and Experience

Thayaparan Sangarapillai brings over 35 years of experience in audit, assurance and business advisory services across a wide range of industries, including property development, plantation, manufacturing, telecommunications, automotive and trading sectors.

He joined Price Waterhouse (now PricewaterhouseCoopers, PwC) in Kuala Lumpur in 1983. He was a Partner in the Assurance Services of PwC Malaysia from 1994 and served in that capacity until his retirement as Senior Partner in 2015. During his tenure, he had led numerous audit and advisory engagements, including mergers & acquisitions, initial public offerings, finance function effectiveness reviews and cross-border assignments.

Currently, Thayaparan is a Senior Independent Non-Executive Director of Sime Darby Berhad and serves as Chairman of the Governance & Audit Committee as well as a member of the Risk Management & Sustainability Committee. He is also the Chairman of Robi Axiata PLC, a subsidiary of Axiata Group Berhad, and previously served as a Director of Axiata Group Berhad and Chairman of its Board Audit Committee and Board Sustainability Committee from 2020 to 2024.

With his professional background and board experience, Thayaparan brings assurance-focused and independent perspectives to Board and committees deliberations, particularly on financial reporting, internal controls, risk management and governance matters. His experience also supports the work of the Board Sustainability Committee, particularly in strengthening governance and assurance processes underpinning the Group's sustainability reporting.

Declaration

- He does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of him being a Director of Sime Darby Berhad.
- He has complied with the Company's Conflict of Interest Policy.
- He has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.



NUR FARAHBI SHAARI

Non-Independent Non-Executive Director

Malaysian	Nationality
40 / Female	Age / Gender
1 September 2023	Date of Appointment
2 years and 7 months	Length of Tenure as Director
BSC	Membership of Board Committees
10/10	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor of Science (Economics), University of Warwick
- Certificate in Shariah, International Islamic University Malaysia

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Nil

Present Appointment(s)

- Head of Real Estate, Permodalan Nasional Berhad ("PNB")

Expertise and Experience

Nur Farahbi Shaari brings over fourteen years of expertise in leading the development and execution of value creation strategies across diverse investment portfolios, with a distinct focus on real estate and strategic investments. Her extensive hands-on experience in managing investment transactions, navigating crossborder deals, and providing valuable input during deliberations at meetings of the Board and Board Sustainability Committee of Sime Darby Property underscores her contribution to strategic decision-making.

Since joining PNB in 2009, Farahbi has held various roles spanning different divisions, including Investment Evaluation, Office of the President & Group Chief Executive, Risk Management, Strategic Investments and Real Estate. Her tenure has seen her adeptly manage investment transactions, negotiate cross-border deals, and navigate complex corporate finance structures. Notably, she has played a pivotal role in enhancing the performance of PNB's private Real Estate Investment Trust ("REIT") and overseeing a multifaceted real estate portfolio.

Farahbi's expertise extends to formulating comprehensive investment strategies, optimising commercial leasing arrangements, and ensuring efficient facilities management practices. Her practical experience across the investment lifecycle, from evaluation to execution and management, has contributed significantly to PNB's success in the dynamic investment landscape, particularly in the recent post-pandemic period.

As Head of Real Estate, Farahbi's leadership has been instrumental in driving the growth of PNB's real estate investment portfolio and delivering sustainable value to its stakeholders.

Declaration

- She does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except which may arise by virtue of her being a Nominee Director of PNB.
- She has complied with the Company's Conflict of Interest Policy.
- She has not been convicted of any offences within the past five (5) years nor has she been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

Board of Directors' Profiles



NUR FARHANAH MOHD RADZIF

Alternate Director to Nur Farahbi Shaari

Malaysian	Nationality
35 / Female	Age / Gender
27 March 2026	Date of Appointment
0.5 month	Length of Tenure as Director
Nil	Membership of Board Committees
Not applicable	Board Meeting Attendance in 2025

Academic Qualification(s)

- Bachelor of Engineering (Engineering Physics), McMaster University
- Certificate in Finance, Accounting and Business ("CFAB"), Institute of Chartered Accountants in England and Wales ("ICAEW")

Professional Qualification/Membership(s)

- Member of the Chartered Financial Analyst ("CFA")

Present Directorship(s)

Other Listed Entity(ies)

- Nil

Other Public Company(ies)

- Nil

Present Appointment(s)

- Manager of Strategic Investments, Permodalan Nasional Berhad ("PNB")

Expertise and Experience

Nur Farhanah Mohd Radzif is currently a Team Lead within Strategic Investments, PNB. In this capacity, she is responsible for monitoring and value creation initiatives of PNB's strategic and core investee companies.

She began her career as an Analyst at Accenture, before joining Sime Darby Berhad under the Group Strategy and Innovation Division. She subsequently expanded her strategic and transformation experience with roles in the Group Value Creation team of Sime Darby Plantation Berhad (now known as SD Guthrie Berhad) from 2017 to 2019, followed by a role in Strategic Programme Management within the Group Strategy Division of CIMB Bank Berhad from 2019 to 2020. Since 2020, she has been part of the Strategic Investments team at PNB.

Over the course of her career, Farhanah has gained exposure across multiple areas including corporate strategy and transformation, mergers & acquisitions, and value creation.

Declaration

- She does not have any conflict of interest with the Company or any family relationship with any other Director and/or major shareholders of the Company except by virtue of her being the Alternate Director to Nur Farahbi Shaari, Nominee Director of PNB.
- She has complied with the Company's Conflict of Interest Policy.
- She has not been convicted of any offences within the past five (5) years nor has he been imposed of any public sanction or penalty by any relevant regulatory bodies during the financial year ended 31 December 2025.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2025.

Executive Leadership Composition

ETHNICITY

Group Managing Director & Chief Executive Officer

Bumiputera  1

Senior Management

Bumiputera       6

Chinese           10

Indian  1

Others  1

GENDER

Group Managing Director & Chief Executive Officer

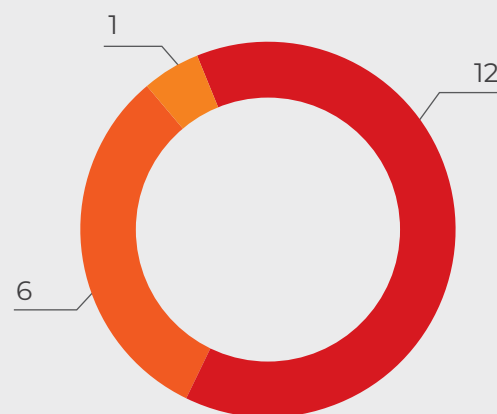
Male  1

Senior Management

Male           12

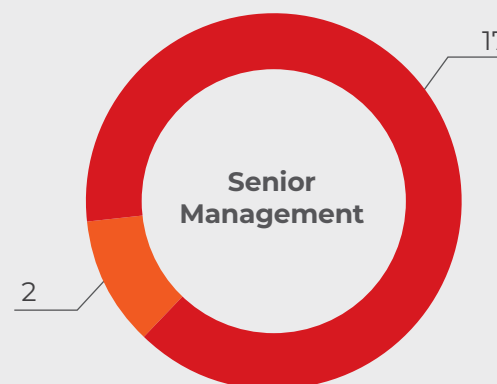
Female      6

AGE GROUP



- 40 – 49 years
- 50 – 59 years including Group Managing Director & Chief Executive Officer
- 60 years and above

NATIONALITY



- Malaysian including Group Managing Director & Chief Executive Officer
- Non-Malaysian

Executive Leadership Profiles



DATO' SERI AZMIR MERICAN

Group Managing Director &
Chief Executive Officer

Malaysian	Nationality
55 / Male	Age / Gender
22 April 2020	Date Joined

Academic/Professional Qualification(s)

- Bachelor's Degree in Business Administration (Finance), Haworth College of Business, Western Michigan University, United States of America
- Advanced Management Programme, Harvard Business School, United States of America

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

For details of Dato' Seri Azmir Merican's profile, please refer to page 211 of this Integrated Annual Report.



BETTY LAU SUI HING

Group Chief Financial Officer

Non-Malaysian (Permanent Resident of Malaysia)	Nationality
63 / Female	Age / Gender
3 December 2018	Date Joined

Academic/Professional Qualification(s)

- Associate of The Malaysian Institute of Chartered Secretaries and Administrators ("MAICSA")
- Fellow Member of the Association of Chartered Certified Accountants, United Kingdom ("FCCA")
- Member of the Malaysian Institute of Accountants ("MIA")

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2018: Chief Financial Officer, Malaysia Land Group of Companies
- 2010-2017: Chief Financial Officer, IOI Properties Group Berhad
- 2009-2010: Group Financial Controller, INTI Education Group, Laureate International Universities
- 2004-2009: Chief Financial Officer, Cosmos Discovery Sdn Bhd
- 2001-2004: Financial Controller, Seremban Golf Resort Berhad
- 1998-2001: Corporate Controller, Appiant Technologies Inc, Group of Companies

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.



**DATO' IR. MOHD SOHIMIN
MOHD ALAYEDIN**
Managing Director, Property Development

Malaysian	Nationality
58 / Male	Age / Gender
18 August 2025	Date Joined

Academic/Professional Qualification(s)

- Bachelor of Science in Civil Engineering, California State University, Long Beach, United States of America
- Member of The Institution of Engineers, Malaysia
- Professional Engineer, Board of Engineers Malaysia

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2024-2025: Chief Development Officer, Property Development, RUA AlHaram AlMakki Co., Saudi Arabia
- 2022-2024: Chief Executive Officer, Property Development, Sime Darby Property Berhad
- 2020-2022: Chief Operating Officer – Township Development, Sime Darby Property Berhad
- 2013-2020: Managing Director, Project, Tropicana Corporation Berhad
- 2012-2013: Head of Project Management, Glenmarie Properties Sdn Bhd
- 2003-2012: General Manager, Planning, Development & Technical Audit, Kumpulan Hartanah Selangor Berhad
- 1997-2003: Head of Technical Department, Central Spectrum (M) Sdn Bhd
- 1994-1997: Assistant Project Manager, Sunway City Berhad
- 1992-1994: Site Engineer, PKNS Engineering & Construction Berhad
- 1991-1992: Site Engineer, Kulim Enterprise Sdn Bhd



APPOLLO LEONG YONG KUAN
Chief Operating Officer
– Township Development

Malaysian	Nationality
47 / Male	Age / Gender
3 October 2011	Date Joined

Academic/Professional Qualification(s)

- Master of Science in Property Appraisal and Management, Sheffield Hallam University, United Kingdom
- Bachelor's Degree in Architecture, Manchester Metropolitan University and The University of Manchester, United Kingdom
- Bachelor of Applied Science in Architectural Technology, Curtin University, Australia
- Member of the Royal Institution of Chartered Surveyors ("MRICS")
- Member of the Royal Institute of British Architects ("RIBA")

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2021-2022: Deputy Chief Operating Officer – Township Development, Sime Darby Property Berhad
- 2020-2021: Senior General Manager, Business Unit 1, Sime Darby Property Berhad
- 2017-2019: General Manager, Business Unit 1, Sime Darby Property Berhad
- 2015-2017: Head of Cluster 1, Sime Darby Property Berhad
- 2014-2015: Head of Township, Elmina West & Puchong Land, Sime Darby Property Berhad
- 2011-2014: Development Manager, Sime Darby Property Berhad
- 2009-2011: Planning & Development Consultant, Peel Group, United Kingdom

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.

Executive Leadership Profiles



DATUK IR. MOHD IDRIS ABDULLAH

Chief Operating Officer –
Integrated Development

Malaysian

Nationality

57 / Male

Age / Gender

1 February 2012

Date Joined

Academic/Professional Qualification(s)

- Bachelor's Degree in Civil Engineering (Hons), Universiti Teknologi Malaysia
- Member of The Institution of Engineers Malaysia
- Professional Engineer, Board of Engineers, Malaysia

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2020: Senior General Manager, Business Unit 2 | Acting General Manager, Business Unit 3, Sime Darby Property Berhad
- 2017-2020: General Manager, Business Unit 2, Sime Darby Property Berhad
- 2015-2017: Head of Cluster 2, Sime Darby Property Berhad
- 2014-2015: Head of Township, Bandar Bukit Raja 2 & 3, Sungai Kapar Indah & Jalan Acob, Sime Darby Property Berhad
- 2012-2014: Head of Township, Nilai Impian 1 & 2 and Planters' Haven 1 & 2, Sime Darby Property Berhad
- 2008-2012: Held various positions in IJM Corporation and the last being the Head of Properties, IJM India
- 1991-2008: Project Manager, Road Builder Group of Companies



AURELIA LEE MAY YOKE

Chief Operating Officer –
Investment & Asset Management

Malaysian

Nationality

41 / Female

Age / Gender

12 May 2020

Date Joined

Academic/Professional Qualification(s)

- Master of Finance, RMIT University Malaysia
- Bachelor's Degree in Biotechnology, Monash University Malaysia

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2022-2023: General Manager, Corporate Planning & Development, Sime Darby Property Berhad
- 2020-2021: General Manager, Corporate Planning & Development | Acting Head, Investment & Asset Management, Sime Darby Property Berhad
- 2018-2020: Head of Corporate Strategy, UEM Edgenta Berhad
- 2011-2018: Vice President, Investments, Khazanah Nasional Berhad
- 2009-2011: Manager, Corporate Finance, RHB Investment Bank Berhad

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.



DATUK LAI SHU WEI
Chief Marketing & Sales Officer

Malaysian

Nationality

53 / Male

Age / Gender

1 April 2021

Date Joined

Academic/Professional Qualification(s)

- Bachelor of Science in Business Administration, Tri-State University, United States of America
- Executive Programme, Advanced Strategic Management, IMD Business School, Switzerland

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2017-2021: Vice President & Head of Marketing, Commercial Division, Telekom Malaysia Berhad
- 2015-2017: Chief Marketing Officer, Webe Digital Sdn Bhd (a Telekom Malaysia company)
- 2013-2014: Group Chief Marketing & Head of Analytics, Standard Chartered Bank Malaysia Berhad
- 2005-2013: Senior General Manager, Maxis Berhad
- 2003-2005: Group Brand Manager, Johnson & Johnson Sdn Bhd
- 2001-2003: Senior Brand Manager, Nestle (Malaysia) Berhad
- 1999-2001: Franchise Manager, Johnson & Johnson ASEAN
- 1995-1999: Senior Brand Manager, Lam Soon Malaysia Berhad



CHUA ENG IMM
Chief People Officer

Malaysian

Nationality

52 / Female

Age / Gender

1 May 2023

Date Joined

Academic/Professional Qualification(s)

- Master of Business Administration in Human Resource Management, University of Wales
- Certified Credit Professionals (Consumer), Institute of Bankers Malaysia

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2019-2023: Regional Head, Organisation Design, Workforce Planning and Analytics, CIMB Group Holdings Berhad
- 2018-2019: Regional Head, Workforce Planning & Talent Acquisition, CIMB Group Holdings Berhad
- 2015-2018: Regional Head, Organisation Design & Workforce Planning, CIMB Group Holdings Berhad
- 2007-2015: HR Relationship Manager, CIMB Bank
- 1995-2007: Assistant Branch Manager, Maybank (Branch Operations)

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.

Executive Leadership Profiles



ELMEN TAN YEW SENG
Chief Digital & Technology Officer

Malaysian	Nationality
53 / Male	Age / Gender
4 March 2024	Date Joined

Academic/Professional Qualification(s)

- Master of Business Administration (MBA), University of Nottingham Malaysia
- Master of Science in Computer Aided Graphical Technology Applications, University of Teesside, United Kingdom
- Bachelor of Science in Information Technology University of Southern Queensland, Australia
- Executive Leadership Programme, Harvard University, United States of America

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2021-2024: Chief Innovation & Digital Officer, Hong Leong Assurance Berhad
- 2019-2021: Chief Operations Officer, AXA Affin General Insurance Berhad
- 2015-2018: Assistant Vice President, Metlife Solutions
- 2011-2015: Senior Development Manager, Hewlett-Packard



ARAVINDAN K. DEVAPALAN
Chief Business Officer, Business & Ventures

Malaysian	Nationality
53 / Male	Age / Gender
5 March 2018	Date Joined

Academic/Professional Qualification(s)

- Chartered Association of Certified Accountants ("ACCA")
- Fellow Member of the Chartered Association of Certified Accountants ("FCCA")
- Member of Malaysian Institute of Accountants

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2017-2024: Chief Assurance Officer, Sime Darby Property Berhad
- 2012-2017: Chief Internal Auditor/Head of Group Internal Audit, Wah Seong Corporation Berhad
- 2012: Audit Director, KPMG Malaysia
- 2005-2012: Senior Manager, PricewaterhouseCoopers (Malaysia & Los Angeles)

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.


TANG AI LEEN

Chief Risk, Integrity & Compliance Officer

Malaysian

Nationality

55 / Female

Age / Gender

24 November 2017

Date Joined
Academic/Professional Qualification(s)

- Master of Forensic Accounting, University of Wollongong, Australia
- Bachelor's Degree in Accounting and Finance, Middlesex University London, United Kingdom
- Member of the Malaysian Institute of Certified Public Accountants

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2017: Head of Compliance, Sime Darby Plantation Berhad
- 2012-2017: Head, Group & Divisional Compliance, Sime Darby Holdings Berhad
- 2007-2012: Associate Director, PricewaterhouseCoopers Advisory Sdn Bhd
- 2005-2007: Senior Manager, KPMG Forensic, KPMG Australia
- 1994-2005: Associate Director, KPMG Consulting Services Sdn Bhd


FREDERICK LEE HENG MENG

Chief Procurement & Cost Officer

Malaysian

Nationality

58 / Male

Age / Gender

5 January 2021

Date Joined
Academic/Professional Qualification(s)

- Bachelor's Degree in Building Economics, University of New South Wales, Sydney
- Member of Royal Institute of Surveyors Malaysia ("RISM")

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2011-2020: Director, Commercial Division, UEM Sunrise Berhad
- 2001-2011: Senior Manager, IJM Construction Sdn Bhd
- 1998-2000: Manager, Tanco Berhad
- 1994-1998: Manager, Metroplex Berhad
- 1993-1994: Quantity Surveyor, Hume Construction Sdn Bhd
- 1990-1993: Quantity Surveyor, Chase Perdana Berhad

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

Save for Tang Ai Leen who holds 5,000 ordinary shares (direct), none of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.

Executive Leadership Profiles



NOREEN MELINI MUZAMLI
Group Company Secretary

Malaysian	Nationality
49 / Female	Age / Gender
17 August 2021	Date Joined

Academic/Professional Qualification(s)

- Bachelor of Laws (Hons), University of Bristol, United Kingdom
- Licensed Secretary by the Companies Commission of Malaysia
- Certificate of Legal Practice, Brickfields College

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2015-2021: General Manager, Corporate Secretarial Services/Joint Company Secretary, Bumi Armada Berhad
- 2012-2015: Regional Head, Maybank Kim Eng
- 2010-2015: Company Secretary Maybank Investment Bank
- 2006-2010: Assistant Vice President, Group Secretarial Services, Malayan Banking Berhad
- 2001-2006: Senior Executive, Secretarial Services, United Malayan Land Berhad



TS. FAIZAL BIN A HAMID
Deputy Chief Operating Officer,
Township Development

Malaysian	Nationality
44 / Male	Age / Gender
2 July 2012	Date Joined

Academic/Professional Qualification(s)

- Bachelor in Civil Engineering, Universiti Teknologi Malaysia

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2021-2024: Head, Business Unit 2
- 2019-2021: Head of Township – Bandar Bukit Raja, Sime Darby Property Berhad
- 2014-2019: Acting Head of Township – Byram, Penang & Bandar Bukit Raja Klang, Sime Darby Property Berhad
- 2012-2014: Development Manager – KL East, Saujana Impian & Nilai Impian, Sime Darby Property Berhad
- 2012: Project Manager – Johor, UEM Sunrise Berhad
- 2008-2012: Project Executive – Johor, UEM Sunrise Berhad
- 2007-2008: Project Executive – Johor, Pelangi Berhad
- 2005-2007: Project Executive – Johor, Melati Ehsan Holdings Berhad

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.


IR. LYE CHIEN YUNG

Deputy Chief Operating Officer,
Integrated Development

Malaysian

Nationality

50 / Male

Age / Gender

1 September 2021

Date Joined

Academic/Professional Qualification(s)

- Project Management Professional ("PMP")
- Member of Institution of Engineers, Malaysia ("MIEM")
- Member of Board of Engineers, Malaysia
- Professional Engineer ("P.Eng.")
- B.Eng (Hons) Universiti Kebangsaan Malaysia

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2021-2024: General Manager, Head of Business Unit 7, Sime Darby Property Berhad
- 2017-2021: General Manager, Head of Operations, UEM Sunrise Berhad
- 2015-2016: Deputy General Manager, UEM Sunrise Berhad
- 2012-2014: Senior Manager, UEM Sunrise Berhad
- 2010-2012: Manager, IJM Land Berhad
- 2007-2009: Assistant Manager, IJM Land Berhad
- 1999-2007: Executive Engineer, TY LIN International Sdn Bhd


DR YASMIN RASYID

General Manager, Sustainability

Malaysian

Nationality

50 / Female

Age / Gender

23 October 2023

Date Joined

Academic/Professional Qualification(s)

- PhD in Sustainability Science, University of Malaya
- M.Sc. in Biotechnology, University of Malaya
- B.Sc. in Biology, Duke University

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2019-2023: Sustainability Director (Malaysia), Lendlease Malaysia
- 2018-2019: Program Director, Malaysia Global Centre of Innovation and Creativity (MaGIC)
- 2012-2019: Vice Chairman/Chairperson, Malaysian Environmental NGOs (MENGO)
- 2005: Founder, EcoKnights
- 2005-2023: President EcoKnights
- 2003-2005: Head of Research and Development, Profound Vaccine Sdn Bhd
- 1998-2003: Communications Officer/Scientific Officer, WWF-Malaysia

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.

Executive Leadership Profiles



ZUHAIDI MOHD SHAHARI

General Manager, Legal & Commercial Services

Malaysian	Nationality
50 / Male	Age / Gender
9 September 2024	Date Joined

Academic/Professional Qualification(s)

- Bachelor of Laws (Hons), International Islamic University, Malaysia
- Masters in Business Administration, Cardiff Metropolitan University, UK
- Member of Malaysian Bar

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2021-2024: Board Audit Committee Member, InvestKL
- 2018-2024: Director, Lulu Money (M) Sdn Bhd
- 2016-2018: Director, Tokuyama Mineral Resources Sdn Bhd
- 2015-2018: Director, Oryx Stainless (Malaysia) Sdn Bhd
- 2002-2024: Deputy Managing Partner, Messrs Azmi & Associates
- 2001-2002: Legal Assistant, Messrs Lee-Panjalingam
- 2001-2001: Pupil-in-Chambers, Messrs A. Azidin & Co.



ADAM CHRISTOPHER NATHAN CALVER

General Manager, Leisure

Canadian	Nationality
46 / Male	Age / Gender
20 May 2024	Date Joined

Academic/Professional Qualification(s)

- Bachelor of Applied Science majoring in Golf Course Management & Agronomy, Olds College
- Diploma in Ornamental Horticulture Turfgrass Management, Olds College
- Board Member, Asian Golf Industry Federation ("AGIF")
- Vice President, Asian Golf Industry Federation ("AGIF")

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2017-2023: Director of Golf & Destination Marketing, Laguna Golf Lang Co, Banyan Tree Hotels & Resorts, Vietnam
- 2013-2016: Vice President of Golf & Development, Cabot Links and Cabot Cliffs, Canada
- 2010-2013: Director of Golf & Agronomy, Nirwana Bali Golf Club, Indonesia
- 2007-2010: Golf Course Construction Grow-In & Operational Superintendent Earth – Fire Course, Jumeirah Golf Estates, Dubai
- 2006-2007: Assistant Golf Course Superintendent, Golf BC Olympic View Victoria, Canada
- Global Representative, Faldo Design

Family Relationship with Directors and/or Major Shareholders

None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest

None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

Conviction of Offences

None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty

None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.



JORDAN NG SEAH HEE
Head, Corporate Planning & Development

Malaysian	Nationality
42 / Male	Age / Gender
16 July 2007	Date Joined

Academic/Professional Qualification(s)

- Bachelor of Science (Hons) in Genetics & Molecular Biology from the University of Malaya
- Chartered Financial Analyst (CFA)

Present Directorship(s) in Listed Entity/Other Public Companies

Nil

Working Experience

- 2017-2023: General Manager, Corporate Development & Transformation | Head, Digital & Transformation | Head, Transformation Office, Sime Darby Property Berhad
- 2010-2017: Manager, Corporate Finance, Sime Darby Holdings Berhad
- 2007-2010: Executive, Corporate Assurance, Sime Darby Holdings Berhad

Family Relationship with Directors and/or Major Shareholders
None of the Key Senior Management has any family relationship with any Director and/or major shareholder of Sime Darby Property Berhad.

Conflict of Interest
None of the Key Senior Management has any conflict of interest with Sime Darby Property Berhad.

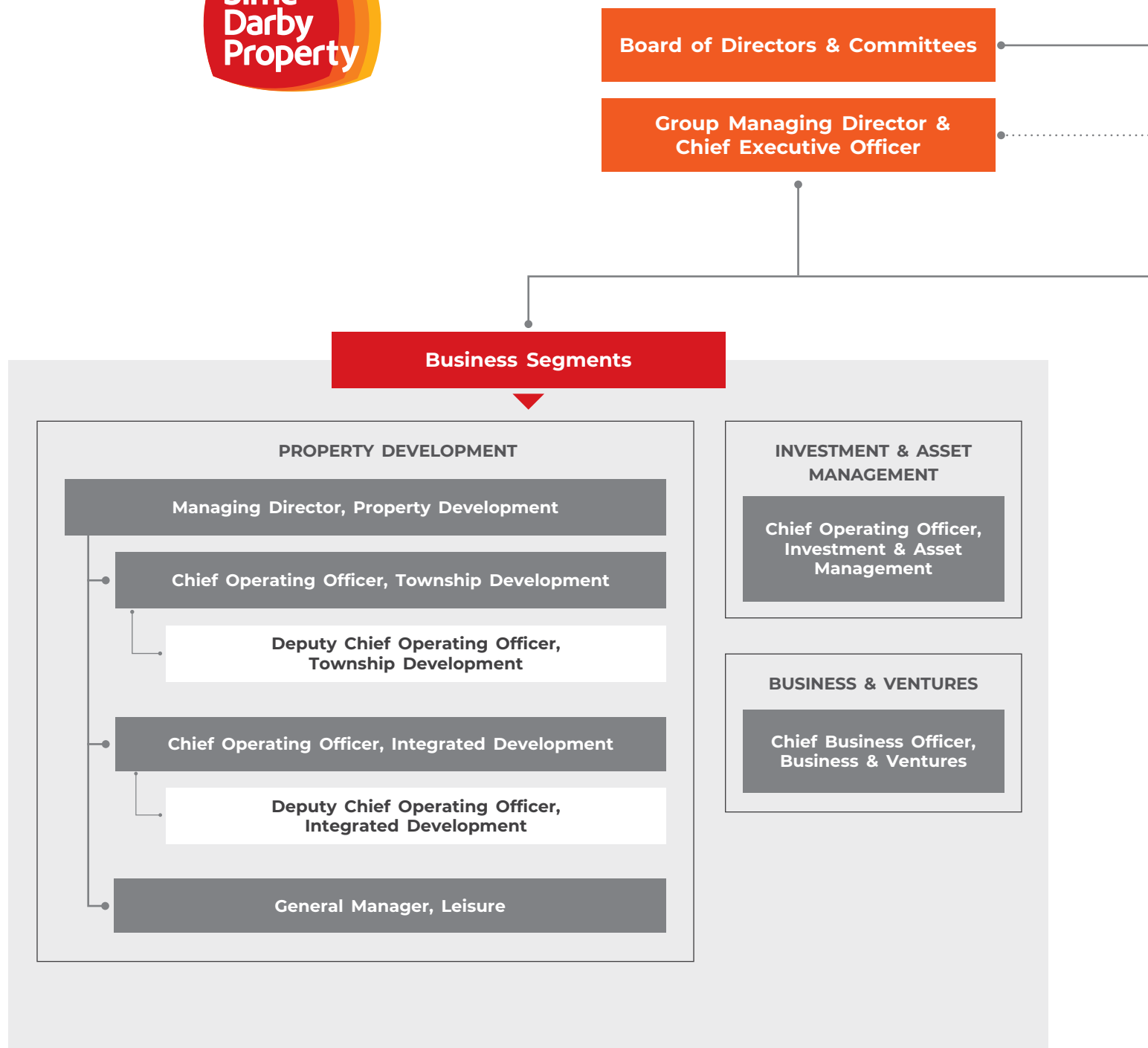
Conviction of Offences
None of the Key Senior Management has been convicted for offences within the past five (5) years other than traffic offences, if any.

Public Sanction/Penalty
None of the Key Senior Management has any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2025.

Shareholdings
None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2025.

Organisation Structure

As of 31 March 2026



Corporate Governance Overview Statement

LEADERSHIP & PURPOSE

CHAIRMAN'S INTRODUCTION

On behalf of the Board, I am pleased to present the Corporate Governance Overview Statement for the financial year ended 31 December 2025 ("FY2025"). FY2025 was a year that tested the Group's resilience and governance discipline against a more complex operating environment. Despite these challenges, the Group delivered sustainable financial strength, robust sales performance and meaningful progress in laying the foundations for recurring income growth.

Throughout the financial year under review, the Board remained steadfast in its commitment to transparent, ethical and effective governance, recognising its central role in safeguarding long-term value creation for stakeholders. The Board continued to provide active oversight of the Group's strategic direction and transformation priorities, with disciplined attention to capital deployment, organisational capability, sustainability and reporting readiness. The Board also maintained close oversight of operational performance, the risk environment and evolving stakeholder expectations, with particular focus on areas requiring strengthened capability and execution. These priorities shaped the Board's deliberations and decisions during the year, reinforcing our commitment to building a resilient, performance driven and future-ready organisation.

As the Group advances into its next strategic phase, the Board's focus remains on supporting Management in strengthening execution, embedding the desired culture, accelerating digital enablement and enhancing customer centricity, to deliver sustained long-term value creation for shareholders and stakeholders.

This Corporate Governance Overview Statement is to be read alongside our Corporate Governance Report, which is made available online at www.simedarbyproperty.com/investor-relations/shareholders.

GOVERNANCE PHILOSOPHY AND OVERVIEW

The Board recognises that strong corporate governance is fundamental to sustaining long-term value and stakeholder trust. Guided by the Group's Purpose of "Driving real estate as a value multiplier for people, businesses, economies and the planet", and Vision of "Advancing real estate as a force for collective progress, in harmony with the planet's resources", the Board views governance not merely as a compliance requirement, but as a discipline that strengthens decision-making, oversight and accountability across the Group.

In discharging its responsibilities, the Board remains committed to ethical leadership, transparency and prudent stewardship. The Board expects governance practices to reinforce the behaviours and standards embedded in the Group's T.E.A.M values, while remaining responsive to evolving stakeholder expectations and regulatory developments.

This governance philosophy shapes how the Board sets priorities, tests assumptions and exercises judgement on matters of strategic, financial, risk and sustainability significance. It underpins a Board culture of constructive challenge and collective responsibility, ensuring that decisions are made with due regard to long-term resilience, integrity of reporting and stakeholder outcomes.

The Group's Corporate Governance Framework is guided by applicable laws, regulatory requirements and recognised governance best practices, and is designed to support the orderly and effective discharge of the Board's roles and responsibilities through appropriate delegation to Board Committees, the Group Managing Director & Chief Executive Officer ("GMD & CEO") and Management Committees, while preserving the Board's overall accountability for governance and performance.

CORPORATE GOVERNANCE OVERVIEW STATEMENT COMPLIANCE WITH THE MALAYSIAN CODE ON CORPORATE GOVERNANCE (“MCCG”)

MCCG AT A GLANCE: PRINCIPLE → PRACTICE → OUTCOME

The table below provides a high level mapping of selected MCCG Practices to how the Company applies them and the intended governance outcomes for stakeholders. Detailed disclosures (including departures and alternative measures) are set out in the Corporate Governance Report (“CG Report”).

	 PRINCIPLE A Board Leadership and Effectiveness	 PRINCIPLE B Effective Audit and Risk Management	 PRINCIPLE C Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders
Selected Practices	1.1, 1.3, 2.1, 6.1	9.1–9.5, 10.1–10.3	3.1–3.2, 12.1–13.4
How the Company applies the Practice (high level)	Board oversight of strategy and performance; separation of Chairman/CEO roles; Board Charter and matters reserved; annual Board Effectiveness Evaluation (“BEE”).	Audit and risk oversight through Board Committees; internal control and assurance mechanisms Audit and risk oversight through Board Committees; internal control and assurance mechanisms.	Code of Business Conduct (“COBC”) and Whistleblowing Framework; transparent stakeholder communications; general meeting practices.
Governance Outcome/ Assurance (FY2025)	Clear authority and accountability; structured oversight; continuous improvement priorities identified from BEE.	Confidence in integrity of reporting and internal control environment; principal risks overseen through established structures.	Integrity safeguards reinforced; stakeholders have access to timely and meaningful engagement channels.

DEPARTURES FROM MCCG PRACTICES

The Group has applied the Practices encapsulated in the MCCG for the year under review, with the exception of the following:

- Practice 8.2 : Disclosure on a named basis of the remuneration of the top five senior management; and
- Step-Up Practice 8.3 : Full disclosure of the detailed remuneration of each member of senior management on a named basis.

Details of how the Company has applied the MCCG Principles and complied with its Practices, including the rationale for the departures of the abovesaid Practices and the corresponding safeguards, are set out in the CG Report.

Corporate Governance Overview Statement

CORPORATE GOVERNANCE FRAMEWORK AND BEST PRACTICES

In designing and operating the Group's Corporate Governance Framework, and in guiding the Company's broader governance practices, the Board has regard to mandatory regulatory requirements and globally recognised best practices, with periodic review and enhancement where appropriate. These include:

01

Malaysian Code on Corporate Governance ("MCCG")

02

Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities")

03

Corporate Governance Guide 4th Edition issued by Bursa Malaysia Berhad ("Bursa Malaysia")

04

Companies Act 2016 ("CA 2016")

05

Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries published by the SC

06

Corporate Governance Monitor 2025 published by the SC

07

Group of Twenty ("G20")/Organisation for Economic Co-operation and Development ("OECD") Principles of Corporate Governance 2023

08

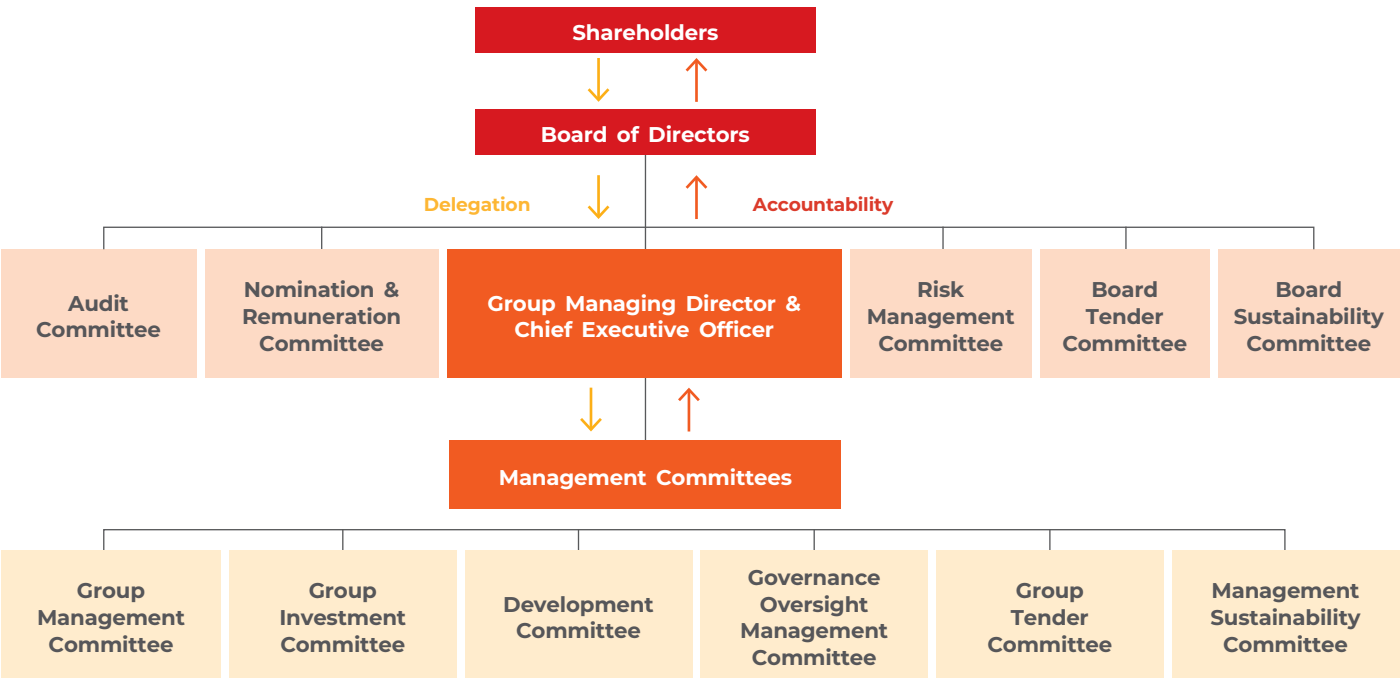
Minority Shareholders Watch Group's ("MSWG") ASEAN Corporate Governance Scorecard ("ACGS") and National Corporate Governance & Sustainability Awards ("NACGSA") assessment

09

Developments in market practice and regulations

As Sime Darby Property steadfastly pursues its strategic and sustainability goals and objectives, the Board and Management remain committed to fortifying the Group's Corporate Governance Framework. This ongoing effort ensures that the Group's governance structure harmoniously aligns with its strategic and operational goals and objectives while upholding principles of ethical behaviour, accountability, transparency and sustainability. The Board maintains an unwavering focus on the Purpose, Vision, Mission & Values ("PVMV") of the Group and corporate culture, aiming to drive innovation and discover workable solutions to prevailing challenges. The rest of the Corporate Governance Overview Statement will provide a comprehensive insight into how the Company continues to uphold elevated standards of corporate governance. Each key Board Committee will provide details of its respective undertakings, demonstrating our continued commitment to transparency and accountability in all facets of our operations.

The Group's Corporate Governance Framework, as depicted below, is designed to ensure orderly and effective discharge of the Board's roles and responsibilities, with appropriate delegation of authority to the Board Committees, GMD & CEO and Management Committees, while preserving the Board's overall accountability. It also supports effective oversight, informed decision-making and regulatory compliance across the Group:



The Corporate Governance Framework is anchored on clearly defined Board Committees' Terms of Reference ("TOR"), supported by the Group Policies and Authorities ("GPA") and established management structures, which together ensure clear accountability between the Board and Management. This structured delegation enables effective oversight of strategy, performance and risk, while allowing Management to execute operations without diluting the Board's governance responsibilities. Grounded in integrity, accountability and transparency, the Framework aligns with regulatory requirements and recognised best practices, and is designed to remain robust yet adaptive in supporting sustainable long-term value creation and meeting stakeholder expectations.

AWARDS AND RECOGNITION

Sime Darby Property was recognised with the following accolades in 2025, a testament to the Group's continuing commitment to upholding the highest standards of corporate governance:

National Corporate Governance & Sustainability Awards 2025 (NACGSA)		ASEAN Corporate Governance Awards 2025	
 Overall Excellence Awards (5th place)	 Industry Excellence Award (Property)	 Top 50 ASEAN Public Listed Companies	

Corporate Governance Overview Statement

GOVERNANCE HIGHLIGHTS OF FY2025 AT A GLANCE

The Board's governance approach during the financial year under review was anchored on clear accountability, effective oversight and transparent engagement with stakeholders. Key governance highlights are summarised below (with references to the relevant sections of this Corporate Governance Overview Statement and the CG Report for further detail):

- (1) Board and Board Committees operated within an established Corporate Governance Framework supported by documented TOR and delegated authority structures. The respective Board Committees would update the Board on salient items from its meetings at Board Meeting held immediately after the Board Committee Meetings.

(See: Corporate Governance Framework; Matters Reserved for the Board)

- (2) The Company applied the MCCG Practices for the year under review, with specific departures disclosed together with alternative measures in the CG Report.

(See: MCCG Compliance at a Glance; CG Report – Section A)

- (3) The Board undertook oversight of strategy, performance and capital allocation, including key matters deliberated during the year.

During the year, the Board rigorously challenged Management on capital allocation, requesting detailed justifications and scenario analysis. The Board focused on balancing dividend decisions with the Group's recurring income pipeline, ensuring proposals were thoroughly reviewed before approval and aligned with long-term value creation.

(See: Board Activities under Key Matters Deliberated by the Board)

- (4) The Board maintained a structured approach to Board effectiveness evaluation and continuous improvement priorities.

(See: Board Effectiveness Evaluation – Outcomes)

- (5) The Board continued to strengthen ethical conduct and integrity governance, including conflict of interest safeguards and related party transaction oversight.

(See: Ethical Leadership; Conflict of Interest; Related Party Transaction Governance)

- (6) The Board and Management maintained oversight of sustainability governance and climate related considerations within decision-making and performance monitoring.

(See: Sustainability Commitment; CG Report – Practice 4.4)

- (7) The Board and Board Sustainability Committee were periodically briefed on the Sustainability Scorecard, IFRS S1/S2 disclosure gaps and the FY2025 limited assurance scope, and reviewed progress on IFRS S1/S2 gap closure while agreeing the FY2025 limited assurance workplan (internal and external).

- (8) The Board exercised oversight over the Group's investment and asset portfolio, encompassing dividend strategy, major development initiatives, and progress in strengthening the recurring income pipeline. This oversight reflected the Board's focus on value protection and sustainable value creation, supported by constructive challenge on execution readiness, risks and key assumptions.

- (9) Cybersecurity oversight was strengthened through structured Board engagements, followed by deep-dive that reinforced continued awareness and progress in the Group's cybersecurity maturity and readiness.

- (10) Directors' professional development remained a focus, aligned to Board and Committee responsibilities and emerging governance needs.

(See: Board Induction and Development)

- (11) Engagement with shareholders and stakeholders was supported through structured communications, investor relations channels and general meeting practices.

(See: Stakeholder Engagement; Investor Relations & Market Communications; Conduct of General Meetings)

Note: The above highlights are intended as a navigational snapshot. Detailed MCCG practice disclosures are set out in the CG Report.



BOARD LEADERSHIP AND EFFECTIVENESS

The Board regards corporate governance as fundamental to delivering sustainable long-term value for shareholders while balancing the interests of stakeholders. Supported by a robust corporate culture, the Group's governance framework enables efficient and effective operations amid an increasingly complex business environment.

Built on the TOR of the Board Committees and complemented by the GPA, and management structures, the framework is regularly reviewed to ensure it remains appropriate, robust and aligned with evolving regulatory and governance expectations

BOARD CHARTER

The Board Charter is a primary source of reference for Directors on matters relating to the Board and its processes, as well as the roles and responsibilities of the Board, the individual Directors and the Senior Independent Director ("SID"). It sets out the Board's strategic intent and authority, outlines its high-level duties, as well as those which the Board may delegate to the Board Committees, GMD & CEO and Management.

The Board Charter identifies clearly, the issues, matters and decisions specifically reserved for the Board. It also outlines what is expected of individual directors in terms of commitment, roles and responsibilities as Directors.

While the Board delegates authority to Board Committees and Management where appropriate, it remains fully accountable for the stewardship of the Company. Such delegation is undertaken to enhance efficiency and effectiveness, without diminishing the Board's collective oversight or ultimate responsibility. The Board ensures that delegated powers are exercised within clearly defined parameters, and that Directors continue to discharge their fiduciary duties responsibly in the best interests of the Company.

The Board Charter is accessible on the Group's corporate website at www.simedarbyproperty.com/who-we-are/corporate-governance.

ETHICAL LEADERSHIP BY THE BOARD

Sime Darby Property is guided by the Code of Business Conduct ("COBC"), which outlines the standards of behaviour and ethical conduct expected of all Directors, employees, counterparts and business partners of the Group. The COBC not only promotes legal and procedural compliance but also provides a moral compass to ensure that the individual's behaviour is in line with the Group's core values and business objectives.

All Directors and employees are expected to understand the principles and standards stipulated and must comply with them not only in their form but also in the substance of the ethical principles and conduct stated in the COBC. Further details on the COBC are available on the Group's corporate website.

The Group's Conflict of Interest ("COI") governance framework reinforces transparency, independence and robust decision-making. The COI Policy is operationalised through the following Board meeting process:

- Agendas for Board and Board Committee meetings are circulated in advance to enable Directors/committee members to assess and declare any actual or potential COI in relation to matters to be tabled.
- Where a Director has declared an interest in a specific agenda item, access to the relevant meeting papers is controlled and restricted in accordance with the COI Policy and applicable mitigation measures.

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BOARD LEADERSHIP AND EFFECTIVENESS

- At the commencement of each meeting, the Chairman (or an independent chairman where the Chairman is conflicted) informs the meeting of any COI declarations received by the Group Company Secretary and reminds Directors to disclose any COI arising during the meeting.
- Where a Director is conflicted in respect of a matter for approval, the Director is required to abstain from all discussions, deliberations and decision-making on the matter and to leave the meeting room for the duration of deliberations.

During the financial year under review, the AC noted that Directors complied with the applicable mitigation measures where a COI was declared, and no outstanding or unresolved COI matters were identified.

In 2023, the Board had approved the changes to the Audit Committee ("AC") TOR and the Group's COI Policy that have reflected the revised conflict of interest requirements as prescribed by the amendments to the Bursa Securities' Listing Requirements on 26 May 2023, as well as align the AC's TOR with Global Internal Audit Standards to reflect best practices. In February 2026, the Board approved further COI good practice enhancements as recommended by the AC which include, among others; (i) the appointment of an independent chairman for matters where the Chairman is conflicted; (ii) controlled and restricted access to conflicted papers prior to decision-making; and (iii) requirements for conflicted Directors to leave the meeting room when conflicted matters are discussed.

In addition, no contracts relating to loans involving the interests of Directors and Major Shareholders were entered into by the Group during FY2025, as disclosed in the audited financial statements. This not only upholds the Group's commitment to transparency and integrity but also mitigates risks associated with conflict of interest.

The Board is also guided by the Related Party Transactions ("RPT") policy, which was last updated in November 2023. This policy aims to ensure proper identification of related parties and that RPTs are declared, approved and reported appropriately. It outlines the procedures and guidelines for reviewing RPTs and Recurrent RPTs ("RRPTs"), which requires any Director or key management personnel who has an interest ("Interested Party"), whether direct or indirect, in any

RPT must abstain from deliberations and voting on the relevant resolution at the AC/BTC/Board meeting and ensure that persons connected with the Interested Party also abstain from voting at the relevant meeting. Where shareholders' approval is required, a related party with any direct or indirect interest must not vote on the resolution in respect of the RPT at the shareholders' meeting. Interested Party must also ensure that persons connected with them also abstain from voting on the resolution at the shareholders' meeting.

To supplement its RPT Policy, Sime Darby Property established an Internal Guidelines on RPT in June 2024 which provide practical procedures for the identification, assessment, approval, monitoring and reporting of RPTs and RRPTs, in line with the requirements of the Listing Requirements of Bursa Securities and CA 2016. It also sets out roles and responsibilities across the Group, including approval thresholds, declaration forms, and reporting templates. The Guidelines serve as a key reference for Management and Directors to ensure all RPTs are conducted transparently, at arm's length, and in the best interest of the Group and its minority shareholders.

All RPTs entered into by the Group during the financial year under review were conducted at arm's length, under normal commercial terms, and in the ordinary course of business. These transactions were subject to the Group's internal review and approval processes to ensure they were fair and not detrimental to the interests of the minority shareholders.

A Notice of Closed and Open Period is issued to the Directors and Principal Officers of the Company by the Group Company Secretary on a quarterly basis, which underscores the obligation to promptly notify the Company of any dealings in its shares during these periods, within the stipulated timeline of Bursa Securities' Listing Requirements, as they may be in possession of price-sensitive information relating to the Group. During the year under review, none of the Board members and Principal Officers engaged in any trading activity during either the closed or open periods. As at the end of the financial year, Dato' Seri Azmir Merican continued to hold 100,000 ordinary shares in the Company, with no change in his shareholding during the year.

THE ROLE OF THE BOARD AND ITS COMMITTEES

Good governance practices are integrated across the Sime Darby Property Group. The Board is accountable to shareholders to create and deliver sustainable value through oversight of the management of the Group's business, approving strategic plans, monitoring their implementation and providing the necessary support for their successful execution.

The Board is ultimately responsible for all the actions and decisions of the Company and has in place specific policies, procedures and processes to guide organisational behaviour and to ensure that the line of responsibility between the Board and Management is clearly demarcated.

The Board discharges its responsibilities within a clearly defined Corporate Governance Framework and robust mechanisms in place. Effective operation of the Board relies on clarity of the various roles and responsibilities.

The Board has established Board Committees to oversee the important strategies and policies and maintain effective oversight in respective areas. The Chairman of each Board Committee reports to the Board on salient matters discussed at the respective Board Committee meetings.

The table below shows the governance oversight role of the Board, the various components of governance that facilitate the interaction and flow between them.

THE BOARD			
Considers the balance of interests between stakeholders for the long-term success of the Group	Oversees the Group's governance	Sets the Group strategy	Oversees alignment of the Group's purpose, culture and values, strategy and risk appetite
Key Matters Deliberated pages 246 to 247 Division of Responsibilities pages 250 to 251 Board of Directors' Profile pages 210 to 222.			

NOMINATION AND REMUNERATION COMMITTEE

NRC

Supports the Board on the following:

- Reviews the composition and balance of the Board, the required mix of skills, experience, knowledge and diversity of the Board.
- Reviews the performance evaluation, succession planning and human capital development focus in the Group, remuneration framework for the Non-Executive Directors ("NEDs"), Executive Director, key management personnel ("KMP") and employees of the Group.
- Reviews the fit and proper assessment of the Board, KMP and Company Secretaries of Sime Darby Property Group.

RISK MANAGEMENT COMMITTEE

RMC

Supports the Board in fulfilling its responsibilities pertaining to risk, integrity and compliance management.

Oversees the implementation of the Group's risk, integrity and compliance frameworks and its related key processes. Provides oversight, direction and counsel over key areas related to information technology and sustainability on top of other key material enterprise and operational risks of the Group.

Ensures that Management has put in place adequate resources, infrastructure, systems, controls, and processes to manage material risks that could impact the Group's ability to achieve its strategic objectives and targets while safeguarding shareholders' investment and the Group's assets.

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BOARD LEADERSHIP AND EFFECTIVENESS

AUDIT COMMITTEE

AC

Supports the Board in overseeing the Group's financial reporting process and practices, reviews the Group's business process and system of internal controls across the Group, assesses suitability, objectivity and the independence of both external auditors and internal audit function.

Reviews and manages any conflict of interest of Directors and KMP that arises.

BOARD TENDER COMMITTEE

BTC

Supports the Board in overseeing the process of awarding significant tender awards valued above RM50 million and up to RM300 million.

Reviews the procurement policies and procedures as set out in the GPA, and Group Procurement Policies and Authorities.

BOARD SUSTAINABILITY COMMITTEE

BSC

Supports the Board in overseeing the Group's Sustainability strategy and framework and regularly assesses the adequacy and effectiveness of such strategy and framework.

The TOR of the NRC, RMC, AC, BTC and BSC are available on the Group's website at <https://www.simedarbyproperty.com/who-we-are/corporate-governance>.

GROUP MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

Responsible for the overall operations of the business, organisational effectiveness and implementation of the Group's strategies and policies.

MANAGEMENT

Manages day-to-day operations of the Group and supports the GMD & CEO in implementing strategies and conducting business operations.

The Management is given certain powers to execute transactions under the GPAs, specifically the Limits of Authority. The Directors are fully aware that such delegation does not absolve them from their responsibilities as they remain responsible for the Management's exercise of powers as if such powers have been exercised by the Directors themselves.



BOARD LEADERSHIP

Sime Darby Property is led by a committed and capable Board responsible for the strategic stewardship, governance and management, and long-term sustainability value of the Group. Acting on behalf of shareholders and stakeholders, the Board provides direction, oversight, and accountability across the business.

In exercising its stewardship role, the Board focuses on protecting and enhancing long-term value through disciplined capital allocation, robust risk oversight, and the integration of sustainability considerations into strategic decision-making. During FY2025, the Board devoted particular attention to balancing near-term financial resilience with long-term growth, including oversight of recurring income expansion, development risk management, and climate-related transition risks, recognising their direct impact on asset value, cost of capital and stakeholder confidence.

The Board determines the Group's strategic objectives and policies and ensures that its decisions support long-term value creation, balancing economic goals with Environmental, Social and Governance ("ESG") considerations. In discharging its responsibilities, the Board takes into account the interests of shareholders and other stakeholders, including employees, investors, business partners, regulators, communities, and the environment.

While shareholders exercise key decision-making powers at the Annual General Meeting ("AGM"), including the re-election of Directors and appointment of External Auditors, the Board remains accountable to shareholders for the performance, governance, and sustainability of the Group.

The Board operates within a well-defined Corporate Governance Framework, supported by its Charter and aligned with the Company's Constitution, Bursa Securities' Listing Requirements, and the MCCG. The Board retains primary responsibility for strategic direction, risk management, performance monitoring, and compliance, while delegating specific oversight responsibilities to its Board Committees.

Sound and effective corporate governance practices underpin the Board's leadership approach. Sustainability is embedded in the Group's strategy, and the Board plays a pivotal role in overseeing ESG performance, including climate-related goals, stakeholder value, and the Group's Net Zero aspirations. In exercising its oversight, the Board regularly reviews agenda priorities to ensure it is well-informed on key risks, challenges, and opportunities affecting the Group.

The Board embraces transparency and accountability, both within the boardroom and across the organisation. With a well-balanced composition, including a majority of Independent NEDs, the Board ensures that no individual or group of Directors dominates the decision-making process, thereby upholding fairness and independence in Board deliberations.

The current Board composition provides a balanced mix of skills, experience, and diverse perspectives to support effective oversight and strategic guidance. The Board is satisfied that all Directors, demonstrate independence of character and judgement and devote sufficient time and attention to discharge their responsibilities effectively.

In fulfilling its fiduciary responsibilities, the Board remains focused on safeguarding the Group's reputation, maintaining effective internal controls, and ensuring legal and regulatory compliance across its operations. Together with Management, the Board promotes ethical leadership, prudent decision-making and a culture of integrity and accountability at all levels of the organisation. Through continuous assessment of emerging risks, Board composition, and governance practices, the Board continues to strengthen its leadership to remain agile in a evolving regulatory, economic and environmental landscape, supporting the delivery of sustainable long-term value to all stakeholders.

Leadership
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Overview of
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Value
Creation

Management Discussion
and Analysis

Sustainability
Statement

Leadership

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BOARD LEADERSHIP AND EFFECTIVENESS

MATTERS RESERVED FOR THE BOARD

The Board has a formal schedule of matters specifically reserved for its own decision and delegates other responsibilities to the Management for day-to-day operations.

The Matters Reserved for the Board as set out in the Board Charter are as follows and may be supplemented by such other matters as the Board may deem necessary from time to time:

01	Group Strategy, Plans and Budget	02	Acquisitions and Disposals and Transactions Exceeding the Authority Limits of GMD & CEO	03	Changes to the GMD & CEO and Key Management Personnel	04	Changes in Key Policies, Procedures and Delegated Authority Limits of the Group

KEY MATTERS DELIBERATED BY THE BOARD DURING THE FINANCIAL YEAR

During the FY2025, the Board devoted significant attention to steering the Group through a challenging operating environment, marked by cost inflation, skilled labour constraints and evolving market conditions. In doing so, the Board focused on safeguarding financial resilience while advancing the Group's strategic transformation and sustainability agenda:

Strategy, Growth and Sustainability	Deliberated on and set strategic direction and exercised oversight over the Group's medium-term business plans, sustainability agenda and capital allocation priorities.
	Reviewed and deliberated on the delivery of corporate priorities and sustainability commitments, including progress towards net zero emissions, urban biodiversity and social sustainability initiatives.
	Considered and approved major strategic transactions, joint ventures and developments above delegated authority thresholds to ensure alignment with the Group's strategy and risk appetite.
Financial Stewardship and Performance Oversight	Deliberated and exercised disciplined oversight over the Group's financial performance, liquidity position, capital management and dividend policy. The Board reviews, on an annual basis, the Group's capital and debt structure to ensure alignment with its strategic objectives, funding requirements and approved risk appetite.
	Reviewed, deliberated on and approved financial results and market disclosures to ensure transparency, accuracy and timely communication with shareholders and stakeholders.
	Considered updates on key projects and investments to safeguard shareholder value and financial discipline.
Dividend Payouts	During the year, the Board exercised oversight over dividend decisions by challenging Management's recommendations and adopting a prudent and balanced approach, taking into account the Group's financial performance, cash flows, capital requirements, gearing level, investment pipeline and prevailing market conditions. In doing so, the Board considered dividend payouts within the broader context of capital management and in line with Sime Darby Property's Dividend Policy, which targets a payout ratio of not less than 20% of consolidated profit attributable to owners, subject to the Board's discretion and the Group's funding requirements and financial position. Based on this assessment, the dividend payout ratio declared for FY2025 was at 42.0%, exceeding the minimum threshold set out in the Dividend Policy. Further details on Dividend Policy are available on the Company's website at https://www.simedarbyproperty.com/investor-relations/shareholders.

Governance, Risk and Integrity	- Deliberated on and led enhancements to the Group's Corporate Governance Framework, including updates to BSC's TOR and undertook the annual fit and proper assessment of Directors, KMP and Company Secretaries of the Group, in line with the MCCG and regulatory requirements. - Deliberated on matters relating to related party transactions, cybersecurity risks, sustainability risks and other principal risks, ensuring appropriate controls and mitigation measures were in place. - Considered the outcomes of Board effectiveness, independence and succession planning to maintain a high-performing and objective Board.
Board Oversight of Property-Specific Risks	- Given the Group's business profile, the Board deliberated on and maintained oversight of key property sector risks that can impact value creation, delivery outcomes and stakeholder confidence. These risks include, among others, development and construction lifecycle risks, cost and delivery dynamics, joint venture governance considerations and the resilience of projects and assets against external disruptions. - The Board deliberated on proposals and exercised oversight of such risks was exercised through Board deliberations on major proposals above delegated authority thresholds, regular updates by Management on key strategic and operational matters, and committee level reviews where relevant.
People, Leadership and Succession	- Deliberated on and oversaw leadership development, succession planning and talent management for critical senior roles and the respective successors. - Reviewed Board and senior management composition to ensure an appropriate balance of skills, experience, diversity and independence. - Supported discussions on the continued professional development of Directors to enable effective stewardship.
Remuneration and Performance Alignment	- Deliberated on and approved remuneration frameworks and incentives for Directors and senior management which were aligned with performance, sustainability objectives and long-term shareholder value. - The Board, through the NRC, oversaw the incorporation of sustainability-related considerations into senior management performance assessment and long-term incentive structures, with a specific focus on carbon-reduction and safety-related indicators. The Board remains focused on strengthening the clarity, measurability and accountability of such metrics over time to ensure alignment between sustainability outcomes, leadership performance and long-term value creation.

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BOARD LEADERSHIP AND EFFECTIVENESS

PRIORITIES FOR FY2026

The Board will continue to uphold high standards of corporate governance and reinforce a culture that promotes ethical conduct, transparency and sustainable value creation. In doing so, the Board will focus on effective stewardship of the Group's strategic priorities, including ongoing transformation under SHIFT32, with the objective of delivering long-term shareholder value.

The following matters were identified as the Board's key focus areas for FY2026 and beyond:

- **Strategic Focus and Transformation Oversight**

Maintain appropriate balance between near-term performance and long-term transformation, with continued focus on forward-looking strategy, prioritisation and key trade-offs in overseeing the Group's SHIFT32 agenda.

- **Capital Allocation and Risk Discipline**

Continue disciplined oversight of capital deployment, major investments and risk appetite, including the management of trade-offs between Property Development and the expansion of recurring income platforms, to support sustainable growth and financial resilience.

- **Leadership and Succession Readiness**

Strengthen oversight of Board and Senior Management succession planning to ensure continuity, leadership depth and long-term organisational sustainability.

- **Future-Ready Oversight**

Enhance Board-level oversight of emerging and forward-looking risks through structured briefings and focused deep dives, supported by Management and, where appropriate, informed by input from subject matter specialists and external advisers. Board development will continue to be addressed through a curated curriculum aligned to governance needs, with other thematic or technical exposures undertaken through individual training as appropriate.

- **Board Effectiveness and Information Quality**

Preserve the Board's strong culture of constructive challenge and collegiality, while continuing to improve information quality and decision clarity and forward-looking insights to support effective deliberations and oversight.

BOARD COMPOSITION AND DIVERSITY

The Board maintains a balanced composition that supports effective oversight, informed decision-making and long-term value creation. As at end of 31 December 2025, the Board comprises 11 Directors, of whom a majority are Independent NEDs, exceeding the Listing Requirements that at least one-third of the Board are Independent Directors, and supporting strong independence of judgement. The Board's collective profile reflects a broad mix of industry experience, property development expertise, financial acumen, sustainability knowledge, investment and asset management capability, governance capability, and leadership competence aligned with the Group's strategic direction.

In determining the Board's composition, diversity remains a key consideration in Board refreshment and succession planning. The Board considers diversity holistically, including diversity of skills, experience, independence, gender, age, tenure and professional background, to support inclusive perspectives and strengthen the quality of Board deliberations.

The Board Composition Policy guides the ongoing review and refreshment of the Board to ensure that the mix of skills, experience, independence and diversity remains fit for purpose, taking into account strategic transformation, the expansion into recurring income platforms, increasing sustainability-related requirements and emerging risks. The NRC oversees the implementation of the Policy and monitors progress against the Board's composition and succession objectives.

As at 31 December 2025, women Directors comprised 36% of the Board, meeting the MCCG's gender diversity expectation. Following the end of the financial year, Mr Thayaparan Sangarapillai was appointed as an Independent NED with effect from 1 April 2026, increasing the Board size to 12 Directors.

A Board Skills Matrix was developed through a structured exercise in which each Director completed a self-assessment of their own experience and expertise. This diverse skills set enables the Board to exercise effective oversight and provide guidance in delivering the Group's strategic priorities and long-term value creation.

The infographics on the Board's independence, gender, nationality, ethnicity, age distribution and tenure profile are presented in this Statement in page 249. Detailed profile of each Director together with their external directorships are set out in the Board of Directors' Profile in pages 210 to 222 of the Integrated Annual Report.

DEMOGRAPHIC

Non-Independent Non-Executive Directors (including Chairman)  3

Independent Non-Executive Directors (including Senior Independent Non-Executive Director)  8

Executive Director (Group Managing Director & Chief Executive Officer)  1

ETHNICITY

MALAY  8

CHINESE  3

INDIAN  1

TENURE

Directors	Less than 3 years	3-6 years	7-9 years	More than 12 years
Dato' Rizal Rickman Ramli (Chairman)			✓	
Dato' Seri Azmir Merican		✓		
Tengku Datuk Seri Ahmad Shah Alhaj Ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj				✓
Dato' Seri Ahmad Johan Mohammad Raslan*			✓	
Datin Norazah Mohamed Razali*			✓	
Dato' Soam Heng Choon*		✓		
Dato' Mohamed Ridza Mohamed Abdulla*		✓		
Dato' Hamidah Naziadin*		✓		
Dr. Lisa Lim Poh Lin*		✓		
Datuk Ir. Ho Hon Sang*	✓			
Thayaparan Sangarapillai*	✓			
Nur Farahbi Shaari	✓			
Total	3	5	3	1

* Independent director

Note: The above information is as of 13 April 2026.

GENDER

Male  67%

Female  33%

NATIONALITY

Malaysian  100%

AGE GROUP

40 years to 49 years  3

50 years to 59 years  3

60 years and above  6

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BOARD LEADERSHIP AND EFFECTIVENESS

DIVISION OF RESPONSIBILITIES AND ROLES OF THE DIRECTORS AND THEIR COMMITTEE MEMBERSHIPS

The Board is responsible for the overall conduct of Sime Darby Property's business, including its long-term success, setting of values, standards and strategic objectives, reviewing the performance and ensuring effective communication with shareholders.

CHAIRMAN

- Responsible for providing appropriate leadership to the Board and Group to ensure its smooth functioning and the fulfilment of obligations to the Group.
- Leads the Board in setting the values and ethical standards of the Group, instilling good corporate governance practices, leadership and effectiveness of the Board.
- Conducts meetings of the Board and shareholders, and ensures that they are properly briefed at their respective meetings with sufficient time allowed for discussion on complex or contentious issues and where appropriate, arranges informal meetings beforehand to enable thorough preparation so that ultimately, decisions can be made on a sound and well-informed basis.
- Provides leadership for the Board so that the Board can perform its responsibilities effectively.
- Ensures effective communication with shareholders and relevant stakeholders and taking appropriate steps to do so.
- Leads the Board in setting the Group's key policies and direction.
- Acts as spokesperson for the Board, relating to external communications.
- The Chairman is not Chairman of any of the Board Committees.
- The roles of the Chairman and GMD & CEO are separated, consistent with the principle of good corporate governance to promote accountability and facilitate division of responsibilities between them.
- Facilitates meetings of the Board and ensures that no Board member, whether executive or non-executive, dominates the discussion, and that healthy and constructive debate takes place.

GROUP MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

- Responsible for the overall management of the Group, ensuring that strategies, policies and matters set by the Board are effectively implemented in line with the Board's direction.
- Fosters an organisational culture that is aligned with the Group's corporate values.
- Serves as the conduit between the Board and Management in ensuring the success of the Group's governance and management functions.
- Regularly reviews the performance of the Heads of Divisions and Departments who are responsible for all functions contributing to the success of the Group.
- Develops and implements the Group's long-term strategy and vision leading to the creation of long-term profitability and stakeholder value.
- Keeps the Board fully informed on all important aspects of the Group's operations and ensures that sufficient and adequate information is provided to the Board members.
- Promotes a corporate culture entrenched in core ethical values of individuals as well as collective responsibility, integrity and accountability and implements the Group's corporate social responsibilities aligned to the Group's PVMV.
- Ensures the day-to-day business affairs of the Company are effectively managed.
- Recommends suitable management structure and operating authority levels to meet the business and operational needs.

SENIOR INDEPENDENT DIRECTOR

- Designated contact with whom concerns pertaining to the Group may be conveyed to by shareholders and other stakeholders.
- Chairs meetings of the Board and shareholders in the absence of the Chairman.

NON-EXECUTIVE DIRECTORS

- Ensure that business and investment proposals presented by Management, key transactions or critical decisions are fully deliberated, examined and decided on by the Board in a meeting.
- Play a key role by providing unbiased, unfettered and independent views, advice and judgment, which take into account the interests of the Group and all its stakeholders including shareholders, employees, customers, business associates and the community as a whole, regardless of their independent status.

All Directors have demonstrated that they are able to allocate sufficient time to the Company by discharging their duties and responsibilities, and their commitment has been affirmed by their attendance at the meetings held in FY2025, as reflected below:

	NUMBER OF MEETINGS						
	AGM	BOARD	RMC	NRC	AC	BTC	BSC
CHAIRMAN							
Dato' Rizal Rickman Ramli	1/1	10/10	–	–	–	–	–
GROUP MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER							
Dato' Seri Azmir Merican ⁽¹⁾	1/1	10/10	5/5	8/8	6/6	–	6/6
SENIOR INDEPENDENT DIRECTOR							
Dato' Soam Heng Choon	1/1	10/10	5/5	8/8	–	10/10	–
NON-EXECUTIVE DIRECTORS							
INDEPENDENT							
Dato' Seri Ahmad Johan Mohammad Raslan	1/1	10/10	–	8/8	6/6	–	6/6
Datin Norazah Mohamed Razali	1/1	9/9*	–	8/8	5/5*	–	–
Dato' Mohamed Ridza Mohamed Abdulla	1/1	10/10	5/5	–	6/6	10/10	6/6
Dato' Hamidah Naziadin	1/1	10/10	–	8/8	–	–	6/6
Dr. Lisa Lim Poh Lin	1/1	9/10	5/5	–	–	–	6/6
Datuk Ir. Ho Hon Sang ⁽²⁾	1/1	10/10	–	–	6/6	7/8	–
NON-INDEPENDENT							
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	1/1	10/10	–	–	–	10/10	–
Tan Sri Jaganath Derek Steven Sabapathy ⁽³⁾	1/1	7/8	4/4	–	5/5	6/6	–
Nur Farahbi Shaari	1/1	10/10	–	–	–	–	6/6
ALTERNATE DIRECTOR							
Khalid Mohammed Noor ⁽⁴⁾	1/1	6/6	–	–	–	–	4/4
Mohd Zarul Abdul Halim ⁽⁵⁾	–	4/4	–	–	–	–	2/2

Note:

⁽¹⁾ A permanent invitee of Board Committee meetings.

⁽²⁾ Appointed as BTC Member on 1 June 2025.

⁽³⁾ Retired as Director on 30 September 2025.

⁽⁴⁾ Resigned as Alternate to Nur Farahbi Shaari on 10 June 2025, upon the conclusion of the AGM.

⁽⁵⁾ Appointed as Alternate to Nur Farahbi Shaari on 11 June 2025 and resigned on 9 March 2026.

* Declared conflict of interest in the agenda item tabled at the Special Meeting and abstained from participating in the meeting.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

DISCHARGING BOARD RESPONSIBILITIES

The Board strives to maintain an effective, well-balanced composition of Directors with the right mix of skills, experience, expertise, and perspectives. This diversity enables the Board to provide effective strategic oversight, exercise objective judgement and foster constructive challenge in the best interests of the Group and its stakeholders.

The Board reviews annually the external directorships held by each Director, as well as their assurance on time commitment to Sime Darby Property. Prior to accepting any new appointments on the boards of other listed issuers, Directors are expected to consult the Chairman to ensure such appointments do not compromise their responsibilities to the Company. The NRC considers Directors' time commitment during the appointment process and through annual performance evaluations.

A culture of professionalism, collaboration and mutual respect is promoted within the Board to support effective discussions and decision-making. The roles and responsibilities of each Director are clearly defined in the Board Charter to promote accountability and avoid overlap.

The Board is committed to long-term value creation and ensures that the Company's strategic plans incorporate both economic and ESG considerations. In discharging its responsibilities, the Board provides strategic direction and oversees Management's execution of approved strategies. In doing so, the Board actively challenges Management on assumptions, risks and execution timelines to ensure alignment with the Group's long-term value creation objectives. Sustainability considerations are embedded into Board deliberations to strengthen business resilience and maintain stakeholder trust.

The positions of the Chairman and GMD & CEO are held by separate individuals, with clearly delineated roles and responsibilities to ensure an appropriate balance of authority, accountability and checks and balances. The Chairman leads the Board and sets the tone for high standards of corporate governance, while the GMD & CEO is responsible for implementing strategies approved by the Board.

The presence of Independent NEDs ensures that no single individual or group dominates Board decisions. The Board is satisfied that each independent NED is independent in character and judgement and devotes sufficient time and attention to the discharge of their duties.

While the Board delegates specific responsibilities to its Committees, it retains overall accountability for the governance, performance and sustainability of the Group. The roles and responsibilities of each Board Committee are clearly defined in their respective TOR to ensure effective oversight and support the Board in fulfilling its duties.

The Board also reviews and enhances the Group's Corporate Governance Framework, policies and procedures on an ongoing basis to ensure continued alignment with evolving regulatory requirements and best governance practices.

GROUP COMPANY SECRETARY

The Group Company Secretary of Sime Darby Property is qualified to act as the company secretary under Section 235 of the CA 2016. Her profile is stated on page 230 of the Integrated Annual Report.

The Group Company Secretary's roles and responsibilities are clearly specified in the Board Charter and outlined in the CG Report under Practice 1.5. Based on the findings of the BEE conducted for the financial year under review, the Board is satisfied with the performance of the Group Company Secretary, who has provided effective support to the Board in discharging its responsibilities in FY2025.

DIVISION OF RESPONSIBILITIES

There is a clear division between the executive and non-executive responsibilities which ensures accountability and oversight. During the financial year under review, the NEDs held at least one discussion without the presence of the Executive Director and Management via various platforms. The roles of Chairman, GMD & CEO and SID are clearly defined, set out in writing and regularly reviewed by the Board and are available on the Group's website under the Corporate Governance section.

RESPONSIBILITY AND DELEGATION

The Board meets at least once every quarter, with meetings scheduled in advance (before the commencement of each calendar year) to enable the Directors to plan their schedules ahead. Directors are expected to allocate sufficient time to perform their responsibilities effectively, including adequate time to prepare for Board meetings.

Key decisions are made at Board meetings while Directors' Written Resolutions are confined to administrative matters or to formalise matters that have been deliberated at Board meetings. All Directors' Written Resolutions are supported with sufficient information to enable the Directors to make informed decisions. Directors' Written Resolutions passed by the Board are tabled at the next Board meeting for notation.

Board meetings are convened immediately following the finalisation of the Group's quarterly and annual results for the Board's review and approval for release to Bursa Securities.

Comprehensive Board papers comprising objectives, background issues, implications of risks, and other relevant information are prepared to enable the Board to make informed and effective decisions.

The robust and vigorous deliberations at Board and Board Committee meetings provide opportunities for all Directors to participate and contribute to the decision-making process as well as to ensure that constructive and healthy dialogues are satisfactorily achieved.

Relevant members of Senior Management and external advisers may be invited to attend Board meetings to report and advise the Board when matters under their purview are being considered or as otherwise requested by the Board, to enable informed decision-making. In the event a Director is unable to attend a meeting, his/her views are sought in advance and put to the meeting to facilitate a comprehensive discussion. Effectively, this means that each Director makes himself/herself available to other fellow Directors and is able to contribute to all major decisions before the Board.

The Board is satisfied that each Director has devoted sufficient time to effectively discharge his/her responsibilities, which is evident from the Directors' high record of attendance for meetings as well as active participation at meetings.

In compliance with Paragraph 15.06(1) of the Listing Requirements, each member of the Board holds not more than five (5) directorships in public listed companies. During the financial year under review, the Directors notified the Group Company Secretary as and when they resigned/retired from other boards, which were updated to the Board accordingly.

During the financial year under review, the Board met ten (10) times, five (5) of which were scheduled meetings, and all Board Committee meetings were conducted separately from the Board meeting to enable objective and independent discussion during the meeting. A majority of the Directors achieved full attendance during the financial year under review. Most meetings were held in hybrid mode with majority of the Directors attending in person throughout the year. All Directors achieved more than 90% of attendance of Board and Board Committee meetings held in 2025, which is above the minimum requirements on attendance of at least 50% at Board meetings pursuant to Paragraph 15.05(3)(c) of the Listing Requirements.

The Company's Constitution stipulates that a quorum for Board meetings requires the presence of at least four (4) Directors. This provision is mirrored in the Board Charter, ensuring consistency in Sime Darby Property's Corporate Governance Framework.

While the current quorum for Board meetings is below the ASEAN Corporate Governance Scorecard ("ACGS") recommendation of a minimum quorum of two-thirds (2/3) for board decisions, Sime Darby Property's Board meetings have historically experienced high attendance rates, averaging above 98% since listing in 2017. This consistent level of attendance and participation at meetings ensures that decisions are made with substantial Director involvement, mitigating concerns associated with the lower quorum requirement.

The Board remains committed to upholding the highest standards of corporate governance and will regularly review its governance practices to align more closely with best practices over time.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

ACCESS TO INFORMATION AND ADVICE

Presentations to the Board are prepared and delivered in a manner that ensures a clear and adequate understanding of the subject matter. If there are any urgent matters or additional documents that are sent at least three (3) business days before the meeting, the Management will take the Board through the documents for a more detailed explanation during discussions at the meeting.

The agenda and most meeting papers relevant to the business of the meeting are distributed to the Board and Board Committees about five (5) days from the date of the meeting via secured collaborative software. The software eases the process of distribution of meeting papers, minimises the risk of leakage of sensitive and confidential information, and enables the Directors' access to the proposal papers electronically.

The Minutes of Board meetings accurately reflect the deliberations and decisions of the Board, including any dissenting views and if any Director had abstained from voting or deliberating on a particular matter.

DIRECTORS' INDEMNITY

MANAGEMENT COMMITTEES

High-level Management Committees are in place to assist the Board in the day-to-day management of the Group.

The Management Committees are as follows:

GROUP MANAGEMENT COMMITTEE

The Group Management Committee ("GMC") has overall responsibility for management policies, day-to-day operations of the Group, the deployment and implementation of Board resolutions and oversees the achievement of objectives and results.

The GMD & CEO is the Chairman of the GMC, and the current members include the Senior Management team. Heads of Departments will be invited to attend meetings of the GMC.

The Group Company Secretary acts as Secretary to the meetings of the GMC.

The GMC met once during FY2025.

GOVERNANCE OVERSIGHT MANAGEMENT COMMITTEE

Management established a Governance Oversight Management Committee ("GOMC") to drive, manage and monitor the implementation of the Governance, Risk and Compliance Framework within the Group.

The GMD & CEO is the Chairman of the GOMC.

The GOMC met four (4) times during the FY2025.

GROUP TENDER COMMITTEE

The Group Tender Committee ("GTC") reviews Tender Evaluation Reports/Single Source Appointment for tenders with a value of between RM5 million to RM50 million.

The GMD & CEO is the Chairman of the GTC.

The GTC met nineteen (19) times during FY2025.

GROUP INVESTMENT COMMITTEE

The Group Investment Committee ("GIC") reviews and recommends major investment and capital expenditure proposals for tabling to the Board in accordance with the GPAs.

The GMD & CEO is the Chairman of the GIC.

The GIC met six (6) times during FY2025.

MANAGEMENT SUSTAINABILITY COMMITTEE

The Management Sustainability Committee ("MSC") assists the Board and the BSC in ensuring the integration of sustainability considerations into the Group's corporate strategy, priorities and targets, governance and decision-making, in line with Sime Darby Property's PVMV. The MSC also ensures oversight of the implementation of the Company's Sustainability Policy and material issues pertaining to ESG and monitors the execution of the Sustainability Strategy.

The GMD & CEO is the Chairman of the MSC.

The MSC met six (6) times during the FY2025.



PROMOTING GOOD BUSINESS CONDUCT

The Board is committed to ethical and lawful conduct, including the proper exercise of authority and appropriate standards of behaviour. Directors act as fiduciaries at all times in the best interests of the Company, exercising integrity, care, skill and diligence in overseeing the Group's affairs. Key transactions and critical decisions are deliberated and decided collectively by the Board, with decisions and any dissent properly recorded to promote transparency and accountability. To support consistent good business conduct across the Group, the Board oversees the implementation of the GPAs, which govern ethics and conduct, protection of assets, key processes and limits of authority.

SUSTAINABILITY COMMITMENT

The Board serves as the primary governance body responsible for overseeing Sime Darby Property's sustainability strategy and its exposure to material ESG risks and opportunities, including climate-related matters. Sustainability oversight is embedded within the Group's overall corporate governance framework and supports informed decision-making, accountability and long-term value creation.

The Group's sustainability approach is informed by its vision of advancing real estate as a force for collective progress, in harmony with the planet's resources. This vision underpins the Group's purpose of driving real estate as a value multiplier for people, businesses, economies and the planet.

To support this, the sustainability governance framework delineates the roles and responsibilities of the Board, Management and the organisation in implementing the Group's sustainability agenda. The framework enables the structured identification, assessment and management of sustainability and climate-related risks and opportunities, while supporting transparent disclosures and reporting to ensure accountability across the Group.

The Group's Sustainability Framework provides a common reference for integrating sustainability considerations into business planning, risk management and operations. Aligned with 11 of the 17 United Nations Sustainable Development Goals, the framework guides performance across the business and supports the delivery of long-term value to stakeholders.

Building on this foundation, the Group launched its Sustainability Strategy and Roadmap 2030 ("SSR2030") during FY2025 to guide the next phase of its sustainability journey. SSR2030 builds on the established Sustainability Framework and Net Zero pathway, providing clearer structure, prioritisation and accountability as sustainability governance and disclosures continue to mature. Anchored on four strategic pillars (i) Energy and Carbon, (ii) Urban Biodiversity, (iii) Climate Resilience and (iv) Community Experience - SSR2030 translates strategic priorities into defined actions, performance tracking and disciplined execution across the organisation.

The Board ensures that ESG considerations are integrated into the Group's approach to identifying and addressing business risks, challenges and opportunities. This includes oversight of sustainability-related policies, performance against targets and the integrity of sustainability-related disclosures. The Group maintains established processes, controls and assurance mechanisms to support the accuracy and reliability of reported sustainability information.

In managing its environmental footprint, the Group has set targets to reduce Scope 1 and Scope 2 emissions by 40% by 2030 and to achieve net zero emissions by 2050. These targets are supported by initiatives across energy efficiency, renewable energy adoption and the incorporation of lower-carbon materials across developments and operations, in line with the Group's Net Zero pathway.

In line with the Group's sustainability commitments, the Board monitors Management's performance in addressing material sustainability risks and opportunities through defined performance indicators and regular reporting.

Further details on the Group's sustainability governance, strategy, performance and disclosures are set out in the Sustainability Statement for FY2025, which forms part of the Integrated Annual Report 2025.

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Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

DIRECTORS' INDEPENDENCE

The Independent NEDs play a significant role in bringing objectivity and scrutiny to the Board's deliberations and decision-making. Their roles are also particularly critical for related party transactions as these require independence of judgement and objective impartiality to safeguard the interests of minority shareholders.

Decision-making on key issues regarding the Company are deliberated by the Directors. Board decisions are made taking into account the views of the Independent NEDs, which carry substantial weight. Independent NEDs fulfil their roles by ensuring that strategies proposed by Management are discussed and examined as well as ensuring that the interest of stakeholders of the Company is safeguarded.

It is crucial for the Board to assess the independence of its Independent NEDs. This is undertaken annually with reference to the key criteria developed by the NRC and the Listing Requirements, which include independence from Management and the absence of any business relationship, which could materially interfere with or be perceived to materially interfere with the Independent NED's judgement.

All Directors, regardless of their independent status, are required to act in the best interests of Sime Darby Property and to exercise unfettered and independent judgment. Evidently, Directors scrutinise and constructively challenge the performances of management in the execution of the Group's strategies and plan, where necessary.

The Board performed an internal assessment on the independence of the Independent NEDs in office for the financial year under review. The Board concluded that each Independent NED has met the independence criteria as set out in Bursa Securities' Listing Requirements. The Board was satisfied that each Independent NED remained independent in character and judgement and was free from any relationship or circumstance, which were likely to affect or could appear to affect his/her judgement. The Board further concurred that their continuous contributions are beneficial to the Board and Sime Darby Property Group as a whole.

Each Independent NED Director also provided his/her declaration of independence to Sime Darby Property in compliance with the criteria set out in the Listing Requirements.

The annual declaration of every Independent NED's independence is assessed by the NRC and based on the internal assessment, the Board was satisfied that each Independent Director:

- 1) Had met the independence criteria as set out in the Listing Requirements of Bursa Securities.
- 2) Remained independent in character and judgement and was free from any relationship or circumstances, which were likely to affect or could appear to affect his/her judgement.

STRENGTHENING INTEGRITY AND ETHICS

The Board recognises that ethical leadership and integrity are fundamental to effective governance and long-term value creation. Accordingly, the Board provides oversight to ensure that appropriate integrity, ethics and compliance frameworks are embedded across the Group and applied consistently in the conduct of its business.

Detailed disclosures on the Group's integrity, ethics and compliance frameworks, including anti bribery and corruption safeguards, corporate liability under Section 17A of the Malaysian Anti-Corruption Commission ("MACC"), gift, entertainment and travel controls, whistleblowing arrangements, and vendor integrity requirements, together with the associated risk assessment, controls and monitoring mechanisms, are set out in the Statement on Risk Management and Internal Control ("SORMIC") in pages 287 to 300 of this Integrated Annual Report.

NOMINATION AND REMUNERATION COMMITTEE REPORT

The NRC is pleased to present its report for the financial year ended 31 December 2025 in compliance with Paragraph 15.08A(3) of the Listing Requirements of Bursa Securities and the MCCG.

This report provides shareholders with valuable insights into the activities of the NRC during the financial year under review and how the NRC plays a key oversight role for the Board.

KEY ROLES OF THE NRC

In compliance with the requirement of Paragraph 15.08A(1) of Bursa Securities' Listing Requirements, the NRC comprises exclusively NEDs, all of whom are Independent NEDs. The NRC is chaired by an Independent NED, which is consistent with Practice 5.8 of the MCCG.

The NRC's role, amongst others, is to assist the Board in fulfilling its responsibilities with regard to the appropriate size and balance of the Board and Board Committees, the required mix of skills, experience, knowledge, diversity and other qualities, including core competencies which NEDs should bring to the Board and respective Board Committees. All of these considerations, in the Board's view, facilitate effective governance and decision-making.

In discharging this role, the NRC ensures that there is a formal and appropriate procedure for the appointment of new Directors to the Board and is responsible for making recommendations to the Board.

Additionally, the NRC determines and makes recommendations to the Board on Sime Darby Property's framework and policy for the remuneration of the NEDs, the GMD & CEO and key management personnel in the Sime Darby Property Group. The participation of women in Senior Management is also reviewed to ensure a sustainable talent pipeline.

The NRC is also responsible for developing plans to identify the necessary and desired competencies and skills of Directors and succession plans to ensure that there are appropriate dynamics of experience, diversity and expertise

on the Board. The Board has put in place succession planning principles to ensure there is orderly identification for selection of new NEDs in the event of an opening on the Board and successors to Committee Chairs from amongst the existing NEDs. The Board via the NRC also oversees the appointment and succession planning of the critical positions in the Group with a focus on human capital development.

The NRC also plays a crucial role in reviewing the Key Performance Indicator ("KPI") and scorecard framework in depth by providing constructive inputs in ensuring that the metrics used effectively align with the Group's strategic objectives and reflect its values. The NRC reviews and assesses the relevance, accuracy and appropriateness of the KPIs.

TERMS OF REFERENCE

The NRC is governed by clearly defined and documented TOR. The TOR of the NRC, which was last revised in November 2024 is consistent with the Listing Requirements and the MCCG. For the financial year under review, all the requirements under the TOR have been complied with. The TOR is assessed, reviewed and updated as the need arises, to ensure that the terms remain relevant, up-to-date and in conformity with the various changes in regulations.

For more information on the TOR of the NRC, please refer to the Group's website at www.simedarbyproperty.com/who-we-are/corporate-governance.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

OVERVIEW OF ACTIVITIES FOR THE FINANCIAL YEAR UNDER REVIEW

During the financial year under review, the NRC carried out among others, the following key activities in discharging its functions, duties and responsibilities:

	NOMINATION	REMUNERATION
Matters Considered	1) Reviewed and assessed the performance and made recommendations to the Board with regard to Directors seeking re-election at the Sime Darby Property's 52nd AGM. 2) Reviewed and assessed the overall composition of the Board and Board Committees, and Board succession planning. This includes recommending the appointment of a new Independent NED on the Board and as an AC and BTC member and shortlisting the candidates as successor to the AC and BSC chairman role, which incumbent is due for retirement in the Third Quarter of 2026. 3) Reviewed and discussed the update on Succession Management and Learning & Development of Sime Darby Property. Challenged the list of successors recommended by Management, mainly whether the list was truly reflective of the current bench strength and the effectiveness of identified action plans. 4) Reviewed the progress of the People Strategy and Transformation Initiatives including providing suggestions on areas for improvement. 5) Reviewed and discussed the Organisational Structure of the Group, including the Investment & Asset Management team, with emphasis on ensuring manageable span of direct reports to GMD & CEO. 6) Reviewed the progress of Senior Critical Hires and shared suggestions on measures to expedite closing critical gaps. 7) Assessed and recommended to the Board the appointment/promotion/contract renewal of key management personnel of the Group. 8) Reviewed the updates Project War-on-Waste ("WoW") process optimisation process with selected departments, which include Human Resources ("HR") & Administration, Marketing & Sales, Finance Department and General Procurement. Challenged Management whether the efficiencies and results achieved could be further improved.	1) Reviewed, discussed and recommended to the Board the payment of Fees and Benefits to the NEDs for the period from the AGM on 11 June 2025 until the next AGM of Sime Darby Property in 2026. 2) Reviewed, discussed and recommended to the Board the Salary Increment for FY2025 and Bonus Payout for FY2024 for Employees and Top Management of Sime Darby Property Group. 3) Reviewed, robustly discussed and recommended to the Board the Performance Scorecards for Corporate/GMD & CEO and GMD-Is for FY2025. 4) Reviewed, robustly discussed and recommended to the Board the Performance Assessment for GMD & CEO and GMD-Is for FY2024. 5) Reviewed and constructively discussed the short-term and long-term variables compensation, including the current and the proposal for the new long-term incentive plan. 6) Reviewed, discussed and recommended to the Board the minimum living wage of Group employees and minimum salary range of non-executive grades. 7) Reviewed updates on Staff Purchase Discount for Sime Darby Property Group's Products.

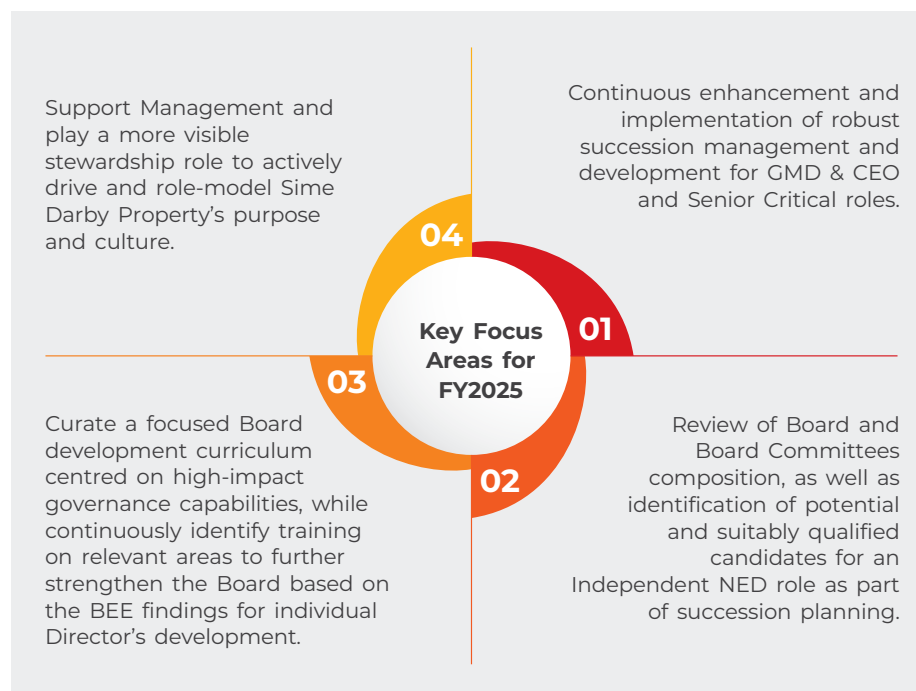
GOVERNANCE

Matters Considered

- 1) Engagement of an independent third-party external consultant to facilitate the conduct of the BEE FY2024 and reviewed its findings.
- 2) Reviewed Sime Darby Property's succession planning for senior critical roles and talent pool demographics.
- 3) Reviewed and endorsed the disclosures in the NRC Report for the financial year under review for inclusion in the Annual Report 2024 to ensure that it was prepared in compliance with the relevant regulatory requirements and guidelines.
- 4) Reviewed and assessed the fit and propriety of Board (Including Executives) and Company Secretaries of Sime Darby Property Group as per the annual fit and proper review exercise.
- 5) Reviewed the results of the 2025 Employee Engagement Survey and monitored the progress of the respective action plans.
- 6) Reviewed the update on Sime Darby Property's Executives on the Board of Key Operating and Joint Venture Entities of Sime Darby Property Group.
- 7) Planned and approved the NRC Annual Outline Agenda for FY2026.
- 8) Reviewed the trainings attended/participated by each Director and assessed the training needs of the Directors for FY2025.
- 9) Reviewed and recommended relevant and appropriate training programmes by regional and global training providers based on Directors' feedback and findings from BEE Report FY2024.

KEY FOCUS AREAS FOR FY2026

The key focus areas for the NRC in FY2026 are largely a continuation of the priorities identified in FY2025, reflecting the Committee's ongoing commitment to Board and leadership effectiveness. These include:



COMPOSITION, MEETINGS AND ATTENDANCE

The NRC consists of four (4) members, all of whom are Independent NEDs. The NRC is chaired by an Independent NED, Datin Norazah Mohamed Razali. There were no changes to the composition of the NRC during the financial year under review.

The NRC meetings for the financial year under review were scheduled in advance of the financial year to facilitate the members and management in planning and ensuring the NRC meetings are incorporated into their respective schedules. This also serves to provide members with ample notice of the meetings. The attendance at all NRC meetings met the requisite quorum as stipulated in the NRC's TOR. The NRC shall meet every quarter and when necessary, at such other time(s) as it deems necessary to fulfil its responsibilities.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

The NRC met eight (8) times during the financial year under review, three (3) of which were special meetings, whilst another one (1) was a continuation meeting of the First Quarter FY2025 meeting to provide sufficient time for the NRC to deliberate on the agendas tabled.

The composition of the NRC and the attendance record of its members for the financial year under review are as follows:

Members	Membership/Designation	Appointment	Attendance at Meetings	
Datin Norazah Mohamed Razali	Chairman/Independent NED	23 July 2018	8/8	100%
Dato' Seri Ahmad Johan Mohammad Raslan	Member/Independent NED	12 July 2017	8/8	100%
Dato' Soam Heng Choon	Member/Senior Independent NED	1 July 2020	8/8	100%
Dato' Hamidah Naziadin	Member/Independent NED	1 October 2021	8/8	100%

During the financial year under review, meetings of the NRC were attended by the GMD & CEO and Chief People Officer ("CPO"). Other members of the Board and Senior Management were invited to meetings of the NRC, when necessary, to support detailed discussions and to brief and furnish the NRC with necessary information and clarification of relevant items on the agenda.

The Group Company Secretary acts as Secretary to the NRC.

All proceedings of the NRC are properly documented and recorded in the minutes of each meeting, including comments made by each member, how they have voted and pertinent observations and reservations. Following each meeting, extracts of decisions and action items are communicated within a week to the relevant process owners for implementation. The minutes of the NRC meetings are circulated to all members for their perusal and comments well in advance and the signed minutes of each NRC meeting are properly kept by the Group Company Secretary. Minutes of the NRC meetings are tabled for confirmation at the next NRC meeting, and thereafter circulated to the Board for notation.

The Chairman of the NRC periodically provides a report, highlighting significant points of the decisions and recommendations made by the NRC to the Board. The Minutes of the NRC meeting are submitted to the Board every quarter for the Board's notation.

BOARD COMPOSITION AND DIVERSITY

The Board Composition Policy ("Policy") of Sime Darby Property was first adopted by the Board on 26 July 2017 and is available on the Company's website. The Policy ensures that the mix and profiles of Board members in terms of age and gender provide the necessary range of perspectives, experience and expertise required to achieve effective stewardship and management.

The Board believes that a truly diverse and inclusive Board will leverage on differences in thought, perspective and knowledge, skill, industry experience and geographical background, age and gender, all of which will ensure that Sime Darby Property retains its competitive industry advantage.

The Board now comprises two (2) Independent NEDs with prior working experience in property development industry, namely Dato' Soam Heng Choon ("Dato' Soam") and Datuk Ir. Ho Hon Sang ("Datuk Ho"), reinforcing the Board's industry expertise and strategic capabilities.

The demographic composition of the Board, including gender, age and independence distribution, is presented in the Corporate Governance Overview Statement on page 236. The NRC Report focuses on succession planning, appointments, remuneration and related governance responsibilities as mandated under its TOR.

The NRC is responsible for the implementation of the Policy and for monitoring progress towards the achievement of the Board's objectives.

FIT AND PROPER POLICY

Pursuant to Paragraph 15.01A of Bursa Securities' Listing Requirements, a listed issuer must have a fit and proper policy for the appointment and re-election of directors of the listed issuer and its subsidiaries, ensure the policy addresses board quality and integrity and will aid the listed issuer to comply with paragraph 2.20A of the Listing Requirements, and to make available the policy on its website.

In November 2024, the NRC reviewed and recommended enhancements to the Fit and Proper Policy, which was subsequently approved by the Board. The key enhancement

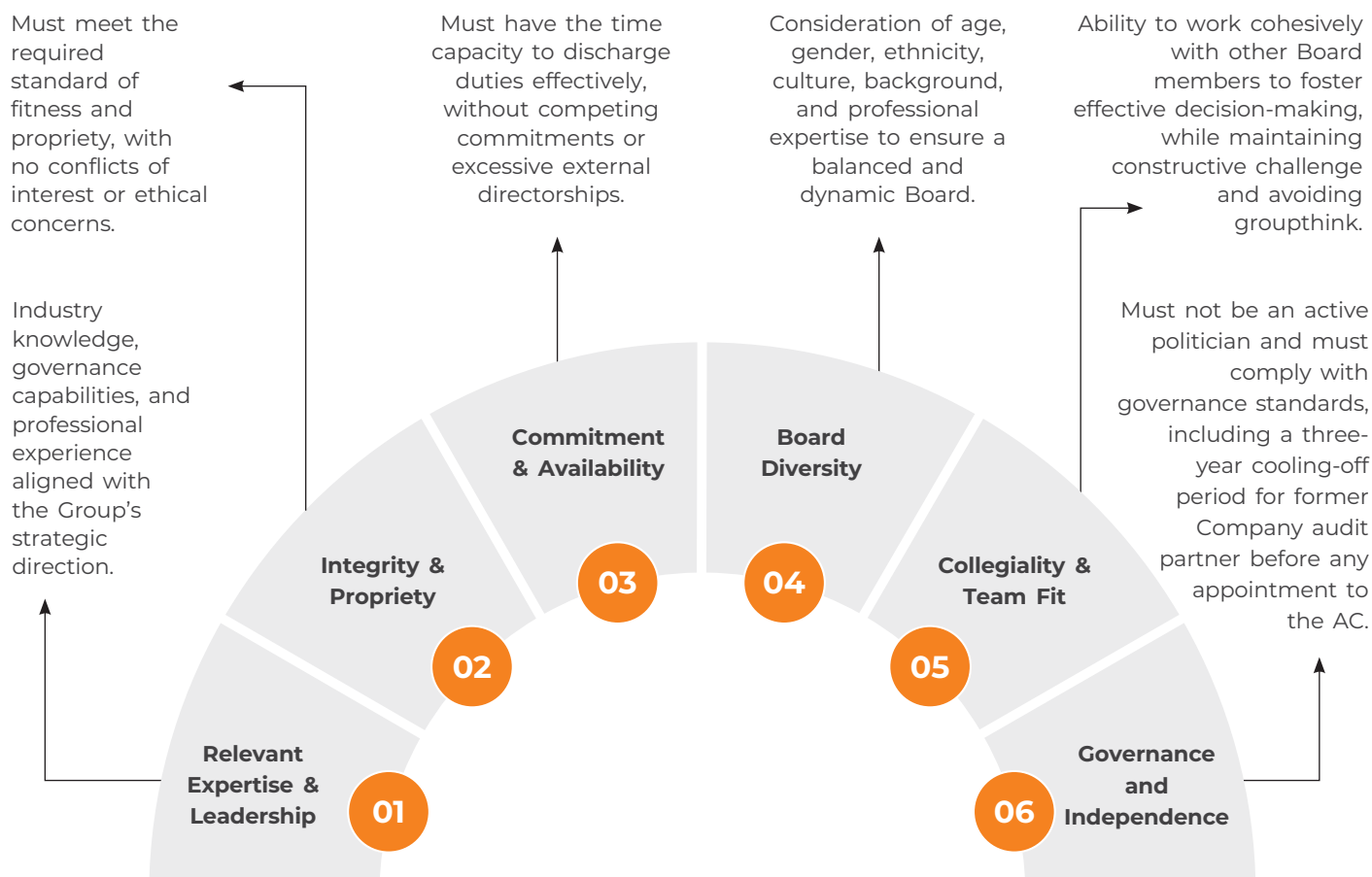
included expanding the fit and proper assessment scope beyond Directors to also cover Key Management Personnel ("KMP") within Sime Darby Property Group. This ensures that individuals in leadership roles uphold the highest standards of integrity, competence and ethical conduct.

As part of the annual assessment, all Directors, KMP, and Company Secretaries must complete the Fit and Proper Declaration to confirm compliance with policy criteria. For FY2025, the Board and NRC confirmed that all individuals met the required standards of fitness and propriety. Additionally, the Group Corporate Assurance Department and HR found no adverse findings on these individuals.

BOARD APPOINTMENT PROCESS

Sime Darby Property adopts a formal, transparent and merit-based approach to Board appointments, ensuring alignment with strategic needs, regulatory requirements and best governance practices. The NRC leads the sourcing, assessment and selection of candidates, ensuring that each appointment enhances Board effectiveness and diversity.

The Board Appointment Process ensures the candidates' suitability and have the necessary skills, experience, and integrity to contribute effectively to Sime Darby Property's long-term strategy. The NRC assesses candidates based on the following criteria:

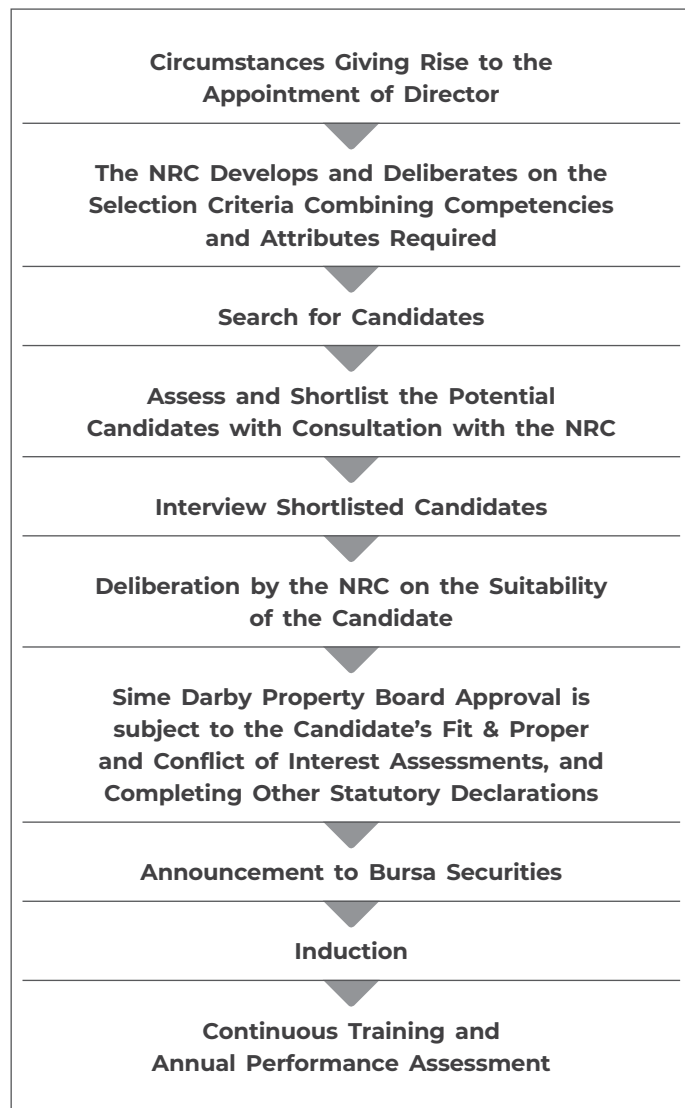


Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

In its selection of suitable candidates, the NRC adheres to the guidelines stipulated in the Board selection criteria set out in the Board Appointment Process.

The process flow for the appointment of a Director is as follows:



The Group Company Secretary ensures that all appointments adhere to the governance process and that all necessary information is obtained from the Director, both for the Group's records and for the purposes of meeting statutory obligations as well as obligations arising from the Listing Requirements.

As part of its annual governance cycle, the NRC conducted a review of the Board and Board Committees' composition in May 2025, taking into account the Board's size, balance, independence, skills mix and diversity, as well as succession planning considerations in line with the Board Charter and MCCC. The review identified that two Independent NEDs will reach the nine year tenure limit in July 2026.

In anticipation of this, the NRC commenced early succession planning during FY2025 to ensure an orderly transition and continuity of Board effectiveness. The NRC conducted the search for a potential successor to Dato' Seri Ahmad Johan Mohammad Raslan using a structured and merit-based approach, supported by independent third-party assistance.

Following the assessment process, Mr Thayaparan Sangarapillai ("Mr Thaya") was identified based on merit, having regard to the Board's desired competencies, experience profile and independence requirements. He was assessed through interviews, due diligence and a fit and proper evaluation. The NRC recommended his appointment, which was approved by the Board on 31 March 2026, with effect from 1 April 2026, including his appointment as a member of the AC and BSC. Mr Thaya brings extensive professional experience in audit, accounting, financial reporting and governance, and is expected to contribute strong assurance oriented perspectives to Board and Committee deliberations, particularly in relation to financial reporting, internal controls, risk management and sustainability governance.

As part of the same review, the NRC also considered Board Committee succession and oversight of Battersea Power Station Development Company Limited ("BPSDC"). Datuk Ho was appointed as a member of the Board Tender Committee, with effect from 1 June 2025, succeeding Tan Sri Jaganath Derek Steven Sabapathy, who retired on 1 September 2025. The NRC also reviewed and recommended Datuk Ho's appointment to succeed Dato' Soam on the BPSDC Board, with effect from 1 September 2025, to ensure continuity of oversight and orderly succession planning.

Following reassignment of work portfolio by Permodalan Nasional Berhad, Mr Khalid Mohammed Noor resigned as Alternate Director to Ms Nur Farahbi Shaari on 10 June 2025 and was replaced by Mr Mohd Zarul Abdul Halim ("Mr Zarul") with effect from 11 June 2025. Subsequently, Ms Nur Farhanah Mohd Radzif was appointed as Alternate Director on 27 March 2026 in place of Mr Zarul, who resigned on 9 March 2026. The appointments were conducted in accordance with the Board Appointment Process, including fit and proper assessments and regulatory requirements.

BOARD EFFECTIVENESS & FUTURE COMPETENCY PLANNING

The FY2025 BEE confirmed that the Board's composition remained well balanced, with the right mix of experience, skill sets, diversity and independence, and comprised qualified and capable members to effectively discharge its oversight and governance responsibilities. The Board was assessed to be strongly grounded in core property development, investment and asset management disciplines, supported by a constructive and collaborative Board culture and a healthy spread of generational diversity, which collectively enhance the quality of deliberations and reduce the risk of groupthink. At the same time, the evaluation highlighted the importance of sustaining these strengths while progressively enhancing the Board's effectiveness in areas such as strategic oversight, succession readiness, leadership continuity and Board development to support the Group's SHIFT32 transformation agenda. In this regard, the NRC continues to take a structured and forward looking approach to Board composition, succession and development planning to ensure the Board remains fit for purpose, resilient and aligned with evolving strategic priorities and industry best practices.

RETIREMENT AND RE-ELECTION OF DIRECTORS

The NRC is responsible for recommending to the Board, Directors who are retiring and standing for re-election at the AGM, in accordance with the Constitution.

Pursuant to Rule 111 of the Constitution, at least one-third (1/3) of the Directors shall retire from office at each AGM, while Rule 112 provides that all Directors shall retire at least once every three (3) years. A retiring Director is eligible for

re-election. The Directors' rotation list is presented to the NRC for endorsement prior to recommendation to the Board. Subsequently, the retiring Directors standing for re-election would be recommended to the shareholders for approval.

In assessing the retiring Directors, the NRC considers, among others, their performance and contribution based on the FY2025 BEE, independence (where applicable), fit and proper status, time commitment, and their ability to continue contributing effectively to Board deliberations. The NRC also takes into account the Directors' skills, experience and leadership attributes, as well as the need to maintain Board effectiveness, continuity and stability. Each Director has provided the necessary consent to stand for re-election prior to the convening of the AGM.

Based on the NRC's assessment and the FY2025 BEE findings, the Board approved as per the NRC's recommendation that the retiring Directors seeking re-election at the 53rd AGM have met the performance, independence (where applicable) and fit and proper criteria, and have continued to discharge their duties diligently in support of the Board's oversight of the Group's long-term strategy. Detailed profiles of the Directors are set out in the Board Profiles section of this Annual Report.

In recommending the re-election of the retiring Directors, the NRC noted the following key considerations:

- Dato' Rizal Rickman Ramli – continues to provide effective contribution and balanced judgement in Board deliberations, supported by his experience in strategy, investments and corporate transformation.
- Dato' Seri Azmir Merican – continues to provide leadership continuity and strategic oversight as GMD & CEO, including in driving and implementing the Group's SHIFT32 strategic agenda.
- Dato' Soam Heng Choon – continues to contribute meaningfully to Board and Board Committee deliberations, supported by his industry experience and independent judgement.
- Mr Thayaparan Sangarapillai – expected to contribute effectively in line with the competencies and rationale considered at the time of his appointment, as assessed through the appointment evaluation process.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

The Directors retiring pursuant to Rules 92.3 and 111 of the Constitution of Sime Darby Property at the 53rd AGM are as follows:

Rule 92.3

- 1) Mr Thayaparan Sangarapillai

Rule 111

- 1) Dato' Rizal Rickman Ramli
- 2) Dato' Seri Azmir Merican
- 3) Dato' Soam Heng Choon

The retiring Directors above have abstained from deliberation and decision on their eligibility to stand for re-election at the relevant Board/NRC meeting. The retiring Directors have offered themselves for re-election at the 53rd AGM.

ASSESSMENT OF INDEPENDENT DIRECTORS

The NRC acknowledges the role played by and the continuous contribution of the Independent NEDs in bringing independent and objective judgement to the Board's deliberations. The Board assesses the independence of its Independent Directors annually with reference to the key criteria developed by the NRC and as set out in the Listing Requirements. The criteria include the independence of Management and the absence of any business or other relationship or circumstance that could materially interfere or could reasonably be perceived to materially interfere with the Independent NED's judgement or affect the best interests of Sime Darby Property Group.

The Board assessed the independence of each Independent NED in office for the financial year under review and concluded that they had each met all the criteria of an Independent Director set out in the Listing Requirements and requisite fit and proper requirements as stipulated in the CG Guide 4th Edition issued by Bursa Malaysia. The Board is satisfied that each Independent NED has remained independent in character and judgement and continues to bring sound, independent and objective judgement to Board deliberations. Each Independent NED is also free from relationships or circumstances which are likely to affect or could appear to affect his/her judgement. The Independent NEDs have also provided confirmation on their independence pursuant to the Listing Requirements vide the annual Independent Directors' Self-Assessment Checklist.

None of the current Independent Directors have served Sime Darby Property beyond nine (9) years pursuant to Practice 5.3 of the MCGG. In line with the step-up practice, as recommended under Practice 5.4 of the MCGG, the Board also approved the adoption of the revised Board Charter and TOR of the NRC on 25 November 2021, which includes the limit on the tenure of its independent directors to nine (9) years.

EVALUATING THE PERFORMANCE OF DIRECTORS: BOARD EFFECTIVENESS EVALUATION ("BEE")

For FY2025, the Board undertook an independent BEE to assess the effectiveness of the Board as a whole, Board Committees, the Chairman, individual Directors and the Group Company Secretary, in line with MCGG Practice 6.1 and the Bursa Securities' Listing Requirements. Consistent with good governance practice, the NRC appointed another external independent consultant for the FY2025 BEE to ensure continued objectivity, independence and fresh perspectives in the evaluation process.

The BEE was conducted using a structured and evidence-based approach, covering both overall Board effectiveness and the performance of individual Directors, as follows:

Overall Board, Board Committee and Leadership Assessment

- An anonymous online questionnaire was administered to assess collective Board effectiveness.
- Confidential one-to-one interviews were conducted with the Chairman of the Board and Board Committees, as well as the GMD & CEO and Group Company Secretary.
- A desktop review of key governance documents was undertaken, including Board and Committee charters and relevant policies.
- The assessment evaluated Board effectiveness across key dimensions, including leadership, Board composition, culture and dynamics, governance processes, quality of information and Board-Management relationship, while also considering the Board's role in overseeing current performance and stewarding the Group's long-term strategic transformation.

Annual Assessment of Individual Directors

- During FY2025, the Board conducted an annual performance assessment of individual Directors as part of the BEE.
- The assessment comprised structured self and peer evaluations against defined criteria, including boardroom behaviours, preparedness, quality of challenge, contribution to Board deliberations, expertise relevant to long-term strategy, and commitment to ongoing development.
- Individual Directors were also assessed against a Board Skills Matrix to evaluate the depth and breadth of competencies across key skill areas and to identify areas for enhancement and future Board capability needs.
- The assessment was supplemented by qualitative feedback on areas for improvement and desired future Board capabilities.
- The consolidated results were reviewed by the Board, and the outcomes informed Board of the respective development priorities, succession considerations and Directors' training plans for the ensuing year.

The evaluation also supports the Board's consideration of whether a Director standing for re-election should be recommended for re-election at the next AGM, and provides assurance of continued effective oversight and appropriate delegation of responsibilities by the Board.

The NRC monitored the progress of actions arising from the FY2024 BEE and noted the following:

1) Cybersecurity Oversight

Targeted training, enhanced committee oversight and focused cybersecurity briefings were implemented during FY2025, resulting in early stage improvement, with further structuring of digital governance identified as a continuing priority.

2) Leadership and Succession

Strong progress was achieved through the introduction of bi-annual NRC dashboards, deeper talent reviews and leadership transitions, improving visibility over succession depth and pipeline readiness, with future ready capability alignment continuing.

3) Board and Stakeholder Engagement

Enhancements to integrated reporting, ESG disclosures and external engagement platforms contributed to moderate improvement, with scope to further strengthen the Board's strategic narrative and outlook for stakeholders.

4) Employee Wellbeing

Strengthened KPIs, enhanced safety oversight and employee engagement initiatives delivered foundational progress, with the need identified for more structured wellbeing metrics and deeper operational exposure, particularly in relation to HSSE.

Based on the FY2025 BEE, key themes and improvements priorities were identified to support the Board's continued effectiveness and long-term stewardship. The summary of outcomes and forward-looking priorities arising from the FY2025 BEE are disclosed in pages 264 to 265. The NRC will continue to oversee the implementation and monitoring of actions arising from the BEE within its oversight responsibilities and provide updates to the Board, where appropriate.

AC PERFORMANCE REVIEW

Pursuant to Paragraph 15.20 of the Listing Requirements, the NRC reviewed the terms of office, composition and performance of the AC and is satisfied that the AC as a whole and its members individually had discharged their functions, duties and responsibilities in accordance with the Committee's TOR. Additionally, based on the FY2025 BEE findings, the AC was assessed to be effective in supporting the Board's oversight responsibilities, with its overall performance demonstrating consistent effectiveness over recent evaluation cycles.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

NRC AND RMC EFFECTIVENESS AND PERFORMANCE REVIEW

Based on the BEE findings, the Board and Management are satisfied with the performance and effectiveness of the NRC and RMC, respectively, in providing sound advice and recommendations to the Board during the financial year under review. The evaluation further noted that both Committees operated effectively within their respective mandates, with the NRC playing an active role in overseeing Board composition, succession and development matters, and the RMC providing appropriate oversight of key risk areas.

BOARD INDUCTION

On joining the Board, it is the responsibility of the Chairman and Group Company Secretary to ensure that all newly appointed Directors receive a full and formal induction, which is tailored to their individual needs based on experience and background. The induction programme includes a comprehensive overview of the Group (ranging from legal, governance, operations and projects, growth strategy and financial performance of the Group) as well as guidance and training, as appropriate, are provided on Board governance and the duties, responsibilities and liabilities of a director of a listed company. During the financial year under review, an onboarding session was organised for Datuk Ho on 7 January 2025 and Mr Zarul on 15 August 2025.

ANNUAL BOARD DEVELOPMENT FOCUS

Guided by the NRC's assessment of Directors' training needs, emerging regulatory developments, and the FY2024 BEE findings, the following key development focus areas were identified for the Board in FY2025:

- Sustainability governance and regulatory reporting, including readiness for the National Sustainability Reporting Framework ("NSRF");
- Oversight of technology, cyber security and digital resilience;
- Occupational safety and health governance;
- Strategic foresight, market developments and emerging business risks.

During the financial year under review, the NRC, with the support of the Group Company Secretary coordinated the following online virtual trainings for the Board and Senior Management of Sime Darby Property, aligned to the identified development priorities:

Date	Training Programme
12 June 2025	Briefing on Occupational Safety and Health Act ("OSHA")
17 September 2025	The Human + Machine Future Of Real Estate: Strategic Foresight For A Transforming Industry
29 September 2025	Future Frontiers: Technology Disruptions & Emerging Trends Shaping Real Estate

As part of the Board's broader exposure to sustainability related matters, the Board participated in the Company's inaugural Urban Biodiversity Conference held in August 2025, which provided insights into biodiversity considerations relevant to sustainable urban development and placemaking.

The Management team had also, during the financial year under review, organised trainings/knowledge sessions on 4 September 2025 for the Board and Senior Management of Sime Darby Property on markets, investments and property industry-related topics as follows:

Topic

- 1) Macro Economic Outlook
- 2) Digital Transformation & AI : Unlocking Productivity and Innovation
- 3) Impact Investing : A Path to Multiply Value for People
- 4) Geographic Expansion – ASEAN Real Estate Opportunities
- 5) Institutional Capital in Real Estate – *Dana Pemacu*
- 6) Fireside Chat : Transformation to a Real Estate Company

The Board was apprised of the property market updates during the Board Strategy Session, which was held from 9 to 12 October 2025.

Other than classroom programmes, several NEDs have visited various townships development in 2025 with the aim of better understanding the business and operations of Sime Darby Property Group as well as engaging with the respective team members. Management would proactively organise annual site visits for Directors.

As of end of July 2025, all Directors of Sime Darby Property have completed the Mandatory Accreditation Programme (“MAP”) Part II: Leading for Impact (“LIP”), an initiative under the Securities Commission’s Corporate Governance Strategic Priorities 2021-2023, which aims to provide directors with the foundation to address sustainability risks and opportunities effectively, and have better oversight over their companies’ material sustainability matters. Mr Zarul, who was appointed as an Alternate Director on 11 June 2025, completed MAP Parts I and II in July and August 2025, respectively.

Collectively, the Board has undertaken development activities across all nine capability pillars during FY2025, ensuring that Directors continue to maintain a well-rounded and relevant mix of competencies aligned to the Group’s strategic direction and regulatory environment.

01 Property Industry/Industrial & Logistics Development

02 Sustainability Agenda

03 Market & Investments

04 Risk Management & Internal Control

05 Finance, Accounting & Tax

06 Governance

07 Cybersecurity/Technology & Innovation

08 Leadership Management

09 Stakeholder Relations

For full details of the list of trainings, please refer to the CG Report on pages 35 to 41.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

POST YEAR END BOARD DEVELOPMENT ACTIVITIES

In line with the Board's ongoing commitment to continuous professional development and to ensure timely readiness for regulatory changes, the NRC approved the implementation of selected Board development programmes identified for FY2025 which were conducted shortly after the financial year end.

These programmes were undertaken as part of the Board's continuing development efforts and in response to the FY2024 BEE recommendations, and were considered highly relevant to strengthening the Board's oversight of sustainability reporting, regulatory compliance, financial reporting and cyber risk management.

Date	Training Programme	Trainer/Facilitator
7 January 2026	Navigating the NSRF and Latest Bursa Securities' Listing Requirements	Minority Shareholders Watch Group ("MSWG")
9 January 2026	Updates on Accounting and Tax Matters	PricewaterhouseCoopers ("PwC")
28 January 2026	Sime Darby Property's Cybersecurity Maturity	Sime Darby Property's Group Technology & Innovation Team

BOARD REMUNERATION FRAMEWORK

REMUNERATION PRINCIPLES

The Board recognises that an appropriate, transparent and well governed remuneration framework is critical to attracting, retaining and motivating high calibre Directors, while reinforcing independence of judgement, accountability and long-term value creation for the Group. The framework is designed to reflect the roles, responsibilities and fiduciary duties of Directors and is subject to periodic review to ensure continued relevance and alignment with the Group's strategy, prevailing market practices and governance expectations.

GOVERNANCE AND OVERSIGHT

The Board has delegated to the NRC the responsibility to set the principles, parameters and governance framework relating to the Group's remuneration matters. In discharging its role, the NRC reviews and recommends the remuneration framework for the NEDs to the Board, taking into consideration market competitiveness, industry benchmarks, as well as the skills, experience, responsibilities, time commitment and the scale and complexity of the Group's operations. The NRC may, where appropriate, engage independent external consultants to support its review, which review of the Board Remuneration Framework for NEDs was conducted in 2025.

COMPONENTS OF DIRECTORS' REMUNERATION

The remuneration framework for NEDs comprises:

(i) Directors' fees

Fees for services rendered to the Board and, where applicable, Board Committees as approved by the shareholders at the 52nd AGM held on 10 June 2025, as set out below:

	Board (RM/Year)	Board Committees (RM/Year)
Chairman	540,000	70,000
Member	220,000	40,000

(ii) Benefits payable to NEDs

Benefits incurred in the discharge of their duties (including medical and hospitalisation, insurance coverage and other approved benefits), subject to an overall limit approved by shareholders.

At the same AGM, shareholders approved an increase in the overall annual limit for benefits payable to NEDs from RM500,000 to RM1.5 million. The increase was intended to ensure the continued adequacy of benefits framework, which had remained unchanged since the Company's listing in 2017, and to accommodate broader participation by NEDs in purchasing the Group's products, particularly in encouraging those who have not previously utilised the discount benefit.

NEDs do not receive any performance based remuneration, and their remuneration structure is intended to preserve independence and objectivity in decision-making.

Directors' fees and benefits payable to NEDs are subject to shareholders' approval at a general meeting in accordance with Section 230 of the Companies Act 2016. Directors' fees for services on the Board and Board Committees are paid on a monthly basis pursuant to the shareholders' mandate obtained at the AGM.

For full details of the Directors' Remuneration Framework and details of fee structure of individual directors of Sime Darby Property on a named basis paid during the financial year under review, please refer to the CG Report on pages 77 to 78, respectively.

ALIGNMENT WITH RESPONSIBILITIES AND STEWARDSHIP

The Board Remuneration Framework is intended to reflect the roles, fiduciary duties and time commitment of Directors, including responsibilities undertaken through Board and Board Committee oversight. In setting and reviewing the framework, due regard is given to the need to support Board independence, effective governance and the long-term sustainability of the Group.

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

Directors are covered under Directors' and Officers' Liability Insurance for liabilities arising from the discharge of their duties, excluding liabilities arising from fraud, dishonesty or personal profit or advantage. Directors and Officers are required to jointly contribute towards a portion of the insurance premium.

SUCCESSION PLANNING

Succession planning is a core element of Sime Darby Property's governance framework, supporting leadership continuity, organisational resilience and long-term sustainability at both Board and Senior Management levels. The Board has in place a structured succession planning approach that is aligned with the Group's strategic priorities, evolving operating environment and future capability requirements.

BOARD AND BOARD COMMITTEE SUCCESSION

The NRC oversees succession planning for the Board and Board Committees, ensuring that the Board continues to comprise an appropriate balance of skills, experience, independence, diversity and institutional knowledge, while supporting orderly renewal and continuity. Board and Committee succession planning is informed by the Board Skills Matrix, BEE outcomes, tenure considerations and anticipated future governance and strategic needs.

As part of this process, the NRC regularly reviews Board and Committees' composition, succession timing and potential transition scenarios, including planned rotations and leadership refreshment at Committee level, to ensure effective oversight and continuity of decision-making.

SENIOR MANAGEMENT AND LEADERSHIP SUCCESSION

Beyond the Board, succession planning for Senior Management and key leadership roles remains a strategic priority. The NRC, in collaboration with Management and Human Resources, undertakes periodic reviews of the Group's leadership pipeline and succession management framework, with a focus on leadership readiness, depth and sustainability.

During FY2025, the NRC reviewed the Group's succession and talent management approach, encompassing:

- succession coverage for critical senior leadership roles;
- readiness and development of identified internal successor;
- alignment of leadership capabilities with the Group's strategic transformation and operating priorities; and
- organisational design and leadership implications arising from business and functional realignments.

Corporate Governance Overview Statement

BOARD LEADERSHIP AND EFFECTIVENESS

To strengthen succession readiness, the NRC oversaw a structured leadership development approach aligned with gaps identified through succession reviews. This included targeted executive education, accelerated leadership programmes and role based development journeys, focusing on areas such as strategic thinking, leading change, stakeholder influence and talent pipeline building.

Succession planning continues to prioritise internal talent development, complemented by external benchmarking and market sourcing where internal readiness remains limited.

The NRC will continue to review succession coverage and readiness levels periodically, with particular focus on roles with elevated risk and near term transition timelines.

STRATEGIC ORGANISATIONAL REVIEW

As part of its oversight responsibilities, the NRC reviewed the Group's organisational structure during FY2025 to ensure it remains fit for purpose, aligned with the Group's strategic direction and capable of supporting effective leadership, execution and governance.

The review focused on the overall leadership structure, role alignment and reporting clarity, taking into account the scale and complexity of the Group's operations, ongoing strategic initiatives and the need for appropriate leadership capacity and span of control at senior levels. The NRC considered whether the organisational design continues to support accountability, decision-making efficiency and effective oversight across business segments and key functions.

In exercising its oversight, the NRC also considered the organisational structure in the context of succession planning and talent sustainability, recognising the importance of leadership depth and role design in developing future leaders and mitigating succession risk for critical roles.

The NRC will continue to monitor the effectiveness of the organisational structure through periodic updates from Management, and will oversee further refinements as necessary to support the Group's long-term strategy and leadership continuity.

SIME DARBY PROPERTY GROUP REMUNERATION POLICY

The NRC reviews the design, performance metrics and outcomes of both the Short Term Incentive Plan ("STIP") and Long Term Incentive Plan ("LTIP") annually to ensure continued alignment with the Group's strategy, risk profile and evolving sustainability priorities.

Any adjustments to performance outcomes, including the application of moderation, are subject to robust governance processes, NRC oversight and Board approval. This ensures that remuneration outcomes remain fair, transparent and aligned with the long-term interests of shareholders and key stakeholders.

STIP

The STIP is predominantly performance based and is determined by achievement against the approved annual Corporate/GMD&CEO Scorecard, which is cascaded to the GMD-1 scorecards. The Corporate Scorecard comprises a balanced mix of financial and non-financial KPIs, including profitability, operational execution, organisational effectiveness, customer outcomes, safety and sustainability.

For FY2025, sustainability related KPIs formed an integral part of the STIP framework, with explicit weightage allocated to areas such as safety performance and progress against the Group's operational carbon reduction pathway. Achievement against each KPI is assessed against predefined threshold, base and stretch performance levels, with STIP payouts determined based on the final moderated score approved by the Board, following review and recommendation by the NRC.

Where relevant, the Board retains discretion to apply upward or downward moderation, including in the event of material efforts towards achieving business strategies or significant safety incidents respectively, to ensure that remuneration outcomes appropriately reflect overall performance, risk outcomes and governance considerations.

LTIP

The LTIP was implemented to support the delivery of the Group's SHIFT25 strategic priorities by incentivising sustained performance over a defined multi-year period. LTIP performance was assessed cumulatively over the FY2023 to FY2025 performance cycle and was aligned to long-term value creation for shareholders.

LTIP performance conditions comprised a balanced long-term financial performance, shareholder returns and sustainability outcomes. Financial and shareholder value measures were designed to reinforce disciplined capital management and sustained business performance, while sustainability-related measures reflected the Group's emphasis on responsible operating outcomes and long-term business resilience.

LTIP outcomes were determined based on the achievement of the approved long-term performance conditions over the full performance cycle, following assessment at the end of the performance cycle and endorsement by the NRC and the Board. Where the approved long-term performance conditions were not achieved, no LTIP payout was made.

In addition, LTIP awards are subject to eligibility requirements and NRC and Board oversight, and are not payable where performance conditions or eligibility criteria are not met. Any LTIP that has not been paid shall also be subject to withholding, forfeiture or adjustment under specific circumstances, including resignation, cessation of employment or dismissal and misconduct or where the employee is subject to disciplinary proceedings.

EMPLOYEE ENGAGEMENT SURVEY ("EES")

An Employee Engagement Survey ("EES") was conducted in the Third Quarter of 2025 by an independent external surveyor, using a consistent methodology and benchmarking framework adopted since 2022. The FY2025 survey recorded a 98.5% response rate, reflecting strong employee participation and confidence in the process, with overall engagement showing continued year-on-year improvement and remaining above relevant external benchmarks.

The survey results were presented to the Board, NRC, Senior Management and employees. The NRC noted positive progress across several engagement dimensions, while highlighting areas requiring focused attention, particularly in relation to decision-making efficiency, leadership engagement and recognition (beyond rewards) practices, as well as engagement outcomes within certain employee segments.

Following the survey, Management undertook targeted engagement sessions and translated key findings into action plans with clear ownership and accountability assigned to Senior Management and Heads of Department. Initiatives implemented included enhanced leadership engagement efforts, such as "Leaders Turun Padang" sessions, to strengthen two-way communication and reinforce the Group's values. Progress on these action plans will continue to be monitored by the NRC as part of its oversight of people, culture and organisational effectiveness.

PURPOSE, VISION, MISSION AND VALUES ("PVMV")

The Group's PVMV provide the foundation for leadership behaviours, people practices and long-term value creation. The Board and NRC recognise the importance of ensuring that the Group's Purpose remains clear, relevant and aligned with the nature of the Group's business and evolving stakeholder expectations.

During the financial year, the Board approved a refinement of the Group's Purpose to "Driving Real Estate as a Value Multiplier for People, Businesses, Economies and the Planet", to provide greater clarity by explicitly anchoring the Purpose to the Group's core real estate activities, while reinforcing the role of real estate as an enabler of long-term economic, social and environmental considerations.

The NRC continues to oversee the embedding of the Group's Purpose and Values into leadership expectations, people policies and performance management. The Board and NRC monitor the effectiveness of these efforts through management updates, employee engagement feedback and BEE outcomes, as part of their ongoing oversight of organisational culture, leadership capability and long-term sustainability.

Corporate Governance Overview Statement

EFFECTIVE AUDIT AND RISK MANAGEMENT

AUDIT COMMITTEE REPORT

INTRODUCTION

OVERVIEW

The Audit Committee ("AC") assists the Board in fulfilling its oversight responsibilities over the integrity of the Group's financial reporting, the effectiveness of the risk management and internal control systems, and the performance and independence of the external and internal auditors.

During the financial year, the AC worked closely with Management, Internal Audit and the External Auditors in reviewing key financial reporting matters, monitoring the effectiveness of internal controls and risk management processes.

The AC of Sime Darby Property is pleased to present the AC Report for the financial year ended 31 December 2025.

COMPOSITION OF THE AC AND ATTENDANCE AT ITS MEETINGS

During the financial year under review, there were no changes in the composition of the AC, except for the retirement of one Non-Independent NED on 30 September 2025. The AC comprised majority of Independent NEDs.

As per the TOR of AC, no former audit partner shall be appointed as a member of the AC before observing a cooling-off period of at least 3 years.

The profiles of all the AC members are disclosed on pages 214, 215, 216, 219 and 220 of this Integrated Annual Report. The details of the AC membership and meetings held during the financial year ended 31 December 2025 are as follows:

Members	Membership/Designation	Appointment	Attendance at Meetings	
Dato' Seri Ahmad Johan Mohammad Raslan (MIA member)	Chairman/Independent NED	12 July 2017	6/6	100%
Datin Norazah Mohamed Razali	Member/Independent NED	12 July 2017	5/5*	100%
Dato' Mohamed Ridza Mohamed Abdulla	Member/Independent NED	1 July 2020	6/6	100%
Datuk Ir. Ho Hon Sang	Member/Independent NED	1 January 2025	6/6	100%
Thayaparan Sangarapillai	Member/Independent NED	1 April 2026	N/A	N/A
Tan Sri Jaganath Derek Steven Sabapathy (Retired on 30 September 2025)	Member/Non-Independent NED	29 February 2016	5/5	100%

* Datin Norazah Mohamed Razali declared her conflict of interest in respect of an agenda item tabled at a Special AC Meeting and abstained from participation at the meeting.

The minutes of all AC meetings are provided to the Board. The Board is briefed on significant matters deliberated during the AC meetings.

The senior members of Management comprising the GMD & CEO, Managing Director – Property Development, Group Chief Financial Officer ("GCFO"), Chief Operating Officer ("COO") – Township, COO – Integrated, CRICO, Chief Business Officer and the Head, Group Corporate Assurance ("HGCA") are permanent invitees to AC meetings. They attend all AC meetings in order to provide explanations and answer queries. The CPO is invited to the AC meetings as and when required. Where required, the respective Heads of Department or Business Units are called to provide clarification to the AC on specific matters related to their areas of responsibility.

The external auditors are invited to the AC meetings to brief the Committee on relevant matters.

TERMS OF REFERENCE

In discharging its duties, the AC has authority to investigate any matter within its TOR. The full TOR for the AC is available online in the Corporate Governance section at www.simedarbyproperty.com/who-we-are/corporate-governance. The AC's key activities for FY2025 are as below:

FINANCIAL REPORTING

- (a) Reviewed the unaudited quarterly financial results and the related press statements for recommendation to the Board for approval before release to Bursa Securities.
- (b) Reviewed all matters highlighted by the external auditors in relation to the audited financial statements and significant judgements made by Management.
- (c) Reviewed the audited financial statements of the Group and ensured that they comply with Malaysian Financial Reporting Standards, for recommendation to the Board for approval.
- (d) Reviewed the dividends proposed by Management for recommendation to the Board.

EXTERNAL AUDIT

- (a) Reviewed the written assurance provided by external auditors in respect of their independence in relation to the audit engagement for the financial year ended 31 December 2025.
- (b) Reviewed the external auditors' group's audit plan, which outlines the scope of work, audit strategy and approach, for the financial year ended 31 December 2025.
- (c) Considered the Annual Transparency Report prepared by external auditors which contains the audit firm's legal and governance structure, measures taken to uphold audit quality and manage risks and indicators of audit quality.
- (d) Considered, together with Management, the Group's audit fees and provisions for non-audit services by the external auditors for recommendation to the Board for approval. The amount of audit and non audit fees paid to external auditors by the Group and the Company for the financial year ended 31 December 2025 are as follows:

Description	Group RM'000	Company RM'000
Audit fees	2,720	413
Other assurance related fees	485	363
Non-audit fees	712	435

- (e) Monitored the non-audit engagement of the external auditors on quarterly basis to ensure their independence was not impaired and that they remained objective throughout the financial year.
- (f) Considered major findings, key significant external audit matters and recommendations raised by the external auditors and Management's response and follow-up actions thereto and reported to the Board.
- (g) Held two private meetings with the external auditors without the presence of Management.

INTERNAL AUDIT

- (a) Approved Group Corporate Assurance Department ("GCAD") scope of work, audit plan and budget, as well as gave input to GCAD's resources in ensuring adequate expertise, professionalism and independence to meet planned audit activities across the Group.
- (b) Considered GCAD's major findings and recommendations, Management's responses and follow-up actions to report to the Board.
- (c) Reviewed and discussed on Management's responses to audit findings, as part of Senior Management's continuous efforts to reinforce a strong culture of accountability, ownership, and governance throughout the Group.
- (d) Reviewed GCAD's reports on how Management's implementation of the internal audit recommendations is being followed up.
- (e) One private session was held between AC and HGCA without the presence of Management.

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EFFECTIVE AUDIT AND RISK MANAGEMENT

INTERNAL AUDIT (Cont'd.)

- (f) Appraised the HGCA's performance.
- (g) Reviewed the whistleblowing matters presented by HGCA. During the year, a total of 25 whistleblowing cases were received and investigated, and the AC provided constructive input on the mitigation plans.
- (h) Monitored and tracked the achievement of audit plan via updates provided by HGCA during the AC meeting.
- (i) Considered the internal Quality Assurance Improvement Programme ("QAIP") performed by GCAD.

RELATED PARTY TRANSACTIONS ("RPTs")

- (a) Reviewed significant RPTs entered into by the Group to ensure that the transactions were in the best interest of Sime Darby Property and were fair, reasonable, and on the Group's normal commercial terms, and not detrimental to the interest of the minority shareholders of Sime Darby Property.
- (b) Reviewed the processes and procedures on RPTs/recurrent RPTs to comply with the CA 2016 and the Listing Requirements, and to ensure that related parties are appropriately identified and that RPTs are declared, approved and reported appropriately.

CONFLICT OF INTEREST ("COI")

- (a) In accordance with its approved TOR, the AC exercised oversight over COI matters within its prescribed scope during the financial year.
- (b) COI papers were tabled on a quarterly basis by the Group Compliance Office for the AC's review and deliberation. During FY2025, a total of 35 COI transaction disclosures were presented to and reviewed by the AC. These arose primarily from PNB's interests in counterparties transacting with the Group, directors' interests or directorships in transacting parties, proposed Board and senior management appointments, and matters relating to the remuneration and contract renewal of key management personnel. The AC noted that Directors complied with the applicable proposed mitigation plans where a conflict of interest was declared.
- (c) For the period under review, AC noted that no outstanding or unresolved COI matters were identified.
- (d) As part of this quarterly COI review process, the AC also considered and deliberated on enhancements proposed by the Group Compliance Office to strengthen the COI governance framework. These enhancements were aimed at reinforcing transparency, independence and the robustness of decision-making, and included, inter alia, the appointment of an independent chairman for matters where the Chairman is conflicted, controlled and restricted access to conflicted papers prior to decision-making, requirements for conflicted directors to not only abstain from deliberation but to leave the meeting room when conflicted matters are discussed.
- (e) The proposed enhancements to the COI governance framework were reviewed by the AC and recommended to the Board for approval. Following deliberation by the Board, the Board approved the proposed changes which is formalised within the Group's COI Policy.

OTHER ACTIVITIES

- (a) Reviewed the update of Group Risk Register.
- (b) Reviewed the update of tax matters.
- (c) Reviewed the proposed dividend payout for the FY2025.
- (d) Site visits to various project sites were carried out to assess the site safety and International Labour Organisation's ("ILO") compliance.
- (e) Reviewed and endorsed the Statement on Risk Management and Internal Control ("SORMIC") for Board approval and inclusion in the Annual Report for the financial year ended 31 December 2024.
- (f) Reviewed and approved the AC report for inclusion in the Annual Report for the financial year ended 31 December 2024.
- (g) Reviewed and revised the AC TOR and Group Corporate Assurance Charter to align with the Global Internal Audit Standards, GPA and benchmark against leading Public Listing Companies.

GROUP CORPORATE ASSURANCE DEPARTMENT

OVERVIEW

GCAD is the Group's in-house internal audit function and is headed by the HGCA.

To ensure appropriate degree of independence and objectivity:

The HGCA reports functionally to the AC and administratively to the GMD & CEO to ensure her independence.

The authority, function, roles and responsibilities of GCAD as articulated in the Group Corporate Assurance Charter have been approved by the AC.

The appointment, transfer or dismissal of the HGCA is subject to final approval of the Board, following recommendation of the NRC and the AC.

Performance of both the HGCA and GCAD will be evaluated by the AC.

Members of GCAD do not have any business or operational lines of responsibility.

GCAD confirmed its organisational independence to the AC that they were and have been independent, objective and in compliance with the Code of Ethics and Standards as prescribed in the 2024 Global Internal Audit Standards ("GIAS").

RESOURCES AND COMPETENCIES

The internal audit activities were conducted by a team of 11 internal auditors with the following background and expertise:

Background	No. of Auditors
Accounting and Finance (4 auditors possess professional qualification (ACCA, CPA, etc))	9
Engineering	2
Total	11

Source: based on the GCAD headcount as of December 2025

GCAD is committed to the development and enhancement of knowledge of the internal auditors. This is evidenced through attendance at external and internal trainings, workshops, conferences and knowledge sharing sessions designed to improve their competencies in both technical and soft skills. Two GCA staff possessed ESG Certificates "Internal Auditing for Sustainable Organisation" issued by The Institute of Internal Auditor ("IIA"). On average, each GCAD staff achieved 10 learning days.

A total of RM4.0 million was spent in 2025 on internal audit. This comprised mainly of staff payroll and costs associated with audit work

FRAMEWORK AND PRACTICES

GCAD is guided by its Group Corporate Assurance Charter which defines the mission & objective, responsibility, accountability, authority, independence & objectivity and professionalism & ethical standards of GCAD.

The internal audit processes and activities are governed by the Group's COBC, GPA and the IIA Global Internal Audit Standards.

An internal QAIP is performed for all aspects of the internal audit activities to enable an evaluation of internal audit's performance in line with the IIA's International Standards and Code of Ethics.

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EFFECTIVE AUDIT AND RISK MANAGEMENT

RESPONSIBILITIES AND ACTIVITIES

The primary responsibilities and key activities for GCAD are summarised below:

01

Undertake regular and systematic reviews of the internal control systems so as to provide reasonable assurance that such systems continue to operate satisfactorily and effectively in the Group.

02

Provides recommendations in improving risk management, governance and internal control processes.

03

Managed the whistleblowing process to ensure that all complaints received are properly recorded and reported to AC and concluded.

The following were the key activities carried out by GCAD during the FY 31 December 2025:

Audit Risk Assessment

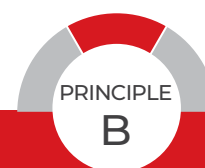
- Evaluated risk exposure relating to achievement of the Group's strategic objectives and mapping this against the Risk Register to ensure key risks are considered and deliberated with Management, external auditors and Group Risk Management on a periodic basis.

Audit Planning

- Prepared and tabled the annual risk-based audit plan to AC for review and approval.
- The audit plan is reviewed at least bi-annually, especially when there is a change in risk profile or business strategy.

Internal Controls Assessment

- Devised a programme of work taking into consideration the risk profile and identification for key business cycles audited.
- Reviewed and appraised the adequacy and application of internal controls.
- Evaluated the systems established to ensure adherence with those policies, plans and procedures which could have a significant impact on the Group.
- Performed investigative audits on allegations of mismanagement or improper acts reported through the whistleblowing procedures and other channels.
- Conducted ad-hoc or special reviews requested by Directors or Senior Management.
- Performed follow up audit and monitored the progress of implementation of recommendations and resolutions of all outstanding matters in relation to findings.
- Reported status of outstanding audit findings to AC. Undue delays in the implementation of agreed action plans were escalated to the relevant authority for appropriate decision.



Provision of Consultative and Advisory Services

The HGCA undertook the following key responsibilities during the financial year:

- Attended the meetings of the AC on a quarterly basis to brief the AC on audit results and significant matters raised in GCAD's reports.
- Participated meetings of the GMC, BSC & MSC on a consultative and advisory capacity to provide independent feedback on the risk management, control and governance aspects for deliberation.
- Attended the quarterly GOMC meetings and presented the results and significant matters raised in the audit reports.
- Witnessed the tender opening process for procurement goods or services to ensure the activities in the tendering processes are conducted in a fair, transparent and consistent manner.
- Conducted an onboarding session with new members of Senior Management where they have been briefed of GCAD's main roles and responsibilities, including the significant matters requiring their attention.
- Organised special knowledge-sharing sessions with Management to discuss past control issues and highlight lessons learned.
- Conducted a "Leaders Turun Padang" engagement session with other departments to provide an overview of GCA's roles, responsibilities, and its support to the organisation.
- Conducted an onboarding session with the Management Associates to share GCA's roles and responsibilities.

Performance Evaluation

- Both AC and Management's feedback on GCAD's overall performance were sought via the annual feedback survey.
- An internal QAIP was conducted, and the results were tabled to AC for consideration.

Collaboration with Other Assurance Functions

- Worked together in collaboration with the external auditors on specific reviews.
- Had joint reviews together with other functions such as the Sustainability team, HSSE and HR on various audits.
- GCA observed and collaborated with an external sustainability assurance provider to understand their approach and methodology.

Key Engagement Activities

- GCA organised a full-day, eventful team-building session to enhance staff engagement. The event included experience sharing, team games, lunch, and a message by the HGCA.

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EFFECTIVE AUDIT AND RISK MANAGEMENT

RISK MANAGEMENT COMMITTEE REPORT

ROLE OF THE COMMITTEE

The Risk Management Committee (“RMC”) is a Board-level committee established to assist the Board in discharging its oversight responsibilities relating to risk management, integrity and compliance.

The RMC comprises four (4) experienced Non-Executive Directors, appointed by the Board, the majority of whom are independent directors. The RMC is chaired by an Independent Non-Executive Director, in line with the Malaysian Code on Corporate Governance (“MCCG”), Step Up 10.3.

The primary role of the RMC is to provide oversight, direction and counsel over the ongoing effectiveness of the Group’s risk, integrity and compliance frameworks and related processes. This includes reviewing the Group’s key risk exposures and monitoring whether Management has established appropriate resources, infrastructure, systems, controls and processes to manage significant risks that could affect the Group’s ability to achieve its strategic objectives, with a view to protecting shareholders’ interests and the Group’s assets.

A summary of the RMC’s roles and responsibilities can be found in the Corporate Governance Overview Statement on pages 278 to 284 of this Annual Report. The RMC’s Terms of Reference (“TOR”) are available on the Group’s website under [Corporate Governance | Sime Darby Property](#).

COMMITTEE EFFECTIVENESS

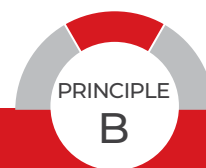
Composition and Attendance

RMC’s composition and attendance at its meetings throughout FY2025 are as follows:

Members	Membership/Designation	Appointment	Attendance at Meetings	
Dato’ Mohamed Ridza Mohamed Abdulla	Chairman/Independent NED	1 July 2020	5/5	100%
Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	Member/Non-Independent NED	12 July 2017	5/5	100%
Dato’ Soam Heng Choon	Member/Senior Independent NED	1 July 2020	5/5	100%
Dr. Lisa Lim Poh Lin	Member/Independent NED	1 October 2021	5/5	100%
Tan Sri Jaganath Derek Steven Sabapathy (Retired on 30 September 2025)	Member/Non-Independent NED	12 July 2017	4/4	100%

In FY2025, the RMC convened five (5) times, with all the meetings planned and approved by the Board in the preceding financial year.

The RMC members’ qualifications and experience are outlined on pages 212, 213, 216 and 218 of this Annual Report and are also available on the Group’s website at <https://www.simedarbyproperty.com/who-we-are/board-of-directors>.



OPERATIONS OF RMC

To facilitate informed deliberations, the RMC is supported by the Chief Risk, Integrity and Compliance Officer (“CRICO”) as a permanent invitee. Other members of Senior Management and internal and external stakeholders may be invited, where appropriate, to provide briefings or updates on matters within the RMC’s remit.

The Chairman of the RMC provides periodic updates to the Board on key matters deliberated and, where applicable, recommendations submitted for the Board’s consideration.

Further details of RMC’s deliberations are shared with the Board through the circulation of meeting minutes in subsequent quarters.

At the operational level, RMC and CRICO operate with support from the Group Risk Management (“GRM”) and the Group Compliance Office (“GCO”) function. GRM supports the Board, the RMC and Management through the oversight, coordination and ongoing enhancement of the Group’s Enterprise Risk Management (“ERM”) Framework, including periodic reporting on the Group’s key risk profile and related matters. The GCO maintains the Group’s Compliance Management Framework and operationalise key compliance and integrity programmes, including providing periodic updates to Management and the RMC on key compliance matters.

ANNUAL PERFORMANCE ASSESSMENT

During the financial year under review, the Board, based on the Nomination & Remuneration Committee’s recommendations, reviewed the RMC’s terms of office, composition, performance and effectiveness. The Board noted that the RMC and its members had discharged the RMC’s duties in accordance with the RMC’s TOR.

SUMMARY OF RMC’S WORK DURING THE FINANCIAL YEAR

During FY2025, the RMC continued to support the Board in fulfilling its oversight responsibilities relating to ERM, compliance, and integrity matters, in accordance with its TOR. During the year, the RMC reviewed, deliberated on and provided guidance on matters within its remit, with particular focus on the continued appropriateness and ongoing effectiveness of the Group’s risk, compliance and integrity frameworks, having regard to the Group’s strategic objectives, risk appetite and the evolving regulatory and operating environment. The RMC’s key activities undertaken during the year are outlined below.

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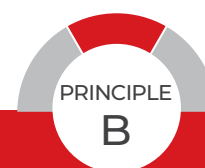
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EFFECTIVE AUDIT AND RISK MANAGEMENT

A) Risk Management

Enterprise Risk Management Framework Elements	Details
Risk Management Activities - Assessment - Monitoring and Review - Communication and Consultation	- Considered the Group's key risk exposures, including but not limited to market and economic risks, project execution risks, regulatory and compliance risks, financial and liquidity risks, cybersecurity and data privacy risks, supply chain-related risks and climate-related risks. Provided the required challenge and feedback on the effectiveness of mitigation plans for key risks affecting the Group. - Monitored the Group's overall risk exposures and the management of critical financial and non-financial risks, including assessing their potential impact on the Group. - Deliberated on emerging risks arising from external developments such as geopolitical uncertainties, regulatory changes, technological disruptions (including digitalisation and artificial intelligence), and evolving sustainability requirements. Where appropriate, RMC challenged the assessments made and provided guidance to Management on strengthening mitigation measures and monitoring mechanisms. - Recognising the increasing significance of climate-related and sustainability risks, RMC reviewed Management's assessment of physical and transition climate risks and their integration into the Group's ERM Framework. It also considered how these risks may affect the Group's strategy, operations, financial performance and long-term resilience. - Coordinated with the Board Sustainability Committee ("BSC") to ensure clarity in governance responsibilities and escalation protocols for material climate-related risks, and to promote consistency between risk management processes and sustainability disclosures. - Where significant investments or initiatives were proposed, particularly those outside the Group's core business activities, RMC reviewed and challenged Management's assessment of the associated risks and provided input prior to submission to the Board for approval. - Obtained updates on the implementation of the Group's Cybersecurity Framework, provided feedback as needed and monitored the timely completion of the FY2025 planned programs. - Obtained updates and results of the Group's climate risk assessments (transition and physical), sought clarification where necessary, and provided guidance to Management on the assessment methodology, mitigation and adaptation measures. RMC also continues to monitor the timely completion of the required climate assessments.
Monitoring and Review (Culture and Engagement)	Reviewed progress updates on closing gaps related to the Group's ERM maturity and integration of Environmental, Social and Governance ("ESG") risks into ERM Framework.
Reporting (Internal and External)	- Reviewed updates on GRM's activities on a quarterly basis and provided feedback where necessary. - Reviewed the Group's Statement on Risk Management and Internal Control ("SORMIC"), RMC Report, and write-up on key risks and mitigations, and proposed their inclusion in the 2024 Annual Report to the Board.



Enterprise Risk Management Framework Elements

Details

Other Matters

- Deliberated and approved CRICO-based performance results on KPI Scorecards for FY2024.
- Reviewed, provided feedback and endorsed CRICO's KPIs for FY2025.
- Assessed accomplishments against the FY2025 GRM Annual Plan.
- Reviewed and approved the FY2026 Annual Plan for GRM.
- Reviewed and deliberated on the GRM Strategic Seven (7)-Year Plan: 2026 to 2032 as part of the Group's Shift 32 strategy establishment.
- Held private sessions with CRICO during the year to facilitate open discussion on matters that may not be raised in the presence of Management.

(B) Integrity and Compliance:

Group Compliance Framework Elements

Details

Compliance Management

- Reviewed, provided feedback and recommended the revised Group Human Rights and Modern Slavery Policy, and the necessary amendments to the Vendor Code of Business Conduct ("COBC") for Board approval.
- Reviewed and provided feedback on proposed measures to close gaps in the implementation of the Personal Data Protection Act ("PDPA") vis-a-vis the revised PDPA requirements.
- Reviewed and approved the Group's Personal Data Governance Framework and Data Breach Management & Response Plan.
- Reviewed, deliberated and proposed to the Board, the proposed changes to the Group Policies and Authorities ("GPA").
- Reviewed and deliberated on the results of the review conducted on GPA E1: Investment and GPA E2: Capital Expenditure.

Compliance Obligation & Risk Management

- Reviewed and provided feedback on results of a Vendor Due Diligence - Anti-Bribery & Corruption ("ABC") Risk and Readiness Assessment conducted on a key consultant in FY2025.

Compliance Monitoring

- Reviewed and provided feedback on the implementation of the Group's Organisational Anti-Bribery and Corruption Plan ("OACP") in FY2025.

Reporting and Resolution

- Reviewed updates on the GCO's activities on a quarterly basis and provided feedback where necessary.

Reporting (Internal and External)

- Reviewed and approved the Group's half-yearly status updates on corruption-related activities and programmes as required for submission to the Malaysian Anti-Corruption Commission ("MACC").

Other Matters

- Assessed accomplishments against the GCO Annual Plan for FY2025.
- Reviewed and approved the FY2026 Annual Plan for GCO.
- Review and deliberated on the GCO Strategic Seven (7)-Year Plan: 2026 to 2032 as part of the Group's Shift 32 strategy establishment.

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EFFECTIVE AUDIT AND RISK MANAGEMENT

RMC PRIORITIES AND KEY FOCUS AREAS FOR FY2026

In FY2026, the RMC will continue to discharge its mandate by providing oversight and guidance on key risk matters affecting the Group and the real estate industry. The RMC will continue to monitor the material risks anticipated to impact the Group and to review Management's assessments and mitigation plans, where applicable. Key areas of focus are expected to include developments in climate-related risks, regulatory and policy changes, geopolitical uncertainty, technological disruption (including digitalisation and artificial intelligence), and intensifying competition across the markets in which the Group operates.

The RMC will also maintain oversight of developments relating to potential future trade measures, including tariffs, and consider their possible direct and indirect implications for Malaysia, particularly in relation to the real estate sector, construction inputs and associated supply chains, which may, over time, affect the Group's cost base and margins.

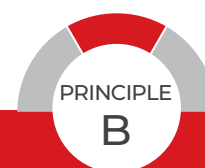
In collaboration with the BSC, the RMC will continue to monitor and review Management's assessment of the potential financial implications arising from climate-related transition risks, including developments relating to carbon pricing mechanisms and other decarbonisation-related regulatory measures. Such developments may, over time, affect construction and operating costs, asset competitiveness, margins and supply chain resilience.

GROUP RISK MANAGEMENT

GRM is a dedicated second line of defence function established to assist the Board, RMC and Management by providing oversight, coordination, constructive challenge and advice on the ongoing effectiveness of the ERM Framework across the Group. The establishment of GRM does not relieve Management of its responsibility for implementing and maintaining an effective risk management and control environment.

In supporting Management, business and operational units, GRM focuses on strengthening risk governance, embedding risk management into decision-making processes, and providing enterprise-level risk insights and reporting. This includes but not limited to:

- Supporting the continued embedding and strengthening of the Group's risk management culture.
- Coordinating the development, maintenance and periodic enhancement of the Group's ERM Framework, including facilitating the integration of risk considerations into key business processes.
- Consolidating and monitoring key material risks at the Group level and facilitating periodic reporting to Management and the RMC, including escalation of significant matters where necessary.
- Providing constructive challenge and advice to Management in the identification, assessment and management of key material risks that may impact business objectives or fall outside the Group's risk appetite, including providing an independent view on key corporate activities and transactions where appropriate.



During the year under review, GRM's key activities were as follows:

Enterprise Risk Management Framework Elements	Details
Risk Management	Commenced the Group's Risk Appetite review process.
Monitoring and Review (Culture and Engagement)	Continued with closing Risk Maturity and ESG integration gaps to ensure the Group progresses its risk maturity level and integrates ESG risks into existing risk management processes.
Risk Management Activities - Assessment - Monitoring and Review - Communication and Consultation	- Reviewed and provided feedback on: - Potential material risks associated with material investments, development projects and tenders. - Potential material risks, if any, and adequacy of mitigation controls for enterprise or operational risks identified by business and operating units on a quarterly basis. - Identified emerging or new material risks impacting the Group's operations (based on discussions, reports and research information). - ESG related risk activities: - Reviewed and provided feedback on the quarterly results of ESG risk assessments for key material matters of the Group. - Commenced, completed and reported to the BSC and RMC the results of the climate transition risk assessment for the Group. - Provided the necessary review, feedback and alignment of the physical climate risk assessment into the Group's ERM framework.
Training and Communication	Delivered risk module training as part of the Group's employee onboarding programme.
Reporting (Internal and External)	- Coordinated and prepared the Group's Quarterly Risk Reporting for the Governance Oversight Management Committee ("GOMC") and RMC. - Prepared the SORMIC, RMC Report and Key Risks write-up in the Annual Report 2024.
Other Matters	- Developed the FY2025 GRM Annual Plan for approval by the RMC. - Developed the GRM Strategic Seven (7)-Year Plan: 2026 to 2032 for Board approval.

GROUP COMPLIANCE OFFICE

GCO is a dedicated function that maintains the Group's Compliance Management Framework, which governs the management of compliance obligations and compliance risk across the Group. GCO provides material compliance risk information which serves as an important reference for Management, GRM and the RMC in monitoring material compliance risk exposures and trends.

GRM and GCO work collaboratively to proactively track and monitor material compliance risk exposures, profiles and movements, and to minimise overlaps or duplication of activities where there are areas of commonality on risks and controls.

The GCO's responsibilities include, among others:

- Developing and implementing key compliance, ethics and integrity programmes in line with approved frameworks and plans and providing guidance to support the management of key compliance and integrity risks across the Group.
- Promoting a culture of compliance and integrity across the Group through targeted communication, training and awareness initiatives.

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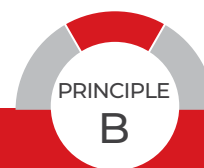
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EFFECTIVE AUDIT AND RISK MANAGEMENT

During the year under review, GCO's key activities were as follows:

Group Compliance Framework Elements	Details
Compliance Management	- Reviewed and proposed changes to the Group's Human Rights and Modern Slavery Policy and amendments to the Vendor COBC for Management and RMC's deliberation and Board approval. - Reviewed and established current "as is" PDPA practices vis-a-vis the revised PDPA requirements; and proposed gap closures for areas requiring improvement for Management's deliberation and RMC approval. - Proposed the Group's Personal Data Governance Framework and Data Breach Management & Response Plan for Management's deliberation and RMC approval. - Reviewed and proposed changes to the GPA for Management and RMC's deliberation and Board approval. - Reviewed and proposed changes to GPA E1: Investment and GPA E2: Capital Expenditure policy and processes where applicable for Management's deliberation and Board approval.
Compliance Management & Mitigation	- Completed the Group's Organisational Anti-Corruption Plan ("OACP") for FY2025. - Managed the Group's Conflict of Interest ("COI") programme and submitted quarterly COI reports to the AC. - Provided advice in relation to the application of the Group's COBC, GPAs and Group Limits of Authorities. - Reviewed material gifts, entertainment, sponsorships and donations to manage bribery risk and policy compliance prior to approval. - Assisted and provided Management with feedback on compliance risks related to material investments arising from due diligence reviews. - Managed PDPA review requests from authorities.
Compliance Monitoring	- Managed regulatory compliance reporting, including preparing quarterly reports for Management and the Board, to highlight key non-compliance reported by operations/employees. - Completed the Group's mandatory Annual Compliance & Integrity Pledge process.
Training	- Managed the COBC e-learning and e-assessment requirement for FY2025. The COBC e-assessment is a mandatory requirement for all employees of the Group. - Delivered modules on governance structures and key policies, including the GPA, COBC and Whistleblowing Policy, as part of the Group's employee onboarding programme. - Provided ABC training for new employees joining the Group. - Assisted in developing the Vendor COBC e-learning module.
Reporting and Resolution	- Provided the GOMC and RMC with status updates of GCO's activities on a quarterly basis. - Prepared the necessary half-yearly status updates on corruption-related activities and programmes for submission to MACC.
Other Matters	- Developed the FY2025 GCO Annual Plan for approval by the RMC. - Developed the GCO Strategic Seven (7) Year Plan: 2026 to 2032 for Board approval.

COMMUNICATIONS WITH STAKEHOLDERS

Sime Darby Property places great emphasis on open, transparent, and continuous engagement with stakeholders, recognising that effective communication fosters trust and supports sustainable business growth. The Group maintains active dialogues with shareholders, investors, regulatory bodies, employees, vendors, and other key stakeholders, ensuring that their views and concerns are considered in decision-making.

The Board is committed to providing fair, objective, and timely disclosures of the Group's financial position, strategy, and performance through quarterly financial results, annual reports and regulatory announcements.

To enhance shareholder engagement, a dedicated Corporate Governance section on the website provides access to key documents such as the Board Charter, Fit and Proper Policy, COBC, Annual Reports and TOR of Board Committees. The Stakeholder Engagement & Value Creation section offers more information on communication with stakeholders on pages 50 to 58 of the Integrated Annual Report.

INVESTOR RELATIONS ("IR") DEPARTMENT

The IR Department facilitates ongoing engagement with the investment community through meetings, conference calls, roadshows, and analyst briefings, ensuring accessibility to consistent and accurate information. Quarterly results briefings are conducted with analysts and the media, and all relevant disclosures, including press releases, announcements to Bursa Securities, and investor presentations, are made available on the Group's corporate website.

The Investor Information section also offers information on dividends, corporate actions, and key corporate events to ensure transparency and accessibility on pages 166 to 171 of the Integrated Annual Report.

Any enquiries on investor-related matters may be directed to investor.relations@simedarbyproperty.com or:

Sime Darby Property Berhad
Level 5, Block G
No. 2, Jalan PJU 1A/7A
Ara Damansara, PJU 1A
47301, Petaling Jaya
Selangor Darul Ehsan
Malaysia
Tel: +603-7849 5000

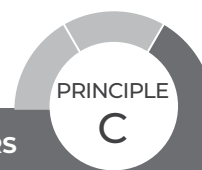
CONDUCT OF GENERAL MEETINGS

The AGM serves as the principal platform for open dialogue and direct two-way interaction between the shareholders, the Board and Management to communicate and provide clarification on the Group's business strategy, activities, performance, governance and other related matters.

Sime Darby Property held its 52nd AGM on 10 June 2025 conducted on a hybrid basis held at Sime Darby Convention Centre ("SDCC"), Kuala Lumpur (now known as KLGCC Convention Centre). The notice of the 52nd AGM was issued to the shareholders on 30 April 2025, which was more than twenty-eight (28) days before the meeting. The same was also announced to Bursa Securities and published on Sime Darby Property's corporate website. The notice of the 52nd AGM provided details of the resolutions proposed along with relevant information to enable the shareholders to evaluate the proposed resolutions and vote accordingly.

The Chairman briefed the attending shareholders on the voting procedures and programme outlined, including proceedings that would take place. The holding of the hybrid AGM was in line with the provision of the CA 2016, Sime Darby Property's Constitution and the SC's requirements, which was announced on 30 August 2024 that all public listed companies must hold hybrid or physical AGMs effective 1 March 2025.

Corporate Governance Overview Statement



INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

The Board encouraged active participation by the shareholders and investors at the AGM. The Chairman also opened the floor for questions as a platform for the shareholders to seek and clarify any issues and to have a better understanding of the Group's businesses, as reflected in the Minutes of the 52nd AGM. All Directors (save for two Directors who attended virtually) and Senior Management together with the external auditors were present at the SDCC to provide responses to questions raised by the shareholders.

The GMD & CEO presented the overall performance and the moving forward plan of the Group at the 52nd AGM. In addition, questions raised before the meeting by the Minority Shareholders Watch Group, Permodalan Nasional Berhad and retail shareholders, and Sime Darby Property's respective responses were presented for the benefit of the shareholders. The questions and responses were also uploaded onto the Group's website prior to the 52nd AGM. Thereafter, a copy of the presentation by the GMD & CEO was made available on the website upon the conclusion of the 52nd AGM, followed by the publication of the Minutes of the 52nd AGM on the Corporate website within thirty (30) business days after the meeting.

All resolutions tabled at the 52nd AGM were carried out by way of poll through electronic voting and the results were announced at the AGM. Boardroom Share Registrars Sdn Bhd ("Boardroom") were appointed as the Poll Administrator to conduct the polling process. Coopers Professional Scrutineers Sdn Bhd was engaged as the independent scrutineer to verify the poll results.

The voting results of the 52nd AGM were announced to Bursa Securities on the same day.

Sime Darby Property will adopt a hybrid format for its 53rd AGM, allowing shareholders to attend in person or participate virtually via the RPEV facilities. To enhance shareholder engagement and promote environmental sustainability, the Group will continue leveraging on digital platforms, including:

- 1) Sime Darby Property's Integrated Report 2025.
- 2) E-Lodgement of proxy forms by shareholders for Sime Darby Property's 53rd AGM.

Shareholders may register as a user with Boardroom Smart Investor Portal ("BSIP") at <https://investor.boardroomlimited.com/> to submit proxy forms electronically. The 53rd AGM will also allow shareholders to submit live questions through the RPEV facilities, ensuring inclusive participation.

Sime Darby Property remains committed to enhancing accessibility, transparency, and stakeholder engagement, leveraging technology to facilitate seamless participation in governance processes. Based on feedback from shareholders at the 52nd AGM, most shareholders conveyed positive views on the overall meeting proceedings including clear and quality presentation, and adequate Q&A session. Areas for improvements were also identified relating to logistics and meeting arrangements such as efficiency of the shuttle transport service from the nearest MRT station to SDCC.

STATEMENT BY THE BOARD ON COMPLIANCE

The Board has deliberated, reviewed and approved this Statement and is satisfied that Sime Darby Property has fulfilled its obligations under the relevant paragraphs of the Listing Requirements of Bursa Securities, CA 2016, the MCCG and the CG Guide – 4th Edition issued by Bursa Malaysia and other applicable laws and regulations throughout the financial year ended 31 December 2025. This Corporate Governance Overview Statement was approved by the Board of Sime Darby Property on 13 April 2026.

Statement on Risk Management and Internal Control

The Board of Directors of Sime Darby Property (“the Board”) is pleased to provide this Statement on Risk Management and Internal Control (“the Statement”), which encapsulates key features of the Group’s risk management and internal control framework and system during the financial year under review and up to the date of approval of this statement for inclusion in the Annual Report. The Statement has been prepared in accordance with paragraph 15.26(b) of Bursa Malaysia’s Main Market Listing Requirements (“MMLR”) and aligns with Principle B, Chapter II, Intended Outcome 10.0, Practices 10.1 and 10.2, and Guidance 10.1 and 10.2 of the Malaysian Code on Corporate Governance (“MCCG”), along with guidance from Bursa Malaysia’s Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

The scope of the Statement disclosure does not cover associated companies and joint ventures that are not controlled by the Group.

This Statement on Risk Management and Internal Control complements the Corporate Governance Overview Statement set out on pages 236 to 286 of this Annual Report, providing further insight into the Group’s governance, risk management practices, and internal control systems. Together, these disclosures provide a holistic view of the Group’s approach to governance, risk oversight and accountability.

RESPONSIBILITY AND ACCOUNTABILITY

AT BOARD LEVEL

The Board

The Board recognises its responsibility to establish and maintain risk management, internal control and accountability frameworks and systems that safeguard shareholder interests and the Group’s assets. This includes regular reviews to ensure the adequacy and effectiveness of the Group’s governance, risk management and internal control systems throughout the financial year and up to the date of approval of this Statement.

In supporting the Group’s long-term growth, sustainability and strategic direction, the Board has defined the Group’s risk appetite, ensuring operations remain within acceptable risk parameters while pursuing business and strategic objectives. The Board reviews the continued relevance and application of the Group’s risk appetite in the context of macroeconomic conditions, strategic planning, capital allocation, major investments and emerging risk exposures. It ensures the Group’s risk appetite, especially for risks associated with proposed strategies and transactions, is considered in key decision-making processes, including strategic planning, capital allocation, major investments and development approvals.

The Board continues to exercise oversight over the Group’s inherent material risks which could affect the achievement of its property development strategies, including market risk, project execution risk, safety and health risk, competition risk, climate risk and supply chain-related human rights risk. The Board also maintains close oversight of external risk factors, including global geopolitical developments, regulatory-driven cost pressures (including potential carbon pricing mechanisms), and intensifying market competition.

The Board monitors the effectiveness of the Group’s risk management and internal control systems through a combination of qualitative and quantitative indicators, including the frequency of review of key risks, the timeliness of remediation of audit findings, and trends in significant risk exposures. These indicators enable the Board to identify emerging concerns early and ensure corrective actions are implemented in a timely manner.

Statement on Risk Management and Internal Control

Additionally, the Board has obtained assurance from Management that the necessary controls, accountability structures and reward systems are in place to uphold effective governance and operational management. This provides confidence that strategic, enterprise and operational risks are managed within the approved risk appetite and remain aligned with the Group's ethical standards. Any deviations from established controls or risk appetite due to unforeseen events require the Board's approval prior to any implementation.

The Board acknowledges that the Group's risk management and internal control systems are continuously refined to address evolving business conditions and risk exposures. As these systems are not designed to eliminate all risks, they provide reasonable rather than absolute assurance in mitigating material misstatements, losses or fraud.

In discharging its oversight responsibilities, the Board either collectively or through delegation to the Audit Committee ("AC"), Risk Management Committee ("RMC") and Board Sustainability Committee ("BSC") assesses the adequacy and effectiveness of the internal control systems in managing the Group's risk exposure. This assessment takes into consideration the design and operating effectiveness of key controls, the results of assurance activities, and the actions taken by Management to address identified weaknesses or improvement areas. While the AC, RMC and BSC support the Board in risk oversight, the Board retains ultimate accountability over risk management across the Group. It continues to play a critical role in setting the Group's risk appetite, identifying and challenging key business risks, and actively monitoring them to safeguard the Group's investments and key assets.

The full list of Board, AC and RMC and BSC's roles and responsibilities can be found in the Corporate Governance Overview Statement on pages 236 to 286 of this Annual Report.

Audit Committee:

The AC plays a crucial role in supporting the Board by reviewing the adequacy and effectiveness of the Group's governance, risk management and internal control frameworks. This oversight is carried out through internal audit reviews conducted by Group Corporate Assurance ("GCA") as an independent internal assurance provider, as well as internal control matters raised by external auditors, assessments by external consultants or other auditors and Management's remediation of identified control deficiencies. The AC comprises independent non-executive directors.

The AC actively monitors the independence, scope of work, and resource adequacy of the GCA. It convenes periodic meetings to review audit and investigative reports prepared by GCA, ensuring that all material findings raised by internal and external auditors are promptly addressed by Management. Additionally, the AC conducts annual private sessions with the external auditors and the Head, Corporate Assurance, providing a platform to discuss concerns and feedback that may not be raised in regular meetings with Management.

The AC also ensures that any critical internal control matters are escalated to the Board for further deliberation and approval when necessary.

To maintain alignment between risks and internal controls, the AC receives quarterly risk reports from Group Risk Management ("GRM"). A summary of key matters discussed, along with AC meeting minutes, is also presented to the Board every quarter.

Risk Management Committee:

Chaired by an independent director, the RMC plays a critical role in assisting the Board to develop and oversee the implementation of the Group's Risk, Compliance and Integrity Management Frameworks. It also regularly evaluates their adequacy and effectiveness to ensure alignment with the Group's strategic objectives and risk appetite.

Acknowledging the potential exposure to sustainability, data privacy and cybersecurity risks, the RMC provides guidance and strategic advice on these matters alongside other significant enterprise and operational risks impacting the Group. The RMC also considers emerging risks and their potential implications for the Group's strategy, financial performance and reputation.

The RMC engages with internal stakeholders, when required, reviewing quarterly reports on risk, compliance and integrity. It also holds discussions with the Chief Risk, Integrity and Compliance Officer ("CRICO"), as well as Management, to assess all material findings. This ensures that Management implements appropriate mitigation measures to safeguard the Group's interests and assets. As with the AC, the RMC conducts an annual private session with CRICO concerns and feedback that may not be raised in regular meetings with Management.

Additionally, the RMC reviews major investment proposals outside the Group's core business areas, evaluating Management's assessment of associated risks including funding, costs and potential returns before Management seeks Board approval. This ensures that material risks related to such transactions are effectively managed in accordance with the Group's risk appetite.

Similar to the AC, the RMC escalates any critical risk-related matters to the Board for discussion and approval. On a quarterly basis, a summary of key deliberations, along with meeting minutes, is shared with the Board.

Board Sustainability Committee:

The BSC was established to support the Board in fulfilling its oversight responsibilities related to the Group's Environmental, Social and Corporate Governance ("ESG") strategy and framework. It regularly evaluates the adequacy and effectiveness of these initiatives to ensure alignment with the Group's sustainability commitments.

The BSC's role includes, but is not limited to, oversight of ESG and climate-related risks, reviewing the effectiveness of Sime Darby Property's Sustainability Policy and recommending positions on emerging sustainability issues, along with their associated risks, the Group's risk appetite and tolerance, and potential opportunities. Material climate-related matters are escalated to the RMC and the Board for consideration.

BSC also ensures that climate-related risks are integrated into the Group's Enterprise Risk Management Framework and assessed alongside other material risks, ensuring consistency in risk evaluation, mitigation and reporting.

To uphold best practices, the BSC engages with both internal and external stakeholders when necessary. This includes reviewing sustainability reports, independent audit and assurance findings, and any sustainability-related matters raised by GCA, auditors, regulators or consultants.

The Committee also holds discussions with the Head of Sustainability and Management to ensure sustainability programmes, targets and risks are effectively managed, with appropriate mitigation measures in place to safeguard the Group's interests and assets.

Similar to the AC and RMC, the BSC escalates any critical sustainability-related risks to the Board for discussion and approval. On a quarterly basis, a summary of key deliberations, along with meeting minutes, is shared with the Board.

AT THE OPERATIONAL/IMPLEMENTATION LEVEL

Management

Under the leadership of the Group Managing Director & Chief Executive Officer ("GMD & CEO"), Management is accountable to the Board for executing Board-approved frameworks, policies and procedures, particularly those related to risk management and internal controls.

To strengthen oversight, the Governance Oversight Management Committee ("GOMC"), chaired by the GMD & CEO, was established to discuss key matters related to risk, integrity, compliance and audits on a quarterly basis. This committee ensures that issues raised by GCA, GRM and the Group Compliance Office ("GCO") are effectively addressed, monitored and, where possible, resolved at the highest level of Management prior to reporting to the respective Board committees.

Recognising the importance of sustainability-related governance and risk responsibilities, the Management Sustainability Committee ("MSC"), chaired by the GMD & CEO, was established to discuss, manage and propose matters related to ESG governance and climate-related risks to the Board.

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Statement on Risk Management and Internal Control

Management's Responsibilities

Management acknowledges its responsibility for the implementation of risk management and internal controls, which includes:

- 01 **Risk Identification & Assessment:** Identifying and evaluating risks in alignment with the Group's business objectives, strategies and overall risk appetite.
- 02 **Risk Mitigation & Control Implementation:** Developing, executing and overseeing controls, policies and procedures to mitigate key risks and their impact on the Group's operations.
- 03 **Continuous Risk Monitoring:** Proactively monitoring shifts in the risk landscape, identifying emerging risks including but not limited to climate, regulatory and technology risks, implementing appropriate mitigation strategies, and promptly informing the Board.
- 04 **Risk Reporting:** Providing quarterly risk reports outlining key material risks and mitigation measures to the RMC, BSC and the Board for further discussion.
- 05 **Governance Framework Execution:** Overseeing the implementation of governance frameworks and policies to ensure they achieve the intended outcomes; and assigning accountability and responsibility at appropriate levels within the Group to manage risks.
- 06 **Resource Allocation:** Ensuring adequate resources are allocated to support effective risk management and a robust control environment.
- 07 **Remedial Actions:** Implementing corrective measures to address new or emerging risks or deficiencies, as planned and/or as directed by the Board.
- 08 **Culture of Integrity & Accountability:** Promoting a corporate culture centred on compliance, accountability and integrity.
- 09 **Policy Adherence & Compliance:** Promptly addressing any deficiencies or instances of non-compliance with policies and procedures.

This structured approach ensures that risk management and internal control practices remain effective, responsive and aligned with the Group's strategic direction.

GRM and GCO:

GRM and GCO are dedicated enterprise-level functions established to oversee risk and compliance management across the Group. Their primary responsibilities include coordinating, facilitating and supporting the implementation of the Group's risk management, compliance and integrity frameworks, along with related activities.

Additionally, the GCO serves as the Group's Integrity & Governance Unit ("IGU"), responsible for driving the Group's Anti-Corruption and Integrity Frameworks in alignment with the Prime Minister's Directive (No.1 of 2018).

Both functions are led by CRICO, who reports directly to the RMC. This reporting structure ensures their objectivity and independence from Management.

The roles and responsibilities of GRM and GCO are formally defined in their respective charters, which are subject to RMC approval. Their annual work scopes are outlined in respective annual plans which are reviewed and approved by the RMC after considering Management's feedback.

The GRM and GCO's mandates and key activities for the financial year under review can be found in the RMC Report on pages 278 to 284 of this Integrated Annual Report.

GCA:

The GCA, which is led by the Head, Corporate Assurance, operates as an independent internal audit function that provides independent and objective assurance. It adopts a systematic, risk-based approach to assess and enhance the effectiveness of risk management, controls and governance practices that help the Group achieve its objectives.

The GCA reports directly to the AC, which enables it to maintain objectivity and independence in carrying out its responsibilities. The GCA's internal audit activities are guided by a risk-based annual audit plan, which is approved by the AC. These audits encompass a wide range of areas, including risk exposure, compliance with policies and procedures, and adherence to relevant laws and regulations.

Where practical, the findings of internal audits are evaluated against best practices to drive continuous improvement.

The GCA's mandate and key activities for the financial year under review can be found in the AC Report on pages 272 to 277 of this Annual Report.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Enterprise Risk Management Framework:

The Group recognises that the effective integration of risk management into business operations is fundamental to sound corporate governance and long-term sustainability. A robust risk management approach provides meaningful insights that support informed decision-making and enables the Group to pursue its strategic objectives within an acceptable level of risk.

To this end, the Group has established an Enterprise Risk Management (“ERM”) Framework aligned with the principles of ISO 31000. The ERM Framework defines the Group’s risk strategy and objectives, governance structure, risk management processes, tools, reporting protocols, and the roles and responsibilities for managing both current and emerging material risks, including climate-related risks.

The ERM Framework is designed to provide a structured and consistent approach for identifying, assessing, managing, monitoring and reviewing risks that may impede the achievement of the Group’s strategic objectives. It adopts both a top-down strategic and bottom-up operational and tactical approach to ensure that significant risks across the organisation are comprehensively identified and effectively addressed. Risk assessments are embedded within the Group’s core business and decision-making processes, enabling risks to be evaluated dynamically and remain relevant in an evolving operating environment.

The ERM Framework also serves as a key decision-support tool for Management and is applied in the evaluation of business initiatives, investments and major projects to ensure that material risks, including climate-related risks, are identified and mitigated prior to approval. Risks are identified and managed at the operational level before being consolidated and escalated through Management to the RMC and, ultimately, to the Board for oversight.

The Board recognises that effective identification, evaluation and management of key risks are integral to the achievement of the Group’s strategic objectives and long-term value creation. Identified key risks adopts a structured likelihood and impact assessment methodology, consideration of existing controls and mitigation effectiveness which encompass both inherent and residual risk exposures and aligned with the Group’s risk appetite and tolerance levels.

Risks are prioritised based on their potential impact on strategic objectives, financial resilience, reputation and compliance with regulatory and sustainability obligations. Any risk assessed to be outside the Group’s appetite and capacity level requires explicit Management justification and Board consideration. Where opportunities for improvement are identified, action plans are implemented and tracked, with progress reported to the RMC, BSC and the Board.

ESG and climate-related risks are considered material to the Group and are integrated into the ERM Framework rather than treated as standalone sustainability risks. These include:

Physical risks, such as increased frequency and severity of extreme weather events, which may impact project timelines, asset integrity, operational continuity and insurance costs.

Transition risks arising from regulatory changes, evolving market expectations, carbon pricing mechanisms, and shifts in customer and investor preferences toward lower-carbon developments.

Statement on Risk Management and Internal Control

The Group's approach to climate risk assessment is guided by the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") and the ISSB climate disclosure standards. Climate-related risks are identified, assessed and monitored alongside other material risks, and are considered in strategic planning, development decisions and capital allocation in alignment with the Group's defined risk appetite. Climate-related risks are assessed across three-time horizons: present day, 2030 (short term) and 2050 (long term), using selected climate scenarios aligned with Shared Socioeconomic Pathway 1 ("SSP" 1), SSP2 and SSP5, supported by scenario-based analysis where appropriate.

These assessments consider potential impacts on asset value, development viability, operating costs, capital allocation and financing. The outcomes of these assessments guide strategic planning, development decisions and capital allocation.

Five Lines of Defence:

A key component of the ERM Framework is the implementation of a **five-line defence model**, where each line has clearly defined roles and responsibilities in managing risks:

First Line of Defence: Business and support functions are responsible for managing operational and enterprise risks that arise from daily business activities, ensuring alignment with the Group's strategies, objectives, risk appetite, policies and procedures.

Second Line of Defence: GRM and other relevant supporting functions are responsible for providing governance and oversight and to challenge risk activities by developing frameworks, policies and procedures, while conducting independent risk assessments to assist Management and the Board in risk management.

Third Line of Defence: GCA provides independent assurance by evaluating, reviewing and assessing the effectiveness of risk management and governance frameworks, policies, procedures, tools and related controls.

Fourth Line of Defence: RMC, AC and BSC oversee the Group's governance, risk management and internal control systems, assessing their adequacy and effectiveness.

Fifth Line of Defence: The Board holds ultimate accountability for corporate governance, risk management and internal controls, ensuring that Management has implemented appropriate control mechanisms, accountability structures and reward systems to manage the Group's business within the approved risk appetite.

Key risks faced by the Group are continuously monitored, documented and updated, with formal reports submitted to the **GOMC, RMC, BSC, AC and the Board** on a **quarterly basis** or as required. The **RMC plays a pivotal role** in assessing the effectiveness of mitigation actions and ensuring the Group's risk exposure remains within acceptable parameters, alongside providing recommendations for continuous improvement.

Details of the key risk areas impacting the Group can be found in the Key Risks and Mitigations Strategy on pages 125 to 138 of this Annual Report.

As climate related risks and adaption measures continue to evolve, the Group will continue to update its assessment methodologies, strengthening scenario based evaluations, and improving climate disclosures in line with required practices.

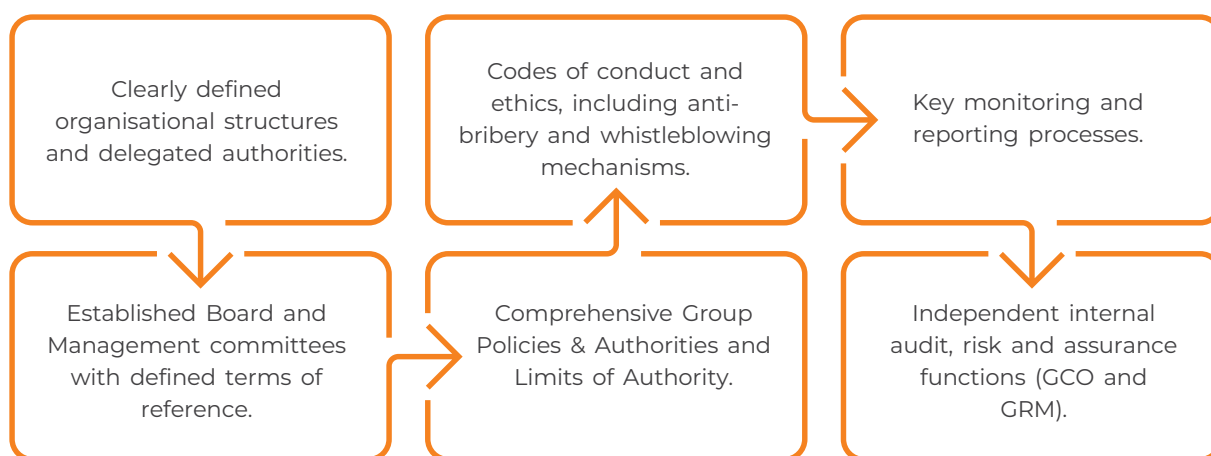
The Board, through RMC and BSC, reviews the Group's key risks at least quarterly and monitors changes in the risk profile arising from internal developments and external factors.

The material risk impacting the Group for the financial year under review, including FY2026 risk outlook can be found on pages 125 to 138 of this Annual Report

CONTROL ENVIRONMENT

The Group's internal control system comprises policies, procedures and processes designed to support the achievement of its operational, reporting and compliance objectives. It underpins the Group's operations by addressing key business, operational, financial and compliance risks, thereby enabling the Group to meet its strategic and corporate objectives. The system also ensures that proper records are maintained and that processes are in place to generate timely, relevant and reliable internal and external information. In addition, it promotes adherence to applicable laws, regulations and internal policies governing business conduct.

Key elements of the internal control environment include:



Board

The Board receives regular assurance on the effectiveness of the risk management and internal control systems through:

Management review, reporting and representations.

01

Internal audit reviews including timeliness of remedial actions taken by Management.

04

Escalation of significant issues to Management and Board committees.

02

External audit findings on internal controls.

05

Risk report, including trend in key risk exposure prepared by GRM.

03

Reviews by the AC, RMC and BSC.

06

Statement on Risk Management and Internal Control

Board Committees

To effectively discharge its duties, the Board has established various Board committees to assume specific oversight responsibilities on its behalf, including the Nomination and Remuneration Committee ("NRC"), RMC, AC, BSC and Board Tender Committee ("BTC").

Board committees serve as an oversight function to enhance governance, transparency and accountability, facilitating decision-making within the authority limits defined in their respective Terms of Reference ("TOR"). Any changes to the structure, composition or TOR of these committees need to be approved by the Board.

Management Committees

Various Management Committees have been formed by the Group to ensure its business operations align with corporate objectives, strategies, business plans and budgets endorsed by the Board. These include the Group Management Committee, Governance Oversight Management Committee, Group Investment Committee, Group Tender Committee, Development Management Committee, Management Sustainability Committee and Talent Council.

These committees are all led by the GMD & CEO, with members bringing together a wide range of experience and expertise to address key matters arising from internal and external operations with greater focus, effectiveness and promptness.

Annual Plans, Budgets and Management Reports

Annual Planning and Budgetary Exercise

The Group's annual business plan and budget are deliberated and approved by the Board. Execution of the plan and budget is reviewed monthly, with quarterly reports presented to the Board to allow for appropriate responses, adjustments or actions to be taken. A mid-year review is conducted to provide the Group the opportunity to evaluate progress against the plan, revise goals or implement mitigation plans to meet the set targets and parameters.

Management and Board Monitoring and Reporting

Through the Group Management Committee or other Management-level committees, the GMD & CEO and Senior Management team review and provide the necessary intervention and/or approval for various reports concerning financial and business performance, business initiatives, investment and divestment proposals, new product or service proposals, and other management reports that highlight performance indicators or updates on governance and operational matters.

The AC reviews the Group's quarterly financial statements and performance, providing feedback to the Board for further consideration and approval.

The Board is provided with a complete set of reports that allow it to evaluate progress against the Group's strategies and operational plans. The Board carefully deliberates these reports and ensures necessary actions are taken to address issues while offering guidance to Management when required.

Values, Code of Conduct and Group Policies

A) Purpose, Vision, Mission and Values ("PVMV")

The Group's PVMV continues to guide the direction and behaviour expected of employees. The PVMV forms the foundation for all business conduct and decision-making processes:

- **Purpose** – To be a Value Multiplier for People, Businesses, Economies and the Planet
- **Vision** – Advancing real estate as a force for collective progress, in harmony with the planet's resources
- **Mission** – To develop, own and manage a thriving asset portfolio that creates value for all stakeholders
- **Values** – "TEAM":
 - o **T** – Together we do what's right
 - o **E** – We lead with Excellence
 - o **A** – We embrace new Approaches
 - o **M** – We Make things happen

B) Code of Business Conduct ("COBC")

The Group remains steadfast in its commitment to upholding its **Code of Business Conduct ("COBC")**, which embodies the organisation's core beliefs, values and aspirations. These principles define the **standards of behaviour** expected from all employees, ensuring a culture of **integrity, accountability and ethical conduct** across all business operations.

The **COBC** reinforces the Group's commitments to:

- Maintaining a **positive and inclusive** workplace culture.
- Safeguarding the Group's **assets and confidential information**.
- Encouraging **transparency, honesty and ethical decision-making**.
- Ensuring integrity in all dealings with **counterparties, business partners, customers, communities, joint venture partners and business alliances**.
- Upholding ethical engagement with **governments, regulators, political parties and non-governmental organisations ("NGOs")**.

The **COBC** is **publicly accessible** on the Group's website: <https://www.simedarbyproperty.com/who-we-are/corporate-governance>.

To strengthen adherence to these principles, all employees are **required to complete an annual mandatory COBC e-assessment**, ensuring continuous awareness and ethical conduct in their daily responsibilities.

C) Group Policies & Authorities and Limits of Authority

The Group Policies & Authorities ("GPA") form a cornerstone of the Group's internal control framework, representing the highest level of governance policy within the organisation. These policies establish clear guidelines across critical operational areas, including:

- **Functional** policies governing business operations;
- **Ethical** standards that reinforce integrity and accountability;
- **Asset protection** policies to safeguard the Group's resources;
- **Key processes** essential for effective governance; and
- **Limits of authority** that define decision-making thresholds.

The GPA is supported by a structured delegation of authority, which governs areas such as operational and capital expenditure, procurement of goods and services, and investment or divestment decisions.

To ensure its continued relevance and effectiveness, the Board reviews and approves the GPA before implementation, aligning it with the Group's evolving business needs and the prevailing external environment.

The Limits of Authority, as stipulated within the GPA, apply across all operational areas, establishing a multi-tiered authorisation system and clear segregation of duties to strengthen governance and accountability in daily operations.

As part of the Group's commitment to compliance, every year, all employees are required to attest their adherence to the Group's policies as well as to all applicable laws and regulations.

Statement on Risk Management and Internal Control

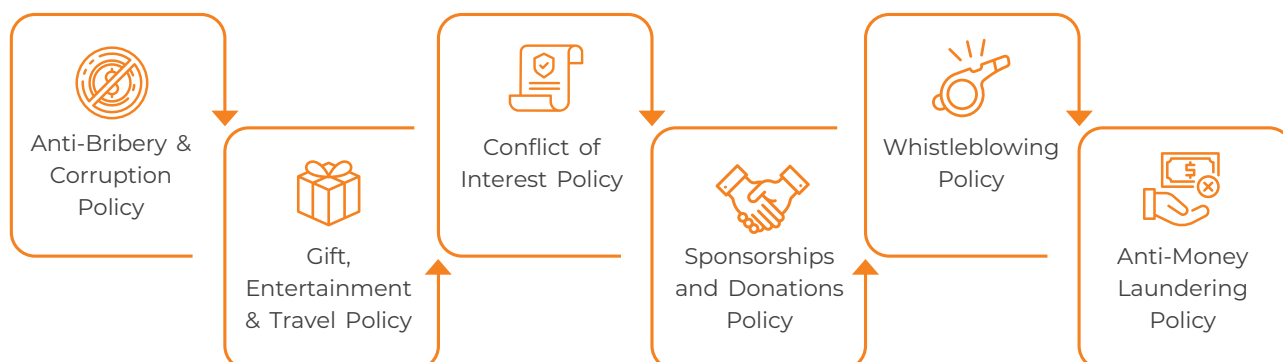
Ethics and Integrity

The Board recognises that fostering a strong compliance culture is essential to upholding the highest standards of integrity, accountability and ethical behaviour. The Group's Compliance Policy is built on the principle of shared responsibility, where compliance is expected from all employees, regardless of their role or position. The Group remains committed to fulfilling its legal and regulatory obligations and takes immediate corrective action upon detecting any instance of non-compliance.

To ensure adherence to both internal controls and applicable laws and regulations, the Group has implemented compliance measures that govern its business operations and decision-making processes.

Anti-Bribery and Corruption

The Group upholds a **zero-tolerance policy** towards all forms of **bribery and corruption** across its business activities. To reinforce this commitment, the following Board-approved policies provide clear guidelines on ethical conduct, expected behaviours, and approval requirements:



These policies form part of the broader GPA and are reviewed and approved by the Board before implementation to ensure alignment with regulatory requirements and industry best practices.

A summary of these policies is publicly accessible on the Group's website at <https://www.simedarbyproperty.com/who-we-are/corporate-governance>.

Whistleblowing

The Group has established a robust whistleblowing framework with dedicated reporting channels to facilitate the implementation of its Whistleblowing Policy. These channels serve as a secure and confidential platform for both internal and external stakeholders to report any suspected wrongdoing, unethical conduct or misconduct.

To reinforce trust and transparency, the Group encourages good-faith reporting without fear of retaliation. Whistleblowers are protected from any form of adverse action, fostering an open and accountable environment where all stakeholders—regardless of their position—can raise concerns without hesitation.

GCA, under the direct oversight of the AC, manages the whistleblowing process and oversees investigations. GCO, meanwhile, is responsible for the operational management of the Whistleblowing Policy, which includes conducting awareness initiatives and training programmes to ensure the policy remains embedded within the Group's culture.

Depending on the nature of the reports received, the AC determines the investigation approach, deciding whether cases should be handled internally or by an external party. The AC receives quarterly reports detailing the status and outcomes of whistleblowing cases and determines the appropriate course of action, closing the case or taking further remedial steps, based on investigation findings.

The Chairman of the AC provides the Board with regular updates on significant whistleblowing cases, ensuring continued oversight and accountability.

The Group's whistleblowing hotlines are publicly accessible on the Group's website at <https://www.simedarbyproperty.com/who-we-are/corporate-governance>.

Working with Counterparties

Ethical conduct is a core pillar of the Group's values. To ensure alignment across its supply chain, the Group communicates its expected standards of behaviour through the **Vendor Code of Business Conduct ("Vendor COBC")**.

The Group is committed to establishing, fostering and maintaining mutually beneficial relationships with counterparties who share its ethical values and responsible business practices. However, the Group acknowledges that differences in values and business practices may exist and could impact its operations. To mitigate this, the Vendor COBC clearly defines the Group's expectations regarding ethical conduct, integrity and compliance for all counterparties engaging in business with the Group, including providers of goods and services.

All counterparties are required to read, understand and formally acknowledge their commitment to ethical business practices by signing the **Vendor Integrity Pledge ("VIP")**. The VIP serves as a formal declaration of the counterparty's commitment to:

- Complying with the principles outlined in the Vendor COBC;
- Adhering to all relevant laws and regulations; and
- Upholding stringent anti-bribery and corruption standards.

This structured approach ensures that ethical integrity remains at the forefront of the Group's business relationships, reinforcing transparency and accountability across its supply chain.

Both the Vendor COBC and VIP can be accessed publicly on the Group's website at <https://www.simedarbyproperty.com/who-we-are/corporate-governance>.

Statement on Risk Management and Internal Control

Adequacy and Effectiveness of Internal Controls, Policies and Procedures

A) Adequacy and Effectiveness of Internal Controls, Policies and Procedures

The Group's three (3) independent assurance functions play a vital role in supporting Board oversight by ensuring the adequacy and effectiveness of the Group's risk management and internal control systems. These functions include:

- GRM and GCO – Second Line of Defence
- GCA – Third Line of Defence

GRM and GCO are responsible for the continuous monitoring and enhancement of the Group's internal controls, policies and procedures, while GCA independently evaluates the level of compliance and overall effectiveness of these controls.

As the internal audit function, GCA plays a critical role in helping the Group achieve its objectives by applying a structured, risk-based approach to assess the effectiveness of risk management, internal control and governance frameworks. The AC reviews and approves GCA's annual audit plan, providing quarterly progress updates to ensure alignment with the Group's priorities. Audit findings are presented to the AC each quarter for discussion and review before being submitted to the Board. *Further details on the AC's oversight activities can be found in the AC Report on pages 272 to 277 of this Report.*

Additionally, the Group's external auditors provide independent observations and recommendations as part of their audit process. These insights are shared with Management and the AC, ensuring continuous improvements in the Group's control environment and governance practices.

B) Managing Unethical Practices and Material Non-compliance

The Group is fully committed to conducting its business and operations in an ethical manner. Any violations of the Group's COBC, policies or relevant laws and regulations are taken seriously. The Group implements disciplinary procedures to handle such violations, and major cases are reported to the Board to ensure they stay informed about the ethical climate within the organisation.

Human Capital Management

The Group approaches human capital management and its associated risks based on operational and business needs, focusing on human resources development to ensure a highly engaged workforce and the ability to continuously attract talent. The Group evaluates its workforce requirements regularly and compensation structures periodically, ensuring roles are appropriately designed, sized and rewarded to foster a high-performance culture and build a workforce ready to adapt to future changes and innovation.

As part of human capital management, the Group has:

- Embedded T.E.A.M. Values within HR practices to cultivate the right behaviours and culture across the organisation.

- Established and periodically reviews frameworks, policies and/or procedures related to workforce planning, talent acquisition, talent management, performance management, learning and development, and employment practices to manage human capital risks and ensure compliance with all relevant employment laws.
- Put in place a systematic screening and interview process for hiring and placing candidates, ensuring their skills and talents align with job functions and T.E.A.M Values.
- Provided in-house and/or external training programmes for employees at all levels to enhance their skills, competencies and knowledge, alongside leadership development programmes that prepare managers to effectively coach, nurture and retain talent.
- Implemented an integrated HR system that manages HR processes and enables line managers with the ability to make well-informed decisions regarding people management.
- Integrated the Company's Code of Business Conduct and Risk and Compliance awareness into the onboarding process for new employees, fostering clear understanding of the company's culture and operating environment.

Insurance

To safeguard its key assets, the Group has invested in comprehensive insurance coverage and physical protection measures, ensuring adequate financial protection against potential losses arising from unforeseen events. Likewise, the Group requires its main contractors to maintain appropriate insurance coverage at construction and operational sites, mitigating the risk of material losses due to accidents or other incidents. The Group also requires adequate coverage for its tenants residing at its properties, mitigating the risk of material losses or liabilities related to accidents, damage or other incidents.

To ensure continued adequacy and relevance, the Group conducts an annual review of its insurance policies before renewal, assessing coverage levels against evolving risks and business needs.

Communication and Reporting

Reporting to Shareholders and Other Stakeholders

The Group has implemented processes and procedures to ensure that Quarterly and Annual Reports covering the Group's performance are submitted to Bursa Malaysia in a timely manner for release to shareholders and stakeholders. All Quarterly Results are reviewed by the Board prior to announcement.

The Group's Annual Reports are distributed to shareholders within the timeframe specified under Bursa Malaysia's MMLR.

Statement on Risk Management and Internal Control

MATERIAL JOINT VENTURES AND ASSOCIATES

The risk management and internal control frameworks of the Group's major joint ventures and associates are not covered in this statement, as they are under the control of their respective shareholders and management.

To protect its interests, the Group appoints representatives to the boards of these entities and, where applicable, within their management or operational committees. These representatives provide the Board with performance-related updates to facilitate informed and timely decision-making regarding the Group's investments in those entities.

REVIEW OF THIS STATEMENT

The external auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the integrated annual report of the Group for the year ended 31 December 2025. The limited assurance review was conducted in accordance with the Audit and Assurance Practice Guide ("AAPG") 3 issued by the Malaysia Institute of Accountants.

The AAPG 3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board of Directors and Management thereon. The external auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the integrated annual report will, in fact, remedy the problems.

ASSURANCE FROM MANAGEMENT

The GMD & CEO and Group Chief Financial Officer have provided reasonable assurance to the Board that the existing risk management and internal controls system of the Group is operating adequately and effectively in all material aspects. Management has also committed to continuously evaluating and enhancing the Group's risk management and internal control systems to ensure they remain robust and adequate.

CONCLUSION

The Board acknowledges that, despite being well-designed, the Group's risk management and internal control systems can only provide reasonable and not absolute assurance against any material misstatements, losses or fraud. The Board was not informed of any material internal control weaknesses that would have materially impacted the Group's financial performance or position.

Based on the assessments undertaken during the financial year, including reviews of Management reports, results of the internal and external audit and other assurance activities, actions taken by Management to address identified weaknesses or improvement areas, the timeliness of remediation of audit findings and the assurances provided by the GMD & CEO and Group Chief Financial Officer, the Board is of the view that the Group's risk management and internal control systems were adequate and effective in managing material risks and safeguarding the Group's assets during the financial year under review and up to the date of approval of this Statement.

The Board, together with the respective Board committees, remains committed to continuously enhancing the Group's risk management and internal control systems to address evolving business, regulatory and sustainability risks. The Board will continue to monitor the effectiveness of these systems to support resilient governance and long-term sustainable value creation.

The Board approved this Statement on 13 April 2026.

Additional Compliance Information

The information set out below is disclosed in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad:

1. UTILISATION OF PROCEEDS

There were no proceeds raised from corporate proposals during the financial year ended 31 December 2025.

2. AUDIT AND NON-AUDIT FEES

The amount of audit and non-audit fees paid to external auditors by the Group and the Company for the financial year ended 31 December 2025 are as follows:

	Group RM'000	Company RM'000
– Audit fees	2,720	413
– Other assurance related fees	485	363
– Non-Audit fees	712	435

Services rendered by PricewaterhouseCoopers PLT are not prohibited by regulatory and other professional requirements and are based on globally practiced guidelines on auditors' independence.

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

Save as disclosed, there are no material contracts entered into by the Group involving the interest of Directors and major shareholders, either still subsisting at the end of the financial year ended 31 December 2025 or entered into since the end of the previous financial period:

(i) Amended and Restated Limited Partnership Agreement

Sime Darby Property (Capital Holdings) Pte Ltd ("SDPCH"), a wholly-owned subsidiary of Sime Darby Property had, on 29 September 2021, entered into a shareholders' agreement with LOGOS SE Asia Pte Ltd ("LOGOS Property"), a wholly-owned subsidiary of LOGOS Group Property Limited to govern the parties' relationship as shareholders to a new joint venture company named Industrial Joint Venture (Holdings) Pte Ltd (now known as SDPLOG – IDF 1 (JV Holdings) Pte Ltd) ("JV Co"), on a 51% (SDPCH): 49% (LOGOS Property) basis (the "Joint Venture").

JV Co was incorporated in Singapore for the purpose of providing fund management and development services to industrial development funds established by the Joint Venture.

On 19 August 2021, the SDPLOG – IDF 1 (GP) Pte Ltd ("General Partner"), a wholly-owned subsidiary of the JV Co, and Sime Darby Property Ventures (HK) Limited (the "Initial Limited Partner"), a wholly-owned subsidiary of Sime Darby Property had entered into an Initial Limited Partnership Agreement to form the inaugural Sime Darby Property – LOGOS Property Industrial Development Fund 1 LP ("Fund"). The Fund was formed and registered in Singapore as a limited partnership pursuant to the Limited Partnership Act 2008 and Limited Partnership Regulations of Singapore on 19 August 2021 under the name of Sime Darby Property Industrial Development Fund LP with registration number T21LP0099B. The Fund assumed its present name on 20 June 2022. The aggregate capital commitments of the Fund is up to US\$250 million.

Subsequently on 20 June 2022, the General Partner, the Initial Limited Partner, Sime Darby Property Ventures (MY) Sdn Bhd ("SDP Special Limited Partner"), a wholly-owned subsidiary of Sime Darby Property and LOGOS Malaysia Sponsor Investments Pte Ltd ("LOGOS Special Limited Partner"), entered into a Deed of Accession and Withdrawal to permit the admission of the SDP Special Limited Partner and the LOGOS Special Limited Partner into the Fund.

On 23 June 2022, the General Partner, SDP Special Limited Partner, LOGOS Special Limited Partner, Ombak Real Estate 2 Sdn Bhd ("OMBAK"), a wholly-owned subsidiary of Permodalan Nasional Berhad ("PNB") and Kumpulan Wang Persaraan (Diperbadankan) ("KWAP") entered into an Amended and Restated Limited Partnership Agreement to effect the admission of OMBAK and KWAP as anchor investors for the first close of the Fund.

PNB and Amanahraya Trustees Berhad – Amanah Saham Bumiputera ("ASB") are deemed interested in the Amended and Restated Limited Partnership Agreement. OMBAK is a wholly-owned subsidiary of PNB.

PNB is a person connected with ASB and ASB is a major shareholder and also the largest shareholder of Sime Darby Property.

Additional Compliance Information

(ii) Donation Agreement

Sime Darby Property had, on 2 June 2023 ("Effective Date") entered into a donation agreement ("Donation Agreement") with Yayasan Sime Darby ("Foundation") where Sime Darby Property endeavours to make an annual cash donation of 3% of Sime Darby Property's Profit After Tax and Minority Interest ("PATAMI"), subject to an annual minimum of RM5,000,000 and annual maximum of RM30,000,000 to the Foundation for a term of four (4) years with effect from the Effective Date (unless extended by mutual agreement of the parties) in accordance with the terms and conditions therein contained. The Foundation is a company limited by guarantee incorporated under the Companies Act 1965 and deemed incorporated under the Companies Act 2016.

All the donations received and all amounts earned by investing such donations, if any, will be used by the Foundation to support and promote activities carried out by the Foundation in the five (5) key areas of Education, Community & Health, Environment, Sports and Arts & Culture (Foundation's Pillars) to further the charitable intent established by the governing council of the Foundation ("Governing Council") (Agreed Purpose).

In accordance with the terms of Donation Agreement, Sime Darby Property is a group (corporate) member of the Foundation and is entitled to nominate and appoint one (1) representative to attend all general meetings of the Foundation and to nominate one (1) representative as a director to sit on the Governing Council, which will enable it to monitor and ensure that the monies donated are utilised by the Foundation solely for the Agreed Purpose. The other (corporate) members of the Foundation are Sime Darby Berhad and SD Guthrie Berhad.

The annual cash donation is to be paid by Sime Darby Property to the Foundation in two (2) tranches, i.e., on or before 7 March and 7 September. If Sime Darby Property fails to make the annual cash donation to the Foundation in accordance with the Donation Agreement, the Governing Council will convene a meeting to deliberate and decide on the actions to be taken, including any modification to the amount or timing of the donation, suspension of the donation by Sime Darby Property or termination of the Donation Agreement. The decision of the Governing Council will be final and binding.

Amanahraya Trustees Berhad – Amanah Saham Bumiputera ("ASB") is a major shareholder and the largest shareholder of Sime Darby Property. ASB is also a major shareholder of Sime Darby Berhad and SD Guthrie Berhad.

Permodalan Nasional Berhad is a person connected with ASB.

(iii) Shareholders' Agreement for Carey Island development

Sime Darby Property Sepang DC (Holdco) Sdn Bhd ("SDPSC"), a wholly-owned subsidiary of Sime Darby Property, had on 20 June 2025, entered into a shareholders' agreement with SD Guthrie Land Ventures Sdn Bhd ("SDGB"), a wholly-owned subsidiary of SD Guthrie Berhad to govern the parties' relationship as shareholders to a new joint venture company (the "JVCo").

The JVCo was incorporated for the purpose of developing up to 2,000 acres of land in Carey Island, Selangor as an industrial and logistics hub for long-term value creation.

PNB and ASB are deemed interested in the Shareholders' Agreement.

PNB is a person connected with ASB and ASB is a major shareholder and also the largest shareholder of Sime Darby Property. ASB is also a major shareholder of SD Guthrie Berhad.

(iv) Shareholders' Agreement for development of lands in Kuala Selangor, Selangor

Sime Darby Property (Kerayong) Sdn Bhd ("SDPK"), a wholly-owned subsidiary of Sime Darby Property, had on 5 November 2025, entered into a shareholders' agreement with SD Guthrie Land Ventures Sdn Bhd ("SDGB"), a wholly owned subsidiary of SD Guthrie Berhad to govern the parties relationship as shareholders to a new joint venture company on a 50:50 basis (the "JVCo").

The JVCo was incorporated for the purpose of developing an industrial and logistics hub within a 3,000 acre master development plan in Kuala Selangor, Selangor.

PNB and ASB are deemed interested in the Shareholders' Agreement.

PNB is a person connected with ASB and ASB is a major shareholder and also the largest shareholder of Sime Darby Property. ASB is also a major shareholder of SD Guthrie Berhad.

4. CONTRACTS RELATING TO LOANS

There were no contracts relating to loans by the Group involving interests of Directors and Major Shareholders during the financial year ended 31 December 2025.

5. RECURRENT RELATED PARTY TRANSACTIONS

The Group has established appropriate procedures to ensure that all Related Party Transactions ("RPTs") and recurrent RPTs are tracked and recorded in compliance with the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The Report on RPTs and recurrent RPTs is submitted to the Audit Committee on a quarterly basis for monitoring purposes.

The significant related party transactions pursuant to MFRS 124 are disclosed under Notes to the Financial Statements 2025.

The Group did not seek the approval of its shareholder on any mandate for its recurrent RPTs during the financial year ended 31 December 2025.

6. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2025 RM'000	2024 ¹ RM'000
Total Income		
Revenue	4,184,157	4,250,791
Other operating income	42,008	33,932
Share of results of joint ventures	(127,178)	(181,231)
Share of results of associates	(1,046)	1,678
Finance income	95,516	–
Total	4,193,457	4,105,170
Total Assets	18,619,212	16,524,218

Additional Compliance Information

6. DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(b) Business Activities

		Group	
	Remarks	2025 RM'000	2024 ¹ RM'000
Shariah Non-Compliant Activities			
Rental income received from tenant involved in Shariah non-compliant activities		47,273	34,511
Interest from stakeholders, customers and others		16,688	8,050
Finance income arising from licensed banks		3,691	9,506
Investment income		688	81
Liquor/alcoholic beverages and related products and activities	Leisure Golf Club operations	723	628
Tobacco, cigarette, electronic cigarettes and their related products and activities	Leisure Golf Club operations	21	22
Total		69,084	52,798

(c) Component of Financial Position

(i) Cash Component

	Group	
	2025 RM'000	2024 ¹ RM'000
Islamic Account/Instruments		
Cash held under Housing Development Accounts	307,771	–
Cash at banks and in hand	33,678	3,087
Deposits placed with licensed banks	84,818	50,000
Total	426,267	53,087
Conventional Account/Instruments		
Cash held under Housing Development Accounts	8,105	359,167
Cash at banks and in hand	228,872	175,070
Deposits placed with licensed banks	38,837	53,121
Total	275,814	587,358

(c) Component of Financial Position (Continued)**(ii) Debt Component**

	Group	
	2025 RM'000	2024 ¹ RM'000
Islamic Financing		
<u>Current</u>		
Islamic Medium Term Notes	216,358	161,033
Term loans	56,248	56,646
Syndicated Islamic term financing	86,946	85,241
Revolving credit	1,075,735	465,090
<u>Non-Current</u>		
Islamic Medium Term Notes	1,849,019	1,249,347
Term loans	129,095	184,427
Syndicated Islamic term financing	203,703	288,766
Total	3,617,105	2,490,550
Conventional Financing		
<u>Current</u>		
Term loans	30,827	29,968
Revolving credit	494,030	415,167
Lease liabilities	27,802	19,571
<u>Non-Current</u>		
Term loans	382,528	209,218
Lease liabilities	22,006	24,116
Total	957,193	698,040

In the financial year ended 31 December 2025, the Shariah non-compliant activities accounted for 1.7% of the Group's total income (2024: 1.3%). The Group continues to maintain predominantly Islamic cash and financing profiles, reinforcing its Shariah-compliant position.

The conventional cash account/instruments and debt financing of the Group's total assets remained well below the Securities Commission Malaysia's 33% financial ratios benchmarks, which are as follows:

- (i) Conventional cash account/instruments ratio: 1.5% (2024: 3.6%)
- (ii) Conventional debt financing ratio: 5.1% (2024: 4.2%)

¹ the amount disclosed are as per reported to the Shariah Advisory Council of the Securities Commission Malaysia for 2024 Shariah status of securities.

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Statement of Responsibility by the Board of Directors

In Respect of the Audited Financial Statement for the Financial Year Ended 31 December 2025

The Directors are responsible for the preparation, integrity and fair representation of the annual financial statements of Sime Darby Property Berhad Group. As required by the Companies Act 2016 ("the Act") and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the financial statements for the financial year ended 31 December 2025, as presented on pages 321 to 421, have been prepared in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Act.

The Directors consider that in preparing the financial statements, the Group and the Company have used the appropriate accounting policies, which are consistently applied and supported by reasonable and prudent judgements and estimates.

The Directors are satisfied that the information contained in the financial statements give a true and fair view of the financial position of the Group and of the Company at the end of the financial year and of the financial performance and cash flows for the financial year.

The Directors have responsibility for ensuring that proper accounting records are kept. The accounting records should disclose with reasonable accuracy the financial position of the Group and the Company and to enable the Directors to ensure that the financial statements comply with the Act. The Directors have the general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Group and of the Company to prevent and detect fraud and other irregularities.

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Directors' Report

For the financial year ended 31 December 2025

The Directors are pleased to present their Report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is principally an investment holding company.

The principal activities of the Group are divided into three segments namely property development, investment and asset management, and leisure. The principal activities of the subsidiaries, joint ventures and associates are as stated in Note 4.3 to the financial statements. There has been no change in the nature of these activities during the financial year.

FINANCIAL RESULTS

The results of the Group and of the Company for the financial year ended 31 December 2025 are as follows:

	Group RM thousand	Company RM thousand
Profit for the financial year	534,977	140,160
Profit for the financial year attributable to:		
– owners of the Company	517,742	140,160
– non-controlling interests	17,235	–
Profit for the financial year	534,977	140,160

In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

DIVIDENDS

Since the end of the previous financial year, the Company had declared and paid the following dividends:

	RM thousand
In respect of the financial year ended 31 December 2024, second interim single tier dividend of 1.5 sen per ordinary share which was paid on 23 April 2025	102,013
In respect of the financial year ended 31 December 2025, first interim single tier dividend of 1.5 sen per ordinary share which was paid on 16 October 2025	102,013
	204,026

The Board of Directors had on 26 February 2026, declared a second interim single tier dividend in respect of the financial year ended 31 December 2025 of 1.7 sen per ordinary share amounting to RM115.6 million. The second interim single tier dividend is payable on 23 April 2026 to shareholders whose names appeared in the Record of Depositors and Register of Members of the Company at the close of business on 31 March 2026.

Directors' Report

For the financial year ended 31 December 2025

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year have been disclosed in the financial statements.

SHARE CAPITAL AND DEBENTURES

There were no issuances of shares and debentures during the financial year.

DIRECTORS

The Directors in office during the financial year and during the period from the end of the financial year to the date of this report are as follows:

Dato' Rizal Rickman Ramli (Chairman)

Dato' Seri Azmir Merican bin Azmi Merican (Group Managing Director & Chief Executive Officer)

Dato' Soam Heng Choon

Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj

Dato' Seri Ahmad Johan Mohammad Raslan

Datin Norazah Mohamed Razali

Dato' Mohamed Ridza Mohamed Abdulla

Dato' Hamidah Naziadin

Dr. Lisa Lim Poh Lin

Datuk Ir Ho Hon Sang

Thayaparan Sangarapillai

(Appointed on 1 April 2026)

Nur Farahbi Shaari

Nur Farhanah Mohd Radzif (Alternate Director to Nur Farahbi Shaari)

(Appointed on 27 March 2026)

Mohd Zarul bin Abdul Halim (Alternate Director to Nur Farahbi Shaari)

(Appointed on 11 June 2025
and resigned on 9 March 2026)

Khalid Mohammed Noor (Alternate Director to Nur Farahbi Shaari)

(Resigned on 10 June 2025)

Tan Sri Jaganath Derek Steven Sabapathy

(Retired on 30 September 2025)

By way of relief order dated 9 February 2026, granted by the Companies Commission of Malaysia, the names of directors of subsidiary companies as required under Section 253(2) of the Companies Act 2016 in Malaysia are not disclosed in this Report. Their names are set out in the respective subsidiaries directors' report for the financial year ended 31 December 2025 and the said information is deemed incorporated herein by such reference and shall form part hereof.

DIRECTORS' REMUNERATION AND BENEFITS

Total Directors' remuneration incurred by the Group and the Company for the financial year ended 31 December 2025 were RM10.6 million (2024: RM11.1 million) and RM4.0 million (2024: RM10.5 million) respectively. In addition, the estimated monetary value of benefits received by the Directors from the Group and the Company during the financial year amounted to RM925,809 (2024: RM222,882) and RM909,100 (2024: RM221,381) respectively. Details of the Directors' remuneration and benefits is disclosed in Note 10 to the financial statements.

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit by reason of a contract made by the Company or a subsidiary of the Company with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest except for any benefits which may be deemed to have arisen from the transactions disclosed in Note 39 to the financial statements.

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DIRECTORS' REMUNERATION AND BENEFITS (CONTINUED)

During and at the end of the financial year, no arrangements subsisted to which the Company is a party, with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of the Company or any other body corporate.

The Directors and Officers of the Group and the Company are covered by Directors and Officers liability insurance for any liability incurred in the discharge of their duties, provided that they have not acted fraudulently or dishonestly or derived any personal profit or advantage. The insurance is maintained on a group basis and the total premium incurred during the financial year amounted to RM158,958 (2024: RM158,958).

DIRECTORS' INTEREST IN SHARES

According to the Register of Directors' Shareholdings, the interests of Directors in office at the end of the financial year in shares, or debentures of the Company are as follows:

	Number of ordinary shares			
	As at 1.1.2025	Acquired	Disposed	As at 31.12.2025
Sime Darby Property Berhad				
Direct Interest				
Dato' Seri Azmir Merican bin Azmi Merican	100,000	–	–	100,000

Other than as disclosed above, none of the other Directors in office as at the end of the financial year had any interest in shares, or debentures of the Company during the financial year.

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS

- a. Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:
 - i. to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts, and satisfied themselves that all known bad debts had been written off and adequate provision had been made for doubtful debts; and
 - ii. to ensure that any current assets, which were unlikely to realise in the ordinary course of business, including the value of current assets as shown in the accounting records of the Group and of the Company, have been written down to amounts which the current assets might be expected so to realise.
- b. At the date of this Report, the Directors are not aware of any circumstances:
 - i. which would render the amounts written off for bad debts or the amounts of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or
 - ii. which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading; or
 - iii. which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

Directors' Report

For the financial year ended 31 December 2025

STATUTORY INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

- c. As at the date of this Report:
 - i. there are no charges on the assets of the Group and of the Company which have arisen since the end of the financial year to secure the liability of any other person; and
 - ii. there are no contingent liabilities in the Group and in the Company which have arisen since the end of the financial year other than those arising in the ordinary course of business.
- d. At the date of this Report, the Directors are not aware of any circumstances not otherwise dealt with in the Report or financial statements which would render any amount stated in the financial statements misleading.
- e. In the opinion of the Directors:
 - i. no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due; and
 - ii. except as disclosed in financial statements, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this Report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this Report is made.

IMMEDIATE AND ULTIMATE HOLDING COMPANIES

The Directors regard Permodalan Nasional Berhad as the Company's immediate holding company and Yayasan Pelaburan Bumiputra as its ultimate holding company. Both companies are incorporated in Malaysia.

AUDITORS REMUNERATION

The auditors' remuneration of the Group and the Company for the financial year ended 31 December 2025 amounted to RM3.4 million and RM0.8 million respectively.

AUDITORS

The auditors, PricewaterhouseCoopers PLT (LLP0014401-LCA & AF1146) have expressed their willingness to accept re-appointment as auditors.

This Report was approved by the Board of Directors on 13 April 2026.

Dato' Rizal Rickman Ramli
Chairman

Dato' Seri Azmir Merican bin Azmi Merican
Group Managing Director & Chief Executive Officer

Petaling Jaya
13 April 2026

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Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Dato' Rizal Rickman Ramli and Dato' Seri Azmir Merican bin Azmi Merican, being two of the Directors of Sime Darby Property Berhad, hereby state that, in the opinion of the Directors, accompanying the financial statements set out on pages 321 to 421 are drawn up in accordance with the Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and the Company as at 31 December 2025 and of the financial performance of the Group and of the Company for the financial year ended on that date.

Signed on behalf of the Board of Directors of Sime Darby Property Berhad and dated on 13 April 2026.

Dato' Rizal Rickman Ramli

Chairman

Petaling Jaya

Dato' Seri Azmir Merican bin Azmi Merican

Group Managing Director & Chief Executive Officer

Statutory Declaration

Pursuant to Section 251(1) of the Companies Act 2016

I, Betty Lau Sui Hing, being the Officer primarily responsible for the financial management of Sime Darby Property Berhad, do solemnly and sincerely declare that, the financial statements set out on pages 321 to 421 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act 1960 in Malaysia.

Betty Lau Sui Hing

(MIA No. 8511)

Group Chief Financial Officer

Subscribed and solemnly declared by the abovenamed Betty Lau Sui Hing, at Petaling Jaya in the state of Selangor Darul Ehsan on 13 April 2026.

Before me:

COMMISSIONER FOR OATHS



Independent Auditors' Report

To the members of Sime Darby Property Berhad
(Incorporated in Malaysia) Registration No. 197301002148 (15631-P)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OUR OPINION

In our opinion, the financial statements of Sime Darby Property Berhad ("the Company") and its subsidiaries ("the Group") give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

WHAT WE HAVE AUDITED

We have audited the financial statements of the Group and of the Company, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 321 to 421.

BASIS FOR OPINION

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the "Auditors' responsibilities for the audit of the financial statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), as applicable to audits of financial statements of public interest entities and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

OUR AUDIT APPROACH

As part of designing our audit, we determined materiality and assessed the risks of material misstatement in the financial statements of the Group and of the Company. In particular, we considered where the Directors made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters, consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Group and of the Company, the accounting processes and controls, and the industry in which the Group and the Company operate.

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To the members of Sime Darby Property Berhad
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REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters	How our audit addressed the key audit matters
Revenue and cost recognition – property development activities The Group and the Company recognise revenue and costs relating to the property development activities using the stage of completion method. The stage of completion is measured using the output method, which is based on the level of completion of the development phase of the project as certified by professional consultants. The Group recognised revenue of RM3,487.3 million and costs of RM2,376.4 million from property development activities recognised over time for the financial year ended 31 December 2025. Revenue and cost recognised on property development activities have inherent risks as they involves judgement and estimates. We focused on this area because there are key judgements involved in determining the following: • Stage of completion; • Extent of property development costs incurred to date; • Estimated total property development costs; • Estimation of provision due to liquidated ascertained damages as a reduction of revenue; and • Estimation of common costs allocation to the project phases from the total budgeted common costs attributable to the respective property development projects. <i>Refer to Notes 4(a), 6 and 7 to the financial statements.</i>	We performed the following audit procedures: • We tested the operating effectiveness of the key controls in respect of the review and approval of project cost budgets to assess the reliability of these budgets, including the total estimated property development cost and the control over the extent of costs incurred for work done to-date. • We checked the stage of completion of property development projects, on a sample basis, to certifications from architects or engineers. • We agreed, on a sample basis, costs incurred to supporting documentation such as contractor claim certificates and invoices from vendors. • We checked on a sample basis the reasonableness of the estimated total property development costs, the allocation of common costs and subsequent changes to the costs by checking supporting documents such as approved budgets, letters of award, contracts, quotations, correspondences, contracts and variation orders with contractors. • We tested on a sample basis, actual sales of development properties against signed sales and purchase agreements. • In instances where projects have been delayed, we tested management's estimates of the liquidated ascertained damages provisions required against supporting documents such as project progress reports, extension of time approvals, legal opinions, correspondences with the relevant parties, where applicable. • On a sample basis, we checked the mathematical accuracy of the percentage of completion and tested whether the percentage of revenue and costs recognised in the statements of profit or loss was mathematically accurate. We also tested the journal entries to ensure the revenue was recorded appropriately. Based on the above procedures performed, we noted no material exceptions.



Independent Auditors' Report

To the members of Sime Darby Property Berhad
(Incorporated in Malaysia) Registration No. 197301002148 (15631-P)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

KEY AUDIT MATTERS (CONTINUED)

Key audit matters	How our audit addressed the key audit matters
Fair value of Investment Properties Investment properties of the Group are measured at fair value except for investment properties under construction which are measured at cost until either the fair value becomes reliably determinable or when construction is completed, whichever is earlier. As at 31 December 2025, the Group's investment properties, which are carried at fair value, amounted to RM1,876.6 million. The valuations of the Group's investment properties were performed by independent external professional valuers. The valuers have considered factors related to the investment properties' overall condition and demand as a whole in arriving at the fair values. We focused on this area due to the complexities in determining the fair value of the investment properties, which involved significant estimates and judgements in determining the appropriate valuation methodology and the underlying assumptions to be applied, which include amongst others, estimated rental revenues, yield rates, reversion rates and void rates which are based on current and future market or economic conditions. <i>Refer to Notes 4(c) and 20 to the financial statements.</i>	We performed the following audit procedures: • We read the valuation reports issued by independent external professional valuers to management. Based on these reports, we discussed and assessed the appropriateness of the valuation methodologies and assumptions used in the valuation by the independent external professional valuers. • We assessed the independent external professional valuers' competency, capabilities and objectivity by checking the valuers' qualifications and their registration with the respective professional boards. • We carried out the following procedures to assess the inputs underpinning the valuation of the investment properties: – Tested the accuracy of rental rates, rental periods, net lettable area and outgoing expenses against the underlying tenancy agreements where applicable, and held discussions with valuers to understand the factors they have considered in adjusting the inputs, including any market factors; – Benchmarked the term yield, reversion yield and allowance for void used by the valuers against comparable properties; – Discussed with valuers to understand the basis of adjustments made to the transacted price per square foot of comparable peers by considering factors related to the characteristics of each individual property, such as location, accessibility to the location, size, tenure and comparable transaction dates; and – Challenged the valuers on certain key inputs and estimates used in consideration of the current market conditions. • For investment properties under construction, we assessed management's justification to support the basis that the properties fair values cannot be measured reliably. • We assessed the adequacy and reasonableness of the disclosures including the sensitivity analysis prepared by management on the key parameters underpinning the valuation, where applicable. Based on the above procedures performed, we did not identify any material exceptions.

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To the members of Sime Darby Property Berhad
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REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

KEY AUDIT MATTERS (CONTINUED)

Key audit matters	How our audit addressed the key audit matters
Recoverability of properties under development and completed properties held for sale The Group has RM6,580.6 million of properties under development as well as RM109.3 million of completed properties held for sale respectively, as at the reporting date. The carrying amounts of the properties under development and completed properties held for sale have been classified as inventories in the financial statements of the Group. The recoverability of properties under development and completed properties held for sale is assessed based on an estimation of the net realisable value ("NRV") of the underlying properties. This involves considerable analysis of estimated costs to completion, committed contracts and expected future selling price based on prevailing market conditions such as current market prices of comparable standards and locations. We focused on the recoverability of the carrying amount of inventories because of the estimates made by management in determining the net realisable values of inventories. Based on management's assessment, the Group recognised a write-down of RM12.4 million in respect of inventories during the financial year. <i>Refer to Notes 4(b), 7 and 21 to the financial statements.</i>	We performed the following audit procedures: • We discussed with management and corroborated the basis used to write-down inventories at period end to their NRV. • For properties under development, we tested the operating effectiveness of the key controls in respect of the review and approval of project cost budgets to assess the reliability of these budgets and the determination of the extent of costs incurred to-date. • Based on the approved project cost budgets, on a sample basis, we assessed the profitability of the projects for indications of NRV. • For those unsold completed development units which had recent sale transactions, we compared the carrying amount of these development units, on a sample basis, to the selling prices stated in the signed sale and purchase agreements, net of discounts given and estimated costs to sell. • For those unsold completed development units which did not have recent sale transactions, on a sample basis, we obtained the recent transacted prices of comparable development units in similar or nearby locations, taking into consideration of the estimated costs necessary to complete the sales. Based on the above procedures performed, we did not identify any material exceptions.



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To the members of Sime Darby Property Berhad
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REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

KEY AUDIT MATTERS (CONTINUED)

Key audit matters	How our audit addressed the key audit matters
Impairment assessment of investments in subsidiaries and joint ventures At the reporting date, Management reviewed its Group's investments in joint ventures and Company's investments in subsidiaries for indications of impairment and where certain indicators exist, Management performed an impairment assessment to determine the recoverable amounts of such investments. In determining the recoverable amounts, Management assessed projected cash flows for the affected Group's investments in joint ventures and the Company's investments in subsidiaries. Based on the impairment assessment, no impairment was recognised for the Group's investment in the joint ventures, while an impairment loss of RM343.4 million was recognised on the Company's investments in subsidiaries in the financial statements as at 31 December 2025. We focused on this area because the recoverable amounts of these investments were determined based on projected cash flows, the determination of which involves significant judgement and estimation uncertainty. <i>Refer to Notes 4(d), 11, 13 and 22 to the financial statements.</i>	In determining the recoverable amounts of the investment in a joint venture and the Company's investment in a subsidiary, which in turn holds equity shareholding in the said joint venture, we performed the following audit procedures: • Checked the appropriateness of management's identification of Cash Generating Unit ("CGUs") and valuation method used in the impairment assessment; • Agreed the detailed cash flows projections, including timing of the completion of the project phases to business plans prepared by joint venture management team; • Evaluated the reasonableness of the key assumptions used by management in the value in use calculations, in particular, future selling prices and development costs in the detailed forecast period by making comparisons to historical results or external data; • Considered the cash flows available for distribution to the Group and the Company and assessed the reasonableness of the timing of distributions; • Compared the discount rate used to comparable industry rates in which the CGU operates; • Checked the sensitivity analysis on critical estimates prepared by management to evaluate the impact on impairment assessment; • Considered the latest available external valuation report in assessing the reasonableness of the key assumptions used in the cash flows projections; • Examined the reporting deliverables from the component auditors on the appropriateness of the impairment assessment and conclusion; and • Assessed adequacy and reasonableness of the disclosures including the sensitivity analysis prepared by management on the key assumptions underpinning the recoverable amounts, where applicable. In determining the recoverable amounts of the investments in other subsidiaries, we performed the following audit procedures: • Agreed the detailed cash flows projections to business plan prepared by management team, including the timing of the completion of the project phases for CGUs involved in property development activities and considered the cash flows available for distribution to the Company;

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REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

KEY AUDIT MATTERS (CONTINUED)

Key audit matters	How our audit addressed the key audit matters
Impairment assessment of investments in subsidiaries and joint ventures (continued)	- Considered the latest available external valuation in assessing the reasonableness of the key assumptions used in the cash flows projections; - Evaluated the reasonableness of the key assumptions used by management in the cash flows projections by making comparisons to historical results or external data; and - Assessed adequacy and reasonableness of the disclosures including the sensitivity analysis prepared by management on the key assumptions underpinning the recoverable amounts, where applicable. Based on the above procedures performed, we did not identify any material exceptions.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The Directors of the Company are responsible for the other information. The other information comprises the Directors' Report, Statement on Risk Management and Internal Control, Audit Committee Report, Corporate Governance Overview Statement, Sustainability Report, Risk Management Committee Report, Message from Our Chairman, Management Discussion and Analysis and other sections of the 2025 Integrated Annual Report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Independent Auditors' Report

To the members of Sime Darby Property Berhad
(Incorporated in Malaysia) Registration No. 197301002148 (15631-P)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- (a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- (b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- (c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- (d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- (e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- (f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.



Independent Auditors' Report

To the members of Sime Darby Property Berhad
(Incorporated in Malaysia) Registration No. 197301002148 (15631-P)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTINUED)

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current financial year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 43 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

PRICEWATERHOUSECOOPERS PLT

LLP0014401-LCA & AF 1146

Chartered Accountants

Kuala Lumpur

13 April 2026

MAHESH A/L RAMESH

03428/04/2027 J

Chartered Accountant

Statements of Profit or Loss

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2025	2024	2025	2024
Revenue	6	4,184,157	4,250,791	537,314	1,010,835
Cost of sales	7	(2,790,297)	(2,894,305)	–	(180,954)
Gross profit		1,393,860	1,356,486	537,314	829,881
Marketing and selling expenses	8	(166,843)	(160,416)	–	(21,012)
Administrative and other expenses	8	(373,694)	(330,241)	(44,928)	(254,903)
Other operating income	9	42,008	33,932	129	3,643
Operating profit		895,331	899,761	492,515	557,609
Share of results of joint ventures	11	(127,178)	(181,231)	–	–
Share of results of associates	12	(1,046)	1,678	–	–
Other gains/(losses)	13	7,768	17,581	(337,579)	(484,532)
Profit before interest and taxation		774,875	737,789	154,936	73,077
Finance income	14	95,516	102,696	94,482	65,136
Finance costs	15	(66,988)	(60,436)	(113,548)	(82,298)
Profit before taxation		803,403	780,049	135,870	55,915
Taxation	16	(268,426)	(262,447)	4,290	(51,914)
Profit for the financial year		534,977	517,602	140,160	4,001
Profit for the financial year attributable to:					
– owners of the Company		517,742	502,203	140,160	4,001
– non-controlling interests		17,235	15,399	–	–
		534,977	517,602	140,160	4,001
Basic and diluted earnings per share attributable to owners of the Company (Sen)	17	7.61	7.38		

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Statements of Comprehensive Income

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2025	2024	2025	2024
Profit for the financial year		534,977	517,602	140,160	4,001
Other comprehensive (loss)/income					
Items which will subsequently be reclassified to profit or loss (net of tax):					
Currency translation differences		(52,749)	(115,713)	–	–
Reclassified to profit or loss					
Currency translation differences on repayment of net investments		–	2,113	–	–
Items which will not subsequently be reclassified to profit or loss (net of tax):					
Share of other comprehensive income/(loss) of a joint venture and an associate		26,451	(1,029)	–	–
Net changes in the fair value of investment at fair value through other comprehensive income ("FVOCI")	23	(2,691)	25,055	(2,691)	25,055
Other comprehensive (loss)/income for the financial year		(28,989)	(89,574)	(2,691)	25,055
Total comprehensive income for the financial year		505,988	428,028	137,469	29,056
Total comprehensive income for the financial year attributable to:					
– owners of the Company		488,717	412,568	137,469	29,056
– non-controlling interests		17,271	15,460	–	–
		505,988	428,028	137,469	29,056

Statements of Financial Position

As at 31 December 2025

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2025	2024	2025	2024
NON-CURRENT ASSETS					
Property, plant and equipment	19	587,412	575,676	28	42
Investment properties	20	3,688,640	2,085,208	–	–
Inventories	21	4,913,463	4,503,615	–	–
Subsidiaries	22	–	–	9,538,441	9,243,531
Joint ventures	11	2,521,731	2,757,758	–	–
Associates	12	129,168	135,049	36,000	37,063
Investments	23	65,496	68,187	65,496	68,187
Intangible assets	24	9,626	9,320	–	–
Deferred tax assets	25	595,625	538,551	–	1,824
Receivables	26	198,605	116,956	1,709,282	2,134,422
Tax recoverable		24,845	–	3,216	–
Contract assets	27	981,509	1,048,181	–	–
		13,716,120	11,838,501	11,352,463	11,485,069
CURRENT ASSETS					
Inventories	21	1,778,066	2,073,341	–	–
Receivables	26	845,225	657,592	92,155	224,054
Contract assets	27	1,544,022	1,281,074	–	–
Prepayments		8,921	9,176	–	–
Tax recoverable		23,954	24,089	1,642	–
Cash held under Housing Development					
Accounts	28	315,876	359,167	–	–
Bank balances, deposits and cash	29	386,205	281,278	113,366	65,233
		4,902,269	4,685,717	207,163	289,287
Assets held for sale	30	823	–	–	–
TOTAL ASSETS		18,619,212	16,524,218	11,559,626	11,774,356

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Statements of Financial Position

As at 31 December 2025

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2025	2024	2025	2024
EQUITY					
Share capital	31	6,800,839	6,800,839	6,800,839	6,800,839
Fair value reserve		40,916	44,406	29,996	32,687
Exchange reserve		45,947	98,732	–	–
Revaluation reserve		27,250	–	–	–
Retained profits		3,635,377	3,321,661	2,341,444	2,405,310
ATTRIBUTABLE TO OWNERS OF THE COMPANY					
		10,550,329	10,265,638	9,172,279	9,238,836
Non-controlling interests	32	238,467	231,316	–	–
TOTAL EQUITY		10,788,796	10,496,954	9,172,279	9,238,836
NON-CURRENT LIABILITIES					
Payables	33	118,157	63,658	–	–
Borrowings	34	2,564,345	1,931,758	1,849,019	1,249,347
Lease liabilities	35	22,006	24,116	–	–
Provisions	36	16,268	157,411	–	–
Contract liabilities	27	264,763	264,052	–	–
Deferred tax liabilities	25	293,054	292,088	–	–
		3,278,593	2,733,083	1,849,019	1,249,347
CURRENT LIABILITIES					
Payables	33	1,841,338	1,687,494	18,953	241,956
Borrowings	34	1,960,144	1,213,145	519,375	1,041,290
Lease liabilities	35	27,802	19,571	–	–
Provisions	36	239,250	86,647	–	–
Contract liabilities	27	350,128	215,934	–	–
Tax provision		133,161	71,390	–	2,927
		4,551,823	3,294,181	538,328	1,286,173
TOTAL LIABILITIES		7,830,416	6,027,264	2,387,347	2,535,520
TOTAL EQUITY AND LIABILITIES		18,619,212	16,524,218	11,559,626	11,774,356

Statements of Changes in Equity

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

Group	Note	Share capital	Fair value reserve	Exchange reserve	Revaluation reserve*	Retained profits	Attributable to owners of the Company	Non-controlling interests	Total equity
2025									
At 1 January 2025		6,800,839	44,406	98,732	–	3,321,661	10,265,638	231,316	10,496,954
Profit for the financial year		–	–	–	–	517,742	517,742	17,235	534,977
Other comprehensive (loss)/ income for the year		–	(3,490)	(52,785)	27,250	–	(29,025)	36	(28,989)
Total other comprehensive (loss)/income for the financial year		–	(3,490)	(52,785)	27,250	517,742	488,717	17,271	505,988
Transactions with owners: – dividends paid	18	–	–	–	–	(204,026)	(204,026)	(10,120)	(214,146)
At 31 December 2025		6,800,839	40,916	45,947	27,250	3,635,377	10,550,329	238,467	10,788,796
2024									
At 1 January 2024		6,800,839	20,380	212,393	–	3,023,484	10,057,096	226,416	10,283,512
Profit for the financial year		–	–	–	–	502,203	502,203	15,399	517,602
Other comprehensive income/(loss) for the year		–	24,026	(113,661)	–	–	(89,635)	61	(89,574)
Total other comprehensive income/(loss) for the financial year		–	24,026	(113,661)	–	502,203	412,568	15,460	428,028
Transactions with owners: – dividends paid	18	–	–	–	–	(204,026)	(204,026)	(10,560)	(214,586)
At 31 December 2024		6,800,839	44,406	98,732	–	3,321,661	10,265,638	231,316	10,496,954

* The revaluation reserve represents the fair value adjustment arising from the transfer of a Group's joint venture 's owned-occupied property to investment properties.

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Statements of Changes in Equity

For the financial year ended 31 December 2025

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Company	Note	Share capital	Fair value reserve	Retained profits	Total equity
2025					
At 1 January 2025		6,800,839	32,687	2,405,310	9,238,836
Profit for the financial year		–	–	140,160	140,160
Other comprehensive loss for the financial year		–	(2,691)	–	(2,691)
Total comprehensive (loss)/income for the financial year		–	(2,691)	140,160	137,469
Transactions with owners:					
– dividend paid	18	–	–	(204,026)	(204,026)
At 31 December 2025		6,800,839	29,996	2,341,444	9,172,279
2024					
At 1 January 2024		6,800,839	7,632	2,605,335	9,413,806
Profit for the financial year		–	–	4,001	4,001
Other comprehensive income for the financial year		–	25,055	–	25,055
Total comprehensive income for the financial year		–	25,055	4,001	29,056
Transactions with owners:					
– dividend paid	18	–	–	(204,026)	(204,026)
At 31 December 2024		6,800,839	32,687	2,405,310	9,238,836

Statements of Cash Flows

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2025	2024	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit for the financial year		534,977	517,602	140,160	4,001
Adjustments for:					
Share of results of:					
– joint ventures		127,178	181,231	–	–
– associates		1,046	(1,678)	–	–
Amortisation of intangible assets		3,015	2,269	–	1,605
Depreciation of property, plant and equipment		50,600	62,566	9	9,612
Write-down of inventories		12,388	9,913	–	–
Write-off of:					
– property, plant and equipment		18	–	5	–
– investment properties		341	14	–	–
– inventories		1,854	4,415	–	–
Gain on dilution of interest in a joint venture		–	(10,233)	–	–
Gain on disposal of:					
– property, plant and equipment		(177)	(21)	–	–
– assets held for sale		(9,035)	42	–	–
Net changes in fair value on investment properties		(17,233)	1,019	–	–
Net expected credit losses on trade and other receivables		39,468	12,848	–	–
Provisions		17,988	20,398	–	8,019
Finance income		(95,516)	(102,696)	(94,482)	(65,136)
Finance costs		66,988	60,436	113,548	82,298
Taxation		268,426	262,447	(4,290)	51,914
Foreign currency exchange gains		–	(9,274)	(6,304)	(8,260)
Amortisation of contract cost assets		20,865	25,643	–	2,556
Forfeiture income		–	(16,299)	–	–
Other items [note (a)]		(1,877)	2,153	(194,117)	(9,690)
		1,021,314	1,022,795	(45,471)	76,919
Changes in working capital:					
– inventories:					
– attributable to land acquisition		(306,702)	–	–	–
– others		12,750	(271,955)	–	8,410
– receivables, prepayments and restricted funds		(172,010)	(39,854)	(233,448)	272,325
– contract assets and contract liabilities		12,536	(20,021)	–	(11,035)
– payables and provisions		103,877	24,514	(5,009)	(21,603)
		671,765	715,479	(283,928)	325,016
Tax paid (net)		(295,352)	(220,313)	(1,671)	(20,205)
Net cash from/(used in) operating activities		376,413	495,166	(285,599)	304,811

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Statements of Cash Flows

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	Note	Group		Company	
		2025	2024	2025	2024
CASH FLOWS FROM INVESTING ACTIVITIES					
Finance income received		18,137	19,341	94,427	65,072
Proceeds from sale of:					
– property, plant and equipment		178	22	–	–
– assets held for sale		55,525	16,977	–	–
Additions of:					
– property, plant and equipment		(60,768)	(41,302)	–	(1,189)
– investment properties		(996,607)	(437,401)	–	–
– intangible assets		(3,321)	(5,421)	–	(1,532)
Repayment from/(Advances to):					
– subsidiaries		–	–	589,268	(895,681)
– an associate		1,118	186	1,118	186
Subscription of shares in subsidiaries		–	–	(345,139)	(164,269)
Subscription of additional interest/Advances to joint ventures		(285,354)	(40,001)	–	–
Acquisition of subsidiaries	44	(145,930)	–	–	–
Proceeds from internal reorganisation		–	–	–	223,290
Proceeds from dilution of interest in a joint venture		–	85,534	–	–
Capital repayment from:					
– subsidiaries		–	–	19,000	300,883
– joint ventures		50,000	–	–	–
Dividends received from investments, subsidiaries, joint ventures and associates		37,234	40,231	426,564	212,223
Net cash (used in)/from investing activities		(1,329,788)	(361,834)	785,238	(261,017)
CASH FLOW FROM FINANCING ACTIVITIES					
Finance costs paid		(170,974)	(135,406)	(109,167)	(80,673)
Long-term borrowings:					
– drawdowns	34	1,007,588	–	800,000	–
– repayments	34	(318,825)	(311,087)	(150,000)	(165,000)
Short-term borrowings:					
– drawdowns	34	2,634,238	1,155,878	984,774	1,155,878
– repayments	34	(1,935,093)	(586,920)	(1,555,094)	(539,000)
Repayments of lease liabilities	35	(1,589)	(2,332)	–	(6,023)
Net advances to subsidiaries		–	–	(217,993)	(200,358)
Dividends paid on ordinary shares		(204,026)	(204,026)	(204,026)	(204,026)
Dividends paid to non-controlling interests		(10,120)	(10,560)	–	–
Net cash from/(used in) financing activities		1,001,199	(94,453)	(451,506)	(39,202)

Statements of Cash Flows

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	Note	Group		Company	
		2025	2024	2025	2024
Net increase in cash and cash equivalents		47,824	38,879	48,133	4,592
Foreign exchange differences		(1,408)	(1,015)	–	–
Cash and cash equivalents at the beginning of the financial year		640,445	602,581	65,233	60,641
Cash and cash equivalents at the end of the financial year [note (b)]		686,861	640,445	113,366	65,233
a. Other items:					
Dividend income		(688)	(81)	(537,314)	(492,623)
Bad debts recovered		–	(10)	–	–
Gain on internal reorganisation		–	–	–	(71,998)
Net impairment losses on:					
– property, plant and equipment		(1,189)	1,891	–	–
– amount due from subsidiaries		–	–	(174)	(4,387)
– investment in subsidiaries		–	–	343,371	561,054
Net expected credit losses on other receivables		–	–	–	(1,767)
Write-off of property, plant and equipment		–	353	–	31
		(1,877)	2,153	(194,117)	(9,690)
b. Cash and cash equivalents at the end of the financial year:					
Cash held under Housing Development Accounts	28	315,876	359,167	–	–
Bank balances, deposits and cash	29	386,205	281,278	113,366	65,233
		702,081	640,445	113,366	65,233
Less: Amount restricted in trust and sinking funds		(15,220)	–	–	–
		686,861	640,445	113,366	65,233

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1 GENERAL INFORMATION

The Company is principally an investment holding company.

The principal activities of the Group are divided into three segments namely property development, investment and asset management and leisure. The principal activities of the subsidiaries, joint ventures and associates are as stated in Note 43. There has been no change in the nature of these activities during the financial year.

2 BASIS OF PREPARATION

The financial statements of the Group and the Company are prepared in accordance with the requirements of the Companies Act 2016 in Malaysia and comply with the Malaysian Financial Reporting Standards ("MFRS") and International Financial Reporting Standards ("IFRS").

The financial statements have been prepared under the historical cost convention except as disclosed in the material accounting policy information in Note 3. The financial statements are presented in Ringgit Malaysia in thousands (RM thousand) unless otherwise stated.

The preparation of financial statements in conformity with MFRS and IFRS requires the use of certain critical accounting estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reported period.

The areas involving a higher degree of judgement or complexity or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

a. Accounting pronouncements that are adopted during the financial year

- i. Amendments that are effective and adopted during the financial year:

Amendments to MFRS 121 Lack of Exchangeability

The adoption of the above did not result in any significant changes to the Group's results and financial position for this financial year.

The Group and the Company have also considered the new accounting pronouncements in the preparation of the financial statements.

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2 BASIS OF PREPARATION (CONTINUED)

b. Accounting pronouncements that are not yet effective and have not been early adopted

- i. New standards and amendments that are effective on or after 1 January 2026:

Annual improvements to MFRS Standards for enhanced consistency

Amendments to MFRS 9
and MFRS 7

Amendments to Classification and Measurement of Financial
Instruments

Contracts Referencing Nature-dependent Electricity

MFRS 18

Presentation and Disclosure in Financial Statements

MFRS 19

Subsidiaries without Public Accountability: Disclosures

Amendments to MFRS 121

Translation to a Hyperinflationary Presentation Currency

The Group and the Company are currently assessing the financial impact for the above standards and amendments.

- ii. The effective date for the amendment to Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to MFRS 10 and MFRS 128) has been deferred to a date to be determined by MASB.

3 MATERIAL ACCOUNTING POLICY INFORMATION

These material accounting policy information have been applied consistently in dealing with items that are considered material in relation to the financial statements, and to all the financial year presented, unless otherwise stated.

A. BASIS OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Company and all its subsidiaries made up to the end of the financial year and are prepared using uniform accounting policies for like transactions and other events in similar circumstances.

i. Subsidiaries

Subsidiaries are entities over which the Group has control. The Group controls an entity when the Group has power over the entity, has exposure to or rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are consolidated using the acquisition method except for those subsidiaries acquired under common control. Under the acquisition method, subsidiaries are consolidated from the date on which control is transferred to the Group and de-consolidated from the date when control ceases. The consideration is measured at the fair value of the assets given, equity instruments issued and liabilities incurred at the date of exchange.

Contingent consideration is recorded at fair value as component of the purchase consideration with subsequent adjustment resulting from events after the acquisition date taken to profit or loss. Acquisition related costs are recognised as expenses when incurred.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

A. BASIS OF CONSOLIDATION (CONTINUED)

i. Subsidiaries (continued)

In a business combination achieved in stages, previously held equity interests in the acquiree are re-measured to fair value at the date of acquisition and any corresponding gain or loss is recognised in the profit or loss.

Identifiable assets, liabilities and contingent liabilities assumed in a business combination are measured at their fair values, at the date of acquisition. The excess of the consideration and the fair value of previously held equity interests over the Group's share of the fair value of the identifiable net assets acquired at the date of acquisition is reflected as goodwill. Any gain from bargain purchase is recognised directly in the profit or loss.

Intercompany transactions and balances are eliminated on consolidation, but unrealised losses arising therefrom are eliminated on consolidation to the extent of the cost of the asset that can be recovered, and the balance is recognised in the profit or loss as reduction in net realisable value or as impairment loss.

Non-controlling interests in the results and net assets of non-wholly owned subsidiaries are presented separately in the financial statements. Transactions with owners of non-controlling interests without a change in control are treated as equity transactions in the statements of changes in equity.

When control ceases, the disposal proceeds and the fair value of any retained investment are compared to the Group's share of its net assets disposed. The difference together with the carrying amount of allocated goodwill and the exchange reserve that relate to the subsidiary is recognised as gain or loss on disposal.

ii. Joint ventures

Joint ventures are separate vehicles in which the Group has rights to its net assets and where its strategic, financial and operating decisions require unanimous consent of the Group and one or more parties sharing the control.

Joint ventures are accounted using the equity method. Equity method is a method of accounting whereby the investment is recorded at cost inclusive of goodwill and adjusted thereafter for the Group's share of the post-acquisition results and other changes in the net assets. Dividends received or receivable from a joint venture are recognised as a reduction in the carrying amount of the investment. Where necessary, adjustments are made to the financial statements of joint ventures used by the Group in applying the equity method to ensure consistency of accounting policies with those of the Group.

After application of the equity method, the carrying amount of the joint ventures will be assessed for impairment. The equity method is discontinued when the carrying amount of the joint venture reaches zero or when the Group's obligations toward the joint venture reach their limit, particularly in cases where the Group has incurred legal or constructive obligations.

Unrealised gains on transactions between the Group and its joint ventures, and among the joint ventures, are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated on the same basis but only to the extent of the costs that can be recovered, and the balance that provides evidence of reduction in net realisable value or an impairment loss on the assets transferred are recognised in profit or loss.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

A. BASIS OF CONSOLIDATION (CONTINUED)

ii. Joint ventures (continued)

When joint control ceases, the disposal proceeds and the fair value of any retained investment are compared to the carrying amount of the joint venture. The difference together with the exchange reserve that relate to the joint venture is recognised in the profit or loss as gain or loss on disposal. In the case of partial disposal without losing joint control, the difference between the proceeds and the carrying amount disposed, and the proportionate exchange reserve is recognised as gain or loss on disposal. Shareholder's advances to joint ventures of which the Group does not expect repayment in the foreseeable future are considered as part of the Group's investments in the joint ventures.

iii. Associates

Associates are entities in which the Group is in a position to exercise significant influence. Significant influence is the power to participate in the financial and operating policy decisions, but not control over those policies.

Investment in associates are accounted for using the equity method, similar to Note 3(a)(ii) above.

B. FOREIGN CURRENCIES

i. Presentation and functional currency

Ringgit Malaysia is the presentation currency of the Group and the Company. Ringgit Malaysia is also the functional currency of the Company. The functional currency is the currency of the primary economic environment in which the Company operates. The Group's foreign operations have different functional currencies.

ii. Transactions and balances

Foreign currency transactions and monetary items are translated into the functional currency using the exchange rates prevailing at the transaction dates and at the end of the reporting period, respectively. Foreign exchange differences arising therefrom and on settlement are recognised in the profit or loss.

iii. Translation of foreign currency financial statements

For consolidation purposes, foreign operations' results are translated into the Group's presentation currency at average exchange rates for the financial year whilst the assets and liabilities are translated at exchange rates ruling at the end of the reporting period. The resulting translation differences are recognised in other comprehensive income and accumulated in exchange reserve.

Intercompany loans where settlement is neither planned nor likely to occur in the foreseeable future, are treated as part of the parent's net investment. Translation differences arising therefrom are recognised in other comprehensive income and reclassified from equity to profit or loss upon repayment or disposal of the relevant entity.

Exchange reserve in respect of a foreign operation is recognised to profit or loss when control, joint control or significant influence over the foreign operation is lost. On partial disposal (via capital repayment or disposal of shares) without losing control, a proportion of the exchange reserve in respect of the subsidiary is re-attributed to the non-controlling interest. The proportionate share of the cumulative translation differences is reclassified to profit or loss in respect of all other partial disposals.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

C. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Freehold land is not depreciated as it has indefinite life. Assets in the course of construction are shown as work in progress. Depreciation on these assets commences when they are ready for use. Other property, plant and equipment are depreciated on a straight-line basis to write-down the cost of each asset to their residual values over their estimated useful lives.

The principal annual depreciation rates are:

Leasehold land	over the lease period ranging from 35 to 99 years
Buildings	2% to 5%, or over the lease term if shorter
Plant and machinery	20% to 33.3%
Renovation, fixtures, equipment and vehicles	10% to 33.3%

D. INVESTMENT PROPERTIES

Investment properties, comprising principally land and buildings, are held for long term rental yields or for capital appreciation or both, and are not occupied by the Group.

Investment property is measured initially at its cost, including transaction costs and borrowing costs if the investment property meets the definition of a qualifying asset.

After initial recognition, investment property is carried at fair value. Changes in fair values are recognised in profit or loss for the period in which it rises. Gains/(losses) are presented as part of the results of operating activities of the Group. Fair value is derived from analysis of market evidence, such as, active market prices, market net income and yield, adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods, such as recent prices on less active markets or discounted cash flow projections. Valuations are performed as of the financial position date by external, independent and qualified valuers.

The Group accounts for the land and building as a single unit of account for investment properties. Investment properties under construction for which the fair value cannot be determined reliably, but for which the Group expects that the fair value of the property will be reliably determinable when construction is completed, are measured at cost less impairment until the fair value becomes reliably determinable or construction is completed – whichever is earlier.

If a property undergoes a change in use and becomes an investment property, any difference resulting between the carrying amount of the property and the fair value of such investment property at the date of transfer is recognised in accordance with the applicable MFRS. Its fair value at the date of reclassification becomes its cost for subsequent accounting purposes.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

E. RIGHT-OF-USE ("ROU") ASSETS

The right to use an underlying asset for the lease term is recognised as a ROU asset.

The cost of ROU includes an amount equal to the lease liability at the inception of the lease, lease payments made at or before commencement date less lease incentives received, initial direct costs incurred and an estimate of costs to restore, dismantle and remove the underlying asset or to restore the site on which it is located.

ROUs that are not investment properties are presented under property, plant and equipment and are stated at cost less accumulated amortisation and accumulated impairment losses. The ROU assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

The Group applies the fair value model to ROU assets that meet the definition of investment property of MFRS 140 consistent with those investment property owned by the Group (refer to Note 3(d)).

The upfront payment represent prepaid lease payments for lease of land and building is amortised on the straight-line basis over the lease period.

F. INVESTMENTS IN SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

Investments in subsidiaries, joint ventures and associates and loans, which are treated as part of the Company's net investment in the investee, are recorded at costs less accumulated impairment losses, if any, in the Company's financial statements.

G. INVENTORIES

i. Land held for property development

Land held for property development where development activities are not expected to be completed within the normal operating cycle, is classified as non-current and carried at the lower of cost and net realisable value.

The cost includes cost of land and development costs common to the whole project.

Land held for property development is transferred to property development costs under current assets when development activities have commenced and are expected to be completed within the normal operating cycle.

ii. Property development costs

Property development costs are stated at the lower of cost and net realisable value. The cost includes cost of land, related development costs common to whole project and direct building costs less cumulative amounts recognised as cost of sales in the profit or loss.

Property development cost of unsold unit is transferred to completed development unit once the property is completed.

Costs paid in advance for land, related common costs or direct building costs are classified as prepayment and is subject to recoverability assessment in accordance with the accounting policy of impairment as reflected in Note 3(k).

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

G. INVENTORIES (CONTINUED)

iii. Completed development units

Units of development properties completed and held for sale are stated at the lower of cost and net realisable value.

iv. Finished goods, raw materials and consumable stores

Finished goods, raw materials and consumable stores are stated at the lower of cost and net realisable value. Cost includes cost of purchase plus incidental cost and other costs of bringing the inventories to their present location and condition. The cost of inventories is determined on a weighted average basis.

Net realisable value is the estimate of the selling price in the ordinary course of business, less costs to completion and selling expenses.

H. FINANCIAL ASSETS

The Group's and the Company's financial assets are classified into three categories: (i) amortised cost, (ii) fair value through profit or loss ("FVTPL") and (iii) fair value through other comprehensive income ("FVOCI"). Investments in quoted equity instruments are measured at FVTPL whilst investments on unquoted equity instruments are measured at FVOCI. All other financial assets are measured at amortised cost.

i. Amortised cost

Receivables, amounts due from subsidiaries, cash held under Housing Development Accounts and bank balances, deposits and cash are held for collection of contractual cash flows. Their contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. These financial assets are measured at fair value at inception plus transaction cost and thereafter at amortised cost less accumulated impairment losses.

Interest income from these financial assets is calculated using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss.

ii. Fair value through profit or loss ("FVTPL") and Fair value through other comprehensive income ("FVOCI")

Investments in quoted equity instruments are measured at FVTPL. The investments are recorded initially at fair value plus transaction cost and thereafter, they are measured at fair value. Changes in the fair value and dividend income from the investment are recognised in profit or loss.

At initial recognition, the Group and the Company elected to designate the investments in unquoted equity instruments as financial assets measured at FVOCI. The investments are recorded initially at fair value plus transaction costs and thereafter, they are measured at fair value. Changes in fair value of the investments are recognised in other comprehensive income, whilst dividend income are recognised in profit or loss. On derecognition of the investment measured at FVOCI, the fair value reserve is transferred to retained profits.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

I. ASSETS HELD FOR SALE

Assets or groups of assets are classified as “held for sale” if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Depreciation ceases when an asset is classified as asset held for sale. Assets held for sale are stated at the lower of carrying amount and fair value less cost to sell.

J. CONTRACT ASSETS AND CONTRACT LIABILITIES

Contract asset is the right to consideration for goods or services transferred to the customers. In the case of property development and concession arrangement, contract asset is the excess of cumulative revenue earned over the billings to date, for which the billings to-date are based on progress milestone set out in the contract or agreement with the customers. Contract asset is stated at cost less accumulated impairment losses.

Contract liability is the obligation to transfer goods or services to customer for which the Group and the Company have received the consideration or has billed the customer. In the case of property development and concession arrangement, contract liability is the excess of the billings to date over the cumulative revenue earned. Contract liabilities include the golf club membership fees, down payments received from customers and other deferred income where the Group and the Company have billed or collected the payment before the goods are delivered or services are provided to the customers.

K. IMPAIRMENT

Non-financial assets and interest in subsidiaries, joint ventures and associates are assessed for indication of impairment. If an indication exists, an impairment test is performed. In the case of financial assets and contract assets, impairment loss is recognised based on expected credit losses.

The recognition and measurement of impairment losses are as follows:

i. Non-financial assets, interest in subsidiaries, joint ventures and associates

An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount and is charged to the profit or loss. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Assets that were previously impaired are reviewed for possible reversal of the impairment losses at the end of each reporting period. Any subsequent increase in recoverable amount is recognised in the profit or loss.

ii. Financial assets and contract assets

An impairment loss is recognised based on expected credit losses and is charged to profit or loss. Reversal of impairment loss to profit or loss, if any, is restricted to not exceeding what the amortised cost would have been had the impairment loss not been recognised previously.

The Group and the Company apply the simplified approach to measure the impairment losses on trade receivables and contract assets at lifetime expected credit losses (“Lifetime ECL”). Expected credit losses of all other financial assets are measured at an amount equal to 12 month expected credit losses (“12-month ECL”) if credit risk on a financial asset has not increased significantly. The Group and the Company compare the risk of default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition to ascertain whether there is a significant increase in credit risk. The assessment takes into consideration the macroeconomic information, credit rating and other supportable forward-looking information.

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3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

L. SHARE CAPITAL

Proceeds from shares issued are accounted for in equity. Cost directly attributable to the issuance of new equity shares are deducted from equity.

Dividends to owners of the Company and non-controlling interests are recognised in the statements of changes in equity in the financial year in which they are paid or declared.

M. PROVISIONS

Provisions are recognised when the Group and the Company have a legal or constructive obligation, where the outflow of resources is probable and can be reliably estimated. Provisions are measured at the present value of the obligation. The increase in the provisions due to the passage of time is recognised as finance costs.

The Group and the Company recognise provision for onerous contracts when the expected benefits to be derived from a contract are less than the unavoidable costs of meeting the obligations under the contract.

N. EMPLOYEE COSTS

i. Short-term employee benefits

Wages, salaries and paid annual leave, bonuses and non-monetary benefits are accrued in the period in which the services are rendered by employees.

ii. Defined contribution plans

A defined contribution pension plan is a pension plan under which the Group and the Company pay fixed contributions into a separate entity. The Group and the Company have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The Group has various defined contribution plans in accordance with local conditions and practices in the countries in which it operates. The Group's and the Company's contributions to defined contribution plans are charged to the profit or loss in the financial year in which they relate.

iii. Other long-term benefits

The Group operates a Long-Term Incentive Plan ("LTIP"), which is awarded to employees who hold senior management positions and key roles within the Group, and who have fulfilled the eligibility criteria and have been approved for participation by the Nomination and Remuneration Committee. The LTIP aims to incentivise and retain key employees whom will have direct impact in driving and delivering the Group's FY2023 to FY2025 transformation plan.

The LTIP is payable in cash in 3 tranches between FY2025 and FY2026. The expenses related to LTIP are charged to the profit or loss as employee costs under the category of "long-term employee benefit" over the period in which the performance criteria and services are fulfilled, with a corresponding liability in "provisions". The payout are estimated by reference to the total amount granted and the expected Group's achievement on the relevant key performance indicators ("KPI"). At each reporting date, the Group and the Company review its estimates and assumptions on the likelihood of achieving the relevant KPIs which, in turn, determines the amount of payout under the LTIP. The impact of revision of original estimates, if any, are charged to profit or loss with a corresponding adjustment to provisions.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

O. FINANCIAL LIABILITIES

The Group's and the Company's borrowings and payables are classified as financial liabilities measured at amortised cost. They are measured initially at fair value net of transaction costs and thereafter, at amortised cost using the effective interest method. Amortisation is charged to profit or loss.

Financial liabilities are classified as current liabilities for those having maturity dates of not more than 12 months after the end of the reporting period, otherwise the balance is classified as non-current. Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled or expired.

P. CASH AND CASH EQUIVALENTS

For the purpose of the statements of cash flows, cash and cash equivalents include cash in hand and at bank, deposits held at call with banks and cash held under Housing Development Accounts.

Q. REVENUE RECOGNITION

i. Revenue from property development

Contracts with customers may include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

The revenue from property development is measured at the fixed transaction price agreed under the sale and purchase agreement, net of expected liquidated ascertained damages ("LAD") payment.

Revenue from property development is recognised as and when the control of the asset is transferred to the customer and it is probable that the Group and the Company will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's and the Company's performance do not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

The Group and the Company recognise revenue over time using the output method, which is based on the level of completion of the physical proportion of contract work to-date, certified by professional consultants.

The subject properties are specifically identified by its plot, lot and parcel number and its attributes (such as its size and location) in the sale and purchase agreements. The purchasers could enforce its rights to the subject properties if the Group and the Company seek to sell the unit to another purchaser. The contractual restriction on the Group's and the Company's ability to direct the subject property for another use is substantive and the subject properties sold to the purchasers do not have an alternative use to the Group and the Company. The Group and the Company have the right to payment for performance completed to-date, are entitled to continue to transfer the subject properties to the customer, and have the rights to complete the construction of the properties and enforce its rights to full payment.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

Q. REVENUE RECOGNITION (CONTINUED)

i. Revenue from property development (continued)

The Group and the Company recognise sales at a point in time for the sale of completed properties including land sales when the control of the properties has been transferred to the purchasers and it is probable that the Group and the Company will collect the consideration to which it will be entitled to in exchange for the assets sold.

ii. Revenue from concession arrangement

Maintenance service charges and supply of chilled water are recognised over the period which services are rendered or supply is delivered.

iii. Revenue from leisure

Revenue from golf club activities consist of golfing, golf club membership fees, driving range, sports and other recreation facilities, which are separate performance obligation. Golf club membership fees is received upfront and recognised on a straight-line basis over the tenure of the membership.

Revenue from sale of food and beverages is recognised when consideration is received or receivable upon delivery of goods and services, net of discounts and indirect taxes.

iv. Rental income

Rental income is recognised in the accounting period in which the services have been rendered.

v. Interest income

Interest income is recognised on an accrual basis, using the effective interest method, unless collectability is in doubt, in which case it is recognised on a cash receipt basis.

vi. Dividend income

Dividend income is recognised when the right to receive payment is established.

vii. Management fees

Management fee is recognised over time during the period in which the services are rendered.

R. BORROWING COSTS

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when:

- i. expenditure for the asset is being incurred;
- ii. borrowing costs are being incurred; and
- iii. activities that are necessary to prepare the assets for its intended use or sale are in progress.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

R. BORROWING COSTS (CONTINUED)

Capitalisation of borrowing costs is suspended or ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are interrupted or completed. Properties under construction where control of these properties is transferred over time are excluded as qualifying assets for the purposes of borrowing cost capitalisation.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

S. TAXATION

The tax expense for the financial year comprises current and deferred tax. Tax is recognised in the profit or loss, except to the extent that it relates to items recognised directly in other comprehensive income. In this case, the tax is recognised in other comprehensive income.

The current income tax charge for the Group and for the Company is the expected income taxes payable in respect of the taxable profit for the financial year and is measured using the tax rates that have been enacted at the end of the reporting year. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. Provisions are established where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred tax is recognised on temporary difference arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax is recognised on temporary differences arising on investments in subsidiaries, joint ventures and associates except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax is measured at the tax rates (and laws) that have been enacted or substantively enacted at the end of the reporting date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets and liabilities are offset when the enterprise has a legally enforceable right to offset and intends to settle either on a net basis or to realise the asset and settle the liability simultaneously.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

3 MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

T. SEGMENT REPORTING

Segment information is presented in a manner that is consistent with the internal reporting provided to management for the allocation of resources and assessment of its performance. The Group's operating businesses are organised and managed separately according to the nature of the products and services provided, with each segment representing a strategic business unit that offers different products and serves different markets.

Segment revenue, expense, assets and liabilities are those amounts resulting from operating activities of a segment that are directly attributable to the segment and the relevant portion that can be allocated on a reasonable basis to the segment. Segment revenue, expense, assets and liabilities are determined before intragroup balances and intragroup transactions are eliminated as part of the consolidation process, except to the extent that such balances and transactions are between Group companies within a single segment. Inter-segment pricing is based on similar terms as those available to external parties.

U. CONTINGENT LIABILITIES

The Group and the Company do not recognise contingent liabilities, but discloses their existence in the notes to the financial statements. A contingent liability is a possible obligation that arises from past events which existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group and the Company or a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT IN APPLYING ACCOUNTING POLICIES

The preparation of financial statements in conforming to MFRS and IFRS require the use of certain critical accounting estimates that involve complex and subjective judgements and the use of assumptions, some of which may be for matters that are inherently uncertain and susceptible to change. The Directors exercise their judgement in the process of applying the Group's accounting policies. Estimates and assumptions are based on the Directors' best knowledge of current events. Such estimates and judgement could change from period to period and have a material impact on the results, financial position, cash flows and other disclosures.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below:

A. REVENUE AND COST RECOGNITION FROM PROPERTY DEVELOPMENT ACTIVITIES

Revenue is recognised as and when the control of the asset is transferred to customers and it is probable that the Group and the Company will collect the consideration to which it will be entitled in exchange for the asset that will be transferred to the customer. Depending on the terms of the contract and the applicable laws governing the contract, control of the asset may transfer over time or at a point in time.

Where control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation based on the physical proportion of contract work-to-date certified by professional consultants. Significant judgement is required in determining the project progress as the certification of the physical progress of each phase are based on methodologies employed by, and the expert judgement of, the professional consultants.

During the financial year ended 31 December 2025, for activities recognised over time using the stage of completion method, the Group and the Company recognised revenue of RM3,487.3 million (2024: RM3,622.3 million) and RM Nil (2024: RM303.5 million) respectively and cost of RM2,376.4 million (2024: RM2,584.0 million) and RM Nil (2024: RM178.0 million) respectively.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT IN APPLYING ACCOUNTING POLICIES (CONTINUED)

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below: (continued)

B. WRITE-DOWN AND WRITE-OFF OF INVENTORIES TO NET REALISABLE VALUE

The Group and the Company write-down the inventories to their net realisable values based on the estimated selling prices by reference to recent sales transactions of similar properties or comparable properties in similar or nearby locations net of the estimated cost necessary to complete the sale. For inventories of property development costs, the estimated cost necessary to complete the property have been considered. The Group considered the current economic outlook, future property market conditions and adjustment factors such as the size and demand (ceiling price) of the particular properties in determining its net realisable values.

The Group and the Company also write-off the development costs based on the latest planned pipeline launches, which depends on various factors, such as changes to development plans due to replanning, zoning issues with local authorities, etc and is therefore subject to significant inherent uncertainties.

Whilst the Directors exercise due care and attention to make reasonable estimates, taking into account all available information in estimating the selling price and the related cost to complete the sale, the estimates may differ from the actual transactions achieved in future periods and these differences may, in certain circumstances, be significant.

During the financial year ended 31 December 2025, the Group recognised write-down of RM12.4 million (2024: RM9.9 million) and write-off of RM1.9 million (2024: RM4.4 million) in respect of inventories during the financial year.

C. FAIR VALUE OF INVESTMENT PROPERTIES

The valuations of the Group's investment properties were performed by independent external valuers. There are complexities in determining the fair value of the investment properties, which involve significant estimates and judgements in determining the appropriate valuation methodologies and estimating the underlying assumptions to be applied. The list of significant unobservable inputs and its sensitivity analysis are disclosed in Note 20(c) to the financial statements.

The Directors are of the view that the fair value of certain investment properties under development are not reliably determinable as at the reporting date, given the various valuation adjustments to be made due to the early stages of construction which are highly judgemental and contingent upon various unknown factors. As these properties will take substantial time to complete, there are uncertainties attached to the reliability of the assumptions adopted for valuation, such as the gross rental rate, developer's profit margin, discount rate, void rate and market capitalisation rate.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT IN APPLYING ACCOUNTING POLICIES (CONTINUED)

D. IMPAIRMENT ASSESSMENT OF NON-FINANCIAL ASSETS – INVESTMENTS IN SUBSIDIARIES AND JOINT VENTURES

The Group and/or the Company assesses whether there is any indication that the cost of investment in subsidiaries and joint ventures are impaired at the end of each reporting date. Impairment loss is measured by comparing the carrying amount of an asset with its recoverable amount. Recoverable amount is measured at the higher of the fair value less cost to sell and value-in-use for that asset. Value-in-use of asset is estimated using discounted cash flow analysis, considering market value indicators, recent arms-length market transactions and benchmark against valuation done by valuer. These estimates provide reasonable approximations to the computation of recoverable amounts. For discounted cash flows, significant judgement is applied in determining the assumptions and discount rates used for the estimation of the present value of future cash flows generated by the assets. Changes in assumptions could affect the outcome of the Group's assessment for impairment of assets.

Following the impairment assessment of the investment in subsidiaries and joint ventures during the financial year, net impairment loss on investment in subsidiaries of RM343.4 million (2024: RM665.4 million) were recorded in the financial statements of the Company respectively for the financial year ended 31 December 2025. No impairment was recognised for the Group's investment in joint ventures.

5 FINANCIAL RISK AND CAPITAL MANAGEMENT POLICIES

A. FINANCIAL RISK MANAGEMENT

The Group's and the Company's operations expose them to a variety of financial risks, including interest rate risk, credit risk, liquidity and cash flow risk and foreign currency exchange risk. The Group's overall financial risk management policies seek to manage and minimise the potential adverse effects of these risks on the financial performance of the Group.

The Group's and the Company's exposure to these financial risks are managed through risk reviews, internal control systems, insurance programmes and adherence to Group Policies and Authorities which are implemented on a group-wide basis. The Board regularly reviews these risks and approves the policies covering the management of these risks.

i. Interest rate risk

The Group's and the Company's interest rate risk arises primarily from interest-bearing borrowings. The Group and the Company manage their interest rate risk by maintaining a mix of fixed and floating rate borrowings.

The interest-bearing assets are primarily the amounts due from joint ventures, associates and subsidiaries and short-term bank deposits with financial institutions. All interest-bearing amounts due to the Group and the Company bear interest at floating rate except those under negotiated terms where fixed rates are used after taking into account the borrower's risk profile. The interest rates on short-term bank deposits are monitored closely to ensure that the deposits are maintained at favourable rates and placements are made at varying maturities. The Group and the Company consider the risk of significant changes to interest rates to be low and the sensitivity is disclosed in Note 41(a).

Notes to the Financial Statements

For the financial year ended 31 December 2025

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5 FINANCIAL RISK AND CAPITAL MANAGEMENT POLICIES (CONTINUED)

A. FINANCIAL RISK MANAGEMENT (CONTINUED)

ii. Credit risk

Financial assets that are primarily exposed to credit risk are receivables, contract assets and bank balances.

Credit risk arising from sales made on credit terms

The Group and the Company seek to control credit risk by dealing with counterparties with appropriate credit histories. Customers' most recent financial statements, payment history and other relevant information are considered in the determination of credit risk. Counterparties are assessed at least annually and more frequently when information on significant changes in their financial position becomes known. Credit terms and limit are set based on this assessment, and where appropriate, guarantees or securities are obtained to limit credit risk.

Credit risk arising from property development

The Group and the Company do not have any significant credit risk as its services and products are predominantly rendered and sold to a large number of customers comprising substantially property purchasers with financing facilities from reputable end-financiers. Credit risks with respect to property purchasers with no end-financing facilities are limited as the ownership and rights to the properties revert to the Group and the Company in the event of default. The Group and the Company do not have any significant exposure to any individual or counterparty nor any major concentration of credit risk related to any financial instruments.

Credit risk arising from concession arrangements

The Group has concentration of credit risk arising from the outstanding receivables and contract assets under concession arrangement which are primarily from the Government of Malaysia. The Group monitors the trade receivables and contract assets on an ongoing basis and no additional credit risk beyond the amounts allowed for collection losses is inherent in the trade receivables of the Group.

Credit risk arising from property investment

Credit risk arising from outstanding receivables from tenants is minimised by closely monitoring their credit worthiness and credit period. In addition, the tenants have placed security deposits with the Group which act as collateral.

Credit risk arising from golfing and sporting activities

Concentration of credit risk with respect to amounts due from members is limited due to the large number of members, the security deposits paid by members and advance payment of annual licence fees for individual members. Sales to members are usually suspended when outstanding amounts are overdue exceeding 180 days.

Credit risk arising from deposits with licensed banks

Credit risk also arises from deposits with licensed banks. The deposits are placed with credit worthy financial institutions. The Group and the Company consider the risk of material loss in the event of non-performance by a financial counterparty to be unlikely.

Credit risk arising from other receivables

The Group's and the Company's historical experience in collection of other receivables fall within the recorded allowances. No additional credit risk beyond amounts allowed for collection losses is inherent in the Group's and in the Company's other receivables.

Notes to the Financial Statements

For the financial year ended 31 December 2025

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5 FINANCIAL RISK AND CAPITAL MANAGEMENT POLICIES (CONTINUED)

A. FINANCIAL RISK MANAGEMENT (CONTINUED)

ii. Credit risk (continued)

Credit risk arising from subsidiaries, joint ventures and associates

The amounts due from subsidiaries, joint ventures and associates are subject to ongoing monitoring by the Group and the Company, with recoverability assessed based on projected cash flows. Other than the expected credit loss allowance disclosed in Note 26, the Group and the Company are of the view that the remaining carrying amounts as at the reporting date are recoverable.

The Group's and the Company's maximum credit risk exposure are disclosed in Note 41(c).

iii. Liquidity and cash flow risks

Liquidity risk refers to the risk that the Group or the Company will encounter difficulty in meeting financial obligations when they fall due. The Group maintains a prudent borrowing policy which is aimed towards maintaining sufficient cash for all cash flow requirements, managing debt and investment portfolio within the relevant time buckets to maturity, obtaining a diverse range of funding sources and keeping an adequate amount of credit facilities to provide an ample liquidity cushion.

The Group and the Company perform quarterly twelve-months rolling cash flow projections to ensure that requirements are identified as early as possible so that the Group and the Company have sufficient cash to meet operational needs. Such projections take into consideration the Group's and the Company's financing plans and are also used for monitoring of covenant compliance.

The Group and the Company maintain centralised treasury functions where all funding requirements are managed. As at 31 December 2025, the Group and the Company have unutilised Islamic Medium Term Notes of RM2,450.0 million (2024: RM3,100.0 million). The Group and the Company also have unutilised credit facilities of RM1,531.6 million (2024: RM788.1 million) and RM977.6 million (2024: RM788.1 million) respectively which can be utilised at an appropriate time.

Cash and cash equivalents of the Group and the Company comprise the following:

	Group		Company	
	2025	2024	2025	2024
Cash held under Housing Development Accounts [Note 28]	315,876	359,167	–	–
Bank balances, deposits and cash [Note 29]	386,205	281,278	113,366	65,233
	702,081	640,445	113,366	65,233

The Group believes that its contractual obligations, including those shown in contingent liabilities, material litigation and capital commitments in Note 38 can be met from existing cash and investments, operating cash flows, credit lines available and other financing that the Group reasonably expects to be able to secure should the need arises.

Further details on the undiscounted contractual cash flows of the Group's and the Company's financial liabilities as at the reporting date are disclosed in Note 41(b).

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

5 FINANCIAL RISK AND CAPITAL MANAGEMENT POLICIES (CONTINUED)

A. FINANCIAL RISK MANAGEMENT (CONTINUED)

iv. Foreign currency exchange risk

Foreign currency exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign currency rates. The Group's principal foreign currency exposure relates mainly to the Sterling Pound ("GBP") and Australian Dollar ("AUD") respectively. The Group does not enter into hedges for its long-term investment in foreign operations. Instead, the Group funds its investments with borrowings denominated in the same currencies as a natural hedge, where applicable, to minimise adverse impact arising from fluctuation in foreign currency exchange rates.

B. CAPITAL MANAGEMENT

Capital management refers to implementing measures to maintain sufficient capital to support its businesses. The Group's and the Company's capital management objectives are to ensure its ability to continue as a going concern, provide a competitive cost of capital and to maximise shareholders' value. The Group and the Company are committed towards optimising their capital structure, which includes balancing between debt and equity, and putting in place appropriate dividend and financing policies which influence the level of debt and equity.

i. Rating by External Rating Agency

Malaysian Rating Corporation Berhad has reaffirmed its AA+_{IS} rating with a stable outlook on the Company's Islamic Medium Term Notes (IMTN) Programme of RM4.5 billion.

ii. Gearing ratios

The Group and the Company use the gearing ratio to assess the appropriateness of their debt levels, hence determining their capital structure. The Group and the Company maintain a debt to equity ratio that complies with debt covenants. The ratio is calculated as total debt divided by total equity.

The Group's and the Company's gearing ratios are as follows:

	Group		Company	
	2025	2024	2025	2024
Borrowings				
– principal	4,503,931	3,129,769	2,351,857	2,278,764
– interest	20,558	15,134	16,537	11,873
Total borrowings	4,524,489	3,144,903	2,368,394	2,290,637
Lease liabilities	49,808	43,687	–	–
Total debt	4,574,297	3,188,590	2,368,394	2,290,637
Total equity	10,788,796	10,496,954	9,172,279	9,238,836
Gearing ratio	42.4%	30.4%	25.8%	24.8%

Based on the current gearing level, the Group and the Company still have the capacity to borrow for expansion, provided an acceptable level of gearing ratio is maintained.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

6 REVENUE

	Group		Company	
	2025	2024	2025	2024
Revenue from contracts with customers	4,062,711	4,159,057	–	515,178
Revenue from other sources:				
– rental income from investment properties and other assets	121,446	91,734	–	3,034
– dividend income from:				
– subsidiaries	–	–	533,650	490,742
– associates	–	–	2,976	1,800
– an investment	–	–	688	81
	4,184,157	4,250,791	537,314	1,010,835
Disaggregation of the revenue from contract with customers:				
Property development	3,874,256	3,991,846	–	303,509
Concession arrangement:				
– maintenance service charges	29,046	29,275	–	–
– supply of chilled water	7,880	6,992	–	–
– replacement, installation and other ancillary works	23,231	13,902	–	–
Parking fees, utilities and others	25,671	19,835	–	–
Leisure:				
– golf club activities	72,540	66,287	–	–
– food and beverages	30,087	29,895	–	–
– others	–	1,025	–	–
Management fee charged to subsidiaries	–	–	–	211,669
	4,062,711	4,159,057	–	515,178

	Group		Company	
	2025	2024	2025	2024
Geographical markets				
Malaysia	4,062,711	4,159,057	–	514,787
Singapore	–	–	–	205
United Kingdom	–	–	–	154
Australia	–	–	–	32
	4,062,711	4,159,057	–	515,178
Timing of revenue recognition				
Over time	3,610,585	3,714,738	–	515,178
At a point in time	452,126	444,319	–	–
	4,062,711	4,159,057	–	515,178

Revenue from contracts with customers of the Group and of the Company include RM215.9 million (2024: RM235.7 million) and RM Nil (2024: RM47.1 million) respectively that were included in contract liabilities at the beginning of the reporting period.

Notes to the Financial Statements

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7 COST OF SALES

	Group		Company	
	2025	2024	2025	2024
Property development costs	2,376,438	2,583,971	-	178,032
Cost of completed development units sold	108,367	19,142	-	-
Site maintenance	51,207	51,331	-	-
Write-down of inventories	12,388	9,913	-	-
Write-off of inventories	1,854	4,415	-	-
Other direct expenses	73,275	83,824	-	(80)
Cost under concession arrangement	40,556	33,927	-	-
Employee costs	115,635	99,844	-	2,826
Depreciation of property, plant and equipment	6,273	6,653	-	14
Amortisation of intangible assets	2,643	322	-	-
Rental of land and buildings	257	259	-	162
Hire of plant and machinery	1,404	704	-	-
	2,790,297	2,894,305	-	180,954

8 MARKETING, SELLING, ADMINISTRATIVE AND OTHER EXPENSES

	Group		Company	
	2025	2024	2025	2024
Marketing and selling expenses	166,843	160,416	-	21,012
Administrative and other expenses	373,694	330,241	44,928	254,903
	540,537	490,657	44,928	275,915
Marketing, selling, administrative and other expenses comprise the following:				
Depreciation, amortisation, impairment losses and write-off				
Depreciation of property, plant and equipment	44,327	55,913	9	9,598
Amortisation of intangible assets	372	1,947	-	1,605
Expected credit losses on receivables [Note 26 (d)]	43,615	15,991	-	-
Reversal of expected credit losses on:				
- amount due from subsidiaries*	-	-	(174)	(4,387)
- receivables [Note 26 (d)]	(4,147)	(3,143)	-	(1,767)
Write-off on:				
- property, plant and equipment	18	353	5	31
- investment properties	341	-	-	-
	84,526	71,061	(160)	5,080

Notes to the Financial Statements

For the financial year ended 31 December 2025

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8 MARKETING, SELLING, ADMINISTRATIVE AND OTHER EXPENSES (CONTINUED)

	Group		Company	
	2025	2024	2025	2024
Marketing, selling, administrative and other expenses comprise the following: (continued)				
Auditors' remuneration				
Fees for statutory audits				
– PricewaterhouseCoopers PLT, Malaysia	2,064	1,832	413	392
– member firms of PricewaterhouseCoopers International Limited	656	520	–	–
– other firm	213	175	–	–
Fees for other assurance-related services				
– PricewaterhouseCoopers PLT, Malaysia	485	451	363	346
	3,418	2,978	776	738
Fees for non-audit services				
– PricewaterhouseCoopers PLT, Malaysia	445	580	435	265
– member firms of PricewaterhouseCoopers International Limited	267	180	–	180
	712	760	435	445
	4,130	3,738	1,211	1,183

- * During the financial year, the Company recognised net reversal of impairment loss on amount due from subsidiaries of RM0.2 million (2024: RM4.4 million). The net reversal of impairment loss on amount due from subsidiaries represents a reversal of impairment loss on amount due from subsidiaries of RM0.2 million (2024: RM108.7 million) (Note 26) offset by an impairment loss on an investment in a subsidiary of RM Nil (2024: RM104.3 million) (Note 22).

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8 MARKETING, SELLING, ADMINISTRATIVE AND OTHER EXPENSES (CONTINUED)

	Group		Company	
	2025	2024	2025	2024
Marketing, selling, administrative and other expenses comprise the following: (continued)				
Employee and Directors costs				
Employee costs	219,237	206,914	5,863	195,112
Directors' fees and allowances	3,980	3,825	3,980	3,825
	223,217	210,739	9,843	198,937
Others				
Advertising and promotion	92,933	86,017	-	18,456
Amortisation of contract cost assets	20,865	25,643	-	2,556
IT related expenses	19,368	17,717	123	15,477
Contribution to Yayasan Sime Darby	15,066	12,237	-	(3,400)
Hire of plant and machinery	1,214	1,135	-	304
Management fees charged by subsidiary	-	-	28,660	7,921
Rental of buildings	694	108	-	-
Other operating expenses	78,524	62,262	5,251	29,401
	228,664	205,119	34,034	70,715
Total	540,537	490,657	44,928	275,915

9 OTHER OPERATING INCOME/(EXPENSES)

	Group		Company	
	2025	2024	2025	2024
Net changes in fair value on investment properties	17,233	(1,019)	-	-
Forfeiture income	2,098	19,370	-	1,243
Interest from stakeholders, customers and others	16,688	8,050	-	623
Non-refundable tender deposits	1,180	1,227	-	70
Rental income	800	1,110	-	849
Investment income	688	81	-	-
Other miscellaneous income	3,321	5,113	129	858
	42,008	33,932	129	3,643

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10 EMPLOYEE AND DIRECTORS COSTS

	Group		Company	
	2025	2024	2025	2024
Employee and Directors costs included in:				
– cost of sales	115,635	99,844	–	2,826
– selling, marketing, administrative and other expenses	223,217	210,739	9,843	198,937
	338,852	310,583	9,843	201,763
Staff:				
– salaries, allowances, overtime and bonus	252,245	224,682	–	145,140
– defined contribution plan	37,604	34,263	–	22,143
– long-term employee benefit	3,786	10,098	–	5,608
– training, insurance and other benefits	34,647	30,451	5,863	18,388
	328,282	299,494	5,863	191,279
Executive Directors:				
– salaries, allowances and bonus	4,378	3,994	–	3,661
– defined contribution plan	702	640	–	587
– long-term employee benefit	1,510	2,630	–	2,411
	6,590	7,264	–	6,659
Non-Executive Directors:				
– fees and allowances	3,980	3,825	3,980	3,825
Total	338,852	310,583	9,843	201,763

Non-Executive Directors fees include fees paid to Permodalan Nasional Berhad (“PNB”) for the Chairman and a director of the Company, whom are nominee directors representing PNB.

Estimated monetary value of benefits received by the Executive and Non-Executive Directors from the Group amounted to RM16,709 (2024: RM18,014) and RM909,100 (2024: RM204,868) and the Company amounted to RM Nil (2024: RM16,513) and RM909,100 (2024: RM204,868) respectively. The Directors did not receive any benefits from the subsidiaries.

Other than as disclosed above, there were no compensation to Directors for loss of office, no loans, quasi-loans and other dealings in favour of Directors and no material contracts subsisting as at 31 December 2025 or if not then subsisting, entered into since the end of the previous financial year by the Company or its subsidiaries which involved the interests of Directors.

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11 JOINT VENTURES

The Group's interest in the joint ventures, their respective principal activities and countries of incorporation are shown in Note 43.

The Group's joint ventures are accounted for using the equity method in the financial statements.

In the opinion of the Directors, the joint ventures that are material to the Group are as follows:

Name of joint ventures	Description
Battersea Project Holding Company Limited ("Battersea")	Battersea is a joint venture between Setia International Limited, Kwasa Global (Jersey) Limited and Sime Darby Property (Hong Kong) Limited. Battersea was formed to acquire and develop the Battersea Power Station site in London, United Kingdom, which is a strategic investment for the Group to expand its footprint into a key international market for property development and investment.
Sime Darby Property – LOGOS Property Industrial Development Fund 1 LP (formerly known as Sime Darby Property Industrial Development Fund LP) ("IDF" or "the Fund")	The IDF was formed, in partnership with LOGOS Property Group Limited ("LOGOS Property") as co-sponsor and investors in the Fund. The Fund is also anchored by Ombak Real Estate 2 Sdn Bhd ("OMBAK"), a wholly-owned subsidiary of Permodalan Nasional Berhad ("PNB"), and Kumpulan Wang Persaraan (Diperbadankan) ("KWAP"). The investment objective of the Fund is to make Shariah compliant investments, directly or indirectly, in real estate and real estate related assets for industrial and logistics purposes in Malaysia. The IDF will invest principally in the development of build-to-lease and/or build-to-sell industrial & logistics projects and real estate assets located primarily in Bandar Bukit Raja, Selangor, Malaysia.

The Group's investments in joint ventures are as follows:

Group 2025	Material joint ventures	Others	Total
Share of results	(150,988)	20,327	(130,661)
Group adjustments	3,483	–	3,483
Share of results after group adjustments	(147,505)	20,327	(127,178)
Share of other comprehensive income	27,250	–	27,250
Exchange differences	(65,635)	(1,001)	(66,636)
Share of total comprehensive (loss)/income for the financial year	(185,890)	19,326	(166,564)
Unquoted shares, at costs	3,179,808	76,349	3,256,157
Group adjustments	(20,916)	–	(20,916)
Share of post-acquisition reserves	(790,535)	12,629	(777,906)
Shareholder's advances	–	64,396	64,396
Carrying amount as at 31 December 2025	2,368,357	153,374	2,521,731
Dividend income	–	33,570	33,570
Unrecognised share of loss:			
– At 1 January 2025	–	49,312	49,312
– Loss for the financial year	–	4,589	4,589
– At 31 December 2025	–	53,901	53,901

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11 JOINT VENTURES (CONTINUED)

The Group's investments in joint ventures are as follows: (continued)

Group 2024	Material joint ventures	Others	Total
Share of results	(204,060)	19,354	(184,706)
Group adjustments	3,475	–	3,475
Share of results after group adjustments	(200,585)	19,354	(181,231)
Exchange differences	(119,301)	(1,735)	(121,036)
Share of total comprehensive (loss)/income for the financial year	(319,886)	17,619	(302,267)
Unquoted shares, at costs	3,144,785	126,349	3,271,134
Group adjustments	(4,440)	–	(4,440)
Share of post-acquisition reserves	(602,498)	29,166	(573,332)
Shareholder's advances	–	64,396	64,396
Carrying amount as at 31 December 2024	2,537,847	219,911	2,757,758
Dividend income	–	38,350	38,350
Unrecognised share of loss:			
– At 1 January 2024	–	44,558	44,558
– Loss for the financial year	–	4,754	4,754
– At 31 December 2024	–	49,312	49,312

The Company's investment in a joint venture is as follows:

	Company	
	2025	2024
Unquoted shares, at costs	125	125
Shareholder's advance	28,785	28,785
Accumulated impairment losses	(28,910)	(28,910)
Carrying amount at the end of the financial year	–	–

The shareholder's advance to joint ventures of the Group and the Company are unsecured and interest free with no fixed term of repayment. The advance is considered as part of the Group's and the Company's investment in the joint venture.

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11 JOINT VENTURES (CONTINUED)

A. MATERIAL JOINT VENTURES OF THE GROUP

Summarised financial information

The information below reflects the amounts presented in the consolidated financial statements of the Group's material joint ventures.

- i. The summarised statements of comprehensive income of the material joint ventures are as follows:

	Battersea		IDF	
	2025	2024	2025	2024
Revenue	505,732	1,116,177	32,342	5,914
Write-down of inventories	(43,998)	(7,129)	–	–
Depreciation and amortisation	(8,973)	(2,491)	(10)	(2)
Finance income	25,781	11,427	591	123
Finance cost	(77,949)	(101,504)	(26,810)	(12,649)
Loss before taxation	(362,450)	(500,724)	(12,565)	(9,937)
Taxation	(4,339)	–	(3,025)	(3,822)
Loss for the financial year	(366,789)	(500,724)	(15,590)	(13,759)
Share of results	(146,716)	(200,290)	(4,272)	(3,770)

- ii. The summarised statements of financial position of the material joint ventures are as follows:

	Battersea		IDF	
	2025	2024	2025	2024
Non-current assets	6,249,277	6,219,802	1,317,084	948,469
Current assets				
Cash and cash equivalents	353,837	256,125	80,779	41,193
Other current assets	2,307,538	2,775,858	20,253	127,083
	2,661,375	3,031,983	101,032	168,276
Non-current liabilities				
Financial liabilities (excluding payables)	1,968,158	2,322,890	846,219	496,842
Other non-current liabilities	21,854	65,648	6,676	3,791
	1,990,012	2,388,538	852,895	500,633
Current liabilities				
Financial liabilities (excluding payables)	892,461	298,098	–	–
Other current liabilities	415,930	490,149	38,311	206,304
	1,308,391	788,247	38,311	206,304
Net assets	5,612,249	6,075,000	526,910	409,808

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11 JOINT VENTURES (CONTINUED)

A. MATERIAL JOINT VENTURES OF THE GROUP (CONTINUED)

Summarised financial information (continued)

Reconciliation of share of net assets:

	Battersea		IDF	
	2025	2024	2025	2024
Net assets				
At 1 January	6,075,000	6,873,976	409,808	284,680
Capital injection during the financial year	–	–	132,692	138,887
Total comprehensive loss for the financial year	(298,664)	(500,724)	(15,590)	(13,759)
Exchange differences	(164,087)	(298,252)	–	–
At 31 December	5,612,249	6,075,000	526,910	409,808
Group's interest in the joint venture	40.0%	40.0%	27.4%	27.4%
Group's share of net assets	2,244,900	2,430,000	144,373	112,287
Group adjustments	–	–	(20,916)	(4,440)
Carrying amount at the end of the financial year	2,244,900	2,430,000	123,457	107,847

Capital commitments and contingent liabilities

There are no contingent liabilities relating to the Group's interest in the joint ventures. The Group's commitments in relation to its joint ventures amounting to RM159.6 million (2024: RM194.7 million).

The recoverable amounts of the Group's investment in a joint venture is determined based on estimated future distributions are, in turn, funded by future profits from the ongoing developments, inventories and properties of the joint venture. The estimates are in line with the latest project budgets and estimates, barring any unforeseen deviations in project revenue and costs. The estimated future distributions from future periods are discounted at cost of equity of 8.9% in deriving the recoverable amount. A reasonably possible increase in discount rate by 20 basis points would result in a reduction of recoverable amount by RM36.8 million (2024: RM29.4 million). Additionally, a postponement of timing of distribution by one year would result in a reduction of recoverable amount by RM183.6 million.

The Group has provided a Loan Letter of Undertaking to the banks of a joint venture for its outstanding borrowings as at 31 December 2025 to the extent of the Group's equity shareholding. This is assessed as a financial guarantee contract, and is considered unlikely to result in a liability as at 31 December 2025.

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12 ASSOCIATES

The Group's interest in the associates, their respective principal activities and countries of incorporation are shown in Note 43.

The Group's associates are accounted for using the equity method in the financial statements.

In the opinion of the Directors, the Group has no associate which is individually material as at 31 December 2025.

The Group's and the Company's investments in associates are as follows:

	Group	
	2025	2024
Share of results	(1,046)	1,678
Share of other comprehensive loss	(799)	(1,029)
Share of total comprehensive (loss)/income for the financial year	(1,845)	649

	Group		Company	
	2025	2024	2025	2024
Unquoted shares, at costs	36,000	36,000	36,000	36,000
Share of post-acquisition reserves	93,168	97,986	–	–
Shareholder's advance	–	1,063	–	1,063
Carrying amount at the end of the financial year	129,168	135,049	36,000	37,063
Dividend income	2,976	1,800	2,976	1,800

The shareholder's advance to an associate is unsecured and bears interest at a rate of 7.65% per annum in 2024. The advance is considered as part of the Group's and the Company's investment in the associate.

Capital commitments and contingent liabilities

There are neither capital commitment nor contingent liabilities relating to the Group's interest in the associates.

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13 OTHER GAINS/(LOSSES)

	Group		Company	
	2025	2024	2025	2024
Gain/(Loss) on disposal of:				
– property, plant and equipment	177	21	–	–
– assets held for sale	9,035	(42)	–	–
Gain on internal reorganisation	–	–	–	71,998
Gain on dilution of interest in a joint venture	–	10,233	–	–
Reversal of impairment losses/ (impairment losses) on:				
– property, plant and equipment	1,189	(1,891)	–	–
– investment in subsidiaries [Note 22 (a)]	–	–	(343,371)	(561,054)
Write-off of investment properties	–	(14)	–	–
Foreign currency exchange (losses)/gains	(3,350)	9,274	5,792	4,524
Others	717	–	–	–
	7,768	17,581	(337,579)	(484,532)

14 FINANCE INCOME

	Group		Company	
	2025	2024	2025	2024
Finance income arising from:				
– accretion of interest on:				
– contract assets [Note 27(a)]	73,907	77,658	–	–
– receivables	3,417	928	–	–
– licensed banks	18,137	19,341	924	1,277
– subsidiaries	–	–	93,503	59,090
– joint ventures	–	4,705	–	4,705
– an associate	55	64	55	64
	95,516	102,696	94,482	65,136

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15 FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
Finance costs charged by:				
– licensed banks	44,579	16,144	12,236	1,793
– lease liabilities [Note 35]	1,146	1,156	–	1,413
Accretion of interest on payables	3,727	3,936	–	–
	49,452	21,236	12,236	3,206
Islamic financing distribution payment:				
– Syndicated Islamic term financing	24,050	29,710	–	–
– Islamic Medium Term Notes	73,756	52,468	73,756	52,468
– Term loans and revolving credits	33,249	37,198	27,556	26,624
	131,055	119,376	101,312	79,092
Total finance costs	180,507	140,612	113,548	82,298
Interest capitalised in:				
– investment properties [Note 20(a)]	(42,852)	(3,614)	–	–
– inventories [Note 21]	(70,667)	(76,562)	–	–
Net finance costs	66,988	60,436	113,548	82,298

The Group's weighted average capitalisation rate in determining interest eligible for capitalisation is 4.1% (2024: 4.3%) per annum.

16 TAXATION

	Group		Company	
	2025	2024	2025	2024
Current income tax:				
– current financial year	349,276	271,735	29	14,380
– prior financial years	(16,786)	(5,706)	(6,143)	200
Total current income tax	332,490	266,029	(6,114)	14,580
Deferred tax: [Note 25]				
– current financial year	(70,298)	(2,210)	–	33,007
– prior financial years	6,234	(1,372)	1,824	4,327
Total deferred tax (credit)/expense	(64,064)	(3,582)	1,824	37,334
Total taxation	268,426	262,447	(4,290)	51,914

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16 TAXATION (CONTINUED)

Tax reconciliation

Reconciliation from tax at applicable tax rate to tax expense are as follows:

	Group		Company	
	2025	2024	2025	2024
Profit before taxation	803,403	780,049	135,870	55,915
Less:				
Share of results of:				
– joint ventures [Note 11]	127,178	181,231	–	–
– associates [Note 12]	1,046	(1,678)	–	–
	931,627	959,602	135,870	55,915
Tax at the domestic rates applicable to profits in the country concerned	226,207	252,440	32,609	13,420
Effect of tax incentives and income not subject to tax:				
– single tier and tax exempt dividends	–	–	(128,955)	(118,230)
– foreign currency exchange gains (net)	–	(2,884)	(1,390)	(1,086)
– gain on dilution of interest in a joint venture	–	(2,456)	–	–
– gain on internal reorganisation	–	–	–	(17,280)
– reversal of expected credit losses on amount due from subsidiaries	–	–	(42)	(1,052)
– others	(3,185)	(5,847)	–	–
Effect of expenses not deductible for tax purposes:				
– expected credit losses on receivables	5,754	–	–	–
– impairment losses on investment in subsidiaries and an associate (net)	–	–	82,409	134,653
– depreciation and amortisation	12,868	15,446	2	2,692
– foreign currency exchange losses (net)	605	–	–	–
– arising from internal reorganisation	–	10,727	–	10,727
– others	25,926	22,541	15,396	6,263
Different tax rates arising from investment properties at real property gains tax rate	24,673	1,874	–	–
Movement in unrecognised deferred tax assets	(13,870)	(22,316)	–	–
Reversal of deferred tax arising from assets transferred to subsidiaries	–	–	–	17,280
(Over)/Under provision in prior years	(10,552)	(7,078)	(4,319)	4,527
Taxation for the financial year	268,426	262,447	(4,290)	51,914
Applicable tax rate (%)	17–30	17–30	24	24
Effective tax rate (%)	28.8	27.3	(3.2)	92.8

The applicable tax of the Group represents the applicable taxes of all companies under the Group based on their respective domestic tax rate.

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17 EARNINGS PER SHARE

Basic earnings per share attributable to owners of the Company are computed as follows:

	Group	
	2025	2024
Profit for the financial year attributable to the owners of the Company	517,742	502,203
Number of ordinary shares in issue (thousand)	6,800,839	6,800,839
Basic earnings per share (sen)	7.61	7.38

The basic and diluted earnings per share is the same as there is no dilutive potential ordinary shares in issue as at the end of the financial year.

18 DIVIDENDS

	Group/Company	
	2025	2024
In respect of the financial year ended 31 December 2025, first interim single tier dividend of 1.5 sen per ordinary share which was paid on 16 October 2025	102,013	–
In respect of the financial year ended 31 December 2024, second interim single tier dividend of 1.5 sen per ordinary share which was paid on 23 April 2025	102,013	–
In respect of the financial year ended 31 December 2024, first interim single tier dividend of 1.5 sen per ordinary share which was paid on 6 November 2024	–	102,013
In respect of the financial year ended 31 December 2023, second interim single tier dividend of 1.5 sen per ordinary share which was paid on 8 May 2024	–	102,013
	204,026	204,026

The Board of Directors had on 26 February 2026, declared second interim single tier dividend in respect of the financial year ended 31 December 2025 of 1.7 sen per ordinary share amounting to RM115.6 million. The second interim single tier dividend is payable on 23 April 2026 to shareholders whose names appeared in the Record of Depositors and Register of Members of the Company at the close of business on 31 March 2026.

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19 PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land	Leasehold land	Buildings and golf course	Plant and machinery	Renovation, fixtures, equipment and vehicles	Work in progress	Total
2025							
At 1 January 2025	65,676	69,104	377,025	1,724	60,215	1,932	575,676
Additions	-	-	13,243	894	34,731	13,136	62,004
Transfer to assets held for sale	(823)	-	-	-	-	-	(823)
Reversal of impairment losses	-	-	1,189	-	-	-	1,189
Disposal	-	-	-	(1)	-	-	(1)
Reclassification	-	-	1,129	-	369	(1,498)	-
Write-off	-	-	(3)	-	(15)	-	(18)
Depreciation [Notes 7 & 8]	-	(1,286)	(31,826)	(373)	(17,115)	-	(50,600)
Exchange differences	-	-	(11)	-	(3)	(1)	(15)
At 31 December 2025	64,853	67,818	360,746	2,244	78,182	13,569	587,412
Cost	64,853	89,959	702,980	39,727	240,860	13,569	1,151,948
Accumulated depreciation	-	(18,776)	(336,146)	(37,433)	(162,673)	-	(555,028)
Accumulated impairment losses	-	(3,365)	(6,088)	(50)	(5)	-	(9,508)
Carrying amount at the end of the financial year	64,853	67,818	360,746	2,244	78,182	13,569	587,412
2024							
At 1 January 2024	58,619	64,918	385,161	2,168	50,393	32,086	593,345
Additions	-	5,345	15,569	66	22,228	3,934	47,142
Impairment losses	-	-	(1,225)	-	(666)	-	(1,891)
Disposal	-	-	-	-	(1)	-	(1)
Reclassification	7,057	-	24,655	-	1,836	(33,548)	-
Write-off	-	-	(740)	-	927	(540)	(353)
Depreciation [Notes 7 & 8]	-	(1,159)	(46,395)	(510)	(14,502)	-	(62,566)
At 31 December 2024	65,676	69,104	377,025	1,724	60,215	1,932	575,676
Cost	65,676	89,959	695,853	42,303	244,017	1,932	1,139,740
Accumulated depreciation	-	(17,490)	(310,987)	(40,529)	(182,716)	-	(551,722)
Accumulated impairment losses	-	(3,365)	(7,841)	(50)	(1,086)	-	(12,342)
Carrying amount at the end of the financial year	65,676	69,104	377,025	1,724	60,215	1,932	575,676

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19 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Buildings	Renovation, fixtures, equipment and vehicles	Total
2025			
At 1 January 2025	-	42	42
Write-off	-	(5)	(5)
Depreciation [Notes 7 & 8]	-	(9)	(9)
At 31 December 2025	-	28	28
Cost	-	48	48
Accumulated depreciation	-	(20)	(20)
Carrying amount at the end of the financial year	-	28	28
2024			
At 1 January 2024	42,911	10,381	53,292
Additions	-	1,189	1,189
Transfer to subsidiaries	(36,355)	(8,441)	(44,796)
Write-off	-	(31)	(31)
Depreciation [Notes 7 & 8]	(6,556)	(3,056)	(9,612)
At 31 December 2024	-	42	42
Cost	-	210	210
Accumulated depreciation	-	(168)	(168)
Carrying amount at the end of the financial year	-	42	42

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19 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

A. RIGHT-OF-USE ASSETS

Right-of-use assets included in property, plant and equipment are as follows:

Group	Leasehold land	Buildings and golf course	Vehicles	Work in progress	Total
2025					
At 1 January 2025	69,104	226,893	692	–	296,689
Additions	–	5,034	3,937	5,938	14,909
Reclassification	–	596	–	(596)	–
Write-off	–	(3)	–	–	(3)
Depreciation	(1,286)	(20,322)	(669)	–	(22,277)
Exchange differences	–	(11)	–	(1)	(12)
At 31 December 2025	67,818	212,187	3,960	5,341	289,306
Cost	89,959	420,654	5,244	5,341	521,198
Accumulated depreciation	(18,776)	(204,766)	(1,284)	–	(224,826)
Accumulated impairment losses	(3,365)	(3,701)	–	–	(7,066)
Carrying amount at the end of the financial year	67,818	212,187	3,960	5,341	289,306
2024					
At 1 January 2024	64,918	260,052	1,290	–	326,260
Additions	5,345	2,283	1,010	–	8,638
Impairment losses	–	(565)	–	–	(565)
Depreciation	(1,159)	(34,877)	(1,608)	–	(37,644)
At 31 December 2024	69,104	226,893	692	–	296,689
Cost	89,959	415,870	8,446	–	514,275
Accumulated depreciation	(17,490)	(184,712)	(7,754)	–	(209,956)
Accumulated impairment losses	(3,365)	(4,265)	–	–	(7,630)
Carrying amount at the end of the financial year	69,104	226,893	692	–	296,689

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19 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

A. RIGHT-OF-USE ASSETS (CONTINUED)

Right-of-use assets included in property, plant and equipment are as follows: (continued)

Company	Buildings	Vehicles	Total
2024			
At 1 January 2024	42,911	6	42,917
Transfer to subsidiaries	(36,355)	–	(36,355)
Reclassification	–	(6)	(6)
Depreciation	(6,556)	–	(6,556)
At 31 December 2024	–	–	–
Cost	–	–	–
Accumulated depreciation	–	–	–
Carrying amount at the end of the financial year	–	–	–

The Company's right-of-use building is leased from a subsidiary company.

B. ASSETS PLEDGED AS SECURITY

As at 31 December 2025, property, plant and equipment of certain subsidiaries with a total carrying amount of RM61.7 million (2024: RM63.4 million) were pledged as security for borrowings of the Group (see Note 34).

C. ADDITIONS OF PROPERTY, PLANT AND EQUIPMENT

	Group		Company	
	2025	2024	2025	2024
Additions	62,004	47,142	–	1,189
Financed by lease liabilities	(6,807)	(1,416)	–	–
Movement in accruals	5,571	(4,424)	–	–
Total cash outflow	60,768	41,302	–	1,189

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20 INVESTMENT PROPERTIES

Group	Freehold land and buildings	Leasehold land and buildings	Work in progress	Total
2025				
At 1 January 2025	1,295,730	66,438	723,040	2,085,208
Additions	59,472	–	1,078,473	1,137,945
Transfer from/(to):				
– inventories	–	–	229,467	229,467
– assets held for sale	(47,438)	–	–	(47,438)
Reclassification	(130,460)	349,404	(218,944)	–
Write-off	(341)	–	–	(341)
Net changes in fair value on investment properties	25,415	(8,182)	–	17,233
Acquisition of subsidiaries	267,210	–	–	267,210
Exchange differences	–	(644)	–	(644)
At 31 December 2025	1,469,588	407,016	1,812,036	3,688,640
2024				
At 1 January 2024	878,971	68,742	253,392	1,201,105
Additions	54,437	–	470,179	524,616
Transfer from:				
– inventories	147,923	–	163,695	311,618
– assets held for sale	50,000	–	–	50,000
Reclassification	164,196	–	(164,196)	–
Write-off	(14)	–	–	(14)
Net changes in fair value on investment properties	217	(1,206)	(30)	(1,019)
Exchange differences	–	(1,098)	–	(1,098)
At 31 December 2024	1,295,730	66,438	723,040	2,085,208

Included in the above are:

	Group	
	2025	2024
Investment properties at fair value	1,876,604	1,487,052
Investment properties at cost	1,812,036	598,156
At end of the financial year	3,688,640	2,085,208

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20 INVESTMENT PROPERTIES (CONTINUED)

Movements in investment properties which are measured at cost are as follows:

	Group	
	2025	2024
At 1 January	598,156	65,017
Additions	1,027,551	482,382
Transfer from/(to):		
– investment properties at fair value	–	(112,938)
– inventories	229,467	163,695
– assets held for sale	(43,138)	–
At 31 December	1,812,036	598,156

A. ADDITIONS OF INVESTMENT PROPERTIES

	Group	
	2025	2024
Additions	1,137,945	524,616
Financed by lease liabilities	(1,656)	(344)
Movement in accruals	(96,830)	(83,257)
Interest capitalised [Note 15]	(42,852)	(3,614)
Total cash outflow	996,607	437,401

B. RIGHT-OF-USE ASSETS

Right-of-use assets included in investment properties are as follows:

Group	Leasehold land and buildings	Work in progress	Total
2025			
At 1 January 2025	66,438	168,022	234,460
Additions	–	50,922	50,922
Reclassification	349,404	(218,944)	130,460
Net changes in fair value on investment properties	(8,182)	–	(8,182)
Exchange differences	(644)	–	(644)
At 31 December 2025	407,016	–	407,016
2024			
At 1 January 2024	68,742	137,117	205,859
Additions	–	30,935	30,935
Net changes in fair value on investment properties	(1,206)	(30)	(1,236)
Exchange differences	(1,098)	–	(1,098)
At 31 December 2024	66,438	168,022	234,460

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20 INVESTMENT PROPERTIES (CONTINUED)

C. FAIR VALUE

The fair value of the Group's investment properties are determined using Level 3 inputs in the fair value hierarchy of MFRS 13 – Fair Value Measurements, which are measured by reference to valuation by independent professional valuers.

Properties valued using the investment method are based on the rental expected to be achieved, location, size and condition of the properties, taking into consideration outgoings such as quit rent and assessment, utilities and other general expenses. Key inputs consist of term yield, reversion yield and rental per square foot. Properties valued using the comparable method are derived from transacted prices per square foot from sales of comparable properties, adjusted for the property size, location and date of transaction.

Investment properties under construction are measured at cost until the fair value becomes reliably determinable. The Group considers that the fair valuation of investment properties under construction involves significant judgement and a number of assumptions. At this stage, the fair value is not reliably determinable as it is highly sensitive to uncertainties relating to construction progress, the timing of completion, cost to complete, and the extent of committed leases for the respective properties.

The Level 3 inputs or unobservable inputs include:

Term yield	Based on current contractual rentals and actual net lettable occupied, including revision upon renewal of tenancies during the financial year
Reversion yield	Current market rates with reference to the latest renewals concluded, asking rentals and also the term rentals passing
Price per square foot (psf)	Estimated price psf for which a property should exchange on the date of valuation between a willing buyer and a willing seller

The following table provides the fair value of the Group's investment properties measured at Level 3:

	Group	
	2025	2024
Investment properties:		
– Retail	786,674	725,985
– Commercial buildings	467,523	483,332
– Parcel of lands	395,531	277,735
– Industrial buildings	226,876	–
	1,876,604	1,487,052

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20 INVESTMENT PROPERTIES (CONTINUED)

C. FAIR VALUE (CONTINUED)

Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Term and reversion yield	Higher yield, lower fair value
Price per square foot	Higher price, higher fair value

Impact of a reasonably possible change in key inputs for investment properties with significant changes in fair value during the year is illustrated below:

Investment properties	Valuation techniques	Significant unobservable input	Impact of changes in key input to fair value*	
			2025	2024
Retail	Investment method	Term and reversion yield	66,000	64,000
Commercial buildings	Investment method	Term and reversion yield	40,216	34,916
	Comparison method	Price per square foot	4,571	4,268
Industrial buildings	Investment method	Term and reversion yield	19,000	N/A
Parcel of lands	Investment method	Term and reversion yield	2,000	4,000
	Comparison method	Price per square foot	66,140	22,627

* Changes in term and reversion yield rates by 50 basis points (2024: 50 basis points) and price per square foot by 10% (2024: 10%) are used as these are the key inputs subjected to changes in market conditions.

Description of valuation techniques used and key inputs to valuation on investment properties measured at Level 3 are as follows:

		Significant unobservable inputs		
		Term yield %	Reversion yield %	Price psf RM
2025				
Retail	Investment method	5.50-6.00	5.50-6.50	N/A
Commercial buildings	Investment method	5.00-6.50	5.00-6.50	N/A
	Comparison method	N/A	N/A	220-596
Industrial buildings	Investment method	6.00	6.50	N/A
Parcel of lands	Investment method	4.75	5.25	N/A
	Comparison method	N/A	N/A	3-140
2024				
Retail	Investment method	5.50-6.50	5.50-6.50	N/A
Commercial buildings	Investment method	5.00-6.25	5.00-6.50	N/A
	Comparison method	N/A	N/A	211-596
Parcel of lands	Investment method	4.75	5.25	N/A
	Comparison method	N/A	N/A	3-22

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20 INVESTMENT PROPERTIES (CONTINUED)

D. ASSETS PLEDGED AS SECURITY

As at 31 December 2025, investment properties of certain subsidiaries with a total carrying amount of RM138.0 million (2024: RM148.9 million) were pledged as security for borrowings of the Group (see Note 34).

E. OPERATING LEASES

Rental income generated from and direct operating expenses incurred on the Group's investment properties are as follows:

	Group	
	2025	2024
Rental income	112,686	79,419
Direct operating expenses	(51,314)	(42,629)

The future minimum lease payments receivable under operating leases contracted for as at the end of reporting period but not recognised as receivable are as follows:

	Group	
	2025	2024
Lease payments due:		
– not later than 1 year	174,432	70,876
– later than 1 year and not later than 2 years	214,218	141,330
– later than 2 years and not later than 3 years	319,576	142,641
– later than 3 years and not later than 4 years	299,103	125,100
– later than 4 years and not later than 5 years	293,829	128,339
– later than 5 years	4,979,077	2,224,349
	6,280,235	2,832,635

The Group entered into non-cancellable operating lease agreements on its investment properties. These leases have remaining non-cancellable lease term ranging from 1 to 23 years (2024: ranging from 1 to 24 years).

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21 INVENTORIES

	Group		Company	
	2025	2024	2025	2024
Non-current				
Land held for property development [note (a)]	4,913,463	4,503,615	–	–
Current				
Cost:				
– completed development units	56,285	44,658	–	–
– finished goods, raw materials and consumables	1,607	911	–	–
Net realisable value:				
– completed development units	53,000	89,965	–	–
	110,892	135,534	–	–
Property development costs [note(b)]	1,667,174	1,937,807	–	–
	1,778,066	2,073,341	–	–
Total inventories	6,691,529	6,576,956	–	–

During the financial year, the Group and the Company recognised inventories cost of RM2,499.0 million (2024: RM2,617.4 million) and RM Nil (2024: RM178.0 million), respectively, as cost of sales.

The Group cost of sales included write-down of inventories to net realisable value of RM12.4 million (2024: RM9.9 million) and write-off of inventories of RM1.9 million (2024: RM4.4 million) respectively.

As at 31 December 2025, certain inventories of the Group with a total carrying amount of RM496.3 million (2024: RM145.3 million) were pledged as security for borrowings of the Group (see Note 34).

A. LAND HELD FOR PROPERTY DEVELOPMENT

	Group		Company	
	2025	2024	2025	2024
At 1 January	4,503,615	4,450,388	–	1,144,629
Additions:				
– land costs	338,725	–	–	–
– development costs	877,817	737,209	–	62,576
Transfer to:				
– investment properties	(22,124)	–	–	–
– property development costs [note (b)]	(776,380)	(682,350)	–	(153,688)
– subsidiaries	–	–	–	(1,053,517)
Write-off	(1,854)	(1,619)	–	–
Exchange differences	(6,336)	(13)	–	–
At 31 December	4,913,463	4,503,615	–	–

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21 INVENTORIES (CONTINUED)

A. LAND HELD FOR PROPERTY DEVELOPMENT (CONTINUED)

Land held for property development is analysed as follows:

	Group	
	2025	2024
Freehold land, at cost	2,276,819	2,098,066
Leasehold land, at cost	417,401	417,310
Development costs	2,219,243	1,988,239
	4,913,463	4,503,615

B. PROPERTY DEVELOPMENT COSTS

	Group		Company	
	2025	2024	2025	2024
At 1 January	1,937,807	1,800,201	–	114,763
Development costs incurred during the financial year	1,667,655	2,196,334	–	103,895
Costs recognised during the financial year [Note 7]	(2,410,669)	(2,583,971)	–	(178,032)
Transfer (to)/from:				
– investment properties	(207,343)	(116,280)	–	–
– land held for property development [note (a)]	776,380	682,350	–	153,688
– completed development units	(87,862)	(38,031)	–	–
– subsidiaries	–	–	–	(194,314)
Write-off	–	(2,796)	–	–
write-down	(8,794)	–	–	–
At 31 December	1,667,174	1,937,807	–	–

Property development costs is analysed as follows:

	Group	
	2025	2024
Freehold land, at cost	152,928	51,659
Leasehold land, at cost	97,422	101,001
Development costs	1,416,824	1,785,147
	1,667,174	1,937,807

Included in the Group's land held for property development and property development costs incurred during the financial year are finance costs capitalised amounting to RM70.7 million (2024: RM76.6 million) (see Note 15).

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22 SUBSIDIARIES

The Group's effective equity interest in the subsidiaries, their respective principal activities and countries of incorporation are shown in Note 43.

	Company	
	2025	2024
Unquoted shares:		
At cost	11,971,256	11,332,975
Accumulated impairment losses	(2,432,815)	(2,089,444)
Carrying amount at the end of the financial year	9,538,441	9,243,531

During the financial year ended 31 December 2025, movement in the carrying amount of subsidiaries include, amongst others, capital injections in subsidiaries of RM865.6 million (2024: RM1,855.0 million) and capital repayment from subsidiaries of RM227.3 million (2024: RM300.9 million).

Movements in accumulated impairment losses are as follows:

	Company	
	2025	2024
At 1 January	2,089,444	1,424,044
Net impairment losses [note (a)]	343,371	665,400
At 31 December	2,432,815	2,089,444

- a. During the financial year, the Company recognised net impairment loss on investment in subsidiaries amounting to RM343.4 million (2024: RM561.1 million). The net impairment loss in subsidiaries represents impairment on investment in subsidiaries of RM343.4 million (2024: RM665.4 million) and a reversal of impairment loss on amount due from subsidiaries of RM Nil (2024: RM104.3 million) respectively (Note 26).

The recoverable amount of investment in subsidiaries are determined based on the following key assumptions:

Investment	Basis of Recoverable Amount Determination
Investment in property development subsidiaries	The recoverable amount is determined based on value in use, using discounted cash flows derived from estimated future distributions, taking into account both the amount and timing of estimated future cash flows. The discount rates applied range from 8.0% for subsidiary with local development pipeline to 8.9% for subsidiary with underlying overseas investments. These distributions are supported by expected future profits from ongoing developments and the sale of inventories and properties.
Investment in investment and asset management subsidiaries	The recoverable amount is determined based on estimated future distributions, supported by expected proceeds from the sale of properties, based on value in use.

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22 SUBSIDIARIES (CONTINUED)

- a. The estimates are in line with the latest project budgets and forecasts, barring any unforeseen deviations in project revenue and costs.

A reasonably possible change in the following key assumptions would impact the recoverable amount as of the reporting date as follows:

Investment	Changes in Key Assumptions	Changes to Recoverable Amount
Investment in property development subsidiaries:		
– subsidiary with underlying overseas investments	Discount rate increase by 20 basis points	Net decrease of RM36.8 million
	Postponement in timing of distributions by one year	Net decrease of RM183.6 million
– subsidiary with local development pipeline	Discount rate increase by 20 basis points	Net decrease of RM2.0 million
	Postponement in timing of distributions by one year	Net decrease of RM26.0 million
Investment in investment and asset management subsidiaries	50 basis points decrease in term and reversion yield rates of the underlying investment properties	Net decrease of RM45.9 million

23 INVESTMENTS

Group/Company	Quoted shares*	Unquoted shares	Total
2025			
At 1 January 2025	–	68,187	68,187
Net changes in fair value recognised in other comprehensive income	–	(2,691)	(2,691)
At 31 December 2025	–	65,496	65,496
2024			
At 1 January 2024	–	43,132	43,132
Net changes in fair value recognised in other comprehensive income	–	25,055	25,055
At 31 December 2024	–	68,187	68,187

* Quoted shares were fully written down to RM Nil fair value in prior years (2024: RM Nil).

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24 INTANGIBLE ASSETS

	Group		Company	
	2025	2024	2025	2024
At 1 January	9,320	6,168	-	5,130
Additions	3,321	5,421	-	1,532
Transfer to subsidiaries	-	-	-	(5,057)
Amortisation [Notes 7 & 8]	(3,015)	(2,269)	-	(1,605)
At 31 December	9,626	9,320	-	-
Cost	45,897	42,576	-	219
Accumulated amortisation	(36,271)	(33,256)	-	(219)
Carrying amount at the end of the financial year	9,626	9,320	-	-

The intangible assets for the Group and the Company comprise mainly computer software.

25 DEFERRED TAX

	Group		Company	
	2025	2024	2025	2024
Deferred tax assets	595,625	538,551	-	1,824
Deferred tax liabilities	(293,054)	(292,088)	-	-
	302,571	246,463	-	1,824

The amount of deductible temporary differences, which have no expiry dates, and unutilised tax losses for which no deferred tax asset is recognised in the statements of financial position are as follows:

	Group		Company	
	2025	2024 Restated	2025	2024
Unutilised tax losses	886,212	861,025	-	-
Deductible temporary differences	487,872	570,852	-	-
	1,374,084	1,431,877	-	-
Deferred tax assets not recognised	329,780	343,650	-	-

Under the Malaysia Finance Act 2021 which was gazetted on 31 December 2021, the time limit to utilise tax losses is limited to a maximum of 10 consecutive years, effective from year of assessment 2019 onwards. Unutilised tax losses brought forward from year of assessment 2018 and preceding years of assessment can be carried forward up to 2028 under the special provision.

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25 DEFERRED TAX (CONTINUED)

Unutilised tax losses for which no deferred tax asset is recognised:

	Group	
	2025	2024 Restated
Expiring in:		
– 2028	202,170	212,542
– 2029	201,957	207,154
– 2030	75,007	72,454
– 2031	61,214	61,087
– 2032	22,230	24,220
– 2033	66,705	73,031
– 2034	212,329	210,537
– 2035	44,600	–
	886,212	861,025

The components and movements of the deferred tax assets and liabilities during the financial year are as follows:

Group	Property, plant and equipment	Investment properties	Inventories	Contract assets	Allowance and provision	Tax losses and unabsorbed capital allowances	Others	Total
2025								
At 1 January 2025	8,538	(14,565)	322,698	(247,936)	116,617	59,625	1,486	246,463
Recognised in profit or loss: [Note 16]								
– temporary differences	(9,815)	(13,890)	(12,207)	62,338	30,774	22,134	(9,036)	70,298
– (under)/over provision in prior financial years	(36)	1,535	1,021	6,563	(1,803)	(13,514)	–	(6,234)
Acquisition of subsidiaries	–	(7,994)	–	–	–	–	–	(7,994)
Exchange differences	–	45	–	–	–	(7)	–	38
At 31 December 2025	(1,313)	(34,869)	311,512	(179,035)	145,588	68,238	(7,550)	302,571

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25 DEFERRED TAX (CONTINUED)

The components and movements of the deferred tax assets and liabilities during the financial year are as follows: (continued)

Group	Property, plant and equipment	Investment properties	Inventories	Contract assets	Allowance and provision	Tax losses and unabsorbed capital allowances	Others	Total
2024								
At 1 January 2024	5,238	(32,780)	296,211	(285,731)	151,361	78,523	29,981	242,803
Recognised in profit or loss:								
[Note 16]								
– temporary differences	3,229	18,102	26,924	34,800	(29,835)	(22,465)	(28,545)	2,210
– over/(under) provision in prior financial years	71	115	(437)	2,995	(4,909)	3,567	(30)	1,372
Exchange differences	–	(2)	–	–	–	–	80	78
At 31 December 2024	8,538	(14,565)	322,698	(247,936)	116,617	59,625	1,486	246,463

Company	Property, plant and equipment	Inventories	Contract assets	Allowance and provision	Total
2025					
At 1 January 2025	–	–	–	1,824	1,824
Recognised in profit or loss:					
[Note 16]					
– under provision in prior financial years	–	–	–	(1,824)	(1,824)
At 31 December 2025	–	–	–	–	–

2024					
At 1 January 2024	(1,069)	14,128	5,165	20,934	39,158
Recognised in profit or loss:					
[Note 16]					
– temporary differences	1,069	(14,128)	(5,165)	(14,783)	(33,007)
– under provision in prior financial years	–	–	–	(4,327)	(4,327)
At 31 December 2024	–	–	–	1,824	1,824

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26 RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
Non-current				
Trade receivables	46,832	43,902	–	–
Deposits	–	32,178	–	–
Amounts due from:				
– joint ventures [note (b)]	233,592	89,000	89,000	89,000
– subsidiaries [note (c)]	–	–	1,657,492	2,082,632
	280,424	165,080	1,746,492	2,171,632
Accumulated expected credit losses on:				
[note (d)]				
– trade receivables	(10,907)	(10,914)	–	–
– amount due from a joint venture	(70,912)	(37,210)	(37,210)	(37,210)
	(81,819)	(48,124)	(37,210)	(37,210)
	198,605	116,956	1,709,282	2,134,422
Current				
Trade receivables	698,380	561,123	–	–
Other receivables	78,869	70,170	395	4,166
Contract cost assets [note (a)]	15,844	18,893	–	–
Deposits	157,955	107,368	–	–
Amounts due from:				
– joint ventures [note (b)]	10,992	12,199	10,629	10,043
– subsidiaries [note (c)]	–	–	86,239	215,127
	962,040	769,753	97,263	229,336
Accumulated expected credit losses on:				
[note (d)]				
– trade receivables	(70,026)	(72,907)	–	–
– other receivables	(42,253)	(34,718)	(120)	(120)
– amounts due from joint ventures	(4,536)	(4,536)	(4,536)	(4,536)
– amounts due from subsidiaries	–	–	(452)	(626)
	(116,815)	(112,161)	(5,108)	(5,282)
	845,225	657,592	92,155	224,054
Total receivables	1,043,830	774,548	1,801,437	2,358,476

A. CONTRACT COST ASSETS

Contract cost assets are recognised for costs incurred in obtaining contracts related to sales commissions. These costs are capitalised when directly attributable to securing a contract and are amortised over the period of the contract. During the financial year, the Group and the Company have amortised contract cost assets of RM20.9 million (2024: RM25.6 million) and RM Nil (2024: RM2.6 million), respectively.

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26 RECEIVABLES (CONTINUED)

B. AMOUNTS DUE FROM JOINT VENTURES

The amounts due from joint ventures of the Group and the Company bear interest at rates ranging from 5.0% to 5.2% (2024: 4.25% to 5.0%) per annum and at 5.0% (2024: 4.25% to 5.0%) per annum, respectively.

C. AMOUNTS DUE FROM SUBSIDIARIES

The amounts due from subsidiaries are unsecured, repayable on demand and are non-interest bearing except for an amount of RM1,657.5 million (2024: RM2,245.6 million) which bears effective interest at rates ranging from 3.95% to 4.01% (2024: 3.08% to 3.75%) per annum.

D. MOVEMENTS IN ACCUMULATED EXPECTED CREDIT LOSSES

Movements in accumulated expected credit losses on receivables are as follows:

Group	12-month ECL	Lifetime ECL	Total
2025			
At 1 January 2025	–	160,285	160,285
Expected credit losses on:			
– trade and other receivables	–	8,820	8,820
– amounts due from a joint venture [note (i)]	–	34,795	34,795
Reversal of expected credit losses on trade and other receivables	–	(4,147)	(4,147)
Exchange differences	–	(1,119)	(1,119)
At 31 December 2025	–	198,634	198,634
Gross carrying amount at the end of the financial year	–	1,242,464	1,242,464
Carrying value net of ECL at the end of the financial year	–	1,043,830	1,043,830
2024			
At 1 January 2024	6,947	140,849	147,796
Expected credit losses on	–	15,991	15,991
Reversal of expected credit losses on trade and other receivables	–	(3,143)	(3,143)
Reclassification	(6,947)	6,947	–
Write-off	–	(399)	(399)
Exchange differences	–	40	40
At 31 December 2024	–	160,285	160,285
Gross carrying amount at the end of the financial year	–	934,833	934,833
Carrying value net of ECL at the end of the financial year	–	774,548	774,548

- (i) During the financial year, the Group recognised an expected credit loss of RM34.8 million on the amount due from a joint venture. The recoverable amount was determined based on the projected cash flows from the joint venture, including the expected timing of repayment.

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26 RECEIVABLES (CONTINUED)

D. MOVEMENTS IN ACCUMULATED IMPAIRMENT LOSSES (CONTINUED)

Movements in accumulated expected credit losses on receivables are as follows: (continued)

Company	12-month ECL	Lifetime ECL	Total
2025			
At 1 January 2025	–	42,492	42,492
Reversal of expected credit losses on amount due from subsidiaries [note(ii)]	–	(174)	(174)
At 31 December 2025	–	42,318	42,318
Gross carrying amount at the end of the financial year	–	1,843,755	1,843,755
Carrying value net of ECL at the end of the financial year	–	1,801,437	1,801,437
2024			
At 1 January 2024	2,963	151,979	154,942
Transfer to subsidiaries	–	(1,445)	(1,445)
Reversal of expected credit losses on amount due from:			
– subsidiaries [note (ii)]	–	(108,731)	(108,731)
– other receivables	(1,063)	(704)	(1,767)
Reclassification	(1,393)	1,393	–
Write-off	(507)	–	(507)
At 31 December 2024	–	42,492	42,492
Gross carrying amount at the end of the financial year	–	2,400,968	2,400,968
Carrying value net of ECL at the end of the financial year	–	2,358,476	2,358,476

- (ii) During the financial year, the Company recognised a reversal of ECL amounting to RM0.2 million (2024: RM104.3 million) relating to capitalisation of amounts due from a subsidiary.

Excluding this, the Company recognised a reversal of ECL on the amounts due from subsidiaries of RM0.2 million (2024: RM4.4 million) as reflected in Note 8 to the financial statements. The ECL is determined after considering possible outcomes of expected future recoveries arising from the subsidiaries' ongoing developments, inventories and properties.

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27 CONTRACT ASSETS AND CONTRACT LIABILITIES

	Group		Company	
	2025	2024	2025	2024
Contract Assets				
Contract assets from concession arrangement [note (a)]	1,132,747	1,194,099	-	-
Contract assets from property development [note (b)]	1,392,784	1,135,156	-	-
Carrying amount at the end of the financial year	2,525,531	2,329,255	-	-
Non-current				
Due later than 1 year	981,509	1,048,181	-	-
Current				
Due not later than 1 year	1,544,022	1,281,074	-	-
	2,525,531	2,329,255	-	-
Contract Liabilities				
Contract liabilities from property development [note (b)]	341,666	207,983	-	-
Golf club activities and golf club membership fees [note (c)]	273,225	272,003	-	-
Carrying amount at the end of the financial year	614,891	479,986	-	-
Non-current				
Due later than 1 year	264,763	264,052	-	-
Current				
Due not later than 1 year	350,128	215,934	-	-
	614,891	479,986	-	-

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27 CONTRACT ASSETS AND CONTRACT LIABILITIES (CONTINUED)

A. CONCESSION ARRANGEMENT

	Group	
	2025	2024
Revenue recognised to date	1,614,874	1,591,643
Accretion of interest to date	916,184	842,277
Progress billings to date	(1,398,311)	(1,239,821)
Carrying amount at the end of the financial year	1,132,747	1,194,099
Non-current		
Construction contract	981,509	1,048,181
Current		
Construction contract	136,179	136,179
Supply of equipment	15,059	9,739
	151,238	145,918
Total	1,132,747	1,194,099

Contract assets from customers on concession arrangement represent revenue attributable to the concession arrangement entered into by Sime Darby Property Selatan Sdn Bhd and its subsidiaries for the construction and development of the Pagoh Education Hub ("the Project"). The Project is undertaken on a concession basis under the concept of "Build-Lease-Maintain-Transfer".

Under the Concession Agreements dated 7 November 2012, the Group agreed to undertake the construction works for Government of Malaysia ("GoM"), Universiti Tun Hussein Onn Malaysia ("UTHM"), International Islamic University Malaysia ("IIUM") and Universiti Teknologi Malaysia ("UTM") over a period of three years, together with the supply of teaching equipment. The construction commenced in May 2014. Upon completion of the construction works on 2 May 2017, the campuses were handed over to GoM, UTHM, IIUM and UTM. Under the Concession Agreements, the Group maintains the facilities and infrastructure of the campuses for a period of twenty (20) years.

In consideration of the construction works and the maintenance of the facilities, the Group receives Availability Charges and Asset Management Services Charges over the period of 20 years. Costs of teaching equipment are received based on delivery dates and agreed payment terms. The consideration is allocated by reference to the relative fair values of the construction works, asset management services and costs of teaching equipment, taking into account the deferred payment arrangement.

A maintenance reserve fund was established under the asset management programme by the GoM, UTHM, IIUM, UTM and the Group. The maintenance reserve fund is jointly managed by the Group, the GoM, UTHM, IIUM, and UTM. The monies deposited in these accounts can only be utilised for purposes of replacement and refurbishment works for the facilities and infrastructure of the campuses, of which the utilisation of the funds are subject to approval by the GoM, UTHM, IIUM and UTM. The Group is not entitled to the fund except for the above mentioned purpose. Upon expiry of the concession period, the GoM, UTHM, IIUM and UTM are entitled to the balance of the maintenance reserve fund including profit or interest earned from the said fund.

The contract asset is pledged as security for borrowings of the Group (see Note 34).

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27 CONTRACT ASSETS AND CONTRACT LIABILITIES (CONTINUED)

B. PROPERTY DEVELOPMENT

The Group and the Company issue progress billings to purchasers when the billing milestones are attained and recognise revenue when the performance obligation are satisfied.

	Group		Company	
	2025	2024	2025	2024
Contract assets:				
– Property development contracts	1,227,818	961,294	–	–
– Stakeholder sums	164,966	173,862	–	–
	1,392,784	1,135,156	–	–
Contract liabilities:				
– Property development contracts	(341,666)	(207,983)	–	–
	1,051,118	927,173	–	–

The Group's and the Company's movement in the contract assets and contract liabilities from property development contracts as of each reporting period are as follows:

	Group		Company	
	2025	2024	2025	2024
At 1 January	753,311	774,828	–	(8,033)
Transfer to subsidiaries	–	–	–	(3,002)
Revenue recognised during the financial year	3,874,256	3,991,846	–	303,509
Progress billings during the financial year	(3,741,415)	(4,013,363)	–	(292,474)
At 31 December	886,152	753,311	–	–

C. GOLF CLUB ACTIVITIES AND GOLF CLUB MEMBERSHIP FEES

	Group	
	2025	2024
At 1 January	272,003	270,403
Revenue recognised during the financial year	(9,733)	(9,700)
Advance payment received	10,955	11,300
At 31 December	273,225	272,003

D. UNSATISFIED PERFORMANCE OBLIGATIONS

The unsatisfied performance obligations at the end of the reporting period are expected to be recognised in the following periods:

	Group	
	2025	2024
Within 1 year	2,180,575	2,081,681
More than 1 year	1,999,243	1,887,124
	4,179,818	3,968,805

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28 CASH HELD UNDER HOUSING DEVELOPMENT ACCOUNTS

The Group's and the Company's cash held under the Housing Development Accounts represent receipts from purchasers of residential properties less payments or withdrawals provided under Section 7A of the Housing Developers (Control and Licensing) Amendment Act 2002. The utilisation of these balances is restricted before completion of the housing development projects and fulfilment of all relevant obligations to the purchasers, such that the cash could only be withdrawn from such accounts for the purpose of completing the particular projects.

The interest rate of bank balances under Housing Development Accounts as at the end of the financial year ranges from 1.6% to 2.7% (2024: 1.3% to 2.5%) per annum.

29 BANK BALANCES, DEPOSITS AND CASH

	Group		Company	
	2025	2024	2025	2024
Deposits placed with licensed banks	123,655	103,121	9,415	50,000
Cash at banks and in hand	262,550	178,157	103,951	15,233
Carrying amount at the end of the financial year	386,205	281,278	113,366	65,233
Effective interest rate per annum as at the end of the financial year:	%	%	%	%
Deposits with licensed banks	2.72	3.32	2.44	3.25

- Bank balances, deposits and cash of certain subsidiaries with carrying amount of RM53.7 million (2024: RM63.4 million) were pledged as security for borrowings of the Group (see Note 34).
- The bank balances, deposit and cash of the Group included bank balances with finance institutions amounting to RM11.9 million (2024: RM10.2 million) as part of the security obligations relating to certain borrowings, of which, RM9.2 million (2024: RM10.2 million) was included in (a) above.
- The cash at banks and in hand of the Group included RM15.2 million (2024: RM Nil) on amounts held in sinking funds and trust accounts for Leisure operations of the Group.

30 ASSETS HELD FOR SALE

	Group	
	2025	2024
Assets held for sale:		
– Property, plant and equipment	823	–

The property, plant and equipment classified as assets held for sale as at 31 December 2025 related to a freehold land in Mukim Klang, District of Klang, Selangor. The completion of which is subject to fulfilment of conditions precedent, which includes approvals from the relevant authorities and/or full payment of sale consideration.

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31 SHARE CAPITAL

	Group/Company			
	Number of shares (thousand)		Share capital	
	2025	2024	2025	2024
Issued and fully paid up:				
Ordinary shares with no par value				
At the beginning/end of the financial year	6,800,839	6,800,839	6,800,839	6,800,839

32 NON-CONTROLLING INTERESTS

In the opinion of the Directors, the subsidiaries of the Group that have non-controlling interests which are material to the Group as at 31 December 2025 are as follows:

Name of subsidiaries	Proportion of equity held by non-controlling interests		Place of business
	2025	2024	
Sime Darby Property Selatan Sdn Bhd ("SDPS")	40%	40%	Malaysia

Total non-controlling interests of the Group are as follows:

	2025	2024
SDPS	227,091	220,546
Others	11,376	10,770
	238,467	231,316

The other non-controlling interests are individually not significant.

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32 NON-CONTROLLING INTERESTS (CONTINUED)

Summarised financial information

- i. The summarised consolidated financial information of each subsidiary that has non-controlling interests that are material to the Group are set out below. The financial information is based on amounts before inter-company eliminations:

	SDPS	
	2025	2024
Summarised statements of comprehensive income:		
Revenue	60,187	50,198
Net profit and total comprehensive income for the financial year	41,662	39,233
Net profit and total comprehensive income attributable to non-controlling interest	16,665	15,693
Dividends paid to owners of non-controlling interests	(10,120)	(10,560)

Summarised statements of cash flows:

	SDPS	
	2025	2024
Net cash from/(used in):		
– Operating activities	124,190	111,509
– Investing activities	2,055	2,441
– Financing activities	(133,194)	(137,756)
Net decrease in cash and cash equivalents	(6,949)	(23,806)
Cash and cash equivalents at the beginning of the financial year	60,196	84,002
Cash and cash equivalents at the end of the financial year	53,247	60,196

Summarised statements of financial position:

	SDPS	
	2025	2024
Non-current assets	990,996	1,065,679
Current assets	231,023	233,996
Non-current liabilities	(515,310)	(619,950)
Current liabilities	(138,982)	(128,361)
Net assets	567,727	551,364

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33 PAYABLES

	Group		Company	
	2025	2024	2025	2024
Non-current				
Trade payables [note (a)]	59,557	63,658	–	–
Accruals	34,874	–	–	–
Other payables	23,726	–	–	–
	118,157	63,658	–	–
Current				
Trade payables [note (a)]	1,457,599	1,265,615	8,760	11,519
Accruals	208,569	233,644	2,275	1,273
Other payables	175,170	188,235	1,497	4,750
Amounts due to subsidiaries [note (b)]	–	–	6,421	224,414
	1,841,338	1,687,494	18,953	241,956
Total payables	1,959,495	1,751,152	18,953	241,956

A. TRADE PAYABLES

Credit terms of trade payables range from 30 days to 45 days (2024: 30 days to 45 days) except for the following amount owing to a contractor of the concession arrangement, which is on a deferred payment term.

	Group	
	2025	2024
Work performed to date	99,601	99,601
Accretion of interest	37,464	33,737
Progress billing to date	(69,681)	(61,628)
	67,384	71,710
Non-current		
Due later than 1 year	59,557	63,658
Current		
Due not later than 1 year	7,827	8,052
	67,384	71,710

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33 PAYABLES (CONTINUED)

B. AMOUNTS DUE TO SUBSIDIARIES

The amounts due to subsidiaries are unsecured, interest free and repayable on demand.

Movements in the amounts due to subsidiaries are as follows:

	Company	
	2025	2024
At 1 January	224,414	424,772
Repayment to subsidiaries	(217,993)	(200,358)
At 31 December	6,421	224,414

34 BORROWINGS

	Group		Company	
	2025	2024	2025	2024
Non-current				
<u>Secured</u>				
Term loans [note (a)]	382,528	209,218	–	–
Syndicated Islamic term financing [note (b)]	203,703	288,766	–	–
Islamic financing [note (c)]	129,095	184,427	–	–
<u>Unsecured</u>				
Islamic Medium Term Notes [note (d)]	1,849,019	1,249,347	1,849,019	1,249,347
	2,564,345	1,931,758	1,849,019	1,249,347
Current				
<u>Secured</u>				
Term loans [note (a)]	30,827	29,968	–	–
Syndicated Islamic term financing [note (b)]	86,946	85,241	–	–
Islamic financing [note (c)]	56,248	56,646	–	–
<u>Unsecured</u>				
Islamic Medium Term Notes [note (d)]	216,358	161,033	216,358	161,033
Revolving credits [note (e)]	1,569,765	880,257	303,017	880,257
	1,960,144	1,213,145	519,375	1,041,290
Total borrowings	4,524,489	3,144,903	2,368,394	2,290,637
Secured	889,347	854,266	–	–
Unsecured	3,635,142	2,290,637	2,368,394	2,290,637
Total borrowings	4,524,489	3,144,903	2,368,394	2,290,637

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34 BORROWINGS (CONTINUED)

Movements in the borrowings are as follows:

	Group		Company	
	2025	2024	2025	2024
At 1 January	3,144,903	2,894,022	2,290,637	1,845,394
Long-term borrowings:				
– drawdowns	1,007,588	–	800,000	–
– repayments	(318,825)	(311,087)	(150,000)	(165,000)
Short-term borrowings:				
– drawdowns	2,634,238	1,155,878	984,774	1,155,878
– repayments	(1,935,093)	(586,920)	(1,555,094)	(539,000)
Finance costs	175,634	135,520	113,548	80,885
Finance costs paid	(169,828)	(134,250)	(109,167)	(79,260)
Exchange differences	(14,128)	(8,260)	(6,304)	(8,260)
At 31 December	4,524,489	3,144,903	2,368,394	2,290,637

A. TERM LOANS – SECURED

	Group	
	2025	2024
The maturity periods are as follows:		
– Less than 1 year	30,827	29,968
– Between 1 and 2 years	262,852	29,771
– Between 2 and 5 years	119,676	179,447
Total	413,355	239,186

The term loans of the Group are secured by way of legal charge over certain inventories of the subsidiaries and specific debenture over properties of the subsidiaries.

B. SYNDICATED ISLAMIC TERM FINANCING – SECURED

The Syndicated Islamic term financing consist of four facilities with facility limit of RM895.4 million to four subsidiaries in which the Group has 60% equity interest. The facilities are repayable over 24 semi-annual instalments commencing no later than 36 months from their respective first drawdown dates.

	Group	
	2025	2024
The maturity periods are as follows:		
– Less than 1 year	86,946	85,241
– Between 1 and 2 years	85,063	85,063
– Between 2 and 4 years	118,640	203,703
Total	290,649	374,007

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34 BORROWINGS (CONTINUED)

B. SYNDICATED ISLAMIC TERM FINANCING – SECURED (CONTINUED)

The Syndicated Islamic term financing are secured by way of:

- i. a first ranking debenture incorporating fixed and floating charges over all present and future assets of the four subsidiaries. The carrying value of these assets including cash and bank balances as at 31 December 2025 is RM1,215.8 million (2024: RM1,291.3 million);
- ii. legal assignment over all of the four subsidiaries' rights, titles, interest and benefits of the pre-completion and post-completion as and when executed;
- iii. legal assignment over all of the four subsidiaries' rights, titles, interest and benefits under Takaful and insurance;
- iv. legal assignment over all of the four subsidiaries' rights, titles, interests and benefits under the performance bonds/guarantees for the project;
- v. second legal charge over the shares of the four subsidiaries; and
- vi. deed of subordinations to subordinate all shareholders' present and future financing/advances to the four subsidiaries provided that the four subsidiaries may repay the shareholders' advances if the distribution payment conditions are met before and after such payment or repayment.

C. ISLAMIC FINANCING – SECURED

	Group	
	2025	2024
The maturity periods are as follows:		
– Less than 1 year	56,248	56,646
– Between 1 and 2 years	6,000	55,471
– Between 2 and 5 years	18,000	18,000
– More than 5 years	105,095	110,956
Total	185,343	241,073

The Islamic financing facilities of the Group and the Company are secured by way of:

- i. legal charge over certain property, plant and equipment, investment properties, bank balances and inventories of the subsidiaries;
- ii. specific debenture incorporating fixed and floating charges over project assets and properties of certain subsidiaries;
- iii. assignment of rights, titles, profits and benefits under project contracts, rental proceeds, and proceeds from projects and insurance; and
- iv. subordination of shareholders advances of certain subsidiaries.

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34 BORROWINGS (CONTINUED)

D. ISLAMIC MEDIUM TERM NOTE – UNSECURED

On 23 November 2020, the Group and the Company have amended its Islamic Medium Term Notes (IMTN) programme of RM4.5 billion under the Shariah principle of Musharakah to incorporate the rating of IMTN programme, as well as terms for the issuance of ASEAN Sustainable and Responsible Investment (SRI) Sukuk.

On 3 December 2025, the Group and the Company has paid its RM150.0 million ASEAN Sustainability SRI Sukuk Musharakah upon its maturity.

Details of the IMTNs issued on 3 December 2020, 21 August 2023 and 29 April 2025, and the outstanding balances as at 31 December 2025 are as follows:

Issuance Type	Date of issuance	Tenor (Years)	Maturity Date	Periodic distribution rate (per annum)	Nominal Value (RM thousand)
Sukuk Musharakah	3 December 2020	7	3 December 2027	3.42%	500,000
Sukuk Musharakah	3 December 2020	10	3 December 2030	3.64%	150,000
ASEAN Sustainability SRI Sukuk Musharakah	21 August 2023	3	21 August 2026	4.08%	200,000
Sukuk Musharakah	21 August 2023	5	21 August 2028	4.14%	300,000
Sukuk Musharakah	21 August 2023	7	21 August 2030	4.28%	100,000
Sukuk Musharakah	29 April 2025	7	29 April 2032	3.90%	200,000
Sukuk Musharakah	29 April 2025	10	27 April 2035	4.00%	100,000
Sukuk Musharakah	29 April 2025	15	27 April 2040	4.07%	500,000

The Sukuk Musharakah Programme has been assigned a final credit rating of AA+_{IS} with a stable outlook by Malaysian Rating Corporation Berhad.

E. REVOLVING CREDITS

The facilities tenure of up to 5 years from the date of the facilities are made available, subject to Bank's periodic review. Outstanding balances are repayable within one year or may be rolled over in accordance with the facility terms.

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34 BORROWINGS (CONTINUED)

F. OTHER INFORMATION ON BORROWINGS

	Group		Company	
	2025 % per annum	2024 % per annum	2025 % per annum	2024 % per annum
i. Islamic financing				
The average effective distribution payments by currency profile are as follows:				
<u>Ringgit Malaysia</u>				
– Islamic financing	4.03	4.51	–	–
– Syndicated Islamic term financing	7.00	7.00	–	–
– Islamic Medium Term Notes	3.88	3.72	3.88	3.72
– Revolving credits	3.63	3.86	3.63	3.86
<u>Sterling Pound</u>				
– Revolving credits	–	5.35	–	5.35
<u>Australian Dollar</u>				
– Revolving credits	4.21	4.85	4.21	4.85
ii. Conventional financing				
The average effective interest rates by currency profile are as follows:				
<u>Ringgit Malaysia</u>				
– Term loans	3.97	4.30	–	–
– Revolving credits	3.67	3.99	3.67	3.99
<u>Sterling Pound</u>				
– Revolving credits	4.55	–	4.55	–
<u>Australian Dollar</u>				
– Revolving credits	4.97	–	–	–

iii. Secured financing

As at 31 December 2025, borrowings amounting to RM889.3 million (2024: RM854.3 million) were secured by fixed and floating charges over the assets of the Group respectively.

The carrying amounts of assets that the Group and the Company have pledged as collateral for the borrowings are as follows:

	Group	
	2025	2024
Property, plant and equipment [Note 19]	61,711	63,421
Investment properties [Note 20]	138,000	148,931
Inventories [Note 21]	496,322	145,267
Contract assets [Note 27]	1,132,747	1,189,229
Bank balances, deposits and cash [Note 29]	53,653	63,416
Receivables and other assets	33,453	47,621
	1,915,886	1,657,885

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35 LEASE LIABILITIES

	Group		Company	
	2025	2024	2025	2024
At 1 January	43,687	45,434	–	43,018
Addition	8,463	1,760	–	–
Transfer to subsidiaries	–	–	–	(36,995)
Finance costs [Note 15]	1,146	1,156	–	1,413
Payments	(2,735)	(3,488)	–	(7,436)
Exchange differences	(753)	(1,175)	–	–
At 31 December	49,808	43,687	–	–
Non-current				
Due later than 1 year	22,006	24,116	–	–
Current				
Due not later than 1 year	27,802	19,571	–	–
	49,808	43,687	–	–

The underlying assets of the lease liabilities are included in property, plant and equipment and investment properties in Notes 19 and 20. Lease contracts are entered for fixed periods and the terms are negotiated on an individual basis and contains a wide range of different terms and conditions. The maturity periods of the lease liabilities are shown in Note 41(b).

The lease liabilities of the Company mainly is in relation to a rental of office building from its subsidiary.

A. LEASES NOT INCLUDED IN LEASE LIABILITIES

Short-term leases, leases of low-value assets and variable lease payments are not included in lease liabilities. Details of these leases which are charged to profit or loss in the current financial year are as follows:

	Group		Company	
	2025	2024	2025	2024
Short-term leases	3,393	1,797	–	166
Leases of the low-value assets	176	409	–	138
	3,569	2,206	–	304

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35 LEASE LIABILITIES (CONTINUED)

B. TOTAL CASH OUTFLOW

The total cash outflow for leases are as follows:

	Group		Company	
	2025	2024	2025	2024
Included in cashflow used in operating activities				
Lease payments associated with:				
– short-term leases	3,393	1,797	–	166
– leases of low-value assets	176	409	–	138
Included in cashflow used in financing activities				
Finance cost paid	1,146	1,156	–	1,413
Repayment of lease liabilities	1,589	2,332	–	6,023
Total cash outflow	6,304	5,694	–	7,740

36 PROVISIONS

Group	Obligation in relation to a property disposed	Rectification, relocation and other costs	Long-term employee benefit	Total
2025				
At 1 January 2025	168,212	58,754	17,092	244,058
Transfer from accruals	–	10,631	–	10,631
(Reversal of provisions)/Provisions made during the financial year	(718)	13,410	5,296	17,988
Utilised	–	(5,754)	(4,630)	(10,384)
Exchange differences	(6,760)	(15)	–	(6,775)
At 31 December 2025	160,734	77,026	17,758	255,518
Non-current	–	16,268	–	16,268
Current	160,374	60,758	17,758	239,250
	160,734	77,026	17,758	255,518
2024				
At 1 January 2024	178,950	49,790	10,286	239,026
Transfer from/(to) accruals	–	6,370	(5,921)	449
Provisions made during the financial year	–	7,671	12,727	20,398
Utilised	–	(5,050)	–	(5,050)
Exchange differences	(10,738)	(27)	–	(10,765)
At 31 December 2024	168,212	58,754	17,092	244,058
Non-current	142,077	5,563	9,771	157,411
Current	26,135	53,191	7,321	86,647
	168,212	58,754	17,092	244,058

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36 PROVISIONS (CONTINUED)

Company	Rectification, relocation and other costs	Long-term employee benefit	Total
2024			
At 1 January 2024	11,204	10,286	21,490
Transfer to:			
– subsidiaries	(11,090)	(12,384)	(23,474)
– accruals	–	(5,921)	(5,921)
Provisions made during the financial year	–	8,019	8,019
Utilised	(114)	–	(114)
At 31 December 2024	–	–	–
Non-current	–	–	–
Current	–	–	–
	–	–	–

The Group and the Company evaluates the provision based on the status of ongoing negotiations, inputs from consultants and past experiences. Changes in assumptions and future events could cause the value of these provisions to change.

a. Obligation in relation to a property disposed

The provision is in relation to an undertaking arrangement entered on the disposal of a property to a joint venture in financial year 2017. The provision, net of the carrying amount of the joint venture, would be RM137.4 million (2024: RM142.4 million).

The provision is calculated based on future rental and other obligations net of estimated sub-lease income and discounted to present value using an appropriate discount rate.

b. Rectification, relocation and other costs

The provision for rectification, relocation, maintenance and sinking cost care are made in relation to property development projects.

c. Long-term employee benefits

The provision for long-term employee benefits are made in relation to a Long-term Incentive Plan ("LTIP") implemented by the Group and is calculated by reference to the total amount granted and the expected achievements on the relevant key performance indicators as set under the LTIP.

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37 MATERIAL LITIGATIONS, CONTINGENT LIABILITIES AND COMMITMENTS

A. MATERIAL LITIGATIONS

(i) Claim against Sime Darby Property (Ara Damansara) Sdn Bhd ("SDPAD")

On 9 October 2015, 72 purchasers of Ara Hill ("Plaintiffs") commenced a civil suit against SDPAD, claiming general and specific damages of approximately RM40.0 million and specific performance arising from SDPAD's alleged breaches of the terms of the sale and purchase agreements ("SPAs") and the provisions of various statutes.

The Purchasers alleged that the breaches by SDPAD have, amongst others, caused the delay in delivery of strata titles, resulting in losses and damages suffered by Purchasers. Trial commenced on 16 April 2018. On 28 April 2021, the court allowed the Purchasers' application to add the Joint Management Body of Ara Hill as a co-defendant to this suit. The trial concluded on 6 June 2025. Oral submissions took place on 14 and 28 January 2026. The Decision, previously set for 31 March 2026, has been postponed to 5 May 2026.

(ii) Arbitration between Bumimetro Construction Sdn Bhd ("BCSB") v Sime Darby Property (KL East) Sdn Bhd ("SDPKE")

BCSB, the main contractor for VEO project in Melawati, Kuala Lumpur has referred disputes with SDPKE arising from the project to arbitration on 20 September 2018.

BCSB is claiming for specific damages of approximately RM42.0 million. SDPKE counterclaimed for an approximate sum of RM40.0 million relating to incomplete works/defects rectification costs incurred, liquidated damages and recoupment of advance payments.

Arbitration hearings commenced on 15 June 2020 and concluded on 2 July 2024. Parties are now at post-hearing documents submission stage. The oral submissions which was initially scheduled for 18 March 2026 have been postponed to 27 April 2026.

(iii) Compulsory Land Acquisition by Lembaga Lebuhraya Malaysia/West Coast Expressway of the lands owned by Sime Darby Property (Klang) Sdn Bhd ("SDP Klang")

On 26 June 2015, SDP Klang was awarded an aggregate compensation of RM169.3 million in respect of the acquisition by Lembaga Lebuhraya Malaysia ("LLM") of certain plots of lands owned by SDP Klang situated in Mukim Kapar, District of Klang, Selangor ("Lands") which consists of the aggregate compensation for market value of the Lands of RM90.7 million and the aggregate compensation for severance and injurious affection ("IA") of RM78.6 million ("IA Award").

Dissatisfied with the IA Award, on 6 August 2015, LLM lodged their objection to the High Court. On 22 March 2017, the High Court held, inter alia, that the IA Award is to be reduced to RM72.9 million ("First High Court Decision"). Stemming from LLM's appeal against the First High Court Decision, the matter was remitted by the Court of Appeal to the High Court to be re-heard before a new Judge ("Re-Hearing"). The Re-Hearing was postponed due to LLM's application to adduce Additional Affidavit in Reply and/or Additional Rebuttal, which was dismissed by the High Court.

LLM has appealed against the dismissal at the Court of Appeal ("New Appeal"). On 1 December 2025, the Court of Appeal allowed LLM's New Appeal and permitted the filing of an Additional Rebuttal, wherein LLM alleges that SDP Klang should have accounted for a highway shown in the MPK Local plan 2002-2015 when preparing its Concept Plan. SDP Klang has filed its Rebuttal Report on 16 January 2026, explaining that the earlier highway alignment was only suggestive, was omitted from the MPK Local Plan 2010 (which superseded the earlier plan and applied at the material valuation date), and was not relied upon by MPK in approving the preliminary Concept Plan.

The Re-Hearing took place on 10 and 11 March 2026. The High Court has fixed the Decision date on 24 June 2026.

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37 MATERIAL LITIGATIONS, CONTINGENT LIABILITIES AND COMMITMENTS (CONTINUED)

B. CONTINGENT LIABILITIES

	Group	
	2025	2024
Claims pending against the Group	45,677	45,677

As at end of reporting period, no provision has been recognised in the financial statements as legal advice indicates that it is not probable for a material liability to arise.

C. CAPITAL COMMITMENTS

	Group	
	2025	2024
Contracted capital commitments:		
– investment properties	1,487,016	925,448
– property, plant and equipment	27,848	7,972
– intangible assets	2,679	612
	1,517,543	934,032

38 SEGMENT INFORMATION – GROUP

The Group has three (3) reportable business segments – property development, investment and asset management and leisure. The strategic business units offer different products and services, and are managed separately by each Chief Operating Officer or Head of Division. The Senior Management of the Group reviews the operations and performance of the respective business segments on a regular basis and their respective performances are as follows:

Property development	Development of residential, industrial and commercial properties
Investment and asset management	Leasing of properties, and provision of assets and management services
Leisure	Provision of golf and other recreational facilities and services

Transactions between segments are carried out on agreed terms between both parties. The effects of such intersegment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year.

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38 SEGMENT INFORMATION – GROUP (CONTINUED)

A. SEGMENT RESULTS

	Property development	Investment and asset management	Leisure	Elimination	Total
2025					
Segment revenue:					
External	3,948,445	183,929	105,454	(53,671)	4,184,157
Inter-segment	386,111	10,689	5,393	(402,193)	–
Cost of sales	4,334,556 (2,846,915)	194,618 (108,415)	110,847 (60,836)	(455,864) 225,869	4,184,157 (2,790,297)
Gross profit	1,487,641	86,203	50,011	(229,995)	1,393,860
Marketing and selling expenses	(157,668)	(8,950)	(225)	–	(166,843)
Administrative and other expenses	(270,098)	(57,629)	(61,718)	15,751	(373,694)
Other operating income	20,858	21,170	121	(141)	42,008
Operating profit/(loss)	1,080,733	40,794	(11,811)	(214,385)	895,331
Share of results of joint ventures and associates	(82,496)	(45,728)	–	–	(128,224)
Segment results	998,237	(4,934)	(11,811)	(214,385)	767,107
Other gains/(losses)	(3,192)	9,604	1,356	–	7,768
Profit/(Loss) before interest and taxation	995,045	4,670	(10,455)	(214,385)	774,875
Finance income	53,471	78,675	2,935	(39,565)	95,516
Finance costs	(70,213)	(35,276)	(1,064)	39,565	(66,988)
Profit/(Loss) before tax	978,303	48,069	(8,584)	(214,385)	803,403
Tax expense	(284,771)	(7,344)	(678)	24,367	(268,426)
Profit/(Loss) for the year	693,532	40,725	(9,262)	(190,018)	534,977

There is no single customer who contributed 10% or more of the Group's total revenue.

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38 SEGMENT INFORMATION – GROUP (CONTINUED)

A. SEGMENT RESULTS (CONTINUED)

	Property development	Investment and asset management	Leisure	Elimination	Total
2025					
Included in profit for the year:					
Depreciation and amortisation	(19,430)	(5,318)	(28,867)	–	(53,615)
Expected credit losses on receivables	(42,686)	(454)	(475)	–	(43,615)
Reversal of expected credit losses on receivables	4,147	–	–	–	4,147
Write-down of inventories	(12,388)	–	–	–	(12,388)
Write-off of:					
– inventories	(1,854)	–	–	–	(1,854)
– investment properties	–	(341)	–	–	(341)
Net changes in fair value on investment properties	(2,000)	19,233	–	–	17,233
Gain on disposal of:					
– property, plant and equipment	9	–	168	–	177
– assets held for sale	–	9,035	–	–	9,035
Reversal of impairment of property, plant and equipment	–	–	1,189	–	1,189

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38 SEGMENT INFORMATION – GROUP (CONTINUED)

A. SEGMENT RESULTS (CONTINUED)

	Property development	Investment and asset management	Leisure	Elimination	Total
2024					
Segment revenue:					
External	4,011,653	139,150	99,988	–	4,250,791
Inter-segment	243,031	8,826	4,943	(256,800)	–
	4,254,684	147,976	104,931	(256,800)	4,250,791
Cost of sales	(2,847,107)	(86,105)	(59,106)	98,013	(2,894,305)
Gross profit	1,407,577	61,871	45,825	(158,787)	1,356,486
Marketing and selling expenses	(156,328)	(3,105)	(983)	–	(160,416)
Administrative and other expenses	(237,331)	(34,758)	(75,091)	16,939	(330,241)
Other operating income/ (expenses)	46,527	(12,140)	472	(927)	33,932
Operating profit/(loss)	1,060,445	11,868	(29,777)	(142,775)	899,761
Share of results of joint ventures and associates	(102,626)	(76,927)	–	–	(179,553)
Segment results	957,819	(65,059)	(29,777)	(142,775)	720,208
Other gains/(losses)	9,238	10,215	(1,872)	–	17,581
Profit/(Loss) before interest and taxation	967,057	(54,844)	(31,649)	(142,775)	737,789
Finance income	23,764	83,517	3,452	(8,037)	102,696
Finance costs	(27,333)	(40,046)	(1,094)	8,037	(60,436)
Profit/(Loss) before tax	963,488	(11,373)	(29,291)	(142,775)	780,049
Tax expense	(267,473)	(8,467)	(784)	14,277	(262,447)
Profit/(Loss) for the year	696,015	(19,840)	(30,075)	(128,498)	517,602

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38 SEGMENT INFORMATION – GROUP (CONTINUED)

A. SEGMENT RESULTS (CONTINUED)

	Property development	Investment and asset management	Leisure	Elimination	Total
2024					
Included in profit for the year:					
Depreciation and amortisation	(16,041)	(3,930)	(44,864)	–	(64,835)
Expected credit losses on receivables	(14,700)	(194)	(1,097)	–	(15,991)
Reversal of expected credit losses on receivables	3,143	–	–	–	3,143
Write-down of inventories	(9,913)	–	–	–	(9,913)
Write-off of:					
– inventories	(4,415)	–	–	–	(4,415)
– investment properties	(14)	–	–	–	(14)
Net changes in fair value on investment properties	11,805	(12,824)	–	–	(1,019)
Gain on dilution of interest in a joint venture	–	10,233	–	–	10,233
Gain/(Loss) on disposal of:					
– property, plant and equipment	–	–	21	–	21
– assets held for sale	(42)	–	–	–	(42)
Impairment of property, plant and equipment	–	–	(1,891)	–	(1,891)

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38 SEGMENT INFORMATION – GROUP (CONTINUED)

B. SEGMENT ASSETS AND LIABILITIES AND ADDITIONS TO NON-CURRENT ASSETS

	Property development	Investment and asset management	Leisure	Elimination	Total
2025					
Segment assets	13,556,325	5,466,055	499,228	(1,546,820)	17,974,788
Tax assets					644,424
Total assets					18,619,212
Segment liabilities	2,114,992	1,698,176	542,640	(1,525,904)	2,829,904
Tax liabilities					426,215
Borrowings and lease liabilities					4,574,297
Total liabilities					7,830,416
Total equity					10,788,796
Additions to non-current assets are as follows:					
– capital expenditure	27,545	1,143,043	32,682	–	1,203,270
– additions to interests in joint ventures	–	35,023	–	–	35,023
	27,545	1,178,066	32,682	–	1,238,293
2024					
Segment assets	12,545,668	3,893,363	525,917	(1,003,370)	15,961,578
Tax assets					562,640
Total assets					16,524,218
Segment liabilities	1,909,803	1,190,637	375,416	(1,000,660)	2,475,196
Tax liabilities					363,478
Borrowings and lease liabilities					3,188,590
Total liabilities					6,027,264
Total equity					10,496,954
Additions to non-current assets are as follows:					
– capital expenditure	31,975	538,328	6,876	–	577,179
– additions to interests in joint ventures	–	40,001	–	–	40,001
	31,975	578,329	6,876	–	11,114,134

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38 SEGMENT INFORMATION – GROUP (CONTINUED)

Capital expenditure consists of the following:

	2025	2024
Property, plant and equipment	62,004	47,142
Investment properties	1,137,945	524,616
Intangible assets	3,321	5,421
	1,203,270	577,179

Segment by geography

Revenue by location of customers and the Group's operations are analysed as follows:

	2025	2024
Malaysia	4,183,494	4,250,204
United Kingdom	638	587
Australia	25	–
	4,184,157	4,250,791

Non-current assets, other than financial instruments, tax recoverable and deferred tax assets, by location of the Group's operations are analysed as follows:

	2025	2024
Malaysia	10,183,463	8,635,726
United Kingdom	2,265,658	2,453,060
Australia	359,139	175
Singapore	23,289	25,846
	12,831,549	11,114,807

Reconciliation of non-current assets, other than financial instruments to the total non-current assets are as follows:

	2025	2024
Non-current assets other than financial instruments	12,831,549	11,114,807
Investments	65,496	68,187
Deferred tax assets	595,625	538,551
Receivables	198,605	116,956
Tax recoverable	24,845	–
	13,716,120	11,838,501

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39 RELATED PARTIES

Significant related party transactions and balances other than as disclosed elsewhere in the financial statements are set out below:

	Group	
	2025	2024
a. Transactions between subsidiaries and their non-controlling interests ("NCI") or related parties of the NCI		
Maintenance of district cooling system and supply of cooling energy to Sime Darby Property Selatan Satu Sdn Bhd ("SDPS1") by Tunas Cool Energy Sdn Bhd ("TCE"), a company in which Sin Heng Chan (Malaya) Berhad is the ultimate holding company of TCE and an indirect shareholder of SDPS1	(15,564)	(15,513)
b. Transactions with joint ventures and associates		
<u>Sime Darby Property MIT Sdn Bhd</u>		
i. Capital repayment	30,000	–
ii. Dividend income	19,600	–
iii. Acquisition of subsidiaries [Note 44]	(160,518)	–
iv. Advances to joint venture ¹		
¹ Joint venture subsequently became a wholly owned subsidiary	(103,125)	–
<u>Battersea Project Holding Company Limited</u>		
Advances to joint venture	(147,206)	–
<u>Sime Darby Property – LOGOS Property Industrial Development Fund 1 LP</u>		
Capital injection	(35,023)	–
<u>Yayasan Sime Darby</u>		
Donation expense to Yayasan Sime Darby	(15,066)	(12,237)
<u>PJ Midtown Development Sdn Bhd</u>		
Capital repayment	20,000	–
<u>SDPLOG – IDF 1 (JV Holdings) Pte. Ltd.</u>		
Dividend income	11,220	–
<u>SDPLOG 1 (Industrial Asset IV) Sdn Bhd</u>		
Payment received for remaining 90% of land sale consideration (refer below)	176,293	–

On 30 September 2025, the Sales and Purchase Agreement ("SPA") between Sime Darby Property (Klang) Sdn Bhd, the land registered owner and Sime Darby Property (Bukit Raja) Sdn Bhd, the land beneficial owner, both wholly-owned subsidiaries of the Group, and SDPLOG 1 (Industrial Asset IV) Sdn Bhd, a subsidiary of a joint venture, was completed upon the fulfilment of all condition's precedent under the SPA, and the payment of RM176.3 million being the remaining 90% of the purchase price. The SPA relates to the disposal of a parcel of land located in the Mukim of Kapar, District of Klang, Selangor, for a total consideration of RM195.9 million.

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39 RELATED PARTIES (CONTINUED)

Significant related party transactions and balances other than as disclosed elsewhere in the financial statements are set out below: (continued)

c. Transactions with shareholders and Government:

Permodalan Nasional Berhad ("PNB") and the funds managed by its subsidiary, Amanah Saham Nasional Berhad ("ASNB"), together own 47.2% (2024: 50.5%) as at 31 December 2025 of the issued share capital of the Company. PNB is an entity controlled by the Malaysian Government through Yayasan Pelaburan Bumiputra ("YPB"). The Group considers that, for the purpose of MFRS 124 – Related Party Disclosures, YPB and the Malaysian Government are in the position to exercise significant control over it. As a result, the Malaysian Government and Malaysian Government's controlled bodies (collectively referred to as government-related entities) are related parties of the Group and the Company.

All the transactions entered by the Group with shareholders and related parties are conducted in the ordinary course of the Group's businesses.

Significant transactions entered with shareholders and government-related entities during the financial year include:

	Group		Company	
	2025	2024	2025	2024
<u>SD Guthrie Berhad group</u>				
Rental income	9,461	11,661	–	3,034

d. Transactions with Directors, other key management personnel ("KMP") and their close family members

	Group		Company	
	2025	2024	2025	2024
Remuneration of Directors and other KMP:				
– salaries, fees and other emoluments	27,953	25,180	3,980	23,400
– defined contribution plan	3,772	3,263	–	2,991
– long-term employee benefits	6,240	8,121	–	7,444
– estimated monetary value of benefits by way of usage of the Group's and of the Company's assets	1,148	398	1,148	382
Sales of properties to:				
– Directors of the Company and their close family members	16,203	3,759	–	–
– KMP and their close family members	18,207	2,686	–	–

KMP are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company, either directly or indirectly.

The KMP of the Group and the Company includes Directors of the Company and certain members of senior management of the Group.

In 2025, KMP comprised of 24 individuals (2024: 22 individuals).

Other than disclosed above, other related parties transaction is shown in Statement of Cash Flows, Notes 6 and 8.

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39 RELATED PARTIES (CONTINUED)

Significant related party transactions and balances other than as disclosed elsewhere in the financial statements are set out below: (continued)

e. Outstanding balances with related parties

No significant outstanding balance with related parties other than as shown in Notes 11, 12, 22, 26 and 33.

40 FINANCIAL INSTRUMENTS

A. FINANCIAL INSTRUMENTS MEASURED AT FAIR VALUE

In estimating the financial instruments carried at fair value, there are, in general, three different levels which can be defined as follows:

- Level 1 Quoted prices in active markets for identical assets or liabilities
- Level 2 Valuation inputs (other than Level 1 input) that are observable for the asset or liability
- Level 3 Valuation inputs that are not based on observable market data

If there are quoted market prices in active markets, these are considered Level 1. If such quoted market prices are not available, fair value are determined using market prices for similar assets or present value techniques, applying an appropriate risk-free interest rate adjusted for non-performance risk. The inputs used in present value techniques are observable and fall into the Level 2 category. It is classified into the Level 3 category if significant unobservable inputs are used.

The fair values of the Group's and the Company's investments are categorised as follows:

	Group/Company	
	2025	2024
Level 3 – unquoted shares	65,496	68,187

Unquoted shares are measured at Level 3 of the fair value hierarchy. The fair values of the unquoted shares are determined using valuation technique based on inputs other than quoted prices.

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40 FINANCIAL INSTRUMENTS (CONTINUED)

B. FINANCIAL INSTRUMENTS MEASURED AT AMORTISED COST

Other than the financial liabilities disclosed below, the carrying amounts of the financial assets and liabilities approximate their fair values due to the insignificant impact of discounting and the relative short term nature of the financial instruments.

	Group		Company	
	Carrying amount	Fair value	Carrying amount	Fair value
2025				
Payables	1,959,495	1,965,192	18,953	18,953
Borrowings	4,524,489	4,561,347	2,368,394	2,389,429
2024				
Payables	1,751,152	1,755,105	241,956	241,956
Borrowings	3,144,903	3,161,097	2,290,637	2,285,391

41 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks, including interest rate risk, credit risk, liquidity risk and cash flow risk and foreign exchange risk. The policy on financial risk management is described in Note 5.

Details of each significant financial risk are as follows:

A. INTEREST RATE RISK

The percentages of fixed rate borrowings to the total borrowings are as follows:

	Group		Company	
	2025	2024	2025	2024
Fixed rate borrowings	2,356,026	1,784,387	2,065,377	1,410,380
Floating rate borrowings	2,168,463	1,360,516	303,017	880,257
Total borrowings	4,524,489	3,144,903	2,368,394	2,290,637
Percentage of fixed rate borrowings over total borrowings	52.1%	56.7%	87.2%	61.6%

The following table demonstrates the effect of changes in interest rate of floating rate borrowings. If the interest rate increased by 25 basis points (2024: 25 basis points), with all variables held constant, the Group's and the Company's profit after taxation, total comprehensive income and equity will be affected by higher interest expense as follows:

	Group		Company	
	2025	2024	2025	2024
Higher interest expense	4,120	2,585	576	1,672

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

41 FINANCIAL RISK MANAGEMENT (CONTINUED)

Details of each significant financial risk are as follows: (continued)

B. LIQUIDITY AND CASH FLOW RISKS

The undiscounted contractual cash flows of the Group's and the Company's financial liabilities as at the end of the financial year are as follows:

Group	On demand or within 1 year	Between 1 and 2 years	Between 2 and 5 years	Above 5 years	Total contractual cash flows	Total carrying amount
2025						
Payables	1,753,275	90,295	88,763	51,057	1,983,390	1,959,495
Borrowings	2,132,090	954,506	957,877	1,137,665	5,182,138	4,524,489
Lease liabilities	2,990	2,471	5,953	59,084	70,498	49,808
	3,888,355	1,047,272	1,052,593	1,247,806	7,236,026	6,533,792

2024						
Payables	1,555,275	78,828	85,609	59,062	1,778,774	1,751,152
Borrowings	1,345,429	255,712	1,512,641	386,066	3,499,848	3,144,903
Lease liabilities	2,215	1,905	3,856	58,565	66,541	43,687
	2,902,919	336,445	1,602,106	503,693	5,345,163	4,939,742

Company	On demand or within 1 year	Between 1 and 2 years	Between 2 and 5 years	Above 5 years	Total contractual cash flows	Total carrying amount
2025						
Payables	18,953	–	–	–	18,953	18,953
Borrowings	609,434	569,886	681,881	1,017,346	2,878,547	2,368,394
	628,387	569,886	681,881	1,017,346	2,897,500	2,387,347

2024						
Payables	223,862	–	–	–	223,862	241,956
Borrowings	1,130,403	44,032	1,065,839	257,499	2,497,773	2,290,637
	1,354,265	44,032	1,065,839	257,499	2,721,635	2,532,593

As at the end of reporting year, the Company's current liabilities exceed its current assets by RM331.2 million (2024: RM996.9 million). Included in current liabilities is revolving credits borrowings of RM303.0 million (2024: RM880.3 million), which can be rolled over periodically.

The Directors are of the view that the Company is able to meet its obligations for the next twelve months from the reporting date. The Company is in a net current liability position mainly attributable to its revolving credit borrowings. Notwithstanding this, the Company has an existing Islamic Medium Term Notes programme, as disclosed in Note 5(a)(iii) which can be utilised as and when required to facilitate the rebalancing of its debt maturity profile, taking into consideration the prevailing market conditions.

Notes to the Financial Statements

For the financial year ended 31 December 2025

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4.1 FINANCIAL RISK MANAGEMENT (CONTINUED)

Details of each significant financial risk are as follows: (continued)

C. CREDIT RISK

The maximum exposure and collateral and credit enhancements are as follows:

	Group		Company	
	Maximum exposure	Collateral and credit enhancements	Maximum exposure	Collateral and credit enhancements
2025				
Receivables	1,043,830	674,722	1,801,437	–
Contract assets	2,525,531	1,392,784	–	–
Cash held under Housing Development Accounts	315,876	–	–	–
Bank balances, deposits and cash	386,205	–	113,366	–
	4,271,442	2,067,506	1,914,803	–
2024				
Receivables	774,548	637,300	2,358,476	–
Contract assets	2,329,255	1,135,156	–	–
Cash held under Housing Development Accounts	359,167	–	–	–
Bank balances, deposits and cash	281,278	–	65,233	–
	3,744,248	1,772,456	2,423,709	–

D. FOREIGN CURRENCY EXCHANGE RISK

Other than borrowings denominated in foreign currencies, the Group and the Company do not have other significant financial asset or liabilities denominated in foreign currency as at end of financial year.

The currency profiles of the Group's and the Company's borrowings are as follows:

	Group		Company	
	2025	2024	2025	2024
Borrowings denominated				
– Sterling Pound (GBP)	268,869	130,585	148,703	130,585
– Australian Dollar (AUD)	154,314	34,008	154,314	34,008
– functional currency	4,101,306	2,980,310	2,065,377	2,126,044
	4,524,489	3,144,903	2,368,394	2,290,637

Notes to the Financial Statements

For the financial year ended 31 December 2025

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41 FINANCIAL RISK MANAGEMENT (CONTINUED)

Details of each significant financial risk are as follows: (continued)

D. FOREIGN CURRENCY EXCHANGE RISK (CONTINUED)

The following table illustrates the effect of changes in exchange rate on the translation of foreign currency denominated borrowings against the functional currency, after taking into account the impact of natural hedging. If GBP and AUD strengthened against RM by 5% (2024: 5%), with all variables held constant, the Company's profit after taxation and equity will be affected by higher foreign currency exchange losses as follows:

	Group		Company	
	2025	2024	2025	2024
Higher foreign currency exchange losses	—*	—*	(15,151)	(8,230)

* The Group is exposed to currency translation risk arising from its foreign net investment. The Group's borrowings denominated in foreign currency were drawdown to provide capital injections to foreign investment in their respective functional currencies and is designated as a net investment hedge. As such, the unrealised foreign exchange differences in relation to the foreign denominated borrowings were adjusted to the Group's other comprehensive income and were offset against the foreign exchange differences arising from the underlying net investment.

42 IMMEDIATE AND ULTIMATE HOLDING COMPANIES

The Directors regard Permodalan Nasional Berhad as the Company's immediate holding company and Yayasan Pelaburan Bumiputra as the ultimate holding company. Both companies are incorporated in Malaysia.

43 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows:

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries					
Harvard Golf Resort (Jerai) Berhad	Leasing of clubhouse building and golf course	Malaysia	100.0	100.0	1
Harvard Hotel (Jerai) Sdn Bhd	Leasing of hotel building	Malaysia	100.0	100.0	1
Impian Golf Resort Berhad	Provision of golfing and sporting services	Malaysia	100.0	100.0	1
Kuala Lumpur Golf & Country Club Berhad	Provision of golfing and sporting services and property development	Malaysia	100.0	100.0	1
SDM Asset IV Sdn Bhd	Property investment and asset management	Malaysia	100.0	–	1

Notes to the Financial Statements

For the financial year ended 31 December 2025

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4.3 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Seed Homes Sdn Bhd	Property development and investment holding	Malaysia	100.0	100.0	1
Seed Homes CT Sdn Bhd	Property development	Malaysia	70.0	–	1
Sime Darby Nilai Utama Sdn Bhd	Property development	Malaysia	70.0	70.0	1
Sime Darby Property (Ainsdale) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Ampar Tenang) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Ara Damansara) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Asset I) Sdn Bhd	Property investment and provision of property management services	Malaysia	100.0	100.0	1
Sime Darby Property (Australia) MY Holdings Sdn Bhd	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property (BBR Asset I) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (BBR Asset II) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (BBR Asset III) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (BBR Asset IV) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (BBR Business Park) Sdn Bhd (formerly known as Sime Darby Property (Bukit Tunku) Sdn Bhd)	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (BBR Industrial Gateway I) Sdn Bhd (formerly known as SDM Assets I Sdn Bhd)	Property investment and asset management	Malaysia	100.0	–	1

Notes to the Financial Statements

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43 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows:
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Sime Darby Property (BBR Industrial Gateway II) Sdn Bhd (formerly known as SDM Assets V Sdn Bhd)	Property investment and asset management	Malaysia	100.0	–	1
Sime Darby Property (BBR3 Asset 1) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Bukit Jelutong) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Bukit Raja) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Bukit Subang) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (BUP Asset I) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Carey Island) Sdn Bhd (formerly known as Sime Darby Property Sepang DC (Holdco) Sdn Bhd)	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property (Chemara) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (City of Elmina) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Convention Centre) Sdn Bhd	Operation of a convention centre	Malaysia	100.0	100.0	1
Sime Darby Property (EBP Asset I) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (EBP Asset II) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (EBP Asset III) Sdn Bhd	Property investment	Malaysia	100.0	–	4
Sime Darby Property (Elmina East Asset I) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1

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4.3 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Sime Darby Property (Elmina East Asset II) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Elmina Lakeside Mall) Sdn Bhd	Property investment, owner and operator of a mall	Malaysia	100.0	100.0	1
Sime Darby Property (Elmina Lakeside Mall Power) Sdn Bhd	Distribution and sales of electricity	Malaysia	100.0	100.0	1
Sime Darby Property (Elmina North) Sdn Bhd (formerly known as Sime Darby Property (Lagong) Sdn Bhd)	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Glades) Sdn Bhd	Property investment, owner and operator of retail spaces	Malaysia	100.0	100.0	1
Sime Darby Property (Golfhome) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Golftek) Sdn Bhd	Property investment and property development	Malaysia	100.0	100.0	1
Sime Darby Property (Hamilton Nilai City) Sdn Bhd (formerly known as MVV Holdings Sdn Bhd)	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Ironwood) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Kerayong) Sdn Bhd	Property development and investment holding	Malaysia	100.0	–	4
Sime Darby Property (KL East) Sdn Bhd	Property development, property management and property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Klang) Sdn Bhd	Provision of management services	Malaysia	100.0	100.0	1
Sime Darby Property (KLGCC Resort) Sdn Bhd	Property development	Malaysia	100.0	100.0	1

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43 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows:
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Sime Darby Property (Lembah Acob) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (LSS) Sdn Bhd	Operation of a generation facilities that produce electric energy	Malaysia	100.0	100.0	1
Sime Darby Property (Lukut) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Management Services) Sdn Bhd	Provision of management services	Malaysia	100.0	100.0	1
Sime Darby Property (Nilai Realty) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Nilai) Sdn Bhd	Property development and property management	Malaysia	100.0	100.0	1
Sime Darby Property (Oasis Damansara) Sdn Bhd	Property development and property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Oasis Square) Sdn Bhd	Property investment and property management services	Malaysia	100.0	100.0	1
Sime Darby Property (Pagoh) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (PJM) Sdn Bhd	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property Solar Energy (Holding) Sdn Bhd	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property (Saujana Impian) Sdn Bhd	Property development and property management	Malaysia	100.0	100.0	1
Sime Darby Property (Selangor) Sdn Bhd	Property development	Malaysia	100.0	100.0	1

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4.3 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Sime Darby Property (Senada Mall Power) Sdn Bhd	Distribution and sell electricity	Malaysia	100.0	100.0	1
Sime Darby Property (Senada) Sdn Bhd	Property development and property investment, owner and operator of a mall	Malaysia	100.0	100.0	1
Sime Darby Property (Serenia City) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (SJ7) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
Sime Darby Property (Subang) Sdn Bhd	Property development, property management and property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Sungai Kapar) Sdn Bhd	Investment holding, property development, property investment, owner and operator of a mall	Malaysia	100.0	100.0	1
Sime Darby Property (Utara) Sdn Bhd	Property development and property investment	Malaysia	100.0	100.0	1
Sime Darby Property Holdings Sdn Bhd	Property investment and provision of property management services	Malaysia	100.0	100.0	1
Sime Darby Property Management Sdn Bhd	Property management services and property investment holding	Malaysia	100.0	100.0	1
Sime Darby Property (Vision Business Park) Sdn Bhd (formerly known as Sime Darby Property (MVV Central) Sdn Bhd)	Property development	Malaysia	100.0	100.0	1
Sime Darby Property Capital Partners Sdn Bhd	Fund management services	Malaysia	100.0	100.0	1
Sime Darby Property New Economy Venture PLT	Investment holding	Malaysia	100.0	–	4

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43 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Sime Darby Property NEV (Asset) Sdn Bhd (formerly known as Sime Darby Property (Asset I Holdings) Sdn Bhd)	Investment holding	Malaysia	100.0	–	1
Sime Darby Property NEV (GP) Sdn Bhd	Investment holding	Malaysia	100.0	–	4
Sime Darby Property NEV (Holdings) Sdn Bhd (formerly known as Sime Darby Property (MY Holdings I) Sdn Bhd)	Investment holding	Malaysia	100.0	–	1
Sime Darby Property NEV (Project Management) Sdn Bhd	Development management services	Malaysia	100.0	–	4
Sime Darby Property Pasir Gudang (Holdco) Sdn Bhd	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property Pasir Gudang (Lot 1) Sdn Bhd	Property development and property investment	Malaysia	100.0	100.0	1
Sime Darby Property Pasir Gudang (Lot 2) Sdn Bhd	Property development and property investment	Malaysia	100.0	100.0	1
Sime Darby Property Oasis (Holding) Sdn Bhd	Investment holding, property development and provision of management services	Malaysia	100.0	100.0	1
Sime Darby Property Selatan (Holding) Sdn Bhd	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property Selatan Sdn Bhd	Investment holding, asset management and construction	Malaysia	60.0	60.0	1
Sime Darby Property Selatan Satu Sdn Bhd	Construction and assets management services under the concession arrangement	Malaysia	60.0	60.0	1
Sime Darby Property Selatan Dua Sdn Bhd	Construction and assets management services under the concession arrangement	Malaysia	60.0	60.0	1

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4.3 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Subsidiaries (continued)					
Sime Darby Property Selatan Tiga Sdn Bhd	Construction and assets management services under the concession arrangement	Malaysia	60.0	60.0	1
Sime Darby Property Selatan Empat Sdn Bhd	Construction and assets management services under the concession arrangement	Malaysia	60.0	60.0	1
Sime Darby Property Sepang DC (Lot 1) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property Urus Harta Sdn Bhd	Investment holding and property management services	Malaysia	100.0	100.0	1
Sime Darby Property Ventures (MY) Sdn Bhd	Investment holding	Malaysia	100.0	100.0	1
Sime Darby Property (Capital Holdings) Pte Ltd	Investment holding	Singapore	100.0	100.0	3
Sime Darby Property (DC 1 Holdings) Pte Ltd	Investment holding	Singapore	100.0	100.0	4
SDEX Investment Management Pte Ltd	Investment holding	Singapore	100.0	100.0	4
Sime Darby Property Singapore Limited	Property management and investment holding	Singapore	100.0	100.0	3
Sime Darby Property (Hong Kong) Limited	Investment holding	Hong Kong SAR	100.0	100.0	2
Sime Darby Property (London) Limited	Property investment holding	United Kingdom	100.0	100.0	3
Sime Darby Property (Australia) Pty Ltd	Investment holding	Australia	100.0	100.0	2
Sime Darby Property (Queen Street) Land Pty Ltd	Acquisition and holding of land	Australia	100.0	100.0	2
Sime Darby Property (Queen Street) Development Pty Ltd	Property development	Australia	100.0	100.0	2

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43 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows:
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Joint ventures					
Carey Island Development Consortium Sdn Bhd	Acquisition of land, land enhancement and disposal of enhanced land	Malaysia	50.0	–	4
PJ Midtown Development Sdn Bhd	Property development	Malaysia	50.0	50.0	1
SDPLOG1 (MY Holdings) Sdn Bhd	Investment holding	Malaysia	27.4	27.4	1
SDPLOG1 (Property Holdings) Sdn Bhd	Management of real estate on a fee or a contract basis	Malaysia	51.0	51.0	1
Sime Darby Property CapitaLand (Melawati Mall) Sdn Bhd	Property investment	Malaysia	50.0	50.0	3
Sime Darby Property MIT Development Sdn Bhd	Investment holding and project management	Malaysia	50.0	50.0	1
Sime Darby Property (Rooftop Solar Solutions) Sdn Bhd	Operation of generation facilities that produce electric energy	Malaysia	51.0	51.0	1
Seed Homes Lagenda Sdn Bhd	Property development and investment holding	Malaysia	–	50.0	4
Sime Darby Property Sunrise Development Sdn Bhd	Property development	Malaysia	50.0	50.0	1
Aster Real Estate Investment Trust 1	Real estate investment	Singapore	25.0	25.0	3
SDPLOG – IDF 1 (JV Holdings) Pte Ltd	Investment holding	Singapore	51.0	51.0	2
Sime Darby Property – LOGOS Property Industrial Development Fund 1 LP	Trust, funds and other similar activities	Singapore	27.4	27.4	2
Battersea Project Holding Company Limited	Property development and investment holding	Jersey	40.0	40.0	2
Battersea Power Station Development Company Limited	Development management services	United Kingdom	40.0	40.0	2
Battersea Power Station Estates Limited	Property/residential sales services	United Kingdom	40.0	40.0	2

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4.3 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2025 are as follows: (continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2025	2024	
Associates					
Kuantan Pahang Holding Sdn Bhd	Investment holding	Malaysia	30.0	30.0	1
Shaw Brothers (M) Sdn Bhd	Investment holding	Malaysia	36.0	36.0	3
Yayasan Sime Darby	Administration of scholarship awards and educational loans and undertake sports, environmental conservation and sustainability projects	Malaysia	@	@	1

@ Yayasan Sime Darby is a company without share capital, limited by guarantee

Subsidiaries which are dormant/inactive as at 31 December 2025 are as follows:

Name of company	Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
		2025	2024	
Subsidiaries				
Sime Darby Builders Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Constant Skyline Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (Bukit Selarong) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (H&L) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (Kenny Hills) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (Kulai) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (Subang Jaya) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (UEP) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Property (USJ) Sdn Bhd	Malaysia	100.0	100.0	1
Sime Darby Putra Heights Development Sdn Bhd	Malaysia	100.0	100.0	1
Superglade Sdn Bhd	Malaysia	100.0	100.0	1

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43 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries which are dormant/inactive as at 31 December 2025 are as follows: (continued)

Name of company	Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
		2025	2024	
Subsidiaries (continued)				
Sime Darby Property Real Estate Management Pte Ltd	Singapore	100.0	100.0	3
Sime Darby Property (Vietnam) Pte Ltd	Singapore	100.0	100.0	3
Key Access Holdings Limited	British Virgin Islands	–	100.0	4
Robt Bradford Hobbs Savill Limited	United Kingdom	98.6	98.6	4
Robt Bradford & Co Limited	United Kingdom	100.0	100.0	4

The subsidiaries placed under members' voluntary liquidation or deregistered during the financial year are as follows:

Name of company	Principal activities	Country of incorporation	Group's effective interest (%)		Auditors
			2025	2024	
Sime Darby Property (BBR Industrial I) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Sabah) Sdn Bhd	Property development and investment holding	Malaysia	100.0	100.0	1
The Glengowrie Rubber Company Sdn Bhd	Property development	Malaysia	78.7	78.7	4

Notes:

- Subsidiaries, joint ventures and associates which are audited by PricewaterhouseCoopers PLT, Malaysia.
- Subsidiaries, joint ventures and associates which are audited by member firms of PricewaterhouseCoopers International Limited, which are separate and independent legal entities from PricewaterhouseCoopers PLT, Malaysia.
- Subsidiaries, joint ventures and associates which are audited by firms other than member firms of PricewaterhouseCoopers International Limited.
- No legal requirements to appoint auditors or newly incorporated entities for which auditors have yet to be appointed.

Notes to the Financial Statements

For the financial year ended 31 December 2025

Amounts in RM thousand unless otherwise stated

44 ACQUISITION OF SUBSIDIARIES

i. Acquisition of BBR Industrial Gateway

On 6 January 2025, Sime Darby Property Berhad ("SDPB") and Sime Darby Property MIT Development Sdn Bhd ("SDP MIT"), a 50% owned joint venture of the Group, entered into a share sale agreement ("SSA") to acquire the remaining 50% equity interest in Sime Darby Property (BBR Industrial Gateway I) Sdn Bhd (formerly known as SDM Assets I Sdn Bhd) and Sime Darby Property (BBR Industrial Gateway II) Sdn Bhd (formerly known as SDM Asset V Sdn Bhd) (collectively, the "BBR Industrial Gateway").

On 11 March 2025, the Group completed the acquisition of the remaining 50% equity interest in BBR Industrial Gateway for RM120.5 million, following the completion of the SSA and become wholly owned subsidiaries of the Group. The corresponding share transfer was completed on 28 March 2025.

ii. Acquisition of SDM Assets IV Sdn Bhd

On 5 December 2025, Sime Darby Property Sepang DC (Lot 1) Sdn Bhd ("SDP SDC (Lot 1)") and SDP MIT had entered into a SSA to acquire the remaining 50% equity interest in SDM Assets IV Sdn Bhd ("SDMA IV").

On 15 December 2025, the Group completed the acquisition of the remaining 50% equity interest in SDMA IV for a purchase consideration of RM40.0 million, following the completion of the SSA and become wholly owned subsidiaries of the Group.

Details of the assets, liabilities and net cash outflow arising from the acquisition of (i) and (ii) above are as follows:

Investment properties	267,210
Receivables	6,192
Bank balances and cash	14,588
Payables	(119,884)
Deferred tax liabilities	(7,994)
Others	406
Total purchase consideration	160,518
Less: cash and cash equivalents of subsidiaries acquired	(14,588)
Net cash outflow on acquisition	145,930

45 APPROVAL OF FINANCIAL STATEMENTS

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors dated 13 April 2026.

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Analysis of Shareholdings

as at 31 March 2026

Issued and Paid-Up Share Capital : 6,800,839,377
 Class of Shares : Ordinary Shares
 Number of Shareholders : 27,741
 Voting Rights : 1 vote per Ordinary Share

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Shares
Less than 100	3,135	11.301	72,244	0.001
100 to 1,000 shares	6,792	24.484	3,819,553	0.056
1,001 to 10,000 shares	12,995	46.844	49,210,782	0.724
10,001 to 100,000 shares	3,905	14.077	112,977,005	1.661
100,001 to less than 5% of issued shares	911	3.284	3,472,304,475	51.057
5% and above of issued shares	3	0.011	3,162,455,318	46.501
TOTAL	27,741	100.00	6,800,839,377	100.00

ANALYSIS OF EQUITY STRUCTURE AS PER THE RECORDS OF DEPOSITORS

Category of Holders	No. of Shareholders	% of Shareholders	No. of Shares Held	% of Issued Shares
Individual	21,612	77.906	180,209,328	2.650
Bank/Finance Companies	54	0.195	3,723,098,453	54.745
Investment Trusts/Foundation/Charities	18	0.065	732,366	0.011
Industrial and Commercial Companies	509	1.835	124,476,741	1.830
Government Agencies/Institutions	2	0.007	12,340,090	0.181
Nominees	5,544	19.985	2,759,877,124	40.581
Others	2	0.007	105,275	0.002
Trustee	0	0.000	0	0.000
TOTAL	27,741	100.00	6,800,839,377	100.00

SUBSTANTIAL SHAREHOLDERS AS PER THE REGISTER OF SUBSTANTIAL SHAREHOLDERS

No. Name of Shareholders	No. of Shares Held (Direct Interest)	% of Issued Shares	No. of Shares Held (Indirect Interest)	% of Issued Shares
1 Amanahraya Trustees Berhad – Amanah Saham Bumiputera	2,251,796,400	33.111	–	–
2 Employees Provident Fund Board	706,956,000	10.395	353,838,800	5.203
3 Kumpulan Wang Persaraan (Diperbadankan)	463,598,812	6.817	64,095,500	0.942

DIRECTORS' SHAREHOLDINGS AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS

No. Name of Director	No. of Shares Held			
	Direct	%	Indirect	%
1 Dato' Seri Azmir Merican	100,000	0.001	–	–

TOP THIRTY (30) SHAREHOLDERS AS PER THE RECORDS OF DEPOSITORS

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
1	Amanahraya Trustees Berhad <i>Amanah Saham Bumiputera</i>	2,251,796,400	33.111
2	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board</i>	456,971,140	6.719
3	Kumpulan Wang Persaraan (Diperbadankan)	453,687,778	6.671
4	Permodalan Nasional Berhad	302,926,111	4.454
5	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (Islamic)</i>	257,872,660	3.792
6	Citigroup Nominees (Tempatan) Sdn Bhd <i>Exempt An for AIA Bhd</i>	217,299,700	3.195
7	Amanahraya Trustees Berhad <i>Amanah Saham Malaysia 2 – Wawasan</i>	179,937,300	2.646
8	Amanahraya Trustees Berhad <i>Amanah Saham Malaysia</i>	140,658,500	2.068
9	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (ASIANISLAMIC)</i>	122,226,500	1.797
10	Amanahraya Trustees Berhad <i>Amanah Saham Bumiputera 2</i>	99,514,300	1.463
11	Amanahraya Trustees Berhad <i>Amanah Saham Malaysia 3</i>	80,822,637	1.188
12	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (Nomura)</i>	62,481,000	0.919
13	HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Total International Stock Index Fund</i>	60,289,476	0.887
14	HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Emerging Markets Stock Index Fund</i>	56,872,655	0.836
15	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad <i>Deutsche Trustees Malaysia Berhad for Hong Leong Value Fund</i>	53,800,000	0.791
16	Citigroup Nominees (Tempatan) Sdn Bhd <i>Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)</i>	52,782,849	0.776
17	Amanahraya Trustees Berhad <i>Amanah Saham Bumiputera 3 – Didik</i>	43,450,000	0.639
18	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (BNP Najmah EQ)</i>	41,331,200	0.608
19	Citigroup Nominees (Asing) Sdn Bhd <i>CNBY for iShares Core MSCI Emerging Markets ETF</i>	34,305,832	0.504
20	Cartaban Nominees (Tempatan) Sdn Bhd <i>PBTB for Takafulink Dana Ekuiti</i>	33,309,788	0.490
21	Cartaban Nominees (Tempatan) Sdn Bhd <i>Prudential Assurance Malaysia Berhad for Prulink Strategic Fund</i>	32,514,200	0.478
22	HSBC Nominees (Asing) Sdn Bhd <i>HSBC BK PLC for Kuwait Investment Office (KIO)</i>	32,415,258	0.477
23	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (Aberdeen)</i>	32,033,900	0.471
24	Cartaban Nominees (Tempatan) Sdn Bhd <i>PAMB for Prulink Equity Fund</i>	31,457,727	0.463
25	HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II</i>	30,643,580	0.451
26	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (ABERISLAMIC)</i>	28,620,500	0.421
27	CIMB Islamic Nominees (Tempatan) Sdn Bhd <i>CIMB Islamic Trustee Berhad – Kenanga Syariah Growth Fund</i>	28,187,700	0.414
28	CIMB Group Nominees (Tempatan) Sdn Bhd <i>CIMB Commerce Trustee Berhad for Kenanga Shariah Growth Opportunities Fund (50156 TR01)</i>	24,725,000	0.364
29	Citigroup Nominees (Asing) Sdn Bhd <i>Exempt An for Citibank New York (Norges Bank 14)</i>	22,953,700	0.338
30	CIMB Group Nominees (Tempatan) Sdn Bhd <i>CIMB Commerce Trustee Berhad – Kenanga Growth Fund</i>	22,339,000	0.328
TOTAL		5,288,226,391	77.758

List of Material Properties Held by the Group

Location	Tenure	Remaining land area (acres)	Year of acquisition	Net book value (RM' thousand)
LAND HELD BY THE GROUP				
MALAYSIA				
Selangor Darul Ehsan				
Subang Jaya City Centre, Subang Jaya	Freehold	20	1964-2013	166,606
Melawati Development, Hulu Kelang	Freehold	91	1978	153,617
Elmina West, Sungai Buloh	Freehold	823	1985	563,537
Elmina Business Park, Rawang	Freehold	818	1985	400,595
Bukit Jelutong, Shah Alam	Freehold	69	1985	154,608
Ara Damansara, Petaling Jaya	Freehold	58	1985	76,448
Bukit Lagong, Rawang	Freehold	1,546	1985	57,840
Elmina East, Sungai Buloh	Freehold	110	1985	21,498
Taipan City, Subang	Freehold	33	1992	321,551
Putra Heights, Subang Jaya	Freehold	39	1992	218,296
Bandar Bukit Raja, Klang	Freehold	940	1995	414,240
Serenia City, Sepang	Freehold	567	2008	216,033
Bandar Bukit Raja Business Park, Klang	Freehold	762	2023	673,025
Negeri Sembilan Darul Khusus				
Nilai Impian/Utama, Nilai	Freehold	266	1992-1996	353,527
Hamilton Business Park/Hamilton City Centre/ Kirby, Nilai	Freehold	1,852	1995-2017	722,090
Bandar Ainsdale, Seremban	Freehold	87		303,859
Hamilton Industrial Park, Nilai	Freehold	390		80,191
Vision Business Park, Seremban	Freehold	616		2023
Kuala Lumpur				
Bukit Kiara	Leasehold expiring 2111	41	1991	528,430
Johor Darul Takzim				
Pagoh, Muar	Leasehold expiring 2111	2,149	2012	371,828
Kedah Darul Aman				
Jerai, Kuala Muda	Freehold	555	1985-2007	30,481
AUSTRALIA				
Melbourne				
Queen Street, Melbourne	Freehold	1	2024	355,907

Title/Location	Tenure	Land area (acres)	Year of acquisition/ completion	Age of building (Years)	Existing Use	Net book value (RM' thousand)
INVESTMENT PROPERTIES & OFFICES						
MALAYSIA						
Selangor Darul Ehsan						
Commercial land Rawang	Freehold	49	1985	–	Commercial land earmarked for recurring income	1,312,088
Commercial land Rawang	Freehold	77	1985	–	Commercial land earmarked for recurring income	262,459
Commercial land Sungai Buloh	Freehold	17	1985	–	Commercial land earmarked for recurring income	142,634
Commercial land Bandar Bukit Raja	Freehold	22	1995	–	Commercial land earmarked for recurring income	88,203
Commercial building Bukit Jelutong	Freehold	7	1999	27	3-storey commercial building	59,122

Title/Location	Tenure	Land area (acres)	Year of acquisition/ completion	Age of building (Years)	Existing Use	Net book value (RM' thousand)
INVESTMENT PROPERTIES & OFFICES (CONTINUED)						
MALAYSIA (CONTINUED)						
Selangor Darul Ehsan (Continued)						
Hospital building District of Petaling	Leasehold expiring 2059	3	2000	33	7-storey building for medical facilities	37,290
Office Tower, Oasis Square Ara Damansara	Freehold	3	2010	16	12-storey office building with carparks	199,562
Oasis Corporate Park Ara Damansara	Freehold	10	2017	9	Carparks	35,000
Two plots of industrial land and two plots of development land Kapar	Freehold	122	2023	–	Land temporarily leased for plantation purposes	201,131
Elmina Lakeside Mall District of Petaling	Freehold	15	2024	2	Shopping mall with carparks	164,783
Integrated Operations Office and Sales Gallery District of Petaling	Freehold	2	2024	2	2-storey commercial building accomodating sales gallery and office	32,951
An industrial premise Kapar	Freehold	10	2025	2	2-storey warehouse building	167,847
An industrial premise Kapar	Freehold	4	2025	4	2-storey warehouse building	59,030
Industrial land Kapar	Freehold	7	2025	–	2 parcels of industrial land	41,135
Kuala Lumpur						
Office building Damansara Heights	Freehold	1	1985	43	5-storey office building	37,000
Land leased to KYS College Taman Melati	Freehold	7	2015	–	Land leased for education purposes	43,000
KL East Mall District of Kuala Lumpur	Freehold	7	2020	6	4-storey shopping mall with carparks	390,907
KLGCC Mall Bukit Kiara	Leasehold expiring 2111	6	2023	3	5-storey shopping mall with carparks	212,060
Menara KLGCC Bukit Kiara	Leasehold expiring 2111	4	2023	3	21 stratified commercial lots	130,626
Kedah Darul Aman						
Jerai Estate Kuala Muda	Freehold	290	1985-2007	–	Land temporarily leased for plantation purposes	57,265
Five parcels of land Kuala Muda	Freehold	333	1985-2007	–	Vacant land	53,000
LEISURE PROPERTIES						
MALAYSIA						
Kuala Lumpur						
Kuala Lumpur Golf & Country Club Bukit Kiara	Leasehold expiring 2087	279	1991	15-33	36-hole golf course and clubhouse	193,482
KLGCC Convention Centre (f.k.a Sime Darby Convention Centre) Bukit Kiara	Leasehold expiring 2111	4	2006	20	5-storey multi-purpose convention centre and business centre	76,803
Selangor Darul Ehsan						
Impian Golf & Country Club Kajang	Freehold	142	1997	29	18-hole golf course and country club	52,672
Bayuemas Sports and Event Complex Kota Bayuemas	Freehold	22	2004	15-22	Criket club and lawn bowl sport facilities	32,607

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Corporate Directory

CORPORATE HEAD OFFICE

Sime Darby Property Berhad

Level 10, Block G
No. 2, Jalan PJU 1A/7A
Ara Damansara, PJU 1A
47301 Petaling Jaya
Selangor Darul Ehsan
Tel: +603-7849 5000

RETAIL & PROPERTY INVESTMENT

KL East Mall

Level 1, Centre Management Office
KL East Mall
823, Jalan Lingkaran Tengah 2
KL Timur
53100 Kuala Lumpur
Tel: +603-7455 9533

Elmina Lakeside Mall

Centre Management Office
No. 5, Persiaran Garcinia
Elmina West
40170 Shah Alam
Selangor Darul Ehsan
Email: elmmmo@simedarbyproperty.com

KLGCC Mall

Centre Management Office
Level 1, KLGCC Mall
1, Jalan Bukit Kiara 1, Bukit Kiara
60000 Kuala Lumpur
Email: mall.marketing@simedarbyproperty.com
Tel: +60 3-2011 0887

Melawati Mall

UP2-1, Centre Management Office
Melawati Mall
355, Jalan Bandar Melawati
Pusat Bandar Melawati
53100 Kuala Lumpur
Tel: +603-4161 8720

The Glades Plaza

Section 3, Persiaran Putra Perdana
Putra Heights
47650 Subang Jaya
Selangor Darul Ehsan
Email: mall.marketing@simedarbyproperty.com

HOSPITALITY AND LEISURE

Kuala Lumpur Golf & Country Club

10, Jalan 1/70D
Off Jalan Bukit Kiara
60000 Kuala Lumpur
Tel: +603-2011 9188

KLGCC Convention Centre

1A, Jalan Bukit Kiara 1
60000 Kuala Lumpur
Tel: +603-2011 9188

Impian Golf & Country Club

14th Miles, Jalan Cheras
43000 Kajang Selangor
Tel: +603-8734 4195

SUBSIDIARIES

Sime Darby Property Selatan Sdn Bhd (HQ)

Level 9, Block G
No. 2, Jalan PJU 1A/7A
Ara Damansara, PJU 1A
47301 Petaling Jaya
Selangor Darul Ehsan
Tel : +603-7455 9552

Sime Darby Property Selatan Sdn Bhd (Site Office)

Asset Management Services Office
Multi-Purpose Hall, Shared Facilities
Pagoh Higher Education Hub
84600 Muar
Johor
Tel : +606-9742 406

OVERSEAS

Battersea Power Station Sales Gallery

Battersea Power Station
21 Circus Road West
London SW11 8EZ
Tel: (+44) 020 7501 0678

SIME DARBY PROPERTY SALES GALLERIES

KUALA LUMPUR

KL East Sales Gallery

Off Middle Ring Road 2
Desa Melawati
53100 Kuala Lumpur
Tel: +603-7455 9503

The International Gallery at KLICC Resort

2A, Jalan Bukit Kiara 1
Bukit Kiara
60000 Kuala Lumpur
Tel: +603-2080 9088

SELANGOR

Ara Damansara Sales Gallery

Jalan PJU 1A/A, Ara Damansara
47301 Petaling Jaya
Selangor Darul Ehsan
Tel: +603-7849 5511

Elmina Sales Gallery

No. 5, Persiaran Garcinia
Elmina West, Seksyen U15
40170 Shah Alam
Selangor Darul Ehsan
Tel: +603-7849 5700

SJCC Gallery

Jalan SS 16/1
47500 Subang Jaya
Selangor Darul Ehsan
Tel: +603-5631 8888

Putra Heights Sales Gallery

Level 2, The Glades Plaza
Off Persiaran Putra Perdana
Putra Heights
47500 Subang Jaya
Selangor Darul Ehsan
Tel: +603-5198 0888

Bandar Bukit Raja Sales Gallery

1E, Jalan Gamelan
Bandar Bukit Raja
41200 Klang
Selangor Darul Ehsan
Tel: +603-3361 7288

Serenia City Sales Gallery

Lot 27999
Jalan Pintas Dengkil-Putrajaya (FT29)
Bandar Serenia
43900 Sepang
Selangor Darul Ehsan
Tel: +603-8760 0505

NEGERI SEMBILAN

Nilai Impian Sales Gallery

No. 1, Persiaran Nilai Impian 3
Nilai Impian
71800 Nilai
Negeri Sembilan
Tel: +606-794 8383

Bandar Ainsdale Sales Gallery

No. 1, Jalan Ainsdale 1/1
Bandar Ainsdale
70300 Seremban
Negeri Sembilan
Tel: +606-761 2778

Planters' Haven Sales Gallery

No. 1, Persiaran Nilai Impian 3
Nilai Impian
71800 Nilai
Negeri Sembilan
Tel: +606-794 8383

JOHOR

Bandar Universiti Pagoh Sales Gallery

KM25, Jalan Pagoh
Pagoh
84600 Muar
Johor
Tel: +606-984 2222

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the Fifty-Third Annual General Meeting ("53rd AGM") of Sime Darby Property Berhad ("Sime Darby Property" or "Company") will be held at the Grand Ballroom, First Floor, KLGCC Convention Centre (formerly known as Sime Darby Convention Centre), 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia ("Meeting Venue") and virtually via online meeting platform hosted at <https://investor.boardroomlimited.com> on Wednesday, 10 June 2026 at 9.30 a.m. for the transaction of the following Ordinary Business:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and the Auditors thereon.
Refer to Explanatory Note 1
2. To re-elect the following Directors who retire by rotation in accordance with Rule 111 of the Constitution of the Company and being eligible, offer themselves for re-election:
 - (i) Dato' Rizal Rickman Ramli **(Resolution 1)**
 - (ii) Dato' Seri Azmir Merican Azmi Merican **(Resolution 2)**
 - (iii) Dato' Soam Heng Choon **(Resolution 3)***Refer to Explanatory Note 2*
3. To re-elect Thayaparan Sangarapillai who retires in accordance with Rule 92.3 of the Constitution of the Company and being eligible, offer himself for re-election. **(Resolution 4)**
Refer to Explanatory Note 2
4. To approve the payment of fees to the Non-Executive Directors for the period from 11 June 2026 until the next AGM of the Company to be held in year 2027: **(Resolution 5)**
 - (i) Chairman's fee of RM540,000 per annum;
 - (ii) Director's fee of RM220,000 per annum for each Non-Executive Director;
 - (iii) Board Committee Chairman's fee of RM70,000 per annum for the Chairman of each Board Committee; and
 - (iv) Board Committee Member's fee of RM40,000 per annum for each member of a Board Committee.*Refer to Explanatory Note 3*
5. To approve the payment of benefits payable to the Non-Executive Directors up to an amount of RM1,500,000 for the period from 11 June 2026 until the next AGM of the Company to be held in year 2027. **(Resolution 6)**
Refer to Explanatory Note 4
6. To re-appoint PricewaterhouseCoopers PLT as the Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Directors to fix their remuneration. **(Resolution 7)**
Refer to Explanatory Note 5
7. To transact any other business for which due notice shall have been given in accordance with the Companies Act 2016 and the Constitution of the Company.

FURTHER NOTICE IS HEREBY GIVEN THAT for the purpose of determining a member who shall be entitled to attend, speak and vote at this 53rd AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Rule 76 of the Constitution of the Company and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors as at 29 May 2026. Only a depositor whose name appears on the Record of Depositors as at 29 May 2026 shall be entitled to attend the said meeting or appoint proxies to attend, speak and vote on his/her behalf.

BY ORDER OF THE BOARD

Noreen Melini Muzamli
Group Company Secretary
(SSM PC No. 201908002218)
(LS 0008290)

Petaling Jaya
20 April 2026

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NOTES:

1. 53rd AGM

The 53rd AGM of the Company will be held in a hybrid mode and Member(s), proxy(ies), corporate representative(s) or attorney(s) are given an option, either:

- (i) to attend physically at the Meeting Venue ("Physical Attendance"); or
- (ii) to attend virtually using the Remote Participation and Electronic Voting ("RPEV") facilities to be provided by the appointed Poll Administrators for the 53rd AGM, Boardroom Share Registrars Sdn Bhd ("Boardroom") ("Virtual Attendance").

Physical Attendance

All Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 53rd AGM physically are required to register for the meeting at the Meeting Venue.

Virtual Attendance

For Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 53rd AGM remotely, the meeting will be conducted through live streaming and online remote voting via the RPEV facilities to be provided by Boardroom on the Boardroom Smart Investor Portal ("BSIP") platform at <https://investor.boardroomlimited.com>.

Please refer to the Administrative Details to register, participate and vote remotely via the RPEV facilities.

2. Submission of questions before and during the meeting

- 2.1 Members may submit questions in relation to the agenda items for the 53rd AGM prior to the meeting via BSIP at <https://investor.boardroomlimited.com> not later than Monday, 8 June 2026. The responses to these questions will be shared at the 53rd AGM.
- 2.2 During the 53rd AGM, Members who are physically present at the Meeting Venue will be able to ask questions. Members who attend virtually may also pose questions via real time submission of typed texts at <https://investor.boardroomlimited.com>. The Messaging window facility will be opened concurrently with the online meeting platform (i.e. one hour before the 53rd AGM from 8.30 a.m. on Wednesday, 10 June 2026). The Board and Senior

Management will be in attendance either at the Meeting Venue or remotely to provide responses accordingly.

3. Proxy

- 3.1 A Member entitled to attend and vote at the Meeting is entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to attend, participate, speak and vote at the Meeting on his/her behalf. Where a Member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy. A proxy may, but need not, be a Member of the Company.
- 3.2 A Member may appoint any person to be his/her proxy without any restriction as to the qualification of such person.
- 3.3 Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 53rd AGM of the Company shall be put to vote by way of a poll.
- 3.4 Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), he/she may appoint not more than two (2) proxies in respect of each Securities Account he/she holds with ordinary shares of the Company standing to the credit of the said Securities Account to attend and vote at a meeting of the Company instead of him/her.
- 3.5 Where a Member of the Company is an Exempt Authorised Nominee as defined under SICDA which holds ordinary shares in the Company for multiple beneficial owners in one (1) Securities Account (Omnibus Account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds PROVIDED THAT each beneficial owner of ordinary shares, or where the ordinary shares are held on behalf of joint beneficial owners, such joint beneficial owners, shall only be entitled to instruct the Exempt Authorised Nominee to appoint not more than two (2) proxies to attend and vote at a general meeting of the Company instead of the beneficial owner or joint beneficial owners.

3.6 The instrument appointing a proxy shall be in writing signed by the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its common seal or under the hand of two (2) authorised officers, one of whom shall be a Director, or of its attorney duly authorised. Any alteration to the instrument appointing a proxy must be initialled.

3.7 The appointment of proxy may be made in a hard copy form or by electronic means as follows:

(i) In Hard Copy Form

The Proxy Form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, must be deposited at the Poll Administrator's office, Boardroom Share Registrars Sdn Bhd at 11th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

(ii) By Electronic Form

The Proxy Form can be electronically submitted via <https://investor.boardroomlimited.com> or by sending it via email to bsr.proxy@boardroomlimited.com (Kindly refer to the Administrative Details).

All instruments appointing a proxy must be deposited with Boardroom no later than Monday, 8 June 2026 at 9.30 a.m.

3.8 Only Members registered in the Record of Depositors as at 29 May 2026 shall be entitled to attend, speak and vote at the 53rd AGM or appoint a proxy(ies) to attend and vote on their behalf.

EXPLANATORY NOTES

1. Audited Financial Statements for the Financial Year Ended 31 December 2025

The Audited Financial Statements are laid before the shareholders pursuant to the provisions of Section 340(1)(a) of the Companies Act 2016 ("Act") for discussion only and will not be put forward for voting.

2. Ordinary Resolutions 1 to 4:

Re-election of Directors in accordance with Rules 111 and 92.3 of the Constitution

Rule 111 of the Constitution expressly states that at every AGM, at least one-third (1/3) of the Directors for the time being shall retire from office. In addition, Rule 112 of the Constitution states that all Directors shall retire from office once at least in each three (3) years. A retiring Director shall be eligible for re-election. The shareholders' approval is sought under Ordinary Resolutions 1 to 3.

Rule 92.3 of the Constitution provides that any Director appointed during the year shall hold office only until the next AGM and shall be eligible for re-election. The Director shall not be taken into account in determining the Directors to retire by rotation at the AGM. The shareholders' approval is sought under Ordinary Resolution 4.

For the purpose of determining the eligibility of the Directors to stand for re-election at the 53rd AGM, the Board through its Nomination and Remuneration Committee ("NRC"), had assessed each of the retiring Directors, and considered, amongst others, the following:

- (i) The Directors' performance and contribution based on the results of the Self and Peer Assessment of the Board Effectiveness Evaluation 2025;
- (ii) The Directors' level of contribution to the Board deliberations through his/her skills, experience and strength in qualities as well as their effective leadership as chairperson of the respective Board Committees;
- (iii) The level of independence demonstrated by the Independent Director and his/her ability to act in the best interests of the Company in decision-making;
- (iv) The Directors have the character, integrity, experience and competence, as well as fit and propriety to discharge their role effectively; and
- (v) The Directors' ability to commit and devote adequate time to fulfil their responsibilities effectively.

Notice of Annual General Meeting

Based on the aforesaid assessment, the Board and the NRC are satisfied that the individual Directors (including the retiring Directors) have met the performance criteria required of an effective and high-performance Board and the Board's expectations by continuously discharging their duties diligently as Directors of the Company. In addition, the Non-Executive Directors ("NEDs") have provided annual declaration/confirmation of independence and, fit and proper, respectively.

In relation to the newly appointed Independent NED in 2026, the Board and NRC also considered the outcome of the requisite fit-and-proper assessment, due diligence and appointment process undertaken as part of the appointment.

Accordingly, the Board recommends the re-election of Dato' Rizal Rickman Ramli, Dato' Seri Azmir Merican Azmi Merican, Dato' Soam Heng Choon and Thayaparan Sangarapillai at the 53rd AGM.

The retiring Directors standing for re-election have abstained from deliberations and decisions on their own eligibility to stand for re-election at the relevant NRC and Board meetings and will continue to abstain from deliberations and decisions on their own eligibility to stand for re-election at this AGM.

The profiles of Directors seeking re-election are set out in the Board of Directors' Profile section in the Company's Integrated Annual Report. Key considerations supporting their re-election are set out in the NRC Report on page 263 of the Integrated Annual Report.

3. Ordinary Resolution 5:

Payment of Directors' Fees to the NEDs for the period from 11 June 2026 until the next AGM of the Company to be held in year 2027

Pursuant to Section 230(1) of the Act, any "fees" of the directors and "any benefits" payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. Rule 94.1 of the Constitution of the Company further provides that the fees and benefits payable to the NEDs shall be subject to annual shareholders' approval at a general meeting.

The Company had, at its Fifty-Second AGM ("52nd AGM") held on 10 June 2025, obtained approval from the shareholders in respect of the payment of Directors' fees to the NEDs for the period from 11 June 2025 until the 53rd AGM.

In 2025, the NRC had engaged an independent external consultant to conduct a review on the NEDs' remuneration structure, benchmarked against industry peers and relative public listed entities. The said assessment had considered market trends, remuneration practices among comparable listed companies, and key factors such as the Group's revenue, size, governance responsibilities and the time commitments required of NEDs and Board Committee members.

After deliberating on the consultant's findings, the NRC concluded that the existing Board Remuneration Framework which came into effect at the 2020 AGM remains appropriate. The Board, upon the NRC's recommendation, agreed that the current fee structure be maintained as set out in the table below:

	Board (RM/Year)	Board Committees (RM/Year)
Chairman	540,000	70,000
Member	220,000	40,000

Shareholders' approval is hereby sought under Resolution 5 on the payment of NEDs' fees for the period from 11 June 2026 until the next AGM of the Company to be held in year 2027. If passed, it will give approval to the Company to continue paying the NEDs' fees on a monthly basis after the AGM for their services on the Board and Board Committees.

Any NEDs who are shareholders of the Company will abstain from voting on Resolution 5 concerning the remuneration to the NEDs at the 53rd AGM.

The remuneration of each Director is set out in the Corporate Governance Report on pages 77 and 78.

4. Ordinary Resolution 6:

Payment of Benefits Payable to the NEDs up to an amount of RM1,500,000 for the period from 11 June 2026 until the next AGM of the Company to be held in year 2027

The Company had, at its 52nd AGM, obtained approval from the shareholders in respect of the payment of benefits to the NEDs up to an amount of RM1,500,000 for the period from 11 June 2025 until the 53rd AGM comprising, amongst others, the following key benefits:

- Telecommunication devices/facilities
- Club membership subscription
- Medical and insurance coverage
- Discount on purchases of Group/Company products
- Use of local holiday bungalow and apartments maintained by Sime Darby Property Group
- Other claimable benefits incurred in the course of carrying out their duties as Directors

The utilisation of benefits for the NEDs for the said period did not exceed RM1,500,000.

Based on the review of the current Remuneration Framework, the Company is seeking shareholders' approval to maintain the same approval limit as obtained at the preceding AGM for benefits payable to the NEDs of up to RM1,500,000 at the 53rd AGM.

If the proposed Resolution 6 is passed, the Company will provide and/or make available the approved benefits to the NEDs during the said period.

Any NEDs who are shareholders of the Company will abstain from voting on Resolution 6 concerning the remuneration to the NEDs at the 53rd AGM.

5. Ordinary Resolution 7:

Re-appointment of Auditors

The Audit Committee ("AC") had, at its meeting held on 19 March 2026, undertaken an annual assessment of the suitability and effectiveness of the external audit process, performance, suitability and independence of the external auditors, PricewaterhouseCoopers PLT ("PwC"), as prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The said assessment focused on eight (8) key dimensions as follows:

- (i) Calibre and Standing of Audit Firm
- (ii) Audit Quality, Professional Judgement and Performance

- (iii) Risk Based and Forward-Looking Audit Focus
- (iv) Audit Team Expertise and Continuity
- (v) Independence and Objectivity
- (vi) Audit Communication
- (vii) Audit Fees and Efficiency
- (viii) Overall Assessment and AC Conclusion

The AC assessed that PwC:

- (i) maintains a high standard of audit quality and professionalism;
- (ii) demonstrates strong independence and integrity;
- (iii) provides clear and effective communication with the AC; and
- (iv) is supported by an experienced and capable audit team.

Overall, the AC was satisfied with the suitability, performance, competency and sufficiency of resources of PwC in providing external audit services to the Sime Darby Property Group, and accordingly recommended the re-appointment of PwC. The AC was also satisfied in its review that the provisions of non-audit services by PwC to the Company for the financial year 2025 did not in any way impair their objectivity and independence as external auditors of Sime Darby Property.

The Board had, at its special meeting held on 31 March 2026, approved the AC's recommendation for the shareholders' approval to be sought at the 53rd AGM on the re-appointment of PwC as external auditors of the Company for the financial year ending 31 December 2026, under Resolution 7. The present external auditors, PwC, have indicated their willingness to continue their services for the next financial year.

Statement Accompanying Notice of the Fifty-Third Annual General Meeting

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

The details of the Directors' interest in the securities of the Company as at 31 March 2026 are stated in the "Analysis of Shareholdings" section in the Company's Integrated Annual Report.

The profile of the Directors who are standing for re-election (as per Resolutions 1 to 4 as stated above) at the Fifty-Third Annual General Meeting of Sime Darby Property Berhad are set out in the "Board of Directors' Profile" section in the Company's Integrated Annual Report.

Administrative Details

for the Fifty-Third Annual General Meeting of Sime Darby Property Berhad

Date	: Wednesday, 10 June 2026
Time	: 9.30 a.m.
Meeting Venue	: Grand Ballroom, First Floor KLGCC Convention Centre (formerly known as Sime Darby Convention Centre) 1A, Jalan Bukit Kiara 1 60000 Kuala Lumpur, Malaysia
Online Meeting	: https://investor.boardroomlimited.com with Remote Participation Platform and Electronic Voting Facilities (provided by Boardroom Share Registrars Sdn Bhd)

1. FIFTY-THIRD ANNUAL GENERAL MEETING (“53RD AGM”)

The 53rd AGM of Sime Darby Property Berhad (“**the Company**”) will be conducted in a hybrid mode which is also in line with Principle C of the Malaysian Code on Corporate Governance whereby listed issuers are encouraged to leverage technology to facilitate greater shareholders’ participation and enhance the proceedings of general meetings.

Shareholders shall have the option to attend the 53rd AGM to exercise your right to attend, participate and vote at the meeting **either**:

- i) in person or physically at the Meeting Venue (“**Physical Attendance**”); **or**
- ii) virtually via the Remote Participation and Electronic Voting (“**RPEV**”) facilities to be provided by Boardroom Share Registrars Sdn Bhd (“**Boardroom**”), the appointed Poll Administrator for this AGM (“**Virtual Attendance**”).

The Meeting Venue is the main venue in Malaysia where the Chairman of the meeting will be physically present in accordance with Section 327(2) of the Companies Act 2016.

2. ENTITLEMENT TO PARTICIPATE AND VOTE

Only members whose names appear on the Record of Depositors as at 29 May 2026 shall be eligible to attend, speak and vote at the 53rd AGM or appoint a proxy(ies) to attend and vote on his/her behalf.

If you are unable to participate at the 53rd AGM, you may:

- i) Appoint proxy/proxies to participate and vote on your behalf; **or**
- ii) Appoint the Chairman as your proxy to vote on your behalf,

and indicate your voting instructions in the Proxy Form.

If you wish to participate at the 53rd AGM, you must not submit any Proxy Form. Otherwise, you will not be permitted to attend the meeting together with proxy/proxies appointed by your goodself.

Please refer to item 4.2(i) below for further information in relation to the appointment of proxy.

Administrative Details

for the Fifty-Third Annual General Meeting of Sime Darby Property Berhad

3. MEETING PARTICIPATION

I) PHYSICAL ATTENDANCE

All Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 53rd AGM physically are required to register for the meeting at the Meeting Venue.

Please refer to item 7 below for other information in relation to Physical Attendance at the 53rd AGM.

II) VIRTUAL ATTENDANCE

The RPEV facilities will open for registration from **Monday, 20 April 2026 until such time before the poll voting session ends at the 53rd AGM on Wednesday, 10 June 2026.**

Shareholders and proxies are advised to log in to the Boardroom Smart Investor Portal ("**BSIP**") at <https://investor.boardroomlimited.com> for the following services:

- i) Register to participate at the hybrid AGM
- ii) Submit proxy form electronically
- iii) Submit questions prior to the hybrid AGM

Your login to BSIP on the day of the 53rd AGM will indicate your presence at the hybrid meeting.

The quality of the connectivity to the RPEV facilities for live webcast as well as for electronic voting is highly dependent on the bandwidth and stability of the internet connection at your location and the device of the remote participants.

The recommended requirement for live webcast is as follows:

- i) Browser : Latest versions of Chrome, Firefox, Edge, Safari or Opera
- ii) Bandwidth : Minimum 9 Mbps stable speed for High Definition (HD) High Quality video quality or 12 Mbps for Extra HD (EHD) video quality
- iii) Device with working and good quality speakers.

You may not be able to gain access to the 53rd AGM via the RPEV facilities if your connecting device is on network with firewall and other security filtration. Kindly seek onsite IT/technical support, if required.

Please refer to item 4.1 below in relation to registration for remote participation.

4. REGISTRATION PROCEDURES FOR 53RD AGM

4.1 REGISTRATION FOR REMOTE PARTICIPATION

For shareholders who wish to attend the 53rd AGM remotely by using the RPEV facilities, kindly refer to the following steps:

PROCEDURES		ACTIONS
Before the day of the AGM		
Step (1)	Register online with BSIP for Individual and Corporate Shareholder	<i>(Note: For first time registration only If you have already signed up with BSIP, you are not required to register again. You may proceed to Step (2) - Submit Request for Remote Participation)</i> - Access the website https://investor.boardroomlimited.com - Click 'Register' to sign up as a user - Select 'Account Type' to 'Sign Up As Shareholder' or 'Sign Up As Corporate Holder' - Complete registration and upload compulsory documents such as softcopy of MyKad (front and back) or passport and authorisation letter (template available on the BSIP) for Corporate Shareholder - Enter a valid mobile number and email address - You will receive an email from BSIP for email address verification. Click 'Verify Email Address' in the email received to continue with the registration - Once your email address is verified, you will be re-directed to BSIP for verification of mobile number. Click 'Request OTP Code' and an OTP code will be sent to the registered mobile number. You will need to enter the OTP Code and click 'Enter' to complete the process - Once your mobile number is verified, registration of your new BSIP account will be pending for final verification. Your registration will be verified and approved within one (1) business day and an email notification will be provided
Step (2)	Submit request for remote participation and submission of proxy form	<i>(Note: You must be a registered BSIP user. Otherwise, please refer to Step (1))</i> The registration for RPEV facilities will open on Monday, 20 April 2026 until such time before the voting session ends at the 53rd AGM on Wednesday, 10 June 2026 ("Registration Deadline"). The instrument appointing a proxy must be received latest by Monday, 8 June 2026 at 9.30 a.m. ("Proxy Lodgement Deadline") For Individual and Corporate Shareholders - Login to https://investor.boardroomlimited.com - Click 'Meeting Event(s)' and select the list of companies – 'SIME DARBY PROPERTY BERHAD 53RD ANNUAL GENERAL MEETING' and click 'Enter' - To attend the virtual AGM remotely - Click 'Register for RPEV' - Read and accept the General Terms and Conditions and enter your CDS account no. to submit your request - To appoint proxy - Click 'Submit eProxy Form' - For Corporate Shareholder, select the company you would like to represent (if more than one) - Read and accept the General Terms and Conditions and enter your CDS account no. Thereafter, insert your proxy details and voting instructions. If you wish your proxy(ies) to act upon his/her discretion, please indicate 'Discretionary'

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PROCEDURES		ACTIONS
Before the day of the AGM (continued)		
Step (2)	Submit request for remote participation and submission of proxy form	For Authorised Nominees and Exempt Authorised Nominees - Login to https://investor.boardroomlimited.com - Click 'Meeting Event(s)' and select the list of companies – 'SIME DARBY PROPERTY BERHAD 53RD ANNUAL GENERAL MEETING' and click 'Enter' - Click 'Submit eProxy Form' - Select the company you would like to represent (if more than one) - Proceed to download the file format for 'Submission of Proxy Form' - Prepare the file for appointment of proxy(ies) by inserting the required data - Proceed to upload the duly completed Proxy Appointment file - Review and confirm your proxy(ies) appointment(s) and click 'Submit' - Download or print the eProxy form as acknowledgement For Corporate Shareholders, Authorised Nominees/Exempt Authorised Nominees and Attorneys, you may also write to bsr.proxy@boardroomlimited.com and provide name of the shareholder, CDS account no. and the Certificate of Appointment of Corporate Representative or Proxy Form (as the case may be). A copy of MyKad or passport and a valid email address are required
Step (3)	Verification and email notification	For Individual Shareholders, Corporate Shareholders, Authorised Nominees/Exempt Authorised Nominees and Attorneys - An email notification will be sent by Boardroom to notify that your request for remote participation has been received for system verification. - Upon verification against the General Meeting Record of Depositors, you will receive an email from Boardroom on the day prior to the 53rd AGM, i.e. Tuesday, 9 June 2026 either approving or rejecting your request for remote participation
On the day of the AGM		
Step (4)	Login	- Login to https://investor.boardroomlimited.com with your registered email address and password - Online meeting platform will be made available at any time from 8.30 a.m. i.e. one hour before the commencement of the 53rd AGM at 9.30 a.m. on Wednesday, 10 June 2026 - Click into 'Meeting Event(s)' and go to 'SIME DARBY PROPERTY BERHAD 53RD ANNUAL GENERAL MEETING' and then click 'Join Live Meeting' to join the proceedings of the 53rd AGM remotely
	Participate	- Please follow the user guides in BSIP to view the live webcast, submit questions and vote - To view the live webcast, select the broadcast icon  - To ask a question during the 53rd AGM, select the messaging icon  - Type your question in the messaging box and click the send button to submit
	Vote	- Once voting has commenced, the polling icon  will appear with the resolutions and voting choices until such time that the Chairman declares an end to the voting session - To vote, select your voting preference from the options provided. A confirmation message will appear to indicate that your vote has been received - To change your vote, re-select your voting preference - If you wish to cancel your vote, please press 'Cancel'
	End	Upon declaration by the Chairman of the closure of the 53rd AGM, the live webcast will end

4.2 APPOINTMENT OR REVOCATION OF PROXY OR ATTORNEY

i) Appointment of Proxy or Attorney

Shareholders who appoint proxy or attorney or authorised representative to participate via RPEV facilities at the 53rd AGM must ensure that the duly executed Proxy Form is deposited in a hard copy form or by electronic means to Boardroom not later than Monday, 8 June 2026 at 9.30 a.m.

The appointment of a proxy may be made in a hard copy form or by electronic means in the following manner:

a) In Hard Copy Form

The Proxy Form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, must be deposited at Poll Administrator's office, Boardroom Share Registrars Sdn Bhd at 11th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

b) By Electronic Form

The Proxy Form can be electronically submitted via <https://investor.boardroomlimited.com> or by sending it via email to bsr.proxy@boardroomlimited.com

Kindly refer to the Procedures under item 4.1 (Step 2) above.

Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly.

ii) Revocation of Proxy or Attorney

If a shareholder has submitted his/her Proxy Form prior to the 53rd AGM and subsequently decides to appoint another person or wishes to participate in the hybrid AGM by himself/herself, please revoke the appointment of proxy/proxies at least forty-eight (48) hours before the 53rd AGM. Please find the below step for revocation on eProxy form or physical Proxy Form:

eProxy Form
- Click 'Meeting Event(s)' and select the list of companies – 'SIME DARBY PROPERTY BERHAD 53RD ANNUAL GENERAL MEETING' from the list of companies and click 'Enter'. - Go to 'PROXY' and click on 'Submit Another eProxy Form'. - Go to 'Submitted eProxy Form List' and click 'View' for the eProxy form. - Click 'Cancel/Revoke' at the bottom of the eProxy form. - Click 'Proceed' to confirm.
Physical Proxy Form
Please write in to bsr.proxy@boardroomlimited.com to revoke the appointment of proxy/proxies.

Upon revocation, proxy/proxies appointed earlier will not be allowed to participate at the 53rd AGM. In such event, shareholders should advise their proxy/proxies accordingly.

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4.3 CORPORATE REPRESENTATIVE

For a corporate shareholder who has appointed a representative, please deposit the ORIGINAL Certificate of Appointment at the Poll Administrator's office, Boardroom Share Registrars Sdn Bhd at 11th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not later than Monday, 8 June 2026 at 9.30 a.m.

The Certificate of Appointment should be executed in the following manner:

- i) If the corporate shareholder has a common seal, the Certificate of Appointment should be executed under the common seal in accordance with the constitution of the corporate shareholder.
- ii) If the corporate shareholder does not have a common seal, the Certificate of Appointment should be affixed with the rubber stamp of the corporate member (if any) and executed by:
 - a) at least two (2) authorised officers, of whom one shall be a director; or
 - b) any director and/or authorised officers in accordance with the laws of the country under which the corporate shareholder is incorporated.

5. POLL VOTING

The voting at the 53rd AGM will be conducted by poll in accordance with Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

The Company has appointed Boardroom as Poll Administrator to conduct the poll by way of **online voting** and Coopers Professional Scrutineers Sdn Bhd as Independent Scrutineer to verify the poll results.

Shareholders/proxies/corporate representatives/attorneys may proceed to vote on the resolutions from the commencement of the 53rd AGM at 9.30 a.m. on Wednesday, 10 June 2026 (for both Physical and Virtual Attendance) until the end of the voting session which will be announced by the Chairman. Upon completion of the voting session, the Scrutineers will verify and announce the poll results followed by the Chairman's declaration whether the resolutions are duly passed.

All physical attendees are advised to bring their own personal devices in order to vote.

The resolutions proposed at the 53rd AGM and the results of the voting will be announced at the 53rd AGM and subsequently via an announcement made by the Company through Bursa Securities at www.bursamalaysia.com.

6. SUBMISSION OF QUESTIONS FOR THE 53RD AGM

The Board recognises that the 53rd AGM is a valuable opportunity for the Board to engage with shareholders. To enhance the efficiency of the proceedings of the 53rd AGM, shareholders may in advance, before the 53rd AGM, submit questions to the Board of Directors as follows:

I) PHYSICAL ATTENDANCE

- a) You may submit your questions via the QR Code which will be provided upon registration on the day of the meeting.
- b) Click on the Messaging window facility to submit your questions. The Messaging window facility will open one (1) hour before the 53rd AGM which is from 8.30 a.m. on Wednesday, 10 June 2026.
- c) You may also speak or raise questions during the meeting.

II) VIRTUAL ATTENDANCE

a) Prior to 53rd AGM

Shareholders may submit questions in relation to the agenda items for the 53rd AGM via BSIP at <https://investor.boardroomlimited.com> **not later than Monday, 8 June 2026 at 9.30 a.m.** Click 'Submit Questions' after selecting 'SIME DARBY PROPERTY BERHAD 53RD ANNUAL GENERAL MEETING' from 'Meeting Event(s)'. The responses to these questions will be shared at the 53rd AGM.

b) During the meeting

During the 53rd AGM live streaming, Members may also pose questions via real time submission of typed texts at BSIP. The Messaging window facility will be opened concurrently with the online meeting platform (i.e. one hour before the 53rd AGM from 8.30 a.m. on Wednesday, 10 June 2026). The Board and Senior Management will be in attendance either at the Broadcast Venue or remotely to provide responses accordingly.

If the questions are received late after the Questions & Answers session, the responses will be e-mailed to you at the earliest possible, after the meeting.

7. INFORMATION FOR PHYSICAL ATTENDANCE AT THE MEETING VENUE

I) TRAVEL ARRANGEMENT

- Indoor parking is available at KLGCC Convention Centre (formerly known as Sime Darby Convention Centre) (**"KLGCC Convention Centre"**) and KLGCC Mall located next to KLGCC Convention Centre, subject to availability.
- You are encouraged to use public transportation to travel to the Meeting Venue, as parking is limited. A shuttle service will operate at regular intervals (subject to traffic conditions) from the TTDI-Deloitte MRT Station (Entrance B). To access this service, please take the Sungai Buloh - Kajang MRT Line to TTDI-Deloitte MRT station and exit via Entrance B before boarding the shuttle. The shuttle service will commence at 7.00 a.m. and will operate throughout the 53rd AGM. Following the conclusion of the AGM, the shuttle will be available to transport shareholders back to the TTDI-Deloitte MRT station.

Map to KLGCC Convention Centre



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for the Fifty-Third Annual General Meeting of Sime Darby Property Berhad

II) REGISTRATION

- a) Registration will commence at 7.00 a.m. at Ballroom 3, First Floor, KLGCC Convention Centre and will end upon commencement of Poll-voting process.
- b) Please read the signage to ascertain the registration area and proceed to register yourself for the meeting.
- c) Please produce your ORIGINAL MyKad or Passport (for foreign shareholder) during registration for verification. Please ensure you collect your MyKad or Passport thereafter.
- d) Upon verification and signing the Attendance List, you will be given the following items:
 - a QR Code with login credentials;
 - an identification wristband; and
 - a breakfast coupon.
- e) No person will be allowed to enter the meeting hall without wearing the identification wristband and no replacement wristband will be given in the event that you lose or misplace the identification wristband.
- f) The registration counters will only handle verification of shareholdings and registration for the AGM. For any other clarification or query, you may proceed to the Registration or Secretariat Help Desk.

III) HELPDESK

- a) The Help Desk for Registration is located at the Ballroom 3, First Floor, KLGCC Convention Centre which handles clarification or query on registration matters.
- b) The Secretariat Help Desk is located at the entrance of the Grand Ballroom which handles general clarification or enquiry.

IV) MOBILE DEVICES

Please ensure that all mobile devices and other electronic devices are set to silent mode during the AGM to ensure smooth and uninterrupted proceedings.

V) SEATING ARRANGEMENT FOR THE AGM

- a) Free seating. All shareholders/proxies will be allowed to enter the Grand Ballroom from 9.00 a.m. onwards.
- b) All shareholders/proxies are encouraged to be seated at least ten (10) minutes before the commencement of the AGM.

VI) NO SMOKING POLICY

A no smoking policy is maintained inside the KLGCC Convention Centre building. Your co-operation is much appreciated.

VII) WI-FI

Free Wi-Fi is available at KLGCC Convention Centre for the convenience of shareholders/proxies.

VIII) SURAU/PRAYER ROOM

The Surau is located at First Floor, KLGCC Convention Centre.

IX) FIRST AID

An ambulance is on standby for any medical emergency. Please refer to the Secretariat Help Desk/First Aiders should you require any assistance.

X) PERSONAL BELONGINGS

Please take care of your personal belongings. Sime Darby Property Berhad and KLGCC Convention Centre will not be held responsible for any missing items.

XI) BREAKFAST AND GIFT VOUCHER

- a) After registration, shareholders/proxies at the Meeting Venue are advised to proceed to Ground Floor to redeem your breakfast pack on the same day.
- b) Breakfast will be served from 7.00 a.m. Breakfast packs will be distributed on a first-come, first-served basis and are subject to availability.
- c) Shareholders/proxies at the Meeting Venue will be given breakfast coupon (subject to availability) and gift voucher upon successful registration in the following manner:
 - i) Attending as shareholder – One (1) breakfast coupon and one (1) gift voucher
 - ii) Attending as shareholder and also as proxy irrespective of the number of shareholders represented – One (1) breakfast coupon and two (2) gift vouchers
 - iii) Attending as proxy irrespective of the number of shareholders represented – One (1) breakfast coupon and one (1) gift voucher
- d) Gift vouchers will be provided to shareholders/proxies who participate the meeting virtually and whose addresses, as recorded in the Record of Depositors, are in Malaysia. We regret to inform that due to geographical restrictions, shareholders/proxies residing outside of Malaysia are not eligible for this gift voucher.
- e) No food or beverages are allowed in the Grand Ballroom. Meals can be consumed at the dining areas located on the Ground Floor, KLGCC Convention Centre.
- f) In the event that your breakfast coupon is lost or misplaced, no replacement will be provided.

XII) HEALTH AND SAFETY MEASURES

- a) All physical attendees at the Meeting Venue must be medically fit to attend the 53rd AGM. If you have symptoms of being unwell with COVID-19, influenza or any other infectious disease, you are advised not to attend the 53rd AGM physically. If you still wish to attend the 53rd AGM, you are encouraged to wear and keep your mask on during the meeting.
- b) The Company will take the necessary measures against any of the attendees who do not meet the foregoing health protocols.

8. NO RECORDING OR PHOTOGRAPHY

Recording or photography of the 53rd AGM is strictly prohibited without the prior written consent of the Company.

Administrative Details

for the Fifty-Third Annual General Meeting of Sime Darby Property Berhad

9. INTEGRATED ANNUAL REPORT 2025 AND OTHER DOCUMENTS

The following documents can be downloaded from the Company's website www.simedarbyproperty.com:

- i) Integrated Annual Report 2025
- ii) Sustainability Report 2025
- iii) Corporate Governance Report 2025
- iv) Notice of 53rd AGM
- v) Proxy Form
- vi) Administrative Details
- vii) Request Form
- viii) Privacy Notice

The Integrated Annual Report is also available on Bursa Securities website at www.bursamalaysia.com under Company's announcements.

As part of our commitment to environmental sustainability, we strongly encourage our shareholders to refer to the digital version available online. Nevertheless, should you require a printed copy of Integrated Annual Report, you may submit your request by duly completing the Request Form and forwarding it to our Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd ("**Tricor**") at the address stated therein. Alternatively, you may request a printed copy via Tricor's website at <https://srmy.vistra.com> by selecting "Request for Annual Report" under the "Investor Services" section.

10. ENQUIRY

If you have any enquiry prior to the 53rd AGM or require technical assistance to participate in the hybrid AGM, please contact the Poll Administrator, Boardroom during office hours from Monday to Friday (8.30 a.m. to 5.30 p.m.) except public holiday:

- i) Tel No. : +603-7890 4700 (Helpdesk)
- ii) Fax No. : +603-7890 4670
- iii) Email : bsr.helpdesk@boardroomlimited.com
- iv) Officer : Nur Atiqah binti Mohd Arif

If you have any enquiry in relation to the request of hard copy of the Integrated Annual Report, please contact the Company's Share Registrar, Tricor during office hours from Monday to Friday (8.30 a.m. to 5.30 p.m.) except public holiday:

- i) Tel No. : +603-2783 9299
- ii) Fax No. : +603-2783 9222
- iii) Email : is.enquiry@vistra.com
- iv) Officers : Lim Lay Kiow (+603-2783 9232/Lay.Kiow.Lim@vistra.com)
Tew Jiang Shen (+603-2783 9281/Jiang.Shen.Tew@vistra.com)

11. PERSONAL DATA PRIVACY NOTICE

By registering for the RPEV and/or submitting the instrument appointing a proxy(ies) and/or representative(s), you consent to Sime Darby Property Berhad processing your personal data in the manner stipulated in the Privacy Notice as set out in <https://www.simedarbyproperty.com/investor-relations/shareholders> and warrant and undertake that the proxy(ies) and/or representative(s) has/have given his/her/their explicit consent for the collection, use, and disclosure of his/her/their personal data by the Company in accordance with the Privacy Notice.

Proxy Form

SIME DARBY PROPERTY BERHAD

Registration No. 197301002148 (15631-P)
(Incorporated in Malaysia)

Number of ordinary shares held	CDS Account No.														
				-			-								

I/We (FULL NAME OF SHAREHOLDER AS PER NRIC/PASSPORT/CERTIFICATE OF INCORPORATION IN CAPITAL LETTERS)

(NRIC/Passport/Registration No.) of (ADDRESS)

(ADDRESS)

Tel. No. being a member/members of SIME DARBY PROPERTY BERHAD hereby

appoint (NRIC/Passport No.) (FULL NAME OF PROXY AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

of (ADDRESS)

*and/or (NRIC/Passport No.) (FULL NAME OF PROXY AS PER NRIC/PASSPORT IN CAPITAL LETTERS)

of (ADDRESS)

**or failing him/her, the Chairman of the Meeting, as my/our proxy/proxy(ies) to attend and vote for me/us on my/our behalf at the Fifty-Third Annual General Meeting ("53rd AGM") of Sime Darby Property Berhad ("Sime Darby Property" or "the Company") at the Grand Ballroom, First Floor, KLGCC Convention Centre (formerly known as Sime Darby Convention Centre), 1A, Jalan Bukit Kiara 1, 60000 Kuala Lumpur, Malaysia ("Meeting Venue") and virtually via online meeting platform hosted at <https://investor.boardroomlimited.com> on Wednesday, 10 June 2026 at 9.30 a.m. and at any adjournment thereof for the following resolutions as set out in the Notice of 53rd AGM:

NO.	AGENDA
1	To receive the Audited Financial Statements for the financial year ended 31 December 2025 together with the Reports of the Directors and the Auditors thereon
ORDINARY BUSINESS	
2	To re-elect Dato' Rizal Rickman Ramli who retires in accordance with Rule 111 of the Constitution of the Company
3	To re-elect Dato' Seri Azmir Merican Azmi Merican who retires in accordance with Rule 111 of the Constitution of the Company
4	To re-elect Dato' Soam Heng Choon who retires in accordance with Rule 111 of the Constitution of the Company
5	To re-elect Thayaparan Sangarapillai who retires in accordance with Rule 92.3 of the Constitution of the Company
6	To approve the payment of fees to the Non-Executive Directors for the period from 11 June 2026 until the next Annual General Meeting of the Company to be held in year 2027
7	To approve the payment of benefits payable to the Non-Executive Directors up to an amount of RM1,500,000 for the period from 11 June 2026 until the next Annual General Meeting of the Company to be held in year 2027
8	To re-appoint PricewaterhouseCoopers PLT as Auditors of the Company for the financial year ending 31 December 2026 and to authorise the Directors to determine their remuneration

My/Our proxy is to vote on the resolutions as indicated by an "X" in the appropriate space above. If no indication is given, my/our proxy shall vote or abstain from voting as he/she thinks fit.

For appointment of two (2) proxies, percentage of shareholdings to be represented by the proxies must be indicated below:	
	Percentage (%)
First proxy	
Second proxy	

IMPORTANT: Disclosure of Shareholder's and Proxy's Personal Data

Please refer to the Privacy Notice For Shareholders ("Privacy Notice") published on the Company's website under the Shareholders and Dividend Info section at <https://www.simedarbyproperty.com/investor-relations/shareholders> concerning the Company's collection, use, and disclosure of your personal data. You hereby declare that you have read, understood, and accepted the statements and terms contained in the Privacy Notice. By submitting the Proxy Form, you as a shareholder of the Company, warrant and undertake that the proxy(ies) has/have given his/her/their explicit consent for the collection, use, and disclosure of his/her/their personal data by the Company in accordance with the Privacy Notice.

Dated this day of 2026

Signature/Common Seal of Member(s)

* Please delete where inapplicable.

** If you do not wish to appoint the Chairman of the Meeting as your proxy/one of your proxies, please strike out the words "or failing him/her, the Chairman of the Meeting" and insert the name(s) of the proxy(ies) you wish to appoint in the blank space(s) provided.

NOTES:

1. 53rd AGM

The 53rd AGM of the Company will be held in a hybrid mode and Member(s), proxy(ies), corporate representative(s) or attorney(s) are given an option, either:

- (i) to attend physically at the Meeting Venue ("Physical Attendance"); or
- (ii) to attend virtually using the Remote Participation and Electronic Voting ("RPEV") facilities to be provided by the appointed Poll Administrators for the 53rd AGM, Boardroom Share Registrars Sdn Bhd ("Boardroom") ("Virtual Attendance").

Physical Attendance

All Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 53rd AGM physically are required to register for the meeting at the Meeting Venue.

Virtual Attendance

For Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend and participate at the 53rd AGM remotely, the meeting will be conducted through live streaming and online remote voting via the RPEV facilities to be provided by Boardroom on the Boardroom Smart Investor Portal ("BSIP") platform at <https://investor.boardroomlimited.com>.

Please refer to the Administrative Details to register, participate and vote remotely via the RPEV facilities.

2. Submission of questions before and during the meeting

- 2.1 Members may submit questions in relation to the agenda items for the 53rd AGM prior to the meeting via BSIP at <https://investor.boardroomlimited.com> not later than Monday, 8 June 2026. The responses to these questions will be shared at the 53rd AGM.
- 2.2 During the 53rd AGM, Members who are physically present at the Meeting Venue will be able to ask questions. Members who attend virtually may also pose questions via real time submission of typed texts at <https://investor.boardroomlimited.com>. The Messaging window facility will be opened concurrently with the online meeting platform (i.e. one hour before the 53rd AGM from 8.30 a.m. on Wednesday, 10 June 2026). The Board and Senior Management will be in attendance either at the Meeting Venue or remotely to provide responses accordingly.

3. Proxy

- 3.1 A Member entitled to attend and vote at the Meeting is entitled to appoint not more than two (2) proxies to exercise all or any of his/her rights to attend, participate, speak and vote at the Meeting on his/her behalf. Where a Member appoints more than one (1) proxy, the appointment shall be invalid unless he/she specifies the proportion of his/her shareholdings to be represented by each proxy. A proxy may, but need not, be a Member of the Company.
- 3.2 A Member may appoint any person to be his/her proxy without any restriction as to the qualification of such person.

- 3.3 Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions set out in the Notice of the 53rd AGM of the Company shall be put to vote by way of a poll.

- 3.4 Where a Member of the Company is an Authorised Nominee as defined under the Securities Industry (Central Depositories) Act 1991 ("SICDA"), he/she may appoint not more than two (2) proxies in respect of each Securities Account he/she holds with ordinary shares of the Company standing to the credit of the said Securities Account to attend and vote at a meeting of the Company instead of him/her.

- 3.5 Where a Member of the Company is an Exempt Authorised Nominee as defined under SICDA which holds ordinary shares in the Company for multiple beneficial owners in one (1) Securities Account (Omnibus Account), there is no limit to the number of proxies which the Exempt Authorised Nominee may appoint in respect of each Omnibus Account it holds PROVIDED THAT each beneficial owner of ordinary shares, or where the ordinary shares are held on behalf of joint beneficial owners, such joint beneficial owners, shall only be entitled to instruct the Exempt Authorised Nominee to appoint not more than two (2) proxies to attend and vote at a general meeting of the Company instead of the beneficial owner or joint beneficial owners.

- 3.6 The instrument appointing a proxy shall be in writing signed by the appointor or his/her attorney duly authorised in writing or, if the appointor is a corporation, either under its common seal or under the hand of two (2) authorised officers, one of whom shall be a Director, or of its attorney duly authorised. Any alteration to the instrument appointing a proxy must be initialled.

- 3.7 The appointment of proxy may be made in a hard copy form or by electronic means as follows:

(i) In Hard Copy Form

The Proxy Form or the Power of Attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, must be deposited at the Poll Administrator's office, Boardroom Share Registrars Sdn Bhd at 11th Floor, Menara Symphony, No. 5, Jalan Professor Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia.

(ii) By Electronic Form

The Proxy Form can be electronically submitted via <https://investor.boardroomlimited.com> or by sending it via email to bsr.proxy@boardroomlimited.com (Kindly refer to the Administrative Details).

All instruments appointing a proxy must be deposited with Boardroom no later than Monday, 8 June 2026 at 9.30 a.m.

- 3.8 Only Members registered in the Record of Depositors as at 29 May 2026 shall be entitled to attend, speak and vote at the 53rd AGM or appoint a proxy(ies) to attend and vote on their behalf.



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THE POLL ADMINISTRATOR

SIME DARBY PROPERTY BERHAD

Registration No. 197301002148 (15631-P)

c/o Boardroom Share Registrars Sdn Bhd
11th Floor, Menara Symphony
No. 5, Jalan Professor Khoo Kay Kim
Seksyen 13
46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

AFFIX
POSTAGE
STAMP

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Sime Darby Property Berhad

Registration No. 197301002148 (15631-P)

Level 10, Block G, No. 2, Jalan PJU 1A/7A, Ara Damansara
PJU 1A, 47301 Petaling Jaya, Selangor
Tel: 03-7849 5000

www.simedarbyproperty.com



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