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SIME DARBY PROPERTY BERHAD  
Registration No. 197301002148 (15631-P)

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SIME DARBY PROPERTY BERHAD

INTEGRATED ANNUAL REPORT 2024



Property

To Be a

# VALUE MULTIPLIER

For People, Businesses,  
Economies and the Planet



INTEGRATED ANNUAL REPORT 2024



# About This Report

Sime Darby Property's Integrated Annual Report 2024 marks our eighth Integrated Report since our listing in 2017, covering the financial year from 1 January to 31 December 2024 ("FY2024"), and 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 the challenges of the operating environment and key risks affecting the property sector. Additionally, it highlights our principal activities, core business areas and discusses our outlook, targets and objectives.

While the report is primarily intended for capital providers, it also serves all stakeholders seeking insight into how we create value over the short, medium and long term through sound governance, balancing growth aspirations with our environmental and social responsibilities.



Please scan the QR code for the following documents of the Company which are available at <https://www.simedarbyproperty.com/investor-relations>



You can find more information online at <https://www.simedarbyproperty.com/>

## MATERIALITY

The information presented in this Integrated Annual Report addresses our material matters, identified through comprehensive stakeholder engagement and internal assessment. These material matters represent the current and emerging risks and opportunities that may 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 that occurred during the financial year from 1 January 2024 to 31 December 2024, unless otherwise specified. It encompasses the operations of the Sime Darby Property Group, including our subsidiaries, joint ventures and associates.

## REPORTING FRAMEWORK

Our integrated reporting process and the content of this report are guided by the principles and requirements of:

- The Integrated Reporting <IR> Framework issued by the International Financial Reporting Standards ("IFRS") Foundation
- The Main Market Listing Requirements ("MMLR") issued by Bursa Malaysia
- Bursa Malaysia's Sustainability Guidelines (3rd Edition)
- The Malaysian Code on Corporate Governance ("MCCG") 2021 issued by Securities Commission Malaysia
- GRI Standards, issued by the Global Reporting Initiative ("GRI")
- United Nations' Sustainable Development Goals ("UN SDGs")
- Taskforce on Climate-Related Financial Disclosures ("TCFD")
- Malaysian Financial Reporting Standards ("MFRS")
- Malaysia's Companies Act 2016

## ASSURANCE

The contents of this Integrated Annual Report have been reviewed and approved by the Management and Board of Directors. The financial statements within this Integrated Annual Report have been audited by PricewaterhouseCoopers PLT, Malaysia.

## 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 acknowledges responsibility for the integrity of our Integrated Annual Report 2024. 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 26 March 2025.

**Dato' Rizal Rickman Ramli**  
Non-Independent Non-Executive  
Chairman

**Dato' Seri Azmir Merican**  
Group Managing Director &  
Chief Executive Officer

## Our Reporting Suite

### REPORTING FRAMEWORK

#### INTEGRATED ANNUAL REPORT

##### Contents

- Provides a comprehensive overview of the Group's financial and non-financial performance for 2024, as well as prospects based on our strategy.



##### Regulations Complied

- The Integrated Reporting <IR> Framework.
- MMLR issued by Bursa Malaysia.
- Bursa Malaysia's Sustainability Guidelines (3rd Edition).
- MCGG 2021.
- GRI Standards.
- UN SDGs.
- Taskforce on Climate-Related Financial Disclosures.
- MFRS.
- Companies Act 2016.

#### SUSTAINABILITY REPORT

##### Contents

- Provides a comprehensive overview of the Group's sustainability performance and initiatives for 2024.

##### Regulations Complied

- Bursa Malaysia's MMLR on Sustainability Reporting.
- Bursa Malaysia's Sustainability Reporting Guide (3rd Edition).
- GRI Sustainability Reporting Standards.
- The United Nations Sustainable Development Goals.
- TCFD Recommendations.



##### Feedback

We welcome all enquiries, comments and feedback on our Integrated Annual Report to help clarify any issues and improve our reporting.

Please direct your feedback or queries to:

##### Group Corporate Communications

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#### Navigation Icons

##### The Capitals We Use and Affect



Financial Capital



Manufactured Capital



Human Capital



Intellectual Capital



Social and Relationship Capital



Natural Capital

##### Material Matters



Innovation



Climate Adaptation



Responsible Supply Chain Management



Energy & Carbon Management



Occupational Health & Safety



Anti-Bribery & Corruption



Urban Biodiversity



Community Experience



Data & Cybersecurity



Circularity



Diversity & Inclusion



Water Management



Labour Standards & Practices

##### Key Strategic Priorities



Broaden Income Streams



Develop New Capabilities



Deepen Competencies



Digital Transformation

##### Stakeholders



Employees



Debt Providers



Media



Investors and Analysts



Vendors



Customers



Regulators

##### Key Risks



Market Risk



Talent & Resource Management



Development & Product Strategy



Legal/Regulatory & Contractual Compliance



Project Development & Execution



Competition



Safety & Health



Climate Risk



Cybersecurity



Supply Chain & Its Related Human Rights Risk



Joint Venture, Collaborations & Strategic Partnerships

##### UNSDGs



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



15 LIFE ON LAND



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



14 LIFE BELOW WATER



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



10 REDUCED INEQUALITIES

# What's Inside

## ABOUT THIS REPORT

### 1 LEADERSHIP INSIGHTS

- 4 Message from Our Chairman
- 10 Group Managing Director & Chief Executive Officer's Review



### 2 OVERVIEW OF SIME DARBY PROPERTY

- 20 Who We Are | Our Purpose | Our Presence
- 21 Our Vision | Our Mission | Our Core Values
- 22 Attractive Investment Proposition
  - Business Highlights
  - Financial Highlights
  - Sustainability Highlights
- 24 Awards & Recognitions
- 25 Our Competitive Advantage
- 25 Indices Representation & Credit Ratings
- 26 What We Do: Core Business Segments
- 28 Group Corporate Structure – Operating Entities
- 30 Our Distinctive Developments
- 32 2024 Significant Events

### 3 VALUE CREATION

- 34 Our Approach to Value Creation
- 36 Our Value Creating Business Model
- 38 Stakeholder Engagement & Value Creation
- 51 How We Distribute Value Created
- 52 Stakeholders Scorecard

4

### MANAGEMENT DISCUSSION AND ANALYSIS

#### Strategic Review

- 54 Material Matters
- 65 Operating Landscape
  - Market Review and Outlook
  - Global Megatrends & Opportunities
- 124 Key Risks and Mitigation
- 136 Our Strategy
- 141 Key Performance Indicators

#### Performance Review

- 146 Financial Performance
  - Group Chief Financial Officer's Financial Review
  - Statement of Value Added & Value Distribution
  - Quarterly Performance
  - Simplified Statements of Financial Position
  - 5-Year Financial Highlights
  - 5-Year Financial Summary
  - Financial Calendar
- 159 Investor Information
  - Investor Relations
  - Share Performance

#### Operations Review

- 166 Property Development
- 171 Investment & Asset Management
- 179 Leisure

5

### SUSTAINABILITY STATEMENT

- 184 Sustainability Statement





## 6 LEADERSHIP

- 204 Corporate Information
- 205 Board Composition
- 206 Board of Directors' Profiles
- 219 Executive Leadership Composition
- 220 Executive Leadership Profiles
- 227 Organisation Structure

## 7 GOVERNANCE

- 228 Corporate Governance Overview Statement
  - Nomination and Remuneration Committee Report
  - Audit Committee Report
  - Group Corporate Assurance Department
  - Risk Management Committee Report
- 272 Statement on Risk Management and Internal Control
- 282 Additional Compliance Information

## 8 FINANCIAL STATEMENTS

- 285 Statement of Responsibility by the Board of Directors
- 286 Directors' Report
- 290 Statement by Directors
- 290 Statutory Declaration
- 291 Independent Auditors' Report
- 299 Statements of Profit or Loss
- 300 Statements of Comprehensive Income
- 301 Statements of Financial Position
- 303 Statements of Changes in Equity
- 305 Statements of Cash Flows
- 308 Notes to the Financial Statements

## 9 ADDITIONAL INFORMATION

- 404 Analysis of Shareholdings
- 406 List of Material Properties Held by the Group
- 408 Independent Assurance Report
- 412 Corporate Directory
- 413 Notice of Annual General Meeting
- 418 Statement Accompanying Notice of the 52nd AGM
- 419 Administrative Details for the 52nd AGM of Sime Darby Property Berhad
  - Proxy Form



## Cover Rationale

At Sime Darby Property, we envision a future where sustainable communities thrive and the property industry is redefined. Our unwavering Purpose to be a Value Multiplier for people, businesses, economies and the planet has fuelled our success and continues to drive us towards new heights. By emphasising diversification and value creation, we have transformed from a traditional developer into a dynamic real estate leader, embracing a comprehensive approach that encompasses development, investment, and asset management, while placing sustainability at the forefront of everything we do. Our forward-thinking approach empowers us to utilise real estate as a catalyst for shared prosperity, managing a dynamic asset portfolio that creates value for all stakeholders. We believe in building communities that thrive, not just for today but for generations to come.





DATO' RIZAL RICKMAN RAMLI

Chairman

“  
We delivered our strongest  
financial and operational  
performance to date, achieving an  
all-time high revenue of RM4.3  
billion, operating profit of  
RM899.8 million, and profit before  
tax of RM780.0 million.”

DIVIDEND PAYOUT OF

**RM204.0**  
million

RE-INCLUSION IN THE  
**FTSE4GOOD BURSA**  
**MALAYSIA INDEX** AND  
THE **FTSE4GOOD**  
**BURSA MALAYSIA**  
**SHARIAH INDEX**

COMMITTED TO  
EMBEDDING

**ESG**  
PRINCIPLES ACROSS  
OUR BUSINESS



# Message from Our Chairman

## Dear Stakeholders,

2024 was a defining year for Sime Darby Property. We delivered our strongest financial and operational performance to date, achieving an all-time high revenue of RM4.3 billion, operating profit of RM899.8 million, and profit before tax of RM780.0 million. Sales performance was equally robust, reaching RM4.1 billion and surpassing our sales target by 17%. These milestones reflect the continued success of our SHIFT25 transformation journey and reinforces our position as a leading real estate company.

These outstanding outcomes did not happen by chance. They are the result of well-planned and well-executed strategies, made possible by our people. Our financial and operational successes are a direct reflection of the collaborative effort, shared discipline, and cohesive teamwork across the organisation. We are, truly, ONE TEAM: driven by purpose, united by shared values, and committed to making a difference in every aspect of our business.

Building on this strong foundation, our disciplined focus on strengthening our core business, pursuing new growth opportunities, and expanding our recurring income base has delivered record results. Our strategic approach has delivered outstanding results over the past year, underscoring the Group's resilience and ability to adapt to an evolving market landscape.

### A SIGNIFICANT CHAPTER IN OUR TRANSFORMATION JOURNEY

The year's progress reflected the maturity of our SHIFT25 strategy, as we delivered meaningful growth across our core and emerging business segments. Our continued leadership in Property Development, supported by strong market response and successful launches — affirmed the strength of our offerings and the trust we've built with our customers.



## Message from Our Chairman



Elmina Lakeside Mall

Equally encouraging was the momentum in our Investment & Asset Management segment, which is steadily evolving into a key pillar of long-term value creation. We also advanced into new frontiers – most notably, securing RM7.6 billion in long-term leases through our entry into the high-growth data centre sector. Coupled with the expansion of our retail portfolio, these developments reinforce our strategic ambition to build a diversified and resilient business that delivers sustainable value over the long term.

These outcomes represent more than operational progress, they underscore our ability to adapt with purpose, capitalise on emerging opportunities, and advance on a clear strategic ambition: to be a leading real estate company with a well-diversified and growing portfolio.

Sustainability remains a core pillar to our long-term strategy and future relevance in a rapidly evolving industry. As market expectations shift, the demand for integrated renewable energy solutions, green-certified buildings, and low-carbon townships continues to grow. Our developments, designed with biodiversity and sustainable urban living at their foundation, are well-positioned to address these demands. Furthermore, our re-inclusion in the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index underscores our leadership in environmental, social, and governance (“ESG”) practices, enhancing our attractiveness to both local and international institutional investors.

The year 2024 was a defining chapter in our journey, marked by our recognition as Malaysia’s top property developer at The Edge Malaysia Top Property Developers Award 2024. This distinguished accolade, alongside numerous other prestigious awards, reflects the success of our transformation journey, the commitment of our people, and our aspiration to lead with purpose, innovation, and discipline.



“  
Our re-inclusion in the FTSE4Good Bursa Malaysia Index and the FTSE4Good Bursa Malaysia Shariah Index underscores our leadership in environmental, social, and governance (“ESG”) practices, enhancing our attractiveness to both local and international institutional investors.  
”

Looking ahead, Sime Darby Property is well-positioned to sustain its growth momentum and shape the future of real estate for the communities we serve. With a clear direction, sound fundamentals, and a steadfast commitment to innovation and sustainability, we are poised to be a Value Multiplier for people, businesses, economies and the planet.

## CREATING VALUE FOR THOSE WHO DRIVE OUR SUCCESS

Sime Darby Property remains committed to delivering sustainable shareholder value, as reflected in our financial performance in 2024. An exceptional Total Shareholder Return (“TSR”) of 180%, propelled by robust earnings, disciplined execution, and growing investor confidence, affirms the effectiveness of our strategy. The Group declared a total dividend of 3 sen per share, amounting to a dividend payout of RM204.0 million, while market capitalisation surged from RM4.2 billion to RM11.5 billion as of 31 December 2024, signalling the value creation through focused delivery of its strategic initiatives.

Beyond financial returns, our success is anchored by our people, who are instrumental in driving and executing the SHIFT25 strategy. To empower our workforce with the skills and agility required to meet evolving market demands, we continue to invest in building a future-ready workforce. In addition to recruiting critical expertise to support the Group’s growth, we enhanced our training initiatives in 2024, increasing training hours by 43% and launching new programmes focused on urban biodiversity, artificial intelligence, and sustainable development.

Alongside strengthening technical capabilities, we intensified engagement efforts to embed our TEAM Values and foster a progressive, collaborative culture. Through the Leadership Engagement and Action Programme (“LEAP”), we actively engaged employees on health and safety matters, providing a platform to gauge their understanding of our newly introduced Barrier Thinking approach aimed at improving their workplace risk identification and mitigation.

Furthermore, in support of employee well-being and in response to rising living costs, Sime Darby Property raised the Minimum Living Wage for our B40 group of employees by 80% – from RM1,500 to RM2,700 per month. This initiative highlights our commitment to financial stability and the well-being of our workforce, particularly those most impacted by rising living costs.

Our initiatives for the community and society at large continued to make a meaningful difference, reaching more than 664,000 individuals through contributions exceeding RM20 million. These efforts—spanning community development, education, environmental programmes, zakat contributions, and sponsorships—reflect our commitment to uplifting lives and fostering resilient, inclusive communities.



## Message from Our Chairman

### BUILDING A THRIVING AND SUSTAINABLE FUTURE

Sime Darby Property continues to evolve as a developer focused on building communities that are climate-resilient, socially inclusive, and future-ready. As sustainability becomes a defining force in real estate, we remain committed to embedding ESG principles across our business to deliver lasting value for all stakeholders. Our progress in 2024 highlights the importance of balancing growth with responsibility, advancing our Net Zero Pathway through investments in solar energy and sustainable construction to enhance environmental resilience. This reinforces our commitment to achieve Net Zero emissions by 2050, with an interim target of a 40% reduction for our Scope 1 and Scope 2 emissions by 2030.

Our approach to sustainability extends beyond carbon reduction. It focuses on conserving biodiversity, empowering communities, and building developments to thrive over the long term. By implementing green infrastructure, flood resilience measures promoting urban biodiversity corridors and integrating renewable energy solutions, we are future-proofing our townships, commercial developments, and industrial projects to ensure resilience and relevance for generations to come.

Beyond constructing buildings, our role as a developer is to create environments where communities can thrive. In 2024, we continued to support economic empowerment, education, and social well-being through initiatives that uplift lives and strengthen community ties. The Economic Empowerment Programme, for example, has provided individuals with the skills and resources to build sustainable livelihoods. Our retail and commercial developments also play a role in fostering community engagement, whether through integrated green spaces or the creation of public parks and social hubs that enhance connectivity and inclusivity across our developments. These efforts reflect our long-term vision of creating places where businesses thrive, families grow, and communities flourish.

As ESG priorities evolve, we remain committed to responsible development, upholding governance excellence, and transparent reporting, as demonstrated by our ESG ratings and continued alignment with international sustainability benchmarks. Our 'B' rating from the Carbon Disclosure Project ("CDP"), surpassing the Asia average, underscores our accountability in climate action, while recognition at The Edge Malaysia Best Managed & Sustainable Property Awards 2024 and other key wins affirm our progress. Beyond accolades, we remain focused on continuous improvement, ensuring our business decisions are guided by financial prudence, long-term value creation, and environmental responsibility to deliver lasting value for all stakeholders.

“Our progress in 2024 highlights the importance of balancing growth with responsibility, advancing our Net Zero Pathway through investments in solar energy and sustainable construction to enhance environmental resilience.”



KL East Park forest trail

## GOVERNANCE AND LEADERSHIP DEVELOPMENT

We recognise the critical role of leadership in driving the success of our SHIFT25 strategy and we continue to adopt best practices in line with the Malaysian Code on Corporate Governance (“MCCG”) and comply with the Main Market Listing Requirements (“MMLR”) by Bursa Malaysia Securities Berhad. As part of our commitment to sound governance, we conduct annual policy reviews to ensure their relevance and robustness. Notably, in November 2024, the Fit & Proper Policy was significantly updated and approved by the Nomination and Remuneration Committee (“NRC”) and the Board, broadening its scope beyond directors to include key management personnel and company secretaries. This enhancement underscores our dedication to maintaining high standards of competency and accountability across leadership roles. Furthermore, we have revisited our Human Rights and Modern Slavery Policy, with the Board Sustainability Committee (“BSC”) and Board deliberating necessary updates in February 2025.

In 2024, we strengthened leadership capabilities through comprehensive training programmes for the Board and Senior Management, equipping them with strategic insights into evolving market dynamics and governance practices. Topics covered included macroeconomic outlooks, industrial and logistics trends, generative AI, and customer experience strategies. Additionally, targeted training sessions addressed governance and risk areas such as human rights awareness, natural catastrophe analysis, and a Board-level cybersecurity workshop. PwC led sessions on sustainability reporting, tax developments, and corporate reporting updates, while a dedicated Occupational Safety and Health Act (“OSHA”) session enhanced workplace safety awareness.

As part of our succession planning and commitment to cultivating a diverse and skilled Board, the Board approved the appointment of Datuk Ir. Ho Hon Sang as an Independent Non-Executive Director and Audit Committee Member, effective 1 January 2025. This decision, made on 20 November 2024, reflects our dedication to ensuring strong governance and strategic oversight. The Board continues to prioritise diversity, with four female leaders contributing to a balanced representation of perspectives and expertise that supports robust decision-making.

## ACKNOWLEDGEMENTS

Reflecting on a year of remarkable financial and operational performance, I extend my deepest appreciation to everyone who has contributed to Sime Darby Property’s success. To our shareholders, your trust and confidence have been the cornerstone of our growth. To our Board of Directors, your strategic insight and unwavering commitment to governance have been instrumental in shaping our direction. And to our management team and employees – your dedication, resilience, and collective effort have been the driving force behind our achievements.

We are also immensely grateful for the support of government ministries, state governments, and regulatory bodies, whose collaboration has empowered us to navigate opportunities and challenges with confidence. Our sincere appreciation extends to our strategic partners and vendors, whose contributions have been essential to our operations and growth initiatives. To our tenants, customers, and the communities we serve, your continued trust and engagement motivate us to innovate and create developments that enrich lives and shape vibrant, sustainable spaces for the future.

With the collective strength of our people and stakeholders, Sime Darby Property is well-positioned to continue its growth journey. As we move forward, we remain focused on advancing our SHIFT25 strategy with discipline and agility, unlocking new opportunities, creating long-term value, and driving sustainable development that benefits all our stakeholders, communities, and the broader ecosystem in which we operate.

**DATO’ RIZAL RICKMAN RAMLI**  
Chairman



## Dear Stakeholders,

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

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

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

### DEFINING MILESTONES AND ACHIEVEMENTS

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

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

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

REVENUE

**RM4.3** billion

OPERATING PROFIT

**RM899.8**  
million

PROFIT BEFORE TAX

**RM780.0**  
million

SALES

**RM4.1** billion

**DATO' SERI AZMIR MERICAN**

Group Managing Director &amp; Chief Executive Officer

“

Our record performance in 2024 underscores our disciplined business and financial planning over the preceding years, anchored by our SHIFT25 strategy, which continues to serve as a solid foundation for sustainable growth. ”

# Group Managing Director & Chief Executive Officer's Review



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

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

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

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

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

### NAVIGATING MARKET TRENDS TO DRIVE STRATEGIC GROWTH

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

“In 2024, we were named Malaysia's No. 1 Property Developer at The Edge Malaysia Top Property Developers Awards 2024, a recognition complemented by numerous prestigious accolades.”



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

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

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

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

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



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

Aerial view of Elmina Business Park



# Group Managing Director & Chief Executive Officer's Review

## PROPERTY DEVELOPMENT SEGMENT REVIEW

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

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

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

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

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

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

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

## INVESTMENT & ASSET MANAGEMENT SEGMENT REVIEW

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

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

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



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

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

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

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

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

## LEISURE SEGMENT REVIEW

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

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

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

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



# Group Managing Director & Chief Executive Officer's Review

## OUR ROBUST GROWTH AND FINANCIAL STRENGTH

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

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

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

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

## NURTURING A FUTURE READY WORKFORCE

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

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

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

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

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

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

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

## DRIVING GROWTH THROUGH DIGITAL INNOVATION

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

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

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

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

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

## ADVANCING SUSTAINABILITY AND CLIMATE ACTION

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

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

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

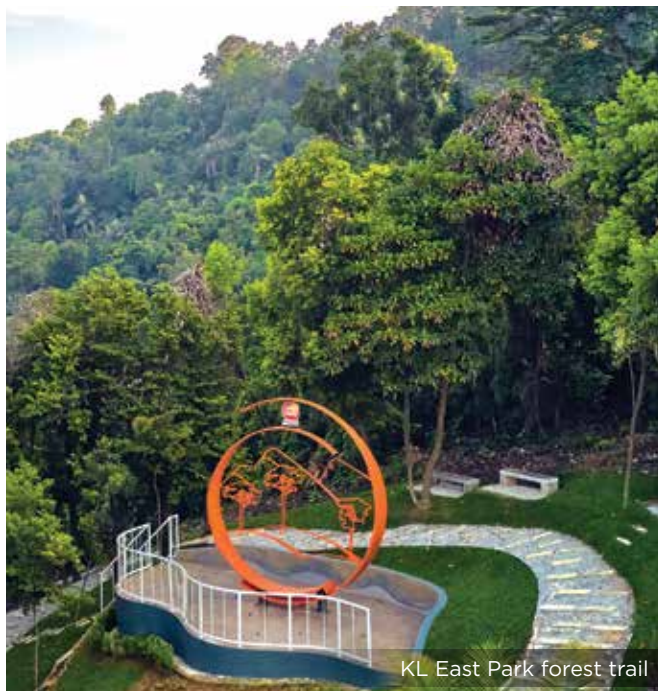
Our leisure operations continued to integrate sustainability initiatives, prioritising carbon reduction measures, enhanced safety protocols, and food waste management systems through composting. Additionally, KLGCC is exploring the development of a wildlife tunnel as part of its broader biodiversity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

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

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

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

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



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

### EMBEDDING A CULTURE OF SAFETY

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

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

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

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

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



## A POSITIVE OUTLOOK

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

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

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

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

## ACKNOWLEDGEMENTS

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

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

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

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

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

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

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

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

### DATO' SERI AZMIR MERICAN

Group Managing Director & Chief Executive Officer

# Who We Are

With over 50 years of experience in developing sustainable communities, Sime Darby Property ("the Group") is proud to be recognised as Malaysia's leading property developer. To date, we have built more than 100,000 homes across 25 active townships and developments, with extensive operations and assets across the country. Expanding beyond the Malaysian market, we have established a presence in the United Kingdom through our involvement in a Malaysian consortium that successfully redeveloped the iconic Battersea Power Station in Central London.

In addition to residential and integrated developments, the Group has built a strong foothold in the industrial and logistics sector across three Malaysian states. Our industrial developments can be found in Bandar Bukit Raja, Elmina Business Park and Serenia City in Selangor; Nilai Impian and Hamilton Nilai City in Negeri Sembilan; and Bandar Universiti Pagoh in Johor. Through strategic partnerships with global players such as LOGOS SE Asia Pte Ltd ("LOGOS Property"), now part of ESR Group, Mitsui & Co Ltd ("Mitsui") and Mitsubishi Estate Co Ltd ("Mitsubishi Estate"), we have established world-class industrial and logistics facilities, highlighted by the E-Metro Logistics Park in Bandar Bukit Raja. Additionally, in our Leisure segment, the Group is the proud owner of the Kuala Lumpur Golf & Country Club, one of the region's most prestigious golf clubs.

The Group remains deeply committed to making a positive impact on society. In partnership with our philanthropic arm, Yayasan Sime Darby ("YSD"), we actively and continually implement various social welfare initiatives to support underprivileged communities within and around our townships.

As of March 2025, the Group holds approximately 13,800 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 commercial, retail, education and industrial segments.



## MARKET CAPITALISATION

**RM11.5** billion as of 31 Dec 2024



## TOTAL ASSETS

**RM16.5**  
billion as of 31 Dec 2024



## TOTAL SALES

**RM4.1**  
billion as of 31 Dec 2024

## Our Purpose

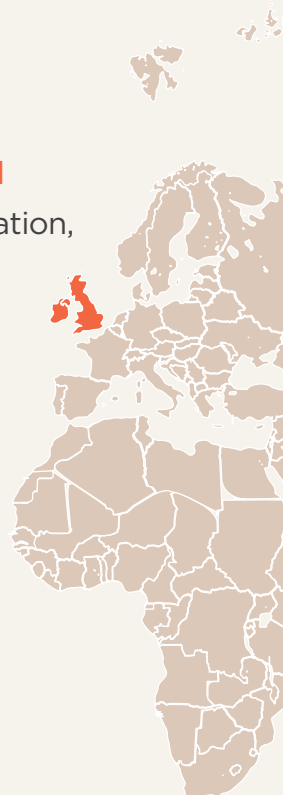
To be a **Value Multiplier** for **people, businesses, economies and the planet.**

## Our Presence



### UNITED KINGDOM

Battersea Power Station,  
Central London





## 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**.



**MALAYSIA**

## Our Core Values

**T**

**T**ogether  
We Do  
What's Right

**E**

We Lead  
with  
**E**xcellence

**A**

We  
Embrace New  
**A**pproaches

**M**

We **M**ake  
Things  
Happen



## ATTRACTIVE INVESTMENT PROPOSITION

### Business Highlights



Sales Achievement of

**RM4.1**

BILLION

Exceeded Sales Target of RM3.5 billion



Number of Units Sold:

**2,989**

UNITS

(2023: 3,070 units)



Announced the development of 2 hyperscale data centres, securing a lease value of

**RM7.6 billion**



Delivery of Completed Units:

**2,346**

UNITS

(2023: 3,440 units)



FTSE4Good

Re-inclusion into the

**FTSE4Good Bursa Malaysia Index** and **FTSE4Good Bursa Malaysia Shariah Index**



**Positive leasing momentum in E-Metro Logistics Park**, with the occupancy rate for Metrohub 1 and 2 reaching

**68% and 73%**, respectively

(as of 24 February 2025)



Received a **Gold Award** in the 'Companies with RM2 billion to RM10 billion in Market Capitalisation' category at the **National Annual Corporate Report Awards 2024**



Sime Darby Property retains **AA+<sub>IS</sub> Rating** for fourth consecutive year on **Sukuk Musharakah Programme** with stable outlook by MARC

### Financial Highlights



Revenue

**RM4,250.8**

MILLION

(2023: RM3,436.9 million)



Gross Profit

**RM1,356.5**

MILLION

(2023: RM1,009.0 million)



Profit Before Tax

**RM780.0**

MILLION

(2023: RM610.3 million)



Profit After Tax and Minority Interest

**RM502.2**

MILLION

(2023: RM407.9 million)



Total Equity

**RM10,497.0**

MILLION

(2023: RM10,283.5 million)



Gross Gearing Ratio

**30.4%**

(2023: 28.6%)



Net Assets per Share Attributable to Owners of the Company

**RM1.51**

(2023: RM1.48)



Dividend Declared

**RM204.0** MILLION

**3.0** Sen Per Share;

**40.6%** Payout Ratio  
(FY2023: 2.5 sen per share; 41.7% payout ratio)



Operating Profit

**RM899.8**

MILLION

(2023: RM606.4 million)



Cash Position

**RM640.4**

MILLION

(2023: RM602.6 million)



Net Gearing Ratio

**24.3%**

(2023: 22.7%)

## Sustainability Highlights

**B rating**

in the CDP (Carbon Disclosure Project)

**★★★ 3 Star**

FTSE4Good Bursa Malaysia Index

**Silver Award**

FIABCI World Prix d'Excellence Awards (Elmina)

**90.3%**

of operations assessed for biodiversity risks



**30,100**

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



Planted

**1,450 trees**

along a 500-metre stretch of the Elmina Urban Biodiversity Corridor



**50%**

waste diversion rate



**9**

rooftop solar photovoltaic installed with capacity of 603 kWp



**0.26%**

Lost Time Injury Frequency Rate



**106,130 hours**

of learning and training recorded



**983**

Employees trained in health and safety (138% increase from 2023)



**33%**

female board members



**44%**

female representation in the workforce



More than **70,000** beneficiaries of community programmes and spaces, with a total economic spend of

**RM20.8** MILLION

# Awards & Recognitions

## ● The Edge Property Excellence Awards 2024

- The Edge Malaysia Top Property Developers Awards 2024 – Ranked 1st Overall
- The Edge Malaysia Top Property Developers Awards 2024 – Best in Qualitative

## ● StarProperty Real Estate Developer Awards 2024

- All-Stars Award – Ranked 1st
- StarProperty Readers' Choice – Most Preferred Developer (Top 3)
- StarProperty Readers' Choice – Newsmaker of the Year (Top 3)

## ● Putra Brand Awards 2024

- Platinum Award (Property)

## ● Malaysia Developer Awards 2024

- Top-of-the-Charts (RM1 Billion Market Cap and Above) – Ranked 1st
- Best in Quantitative (RM1 Billion Market Cap and Above)

## ● BCI Asia Awards 2024

- Top 10 Developers (Malaysia) Award

## ● PropertyGuru Asia Awards 2024

- People's Choice Award

## ● National Annual Corporate Report Awards 2024

- Gold: Excellence Awards (Companies with RM2 Billion to RM10 Billion in Market Capitalisation) – Integrated Annual Report 2023

## ● Malaysia Landscape Architecture Awards 14

- Best Client Award

## ● ARC Awards 2024

- Bronze: PDF Version of Annual Report (Combined Annual & Sustainability Report: Traditional) – Integrated Annual Report 2023

## ● SEEK People and Purpose Awards 2024

- Platinum: Real Estate & Construction

## ● TalentCorp Life At Work Awards 2024

- Best Organisation (Public Listed Company) – 1st Runner-Up





# Our Competitive Advantage

## Strategic development regions

We have 25 active townships across the Klang Valley, Negeri Sembilan and Johor, with more than RM100 billion in remaining GDV, alongside our ongoing development of the iconic Battersea Power Station in Central London.

## Over 50 years of experience

Our reputation and expertise as the nation's leading master developer have enabled us to create strategic, sustainable townships and communities for over half a century.

## 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

Driven by our Purpose, we aim to multiply value 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 our commitment to spearheading corporate sustainability across the industry.

## Indices Representation & Credit Ratings



# What We Do:

## Core Business Segments



Elmina Ridge, City of Elmina

### PROPERTY DEVELOPMENT

With over five decades of experience in shaping sustainable communities, we have built a legacy of excellence in planning, executing, and delivering high-quality products and developments. Our expertise spans a diverse range of property sectors, from landed and high-rise residential properties, in both affordable and luxury segments, as well as dynamic commercial hubs, thriving industrial and logistics spaces, and other specialised developments tailored to evolving market needs.

Our dedication to creating vibrant, well-connected communities is reflected in our portfolio of both established and emerging townships across Malaysia. Among our most iconic developments are Subang Jaya, Ara Damansara, Melawati, and Bukit Jelutong, which have grown into thriving, self-sustaining neighbourhoods.

Beyond these established townships, we continue to drive new growth in key developments such as the City of Elmina, Bandar Bukit Raja, KLGCC Resort, Putra Heights, and Serenia City in the Klang Valley, as well as in Negeri Sembilan and Johor with townships such as Nilai Impian, Hamilton Nilai City, Bandar Ainsdale, and Bandar Universiti Pagoh.

SEGMENT  
REVENUE

**RM4.0**  
billion

TOTAL  
SALES

**RM4.1**  
billion

NO. OF  
UNITS SOLD

**2,989**

### INVESTMENT & ASSET MANAGEMENT

Our Investment & Asset Management (“IAM”) segment focuses on generating recurring income streams through the development, ownership, and operations of investment-grade assets, as well as formation of real estate funds. With a presence across Malaysia, the United Kingdom, and Singapore, IAM manages a diversified portfolio of retail, commercial/office, education and industrial assets.

Notable achievements include raising over RM1 billion for the inaugural Industrial Development Fund in a joint venture with LOGOS Property, now part of ESR Group. The venture’s first development, Metrohub 1 and 2 in Bandar Bukit Raja, has been successfully completed, offering world-class facilities for stakeholders and investors. The segment has also secured two build-to-suit lease agreements for the development of hyperscale data centre projects in Elmina Business Park, valued at a combined RM7.6 billion, marking an entry into the rapidly growing asset class.

In retail, our second wholly-owned mall, Elmina Lakeside Mall, has achieved 100% committed occupancy, following the success of KL East Mall. A third wholly-owned mall, KLGCC Mall, is set to launch in the second half of 2025 with five anchor tenants secured.

Additionally, Sime Darby Property’s investment asset portfolio encompasses the iconic Battersea Power Station in Central London and a Concession Arrangement business, managing campuses within the Pagoh Education Hub.



TOTAL NUMBER  
OF ASSETS  
OWNED/MANAGED

**33**

TOTAL NET  
LETTABLE AREA

**7.8**

million sq. ft.



Kuala Lumpur Golf & Country Club

## LEISURE

The Leisure segment of our business owns and manages Malaysia's premier golf and country club, the iconic Kuala Lumpur Golf & Country Club ("KLGCC"). Located in a serene and verdant region of Bukit Kiara, Kuala Lumpur, this world-class club boasts a 36-hole tournament-standard course and is a regular venue for high-profile golf tournaments, including the prestigious LPGA-sanctioned Maybank Championship.

In addition to KLGCC, the segment manages the Impian Golf & Country Club ("IGCC") in Kajang, the Sime Darby Convention Centre ("SDCC")—a renowned venue for meetings, conferences, events and exhibitions—and the Bayuemas Sports and Events Complex, which features a cricket field that hosts both local and international matches.

**KLGCC is ranked 76th in the top 150 platinum golf & country clubs of the world for 2024-2025**

**KLGCC is the first and only certified Audubon Cooperative Sanctuary golf club in Malaysia**



Elmina Lakeside Mall



# Group Corporate Structure

## - Operating Entities



### MALAYSIA: WHOLLY-OWNED SUBSIDIARIES

- Harvard Golf Resort (Jerai) Berhad
- Harvard Hotel (Jerai) Sdn Bhd
- Impian Golf Resort Berhad
- Kuala Lumpur Golf & Country Club Berhad
- MVV Holdings 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 (BBR3 Asset 1) Sdn Bhd
- Sime Darby Property (Australia) MY Holdings Sdn Bhd Group
- 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 (Bukit Jelutong) Sdn Bhd
- Sime Darby Property (Bukit Raja) Sdn Bhd
- Sime Darby Property (Bukit Subang) Sdn Bhd
- Sime Darby Property (Bukit Tunku) Sdn Bhd
- Sime Darby Property (BUP Asset I) Sdn Bhd
- Sime Darby Property (Chemara) 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 (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 (Glades) Sdn Bhd
- Sime Darby Property (Golfhome) Sdn Bhd
- Sime Darby Property (Golftek) Sdn Bhd
- Sime Darby Property (Ironwood) 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 (Lagong) 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 (MVV Central) 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 (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 Capital Partners Sdn Bhd (formerly known as SD Property RE Ventures Sdn Bhd)
- Sime Darby Property Holdings Sdn Bhd
- Sime Darby Property Management Sdn Bhd
- Sime Darby Property Oasis (Holding) Sdn Bhd Group
- Sime Darby Property Pasir Gudang (Holdco) Sdn Bhd Group
- Sime Darby Property Sepang DC (Holdco) Sdn Bhd Group
- Sime Darby Property Selatan (Holding) 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

- Sime Darby Nilai Utama Sdn Bhd
- Sime Darby Property Selatan Sdn Bhd Group

### MALAYSIA: JOINT VENTURES

- PJ Midtown Development Sdn Bhd
- Seed Homes Lagenda 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 (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 full list of entities as at 31 December 2024, please refer to pages 393 to 402, Note 44 List of Subsidiaries, Joint Ventures and Associates

# Our Distinctive Developments



Laman Lakeside, Bandar Bukit Raja

## TOWNSHIP DEVELOPMENTS

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



Triara, Ara Damansara

## INTEGRATED DEVELOPMENTS

- Ara Damansara, Petaling Jaya
  - Cantara Residences
  - Maya Ara Residences
  - TRIARA Residences
- KL East, Kuala Lumpur
  - East 57
  - The Ridge
  - The Reya
  - The Veo
- Melawati, Ampang Jaya
  - Park One
  - Melawati Corporate Centre
  - Serini
- Saujana Impian, Kajang
- USJ Heights, Subang Jaya
- Putra Heights, Subang Jaya
  - The Serenade
  - Serasi Residences
  - Damayan Residences
- SJ7, Subang Jaya
  - Hype Residences
- Subang Jaya City Centre ("SJCC"), Subang Jaya
  - Aurora
  - Lot 15
  - Teja Residences





The Opera, KLGCC Resort

## SIGNATURE/NICHE DEVELOPMENTS

- KLGCC Resort, Kuala Lumpur
  - Jendela Residences
  - Senada Residences
  - The Opera
- Chemara Hills, Seremban
- Planters Haven, Nilai

**25\***  
Township, Integrated  
and Signature/Niche  
Developments

\* including JV developments

Approximately  
**13,800**  
Acres of Available  
Land Bank



Radia, Bukit Jelutong

## JOINT VENTURE DEVELOPMENTS

- PJ Midtown, Petaling Jaya
- Radia, Bukit Jelutong

**RM114 billion**  
Total Estimated Gross  
Development Value ("GDV")

# 2024 Significant Events



The Elmina Rainforest Knowledge Centre ("ERKC") earns accolades in the "Environmental Category" at the FIABCI Malaysia Property Award 2023



SDPLOG, the joint venture between Sime Darby Property and LOGOS, achieves RM1 billion target in Final Close of its Industrial Development Fund ("IDF")

18 JANUARY 2024

11 MARCH 2024

23 MAY 2024

27 MAY 2024

Sime Darby Property's highly successful 'Great Deals' sales campaign achieves RM1.1 billion in sales bookings



Sime Darby Property announces the development of a hyperscale data centre at the Elmina Business Park







Elmina Lakeside Mall, Sime Darby Property's second wholly-owned mall, officially opens its doors to visitors



Sime Darby Property is named the top property developer at the prestigious The Edge Malaysia Top Property Developer Awards 2024

11 JULY 2024

22 AUGUST 2024

2 OCTOBER 2024

18 NOVEMBER 2024

Sime Darby Property and Tenaga Nasional Berhad's ("TNB") subsidiary, GSPARX Sdn Bhd, launch a joint venture to promote sustainable renewable energy initiatives in Malaysia

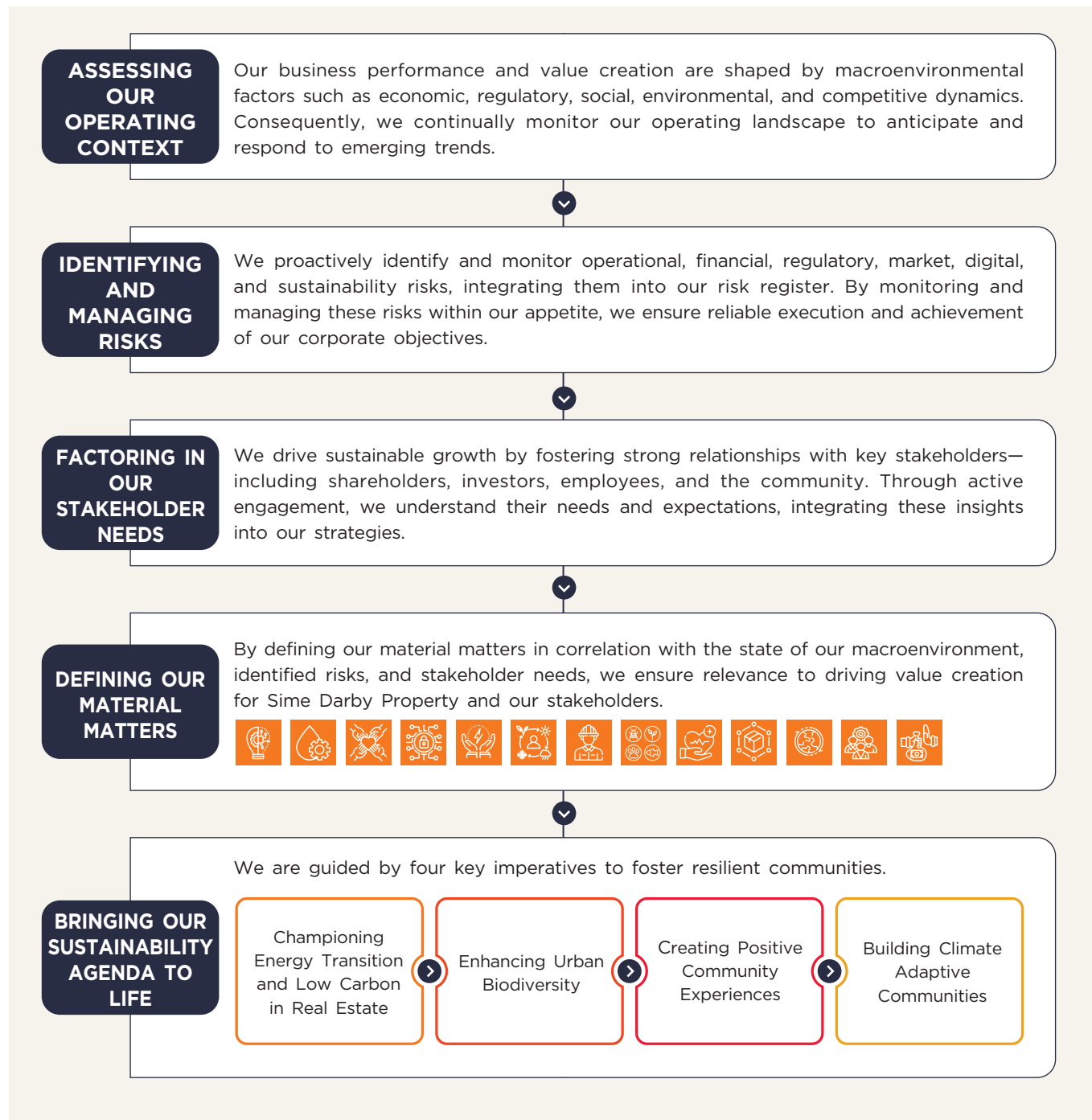
The hyperscale data centre at Elmina Business Park officially breaks ground





# Our Approach to Value Creation

To fulfil our Purpose 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.



## TAKE STOCK OF OUR CAPITALS

Our six capitals represent the resources that we have and use to drive our business and create value. Effective management and access to these six capitals are critical to managing every aspect of the business.



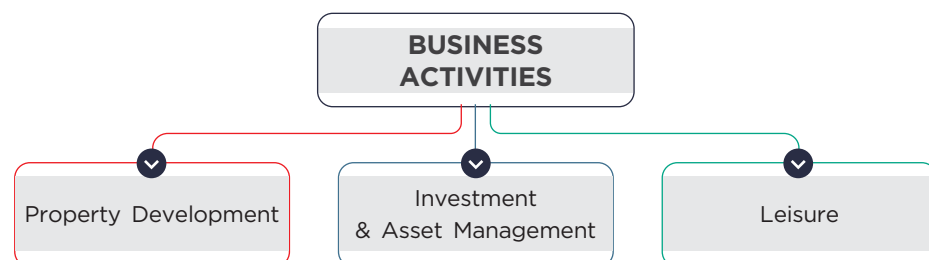
## PLAN OUR STRATEGY

Consolidating our risks and opportunities, our material matters and capitals, we outlined our SHIFT25 strategy to transform Sime Darby Property from a pure-play property developer to one of Malaysia's leading and most admired real estate players by 2025 with diversified income streams.

## OUR INTEGRATED BUSINESS MODEL

Through our business model, we develop, own and manage a thriving asset portfolio that creates value for all stakeholders.

Leveraging upon our expertise and extensive land holdings, we focus on our core business in Property Development, Investment & Asset Management, and Leisure. Our approach is underpinned by robust governance, aimed at fulfilling both customer and market demand. In being a *Force for Good*, we are committed to the environmental preservation and urban biodiversity conservation while striving to generate value for all stakeholders.



# Our Value Creating Business Model

## PURPOSE

To be a Value Multiplier for people, businesses, economies and the planet

## OUR CAPITALS

### INPUTS



#### MANUFACTURED CAPITAL

- Approximately 13,800 acres of land owned, primarily located in the Klang Valley, Negeri Sembilan, and Johor
- 25 active townships and integrated developments
- 33 various assets owned and managed
- 4 leisure assets



#### FINANCIAL CAPITAL

- Prudent in protecting the Group's financial position through optimal liquidity management and efficient capital structure
- Shareholders' fund of RM10.3 billion
- Cash balances of RM640.4 million
- Total debt of RM3.1 billion



#### HUMAN CAPITAL

- 1,638 employees within the organisation
- 721 female employees (44%)
- 917 male employees (56%)
- RM5.9 million\* invested in Learning & Development programmes



#### SOCIAL AND RELATIONSHIP CAPITAL

- Number of volunteers in 2024: 757 volunteers
- Total number of registered vendors: 2,779 vendors (as at 31 December 2024)
- Empowering local communities
- Embracing sustainable development and responsible ESG practices
- High levels of integrity, trust and transparency in our communications with key stakeholders
- Eminent brand and market presence, as a reputable, ethical and widely trusted brand



#### NATURAL CAPITAL

- Community partnerships to deliver high impact social initiatives
- Established Elmina Living Collection Nursery ("ELCN")
- Established Urban Biodiversity Framework and guidelines to integrate biodiversity initiatives at all project stages
- Launched the Elmina Urban Biodiversity Corridor ("EUBC") to rehabilitate ecological connectivity along Sungai Subang
- Promoting sustainable energy practices of renewable energy, water-efficient fittings, and energy-efficient equipment
- Ongoing environmental preservation efforts



#### INTELLECTUAL CAPITAL

- Deployed Robotic Process Automation ("RPA") solutions within our Enterprise Resource Planning ("ERP") Finance Modules to improve operations efficiency
- Integrated our ERP, e-Procurement and project collaboration platform to streamline property development processes
- Integrated our Online Booking System ("OBS") into the Sales Back Office ("SBO") to create seamless buying experience for customers
- Rolled out the Sime Darby Property App ("SDP App") to offer a better customer engagement and experience

\* Includes HRDF contribution

## ...ENABLE VALUE-ADDING

### GLOBAL MEGATRENDS

- Identifying Emerging Trends at Regional and National Levels
- Meeting Demands for Sustainable Urban Planning
- Adapting to Evolving Societal Expectations
- Employing New Tools to Enhance Sustainability, Efficiency and Customer Experience
- Managing Higher Stakeholder Expectations

### KEY STRATEGIC PRIORITIES

- Expanding Recurring Income
- Achieve Cost & Operational Efficiencies
- Improve Organisational Effectiveness
- Launch New Growth Areas
- Embark on Digital Transformation

### KEY RISKS

- Market Risk
- Development and Product Strategy
- Project Development and Execution
- Safety and 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

### KEY MATERIAL MATTERS

#### Economic

- Innovation

#### Environment

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

#### Social

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

#### Governance

- Data and Cybersecurity
- Anti-Bribery and Corruption



## GOVERNANCE

Supported by strong governance and effective Board leadership



## 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



## ACTIVITIES THAT CREATE...

## ... VALUE FOR OUR STAKEHOLDERS

### OUTPUTS

#### Our End Products

- Township & Integrated Development
- Investment & Asset Management
- Leisure Operations
- Active Land Bank Management
- Robust Capital Management
- Strong Financial Discipline
- Sustainable Talent & Performance Management
- Effective Governance
- Corporate Sustainability Strategy
- Sustainable Procurement
- Product & Digital Innovation

#### Waste and Emissions

- Total Operational Carbon Emissions of 16,973 tCO<sub>2</sub>e for Scope 1 and Scope 2 emissions with Green Energy Tariff (2023: 16,387 tCO<sub>2</sub>e)
- 30,633 tonnes of total waste generated across operations (2023: 14,402 tonnes)
- 50% waste diversion from landfill rate (2023: 25%)

### OUTCOMES



#### MANUFACTURED CAPITAL

- 2,346 units delivered over 30 phases
- RM4.2 billion of GDV launched
- Total unbilled property sales of RM3.7 billion
- Achieved sales of RM4.1 billion (2023: RM3.3 billion)



#### FINANCIAL CAPITAL

- Revenue of RM4,250.8 million (2023: RM3,436.9 million)
- PATAMI of RM502.2 million (2023: RM407.9 million)
- 40.6% dividend payout ratio (2023: 41.7%)
- Net gearing ratio of 24.3% (2023: 22.7%)



#### HUMAN CAPITAL

- Conducted 5,638 hybrid learning programmes on leadership/soft skills, customer service excellence, sustainability, and technical skills (2023: 4,217)
- 106,130 total learning hours in 2024 (2023: 74,072)
- Strengthened organisational culture and safety commitment by embedding TEAM values, leadership-driven LEAP initiatives and holistic assessments
- 33% female representation at the board, and 46% of women in C-suite positions
- Employees' salaries & benefits: RM306.8 million



#### SOCIAL AND RELATIONSHIP CAPITAL

- Made approximately RM19 million worth of charitable contributions (2023: RM12 million)
- Volunteered 2,878 hours for the community (2023: 2,941 hours)
- Total socioeconomic spend in 2024: RM20.8 million (2023: RM15.6 million)
- More than 70,000 beneficiaries of community programmes and spaces
- More than 60 organisations supported through donations and sponsorships (2023: 50 organisations)
- RM1.9 million in community investments made
- Paid RM262.4 million in government tax
- Approximately RM2.9 billion spent on local vendors to generate revenue, supporting national economic growth
- Customer Net Promoter Score of 74%
- RM448.4 million gained in Public Relations ("PR") value



#### NATURAL CAPITAL

- 4% increase in operational carbon (Scope 1 and Scope 2) from 16,387 tCO<sub>2</sub>e in 2023 to 16,973 tCO<sub>2</sub>e in 2024 (with Green Energy Tariff)
- 50% of waste diverted from landfill
- Piloted zero waste to landfill initiatives in KLGCC and in Putra Heights
- 30,100 Endangered, Rare & Threatened ("ERT") trees planted in 2024 (2023: 26,085)
- 155,349 trees planted at our townships and developments since 2011 (2023: 143,679)
- Initiated a riverine corridor restoration effort (Elmina Urban Biodiversity Corridor) by planting 1,450 trees along a 500 metre river bank
- 201 bird species recorded, including 24 threatened species
- 39 mammal species recorded, including 20 threatened species
- 70 reptile and amphibian species recorded, including 4 threatened species
- Established Urban Biodiversity Framework and Guideline
- Enhanced the Integrated Waste Management Guideline
- Subscribed to TNB's Green Energy Tariff to reduce carbon footprint, sourcing 1,171 MWh of green energy



#### INTELLECTUAL CAPITAL

- Achieved a QCLASSIC Score of 81%
- Implementation and deployment of e-invoicing across our systems
- Implementation and deployment of an ESG digital dashboard
- Increased working flexibility by empowering more than 800 employees to work from home ("WFH") at any time
- Digitalisation of Quality Management processes for all new project handovers (homes)
- Improved cybersecurity through assessments, learning and simulation exercises
- Enhanced customer experience and sustainability by collaborating with the Ministry of Housing and Local Government to implement the Housing Integrated Management System ("HIMS")
- Facilitated a smooth digital transition through targeted change management initiatives

# Stakeholder Engagement & Value Creation

To fully comprehend the issues that matter to our stakeholders, we engage with them regularly to understand and address their concerns and expectations. These interactions build stronger relationships and provide valuable insights into their diverse priorities. This approach empowers us to define our material matters accurately and align our strategies with stakeholder needs, ultimately maximising value for all parties connected to our business.

## FREQUENCY OF ENGAGEMENT

**A** Annually **Q** Quarterly **M** Monthly **W** Weekly **D** Daily **O** Ongoing **OR** On Request **R** Regularly **P** Periodically

## CUSTOMERS

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

### Purpose for Engagement (Why We Engage)

Engaging with existing and potential customers is crucial for understanding their needs and anticipating market trends. By integrating their insights into our product designs and promotional strategies, we can exceed expectations and sustain demand for our developments and homes

### Channel and Frequency of Engagement (How We Engage)

- O** Online Booking System (“OBS”) platform
- O** Physical sales and marketing initiatives
- O** Website, call centre and social media channels
- O** High-5 and Quick-Fix initiatives (upon handover of keys)
- O** Net Promoter Score (“NPS”) surveys
- P** 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

## CUSTOMERS (continued)

Key Concerns Raised	Responses
Continuous engagement and effective resolution of property-related issues.	<ul style="list-style-type: none"> <li>Regular meetings with management bodies and residents' associations, as well as: <ul style="list-style-type: none"> <li>Dedicated personnel for each township and development to serve as community liaisons; and</li> <li>A Quick-Fix programme to promptly resolve issues faced by residents after moving into their new homes.</li> </ul> </li> </ul>
Provision of community facilities that promote healthy and sustainable lifestyles.	<ul style="list-style-type: none"> <li>Integrate placemaking features such as jogging and bicycle tracks, community parks, and many more elements to enhance lifestyles. We have also opened KL East Park to the public, offering a biodiverse environment with thriving flora and fauna for visitors to enjoy.</li> </ul>
Eco-efficient townships and homes, with safe amenities.	<ul style="list-style-type: none"> <li>Utilise green label construction materials, including FSC-certified doors and timber flooring. We also provide homebuyers with the option to install solar panels and water-saving fittings. Additionally, we have implemented a Tree-to-Tree replacement policy, focusing on planting endangered, rare, and threatened ("ERT") species.</li> </ul>

### Risks

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

### Opportunities

- Staying ahead of market trends enables us to maintain our competitive edge and industry leadership.
- Incorporating sustainability-focused elements promotes environmentally conscious lifestyles within our communities.

### Value Created for Stakeholders

- Safe and sustainable products that meet their lifestyle aspirations.
- Facilities and amenities that support thriving communities.
- High levels of customer service and product quality.

### Value Created for Sime Darby Property

- Continuous and sustainable demand for our projects and new products.
- Enhanced recognition as a trusted and reliable developer.
- Strengthened collaboration with customers towards fostering sustainable communities.

### Business Initiatives

- Promoting the PRIME membership to increase awareness of new deals and product launches.
- Establishing a strategic partnership with Maybank for a seamless home financing experience via the OBS.
- Engaging regularly with potential and existing customers through project launches, community events, forums, and customer satisfaction surveys.

### Value Creation Indicators, Highlights and Achievements

- Monitoring the positive or negative customer feedback trends, benchmarking against KPIs such as NPS. In 2024, our NPS was 74%.
- Tracking customer footfall and their participation in our placemaking activities.
- Tracking the total number of bookings.
- Volume of customer complaints.
- Number of available touchpoints.

#### MATERIAL MATTERS



#### CAPITALS





# 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 its long-term vision and mission.

### Purpose for Engagement (Why We Engage)

We actively engage with our employees to foster a sense of belonging and ownership in their roles, promoting a high-performance culture. Additionally, we prioritise gathering feedback on their key concerns, leveraging these insights to enhance our talent management strategies.

### Channel and Frequency of Engagement (How We Engage)

<b>M</b> Intra - and interdepartmental meeting	<b>O</b> A Day with HR roadshow
<b>W</b> Email announcements	<b>O</b> Jalinan Nurani digital platform
<b>Q</b> Newsletters	<b>O</b> Company-wide and departmental engagement activities
<b>O</b> Viva Engage digital employee engagement platform	<b>R</b> Skip-Level Meetings
<b>P</b> Individual performance reviews	<b>M</b> Structured onboarding programme for new hires
<b>O</b> Knowledge sharing session by leaders & subject matter experts	<b>O</b> Speak Up Forum
<b>A</b> Focus group discussions	<b>A</b> Mental Health First Aider certification
<b>Q</b> Company Townhalls	<b>A</b> Annual Management Dialogue
<b>O</b> Volunteering opportunities	

Key Concerns Raised	Responses
Fair and competitive career promotion opportunities.	<ul style="list-style-type: none"> <li>Provide training and project assignments that enhance employees' skills in alignment with business objectives.</li> <li>Establish an internal mobility framework.</li> </ul>
Employee well-being and wellness.	<ul style="list-style-type: none"> <li>Utilise the Jalinan Nurani platform to assist employees and their family members with mental or physical health concerns.</li> <li>Provide monetary relief for those facing unfortunate and unforeseen tragedies.</li> <li>HR Practitioners certified as Mental Health First Aider provide first line of aid to employees requiring medical assistance from mental health professionals</li> <li>Organise employee well-being programmes and webinars on topics such as healthy eating habits, using supplements properly, battling burnout and reducing the risk of breast cancer, among others.</li> <li>Introduce Group-wide sports and outdoor events to promote active lifestyles and healthy competition.</li> </ul>
Preserving a healthy work-life balance.	<ul style="list-style-type: none"> <li>Introduced flexible work arrangements for all eligible employees.</li> </ul>
Better understanding of safety & sustainability issues and how employees may contribute to organisational efficiencies	<ul style="list-style-type: none"> <li>Educate employees on sustainability through internal communication channels and e-learning platforms.</li> <li>Engage employees in sustainability initiatives like HSSE and Sustainability Day programmes.</li> <li>Enhance work processes and digitalisation through Project "WOW" (War on Waste).</li> <li>Develop Green Belt Lean Six Sigma practitioners, with the pilot batch successfully completed.</li> <li>Promote energy-saving practices by installing sensor lighting and reducing appliance usage at the workplace.</li> <li>Rolled-out e-learning on sustainability topics for all employees to learn on-the-go.</li> </ul>

## EMPLOYEES (continued)

### Risks

- Without the right work culture and competencies, we may hamper our efforts to attain our SHIFT25 goals.
- Inability to attract and retain high-quality talent.
- Increased employee dissatisfaction rate.
- Increased turnover rate.
- Employee morale and productivity will be impacted.
- Disengaged employees may tarnish the company's reputation by sharing their negative experiences.

### Value Created for Stakeholders

- Competitive remuneration and benefits.
- Providing purposeful work that contribute to the greater good of communities.
- Professional development opportunities.
- Safe and conducive working environment with effective welfare management.
- Equal opportunities within an inclusive work culture.
- Opportunity to contribute towards a more sustainable environment.

### Business Initiatives

- Employee engagement survey.
- Management Associate Programme.
- Employee engagement and wellness programmes.
- Flexible work arrangements and policy.
- TEAM badges for recognition.
- TEAM Values workshops.
- Mental Health awareness and support.
- Channels for employees to share feedback, such as our Speak Up Forum and Skip Level meetings.
- Onboarding programme for new hires.
- Scholarship for employees and their children.
- Flexible workspaces for collaboration.
- Employee recognition initiatives.
- Tailored talent and successors development programmes.
- Field trips (site visit) for Talents.
- Minimum living wage initiatives.

### Opportunities

- Ongoing engagement with employees fosters alignment with our Purpose, Vision, Mission and Values ("PVMV"), driving performance excellence in support of our business and sustainability goals.
- Effective employee engagement and management strategies help us attract and retain top industry talent.
- Digitalising HR processes enhances productivity and operational efficiency.

### Value Created for Sime Darby Property

- Enhanced and sustainable pipeline of talent to drive a high-performance culture in alignment with our Purpose, Vision, Mission, TEAM Values & Behaviours.
- Competent and engaged workforce equipped to deliver on our aspirations.
- Attraction of top talent through effective employee management and engagement strategies.

### Value Creation Indicators, Highlights and Achievements

- Employee retention rate.
- Employee engagement scores.
- Promotion and mobility rates.
- In 2024, we were honored with multiple awards related to workplace excellence, including:
  - Life At Work Award ("LAWA"):
    - CEO Champion, Dato' Seri Azmir Merican - Champion
    - Promising Young HR (Public Listed Company), Adelaide Angela Gom - Champion
    - Best Public Listed Company - 1st Runner-Up,
    - CHRO Champion (Public Listed Company), Chua Eng Imm - 2nd Runner-Up
- HR Excellence Awards:
  - Most People-Focused CEO, Dato' Seri Azmir Merican (Champion)
  - Total Rewards Strategy (Bronze)
  - Young HR Talent, Vincent Lee Ko Meng (Bronze)
- SEEK People and Purpose Awards - Top Voted Employer in Real Estate & Construction (Platinum).
- LinkedIn Talent Awards 2024:
  - LinkedIn Learning Champion (Winner)
  - AI Pioneer (Between 1,000 and 10,000 Employees) (Winner)
- GRADUAN Brand Awards - Malaysia's Most Preferred Employers 2024 (Construction & Property - 1st Runner-Up).
- TalentBank Graduates' Choice Award - Real Estate & Construction category (3rd Place).
- Malaysia's 100 Leading Graduate Employers Awards by gradmalaysia - Construction, Property & Development category (2nd Runner-Up).

## MATERIAL MATTERS



## CAPITALS



# Stakeholder Engagement & Value Creation

## VENDORS

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

### Purpose for Engagement (Why We Engage)

Open two-way communication with vendors ensures mutual understanding, enabling timely delivery of high-quality products, improving efficiency and strengthening collaborative partnerships towards achieving shared goals while meeting Sime Darby Property's expectations on compliance to governance, safety, and sustainability.

### Channel and Frequency of Engagement (How We Engage)

- |  |  |
|--|--|
| <b>A</b> Annual dialogue                               | <b>M</b> Tender clarification process  |
| <b>O</b> Relationship-building and networking sessions | <b>O</b> Meetings                      |
| <b>A</b> Safety and sustainability trainings           | <b>P</b> Vendor Performance Evaluation |
| <b>O</b> Data collection process                       | <b>O</b> Office and Site Visits        |

Key Concerns Raised	Responses
High cost of construction.	<ul style="list-style-type: none"> <li>Foster early collaboration with all stakeholders to drive design simplification and standardisation which enables the adoption of modular designs, standardised materials, and efficient construction methods.</li> <li>Leverage on combined award and bigger volume for economies of scale.</li> <li>Institute innovative contracting model of cost-led procurement and buy-forward option.</li> <li>Adopt strategic sourcing and bundling of major materials for respective townships.</li> </ul>
Insufficiency of capable contractors.	<ul style="list-style-type: none"> <li>Grant additional capacity to qualified high performing contractors.</li> <li>Adopt contractors based on geographical location.</li> <li>Implement vendor development programme and workshops to improve and boost their capabilities and performance.</li> <li>Continue to source for capable contractors via industry contacts and consultants.</li> </ul>
Lack of knowledge and implementation on sustainability practices.	<ul style="list-style-type: none"> <li>Conduct training and development programmes with vendors on ESG requirements.</li> <li>Implementation of pilot study focusing on Phase 1 of the Supply Chain Management Framework.</li> </ul>



## VENDORS (continued)

### Risks

- Dependence on preferred vendors may lead to supply disruptions during unforeseen circumstances.
- ESG issues within our supply chain could result in non-compliance and affect progress towards the Sime Darby Property Net Zero carbon emissions by 2050 target.
- Outdated vendor information in our Vendor Management System could result in inappropriate vendor selection or appointments.

### Value Created for Stakeholders

- Ensuring governance and compliance in business processes and operations.
- Enhanced business continuity for vendors.
- Competitive terms of contract supported by safe work standards.
- More business opportunities.
- Generate economic value for society and the environment.

### Business Initiatives

- Regular engagement with vendors.
- Vendor Development Programme.
- Annual Partners Dialogue with vendors.
- Sime Darby Property's Vendor Code of Business Conduct.

### Opportunities

- Strong partnerships create opportunities for innovation and the adoption of advanced construction methods and technologies.
- Collaborative vendor relationships contribute to cost optimisation and more competitive pricing.

### Value Created for Sime Darby Property

- Trusted and capable pool of contractors.
- More competitive pricing from contractors.
- Reliable fulfilment of contractual obligations.
- Quality project delivery.
- Timely delivery of project targets.
- Meeting safety and sustainability criteria and objectives.

### Value Creation Indicators, Highlights and Achievements

- Cost saving and avoidance compared to the projects budget.
- QLASSIC Score and Customer Experience Indicator (Net Promoter Score) for each project.
- Quality, safety and timely completion of projects.
- ESG readiness in meeting the target objectives.
- Number of vendors participated in the Vendor Development Programme ("VDP").
- Number of new technology, innovation and sustainable products and services introduced by vendors.

#### MATERIAL MATTERS



#### CAPITALS



# Stakeholder Engagement & Value Creation

## 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.

### Purpose for Engagement (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 and Frequency of Engagement (How We Engage)

<b>P</b> Investor conferences	<b>P</b> Non-deal roadshows
<b>A</b> Annual General Meetings and integrated annual reports	<b>R</b> Email or phone communication
<b>P</b> Extraordinary General Meetings	<b>R</b> Investor Relations webpage and news updates
<b>Q</b> Investor & Media briefings	<b>P</b> Site visits
<b>R</b> One-on-one/group meetings	

Key Concerns Raised	Responses
Delivery of sustainable financial and operational performance, with results announced on a quarterly basis.	<ul style="list-style-type: none"> <li>Organise quarterly Analysts &amp; Media briefings to present financial and operational results, along with updates on key developments and strategies.</li> </ul>
Implementation of growth strategies with a clear aim to deliver long-term shareholder returns.	<ul style="list-style-type: none"> <li>Communicate the Group's strategic direction clearly, with details such as the expected goals and outcomes, broad risk exposure and mitigation controls, and performance targets through:                             <ul style="list-style-type: none"> <li>One-on-one/group meetings.</li> <li>Investor conference calls.</li> <li>Non-deal roadshows.</li> <li>Informative, accurate, timely and transparent quarterly results announcements and annual reports.</li> </ul> </li> </ul>
Prospects for the property sector and the Group's response to macroenvironmental factors that affect its operating landscape.	<ul style="list-style-type: none"> <li>Provide direct access to Board members and Executive Leaders at Annual General Meetings.</li> <li>Offer prompt and informative responses to queries from investors and analysts.</li> </ul>

## INVESTORS & ANALYSTS (continued)

### Risks

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

### Value Created for Stakeholders

- Attractive short and long-term 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.

### Business Initiatives

- Frequent engagement with shareholders and investors.
- Timely and transparent corporate, financial and non-financial disclosures.
- Communication of our ESG practices through our Sustainability Report and corporate website.

### Opportunities

- Transparent and timely disclosures strengthen investor confidence and provides support for informed decision-making.

### 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.

### Value Creation Indicators, Highlights and Achievements

- In FY2024, we declared dividends of RM204.0 million (3.0 sen per share) with a payout ratio of 40.6%, demonstrating our commitment to deliver value to shareholders.
- The Group's market capitalisation increased by RM7.3 billion, closing at RM11.5 billion as of 31 December 2024. This represents approximately 173% increase compared to RM4.2 billion at the start of the year. A testament to the increased investor confidence.
- The analysts' consensus average target price is RM1.87, representing a 110% increase compared to RM0.89 from the previous year.
- Our Discount to Revalued Net Asset Value ("RNAV") improved to 34%, compared to 57% in the previous year.
- Our dedication to ESG principles has been recognised by analysts, who have attributed an ESG premium to our share price valuation.

#### MATERIAL MATTERS



#### CAPITALS





# 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.

### Purpose for Engagement (Why We Engage)

Our close engagement with the media allows us to leverage their wide reach in disseminating accurate and timely information about the Group's performance, outlook, and business developments to the general public. By fostering mutually beneficial partnerships with the media, we can effectively manage and enhance the Group's credibility, reputation, visibility and positioning with the public sphere.

### Channel and Frequency of Engagement (How We Engage)

- |   |   |
|---|---|
| <b>O</b> Press releases & statements and notes to editors | <b>OR</b> Joint campaigns and advertising |
| <b>P</b> Festive gatherings & media events                | <b>OR</b> Media Interviews                |
| <b>A</b> Integrated annual reports                        |   |
| <b>P</b> Participation in feature/news articles           |   |
| <b>P</b> Product launches and corporate events            |   |

Key Concerns Raised	Responses
Regular, accurate and transparent updates on performance, developments, financial statements and crisis management.	<ul style="list-style-type: none"><li>• Work closely with Executive Leadership to provide timely and comprehensive financial and non-financial updates to the media.</li><li>• Share information accurately and transparently via holding statements and/or media responses during crisis.</li><li>• Provide regular Group updates on product launches, sales campaigns, corporate social responsibility ("CSR") activities, sustainability initiatives and key appointments, among others.</li></ul>
Market and industry insights.	<ul style="list-style-type: none"><li>• Provide media members with access to our leadership team's perspective on the market and industry.</li></ul>
Updates on business strategies and tactics.	<ul style="list-style-type: none"><li>• Disseminate news and updates on our business strategies, market insights and future outlook.</li></ul>
Prompt responses to issues raised by media members.	<ul style="list-style-type: none"><li>• Respond promptly to media enquiries and requests through the Group Corporate Communications.</li></ul>

### How We Measure Value

- Amount of media mileage gained and calculated through media monitoring tools.
- Tracking of brand sentiment encompassing earned and social media.
- Share of Voice measurement through social listening.

## MEDIA (continued)

### Risks

- Negative, incorrect or insufficient media coverage may tarnish our brand reputation.
- Discrepancies highlighted by the media may influence investor sentiments and reputation.

### Opportunities

- Nurturing strong media relationships can contribute to enhancing our brand positioning and reputation.
- A reliable media network improves our ability to swiftly disseminate critical business updates.
- Clear and transparent communication builds public trust in our brand.

### Value Created for Stakeholders

- Convenient 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

- Improved ability to address public concerns about Group initiatives, campaigns or crises.
- Enhanced transparency in our reporting.
- Promotion of Sime Darby Property as a leading voice for the industry.
- Improved status and standing as a reputable lifestyle master developer.
- RM448.4 million in PR value gained during FY2024.

### Business Initiatives

- Consistent and transparent news and information sharing through media interviews, press releases, Q&As, media briefings and our website.
- Frequent utilisation of social media platforms for dissemination of news and driving media engagement.

### Value Creation Indicators, Highlights and Achievements

- PR value calculated via reputable media monitoring tools.
- Likes, comments and sharing of social media postings.

#### MATERIAL MATTERS



#### CAPITALS



# Stakeholder Engagement & Value Creation

## 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.

### Purpose for Engagement (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 relationship based on trust and transparency.

### Channel and Frequency of Engagement (How We Engage)

<b>R</b> Email communication	<b>P</b> Site visits
<b>Q</b> Meetings	<b>A</b> Annual General Meetings and integrated annual reports
<b>Q</b> Events hosted by debt providers	

Key Concerns Raised	Responses
1. Ability to meet debt obligations and covenant compliance.	<ul style="list-style-type: none"> <li>Provision of transparent disclosures on financial, operational, and strategic performance.</li> </ul>
2. Governance and risk management practices.	<ul style="list-style-type: none"> <li>Offer detailed insights into our corporate governance and risk management frameworks.</li> </ul>

### Risks

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

### Opportunities

- Leveraging our financial strength, we can gain access to a diverse range of debt providers suited to evolving business needs.
- Potential opportunities for debt upsizing, including green financing.

### 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.

### 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 and Achievements

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

## MATERIAL MATTERS



## CAPITALS





## REGULATORS

Regulators set the standards and practices that govern our industries, and our ongoing compliance is essential to maintaining business stability and long-term sustainability.

### Purpose for Engagement (Why We Engage)



Regular engagement with regulators enables us to stay updated on policy changes, ensuring we maintain ongoing compliance with evolving regulations and foster best practices across our operations.

### Channel and Frequency of Engagement (How We Engage)

<b>P</b> Meetings	<b>Q</b> Government consultations
<b>Q</b> Industry forums	<b>P</b> Seminars/webinars
<b>O</b> Email communication	<b>Q</b> Advisory groups

Key Concerns Raised	Responses
<ol style="list-style-type: none"> <li>Compliance with regulations, including new updates.</li> <li>Industry best practices and policy development.</li> <li>Support for national development.</li> </ol>	<ul style="list-style-type: none"> <li>Active participation in industry forums and national-level discussions to stay updated on regulatory developments.</li> <li>Leveraging the Group's compliance function to ensure adherence to all relevant regulatory requirements.</li> <li>Contribute industry insights and expertise to shape new policies and regulations.</li> <li>Share knowledge and best practices through industry forums.</li> <li>Support national development through products and initiatives, including affordable housing, biodiversity inventories, and wetland construction and maintenance guidelines.</li> </ul>

# Stakeholder Engagement & Value Creation

REGULATORS (continued)	
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Non-compliance could lead to financial penalties and reputational risks.</li> <li>• Regulatory violations could disrupt operations and project timelines.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Close engagement with regulators and industry bodies helps strengthen relationships and foster strategic collaborations that contribute to policy development.</li> </ul>
<p><b>Value Created for Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Consistently meeting or exceeding their compliance expectations.</li> <li>• Support and contributions towards national and industry development initiatives.</li> </ul>	<p><b>Value Created for Sime Darby Property</b></p> <ul style="list-style-type: none"> <li>• Clearer regulatory guidance to support our compliance.</li> <li>• Improved access to industry support and authoritative bodies to improve strategic alignment.</li> </ul>
<p><b>Business Initiatives</b></p> <ul style="list-style-type: none"> <li>• Continuously reinforcing compliance with the Group's Anti-Corruption and integrity-related management frameworks.</li> <li>• Actively participating in government and regulatory discussions to address policies and compliance requirements.</li> </ul>	<p><b>Value Creation Indicators, Highlights and Achievements</b></p> <ul style="list-style-type: none"> <li>• Compliance with regulatory requirements.</li> <li>• Tax contributions to the government.</li> <li>• Engagement feedback from regulatory bodies.</li> <li>• Ratings on industry indices.</li> </ul>
<p><b>MATERIAL MATTERS</b></p> 	<p><b>CAPITALS</b></p> 

# 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 FY2024 was distributed as follows:



Providers of Capital

**RM360.0**  
MILLION

**27%**

We rewarded our shareholders with a total dividend payout of RM204.0 million (3.0 sen per share, 40.6% payout ratio).



Reinvestment and Future Growth

**RM363.0**  
MILLION

**28%**

Retained profit is used to support the Group's transformation journey towards becoming a real estate company.



Employees

**RM306.8**  
MILLION

**23%**

We invested RM5.9 million\* in employees' learning and training programmes.



Government & Society

**RM283.3**  
MILLION

**22%**






Approximately RM19 million worth of charitable donations made, with a total of RM262.4 million in taxes to the Government.

**RM1.3**  
BILLION

\* Note: Includes HRDF contribution

# Stakeholders

## Scorecard

Stakeholder Group	Indicator	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.

**IN** Externally sourced information, i.e., independent surveys.

\* Note: Updated diversity measurement

\*\* Note: Includes HRDF contribution



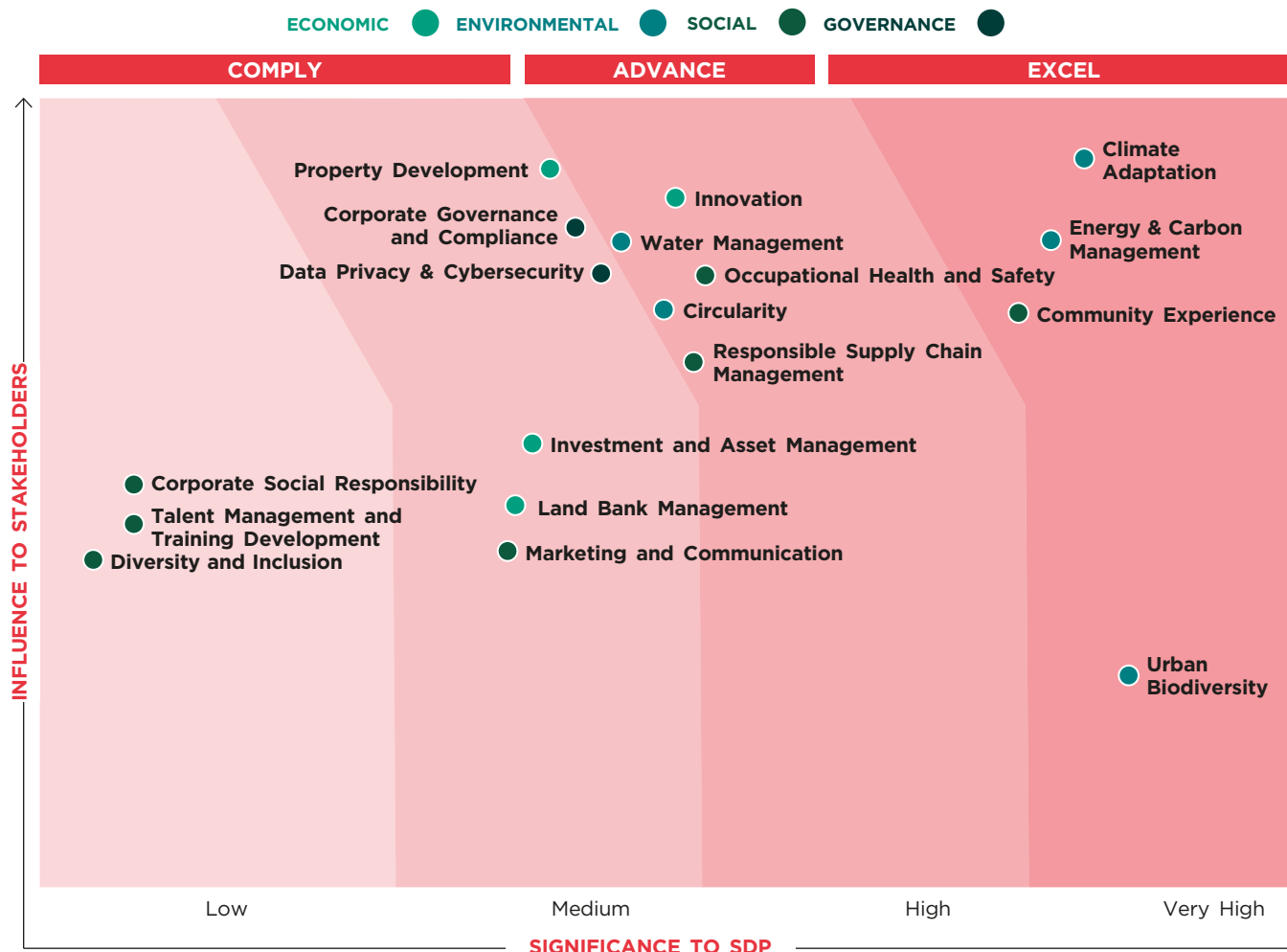
	2024	2023	2022	Outlook	Assurance
	306.8	267.7	236.4	Maintain competitive remuneration	MO FS
	5.9**	3.5	2.8	Continue to invest in employees	MO
	38	36	34	Continue driving inclusivity & diversity	MO
	44	44	44	Continue driving inclusivity & diversity	MO
	74	70	69	Continue strong performance in customer satisfaction	IN
	20.8	15.6	31.1	Continue to enhance investment in community initiatives	MO FS
	4,250.8	3,436.9	2,742.1	Continue to execute on its strategy to deliver sustainable growth	MO FS
	4.9	4.2	3.3		MO
	40.6	41.7	43.1		MO
	180.0	45.4	-27.0		MO
	172.6	40.0	-26.2		MO
	3.0	2.5	2.0		MO FS
	262.4	192.8	147.2	Continue to be a responsible taxpayer	MO FS
	2.9	2.2	1.6	Steady growth	MO

**FS** Financial information extracted from the 2024 Sime Darby Property Audited Annual Financial Statements.

# STRATEGIC REVIEW

## Material Matters

We are committed to effectively identifying and managing our material matters, focusing on generating value through our six capitals, gaining clear insights into risks and opportunities, and closely monitoring performance against defined metrics.



### IDENTIFY

We assess and identify material matters that could affect the implementation of our strategy through a collaborative effort involving all business and support units, while also incorporating feedback from stakeholders.

### PRIORITISE

We prioritise material matters that have the greatest impact on our ability to effectively implement our strategy and provide lasting value to our stakeholders.

### INTEGRATE

Material matters that significantly impact value creation are included in our corporate scorecard, guiding objective-setting, behaviour and performance measurement. Significant matters are integrated into our business and operational procedures.

For more information on our material matters, please refer to our SR2024 pg 22 to 25.

## ENERGY AND CARBON EMISSIONS

### Why It Is Important

Managing energy and carbon emissions is critical, as energy consumption is a major driver of greenhouse gas emissions and the broader climate crisis. Reducing, tracking, and managing our emissions aligns with our Net Zero carbon targets.

### Our Response

1. Monitoring and reporting of emissions performance with tracking of emissions reduction initiatives.
2. Keeping abreast of the latest development on carbon tax imposition and monitoring its impact to the Group, where applicable.
3. Incorporate carbon intensity targets as KPIs into Corporate Scorecards to drive a low carbon culture across business operations.

### What Are The Risks

- Failure to meet emissions reduction targets.
- Implementation of carbon tax may impact our profitability.

### What Are The Opportunities

- Gaining operational savings from energy and carbon management solutions (e.g. smart metering, real time monitoring and energy efficiency audit).
- Preserving a reputation of compliance with energy and carbon regulations set by the government and relevant authorities.

#### Capitals Impacted



#### Stakeholders Affected



#### Link to Strategy



#### Link to UN SDG



## URBAN BIODIVERSITY

### Why It Is Important

We recognise the impact of property development on ecosystems and are committed to conserving and restoring biodiversity within our development areas, where practical, to enhance our reputation for sustainable urban redevelopment.

### Our Response

1. Implementing the Urban Biodiversity Framework and Guideline, along with the ARC (Avoid, Regenerate, Conserve) approach, to address biodiversity risks.
2. Conducting nature and biodiversity risk assessments for townships to evaluate biodiversity impact.
3. Documenting and monitoring flora and fauna to guide the implementation of urban biodiversity initiatives.
4. Forming strategic partnerships and engaging with non-governmental organisations (“NGOs”) and educational institutions to enhance urban biodiversity research and awareness.
5. Developing an urban biodiversity index, adapted from the Singapore Index on Cities’ Biodiversity.

### What Are The Risks

- Inability to execute urban biodiversity strategy and initiatives.

### What Are The Opportunities

- Enhancing township value through the regeneration and conservation of urban biodiversity post-development.
- Strengthening community engagement and collaboration by leveraging opportunities to work closely with authorities and NGOs.

#### Capitals Impacted



#### Stakeholders Affected



#### Link to Strategy



#### Link to UN SDG



# STRATEGIC REVIEW

## Material Matters

### CLIMATE ADAPTATION

#### Why It Is Important

Climate change threats, such as floods and rising sea levels, poses a risk to our assets. As such, we are cognisant of the need to manage associated risks, including through climate adaptation or mitigation measures, to protect the value and integrity of our assets.

#### Our Response

1. Conducting physical and transition risk assessments on the Group's assets (currently ongoing).
2. Embedding physical risk considerations as part of future investment decisions.
3. Implementing flood mitigation plans, where applicable.
4. Communicating flood mitigation plans and progress updates to impacted communities.
5. Deploying flood monitoring programmes and related infrastructure, where required.
6. Engaging with local and federal authorities on their flood mitigation strategies.
7. Monitoring market demand for sustainability-related initiatives and products.
8. Collaborating with tenants or buyers of industrial products to determine sustainability needs and recommend tailored solutions.
9. Complying with sustainability-related regulatory requirements.

#### What Are The Risks

- Exposure to physical and transition risks across the Group's asset portfolio.
- Flood risks potentially impacting product value and demand in affected areas.
- High risk of not meeting expectations from international or large investors, particularly in the industrial segment, where low GHG emission products are increasingly required.

#### What Are The Opportunities

- Raising awareness and collaborating with authorities, industry bodies, and other stakeholders to strengthen flood adaptation and mitigation efforts.
- Enhancing organisational resilience and reputation through proactive climate risk management.

Capitals  
Impacted



Stakeholders  
Affected



Link to  
Strategy



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UN SDG



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## COMMUNITY EXPERIENCE

### Why It Is Important

A well-integrated community helps ensure that our townships remain vibrant, resilient, and self-sustaining over time. Engaged and satisfied communities foster social cohesion and economic growth, attract businesses, and enhance property value and market appeal. A strong customer-centric approach builds lasting loyalty, trust, and advocacy, forming the foundation for long-term success.

### Our Response

1. Engaging with communities and relevant stakeholders during launches in areas with high environmental sensitivity.
2. Conducting environmental and biodiversity impact assessments to mitigate development impacts and ensure regulatory compliance.
3. Engaging complainants and resolving concerns promptly to reduce litigation risks.
4. Conducting customer service surveys to stay informed of community feedback.
5. Monitoring public sentiment in real time, escalating issues promptly, and tracking weekly resolution progress.
6. Tracking Net Promoter Score ("NPS") on community engagement (Moment 5) to assess and improve engagement effectiveness.

### What Are The Risks

- Community resistance and legal challenges to new development phases (e.g., concerns over congestion and environmental impact).
- Reputation risks due to negative community sentiment, potentially deterring future buyers and investors.
- Potential legal action from communities or customers due to service dissatisfaction or contract breaches.
- Lack of proactive engagement leading to trust erosion and misinformation within the community.

### What Are The Opportunities

- Strengthening brand positioning and market differentiation.
- Increasing customer advocacy and organic promotion by satisfied homeowners.
- Enhancing public perception as a sustainable community developer.
- Unlocking new revenue streams through community-driven business growth.
- Improving the Group's social license to operate.

Capitals  
Impacted



Stakeholders  
Affected



Link to  
Strategy



Link to  
UN SDG



# STRATEGIC REVIEW

## Material Matters

### INNOVATION

#### Why It Is Important

Innovation is essential to help us differentiate from competitors, stay ahead of industry trends, drive business growth, enhance operational efficiency, and respond effectively to evolving customer preferences.

#### Our Response

1. Establishing a targeted approach for operational process improvements.
2. Introducing a command and contact centre to improve service tracking and product quality.
3. Continuously exploring new building materials, services, and technologies for adoption.
4. Working with consultants to adopt innovative construction approaches.
5. Continuously reviewing project management systems for improvement.
6. Establishing an Innovation Park to drive R&D in product typology, construction methods, and advanced building technologies.

#### What Are The Risks

- Failure to adopt new methods can result in loss of competitive edge, higher operating costs, longer lead times, and lower quality outputs.

#### What Are The Opportunities

- Improving product design and construction methods to meet customer needs, enhance sustainability, and achieve market differentiation.
- Enhancing operational efficiency, improving customer satisfaction, and strengthening market position.

Capitals  
Impacted



Stakeholders  
Affected



Link to  
Strategy



Link to  
UN SDG



## CIRCULARITY

## Why It Is Important

Maximising resource efficiency is essential to reduce waste across the value chain while promoting sustainability and economic effectiveness. This involves implementing waste reduction techniques, exploring recycling alternatives, utilising existing technologies, and assessing waste generation early in the project design phase.

## Our Response

1. Composting organic waste and mulching green waste within operations.
2. Segregating waste at source, including diversion efforts at construction sites.
3. Engaging and building capacity among contractors to boost waste diversion rates.
4. Driving 3R initiatives through partnerships and campaigns, such as zero single-use plastic.
5. Providing an Integrated Waste Management Guideline to support consistent waste management practices.

## What Are The Risks

- Potential non-compliance with waste management regulations.
- Higher disposal costs and inability to execute effective waste initiatives.

## What Are The Opportunities

- Collaborating across the supply chain to reduce waste and associated costs.
- Potential of turning waste into value and creating new revenue streams.
- Reducing carbon footprint through effective carbon avoidance strategies.

Capitals  
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StrategyLink to  
UN SDG

## WATER MANAGEMENT

## Why It Is Important

We recognise the significance of water as a valuable yet finite resource. With climate change intensifying risks such as drought and water scarcity, we are committed to reducing water consumption and optimising usage across our developments. Where possible, we adapt our design and construction practices to address increased heat stress and water-related challenges brought on by climate change.

## Our Response

1. Engaging with authorities and utility providers at various stages of development.
2. Complying with all requirements set by utility providers.
3. Assessing projected utility demand to ensure timely commissioning of infrastructure.
4. Using non-potable water at construction sites to reduce reliance on potable water.

## What Are The Risks

- Water scarcity within operational or township areas.
- Potential non-compliance with regulatory requirements.

## What Are The Opportunities

- Improving operational efficiency and reducing costs.
- Strengthening supply chain resilience by working with vendors on sustainable practices.
- Minimising our environmental footprint.

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StrategyLink to  
UN SDG

### OCCUPATIONAL HEALTH AND SAFETY

#### Why It Is Important

We are aware of the health and safety risks our employees and external stakeholders may face in our operations and workplaces. Safeguarding their well-being is a top priority, and we are committed to full compliance with all health and safety requirements, at a minimum. A proactive, safety-first culture is essential to ensuring a secure and productive environment.

#### Our Response

1. Organising top management and Board site visits to engage staff, contractors, and workers on HSSE matters.
2. Embedding HSSE KPIs into the Corporate Scorecard to drive a culture of safety at project sites.
3. Updating construction contracts to align with the Group's latest HSSE manuals and requirements.
4. Executing annual HSSE plans as outlined in the HSSE playbook and monitoring performance.
5. Training frontline and project management staff on the Hazard and Effect Management Process, while inculcating Barrier Thinking to manage risks holistically.
6. Training C-Suite personnel and senior management on HSSE leadership.
7. Implementing OSHCIM in design reviews, with published guidelines offering guidance on HSSE risks during the design phase.
8. Rolling out the 'Boots on the Ground' initiative for regular site visits with a HSSE focus.
9. Assessing contractor worker quarters against Sime Darby Property's hygiene standards.
10. Offering mental, physical and financial health and well-being support through Jalinan Nurani, with access to certified coaches and resources.
11. Delivering mental health first-aid training for employees to support colleagues in need of mental health resources.

#### What Are The Risks

- Safety incidents or fatalities at operational and construction sites.
- Non-compliance with health and safety regulations.

#### What Are The Opportunities

- Strengthening industry positioning as a leader in OSHA-compliant practices.
- Reducing costs by minimising risks related to accidents, legal claims, compensation payouts, and medical expenses.
- Attracting top talent by being recognised as a company that prioritises health and safety.
- Meeting and exceeding global safety standards, enabling entry into new markets and partnerships with safety-conscious customers.

Capitals  
Impacted



Stakeholders  
Affected



Link to  
Strategy



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UN SDG





## RESPONSIBLE SUPPLY CHAIN MANAGEMENT

### Why It Is Important

We are cognisant that risks within our value and supply chain can directly and indirectly impact business performance. By identifying and mitigating material risks, we help ensure uninterrupted operations and delivery while advancing our sustainability goals. In parallel, we are committed to supporting suppliers and contractors on their own Net Zero journey to foster a more responsible and resilient supply chain.

### Our Response

1. Requiring vendors to sign an Integrity Pledge aligned with our Vendor COBC, covering ethical conduct and employment practices.
2. Including labour, health and safety compliance clauses in construction contracts.
3. Collaborating with regulators to ensure adherence to labour and safety standards at construction sites.
4. Implementing a Human Rights Policy to provide guidance and ensure compliance on employment matters.
5. Rolling out the High Performance Contractors programme.
6. Monitoring and testing new materials and technologies that support Net Zero targets.
7. Raising awareness and engagement on Scope 3 GHG emissions within our supply chain.

### What Are The Risks

- Non-compliance with human rights due to industry labour practices.
- High ESG-related compliance costs (e.g. human rights, health and safety).
- Limited or slow adoption of technology for improving the sustainability of construction materials, impacting ambitions for reducing Scope 3 emissions.
- Lack of affordable, certified green materials to meet market demand within cost expectations.

### What Are The Opportunities

- Strengthening supply chain resilience.
- Unlocking access to markets or customers that prioritise ethical sourcing.
- Enhancing supplier relationships through responsible sourcing practices.

#### Capitals Impacted



#### Stakeholders Affected



#### Link to Strategy



#### Link to UN SDG



# STRATEGIC REVIEW

## Material Matters

Legend:

**BI** Bursa Common Sustainability Matters

### BI DIVERSITY AND INCLUSION

#### Why It Is Important

Embracing diversity and inclusion, alongside a zero-tolerance stance towards workplace discrimination, fosters innovation, connectivity and a broader mindset. A diverse workforce brings varied perspectives and experiences, strengthening collaboration and creating a more dynamic, forward-thinking organisation.

#### Our Response

1. Monitoring and reporting periodically to ensure adequate female representation at the Board and Senior Management levels.
2. Providing equal access to skills development, mentorship, and career progression opportunities.
3. Ensuring fair and merit-based practices in acquiring and promoting talent.

#### What Are The Risks

- Lack of attention on enhancing diversity and promoting inclusive practices, which may impact organisational performance.

#### What Are The Opportunities

- Enhancing employee engagement and trust by cultivating an inclusive work culture.
- Expanding the talent pool by attracting and retaining diverse talent.

Capitals Impacted



Stakeholders Affected



Link to Strategy



Link to UN SDG



### BI LABOUR STANDARDS AND PRACTICES

#### Why It Is Important

Complying with labour standards and practices is vital to safeguarding the rights and safety of all workers. By promoting ethical treatment and ensuring legal compliance, we reinforce a positive workplace culture that contributes to sustainable value creation.

#### Our Response

1. Implementing a Human Rights Policy to guide fair and ethical labour practices.
2. Embedding employment standards in our Code of Business Conduct and Vendor Code of Business Conduct, with clear provisions for compliance with labour-related regulatory requirements.

#### What Are The Risks

- Reputational damage from perceived violations of labour rights and unethical work practices.
- Non-compliance with labour regulations resulting in financial, operational or reputation impacts.

#### What Are The Opportunities

- Enhancing productivity and employee retention through fair and supportive work practices.
- Strengthening brand reputation and gaining a competitive edge in talent acquisition.

Capitals Impacted



Stakeholders Affected



Link to Strategy



Link to UN SDG



Legend:

BI Bursa Common Sustainability Matters

## BI DATA PRIVACY AND SECURITY

## Why It Is Important

Safeguarding information and data privacy is essential to protect stakeholder trust, mitigate regulatory risk, and avoid financial or reputational losses arising from information leaks or cyber-attacks.

## Our Response

1. Deploying multi-layer infrastructure protection (e.g. XDR, firewalls, anti-virus, web filtering, app security) to block malicious threats across networks, data centres and devices.
2. Conducting annual Vulnerability Assessment Penetration Tests ("VAPT") to detect and address system vulnerabilities.
3. Classifying and encrypting sensitive, confidential and private data.
4. Encrypting personal PCs to prevent data loss and leaks.
5. Implementing Multi-Factor Authentication ("MFA") for system and VPN access.
6. Applying virtual patching across all servers to defend against zero-day and unpatched vulnerabilities.
7. Monitoring admin activity across servers and applications via privileged access management.
8. Using SIEM tools for real-time monitoring, incident response and cybersecurity management.
9. Running 24/7 threat surveillance through a dedicated Security Operations Centre ("SOC").
10. Restricting lateral movement between servers and PCs through segmentation and port control.
11. Promoting cybersecurity awareness to reduce employee-related risks and mitigate potential vulnerabilities.
12. Conducting cyber e-learning, phishing simulations and assessments to specify guidelines on recognising and responding to threats, enhancing incident readiness.
13. Hardening cloud security based on ISO 27001, NIST and other benchmarked standards.
14. Enforcing zero-trust network access, ensuring access for secured devices and authorised personnel only.

## What Are The Risks

- Information leaks and cyber-attacks causing reputational harm and business disruption.
- System failures from malicious threats or unauthorised access.

## What Are The Opportunities

- Engaging with stakeholders to build awareness on data protection and accountability.
- Strengthening organisational cybersecurity resilience with greater awareness of emerging AI-driven risks.
- Creating a culture of cyber awareness across the workforce.
- Enhancing brand trust through strong data protection practices.

Capitals  
ImpactedStakeholders  
AffectedLink to  
StrategyLink to  
UN SDG

# STRATEGIC REVIEW

## Material Matters

Legend:

**BI** Bursa Common Sustainability Matters

### BI ANTI-BRIBERY AND CORRUPTION

#### Why It Is Important

We recognise the potential harm that corruption can cause to our operations, reputation, and stakeholder trust. To mitigate these risks, we maintain a zero-tolerance policy towards bribery and corruption across all business dealings and remain committed to upholding the highest standards of integrity and compliance.

#### Our Response

1. Implementing the Anti-Bribery and Corruption Policy to guide ethical conduct.
2. Establishing a Whistleblowing Policy and reporting channels for accountability.
3. Enforcing policies on Conflict of Interest, Gift Entertainment & Travel, and Sponsorship & Donations.
4. Providing mandatory Anti-Bribery and Corruption Training for all directors and employees.
5. Conducting annual employee integrity pledges.
6. Rolling out annual COBC e-learning and assessments inclusive of anti-bribery elements.
7. Requiring vendors to sign an Integrity Pledge.
8. Including anti-bribery clauses in our Vendor Code of Business Conduct.
9. Ensuring contracts with vendors include anti-bribery provisions and compliance obligations.

#### What Are The Risks

- Exposure to corruption risks within the Group and across our supply chain.
- Legal, regulatory and reputational risks from incidents of bribery or corruption.

#### What Are The Opportunities

- Accessing global markets through the appeal to ESG-focused investors, partners and customers.
- Strengthening brand equity through demonstrated ethical practices.
- Becoming a preferred business partner among reputable suppliers, clients and collaborators.

Capitals  
Impacted



Stakeholders  
Affected



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Strategy



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# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

#### THE MALAYSIAN ECONOMY AND GENERAL OPERATING LANDSCAPE

According to Bank Negara Malaysia (“BNM”), the Malaysian economy grew by 5.1% in 2024 (2023: 3.6%), supported by strong domestic demand and a rebound in exports. Growth was driven by higher household spending, steady labour market conditions and investment in multi-year projects under national master plans, including the New Industrial Master Plan, National Energy Transition Roadmap and National Semiconductor Strategy. For 2025, BNM projects GDP growth between 4.5% and 5.5%, supported by robust investment activity, resilient household spending and continued export expansion. The global tech upcycle, non-electrical and electronics (“E&E”) exports and higher tourist spending are expected to contribute to growth. However, risks remain from slower growth in major trading partners, trade restrictions and commodity production constraints, while faster investment execution and stronger tourism activity could provide potential upside.

Headline inflation, as measured by the Consumer Price Index (“CPI”), and core inflation both declined in 2024, averaging 1.8% (2023: 2.5% and 3.0%, respectively). Lower inflation was observed for mobile communication services and RON97 petrol, partially offset by higher food and beverage inflation. In 2025, inflation is expected to remain manageable amid easing global cost conditions and stable domestic demand. With global commodity prices trending lower, the impact of recent policy measures is expected to be contained. The Ministry of Finance Economic Report 2025 projects headline inflation to range between 2.0% and 3.5% in 2025.

Malaysia’s labour market conditions continued to improve in 2024, with the unemployment rate declining to its pre-pandemic level of 3.2% y-o-y (2023: 3.4%). Employment rose by 2.5% y-o-y to 16.6 million in 2024 (2023: 16.2 million), indicating sustained labour demand. At the same time, labour supply remained healthy, with the labour force participation rate edging up by 0.7% y-o-y to 70.5% in 2024 (2023: 70.0%).

The Malaysian Institute of Economic Research (“MIER”) reported that the Business Conditions Index (“BCI”) for 3Q2024 showed a strong upward trend, rising to 104.9 points (2Q2024: 86.2 points). This increase highlights positive trends in employment and sales, indicating resilience and strong recovery potential. The key drivers for 4Q2024 include stable production and sales, improved employment levels, rising wage costs, increased investments and enhanced efficiency in capacity utilisation.

On the lending front, the Monetary Policy Committee (“MPC”) maintained the Overnight Policy Rate (“OPR”) at 3.00% during its latest review in March 2025. This marks the 11th consecutive meeting where BNM has kept the rate unchanged. The MPC views this stance as supportive of economic growth and aligned with the current assessment of inflation and growth prospects. Both the base lending rate (“BLR”) and the average base rate (“BR”) increased slightly to 6.7% (2023: 6.6%) and 3.7% (2023: 3.6%) respectively, in 2024.

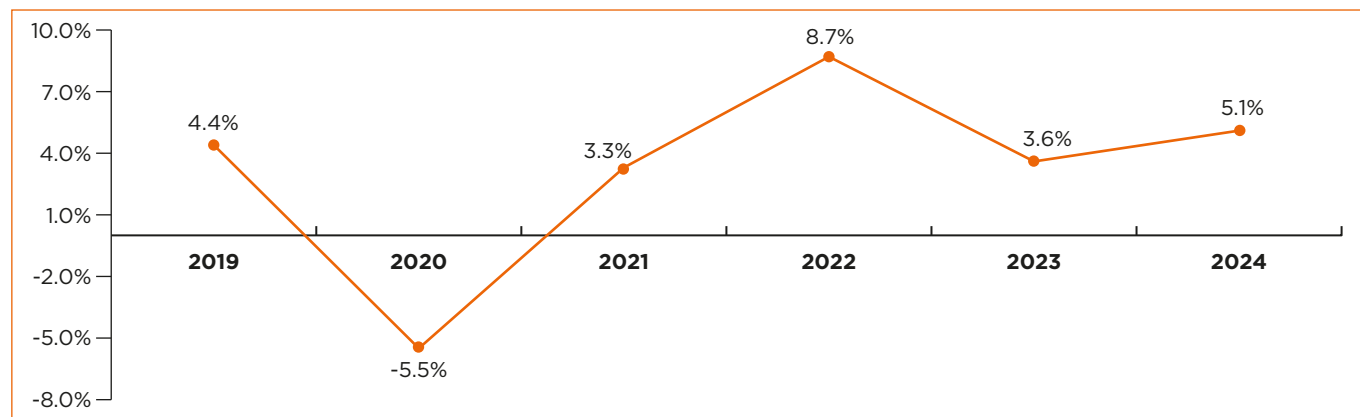
Despite the positive economic outlook, risks remain, including weaker external demand, geopolitical uncertainties and tighter trade restrictions as well as lower-than-expected commodity production. However, greater spillovers from the tech upcycle, faster execution of investment projects, and stronger tourism activity could provide additional upside to growth in 2025.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

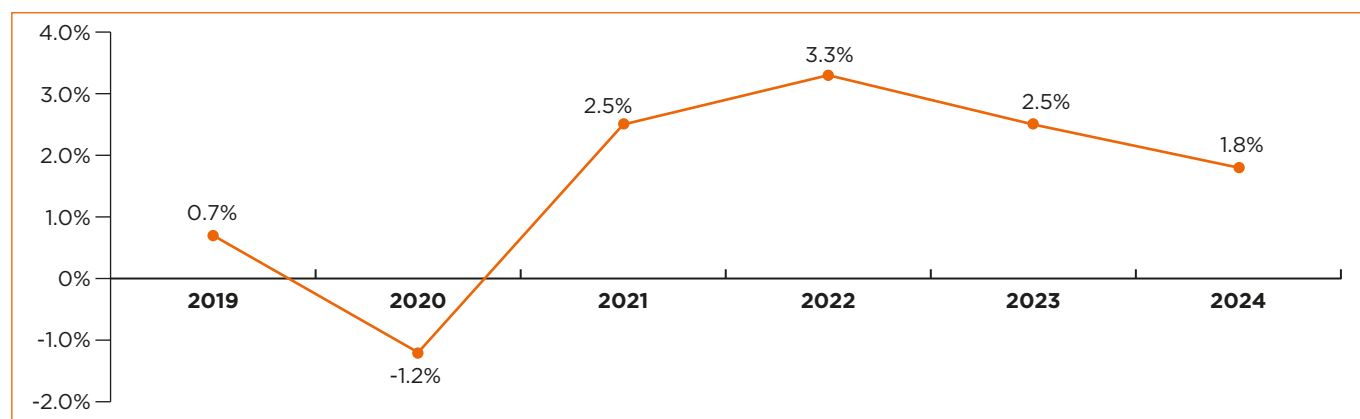
**Chart: Gross Domestic Product (“GDP”) Growth**



**Source:** Bank Negara Malaysia (“BNM”)

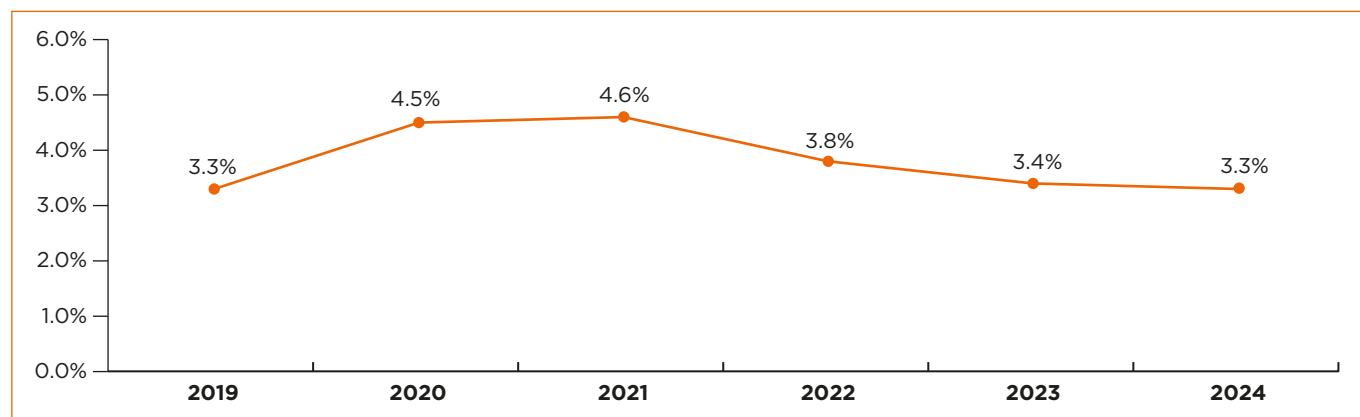
**Note:** The GDP growth figure for 2023 was revised from 3.7% to 3.6% in the latest BNM reporting in 4Q2024 economic report.

**Chart: Consumer Price Index (Y-o-Y changes)**

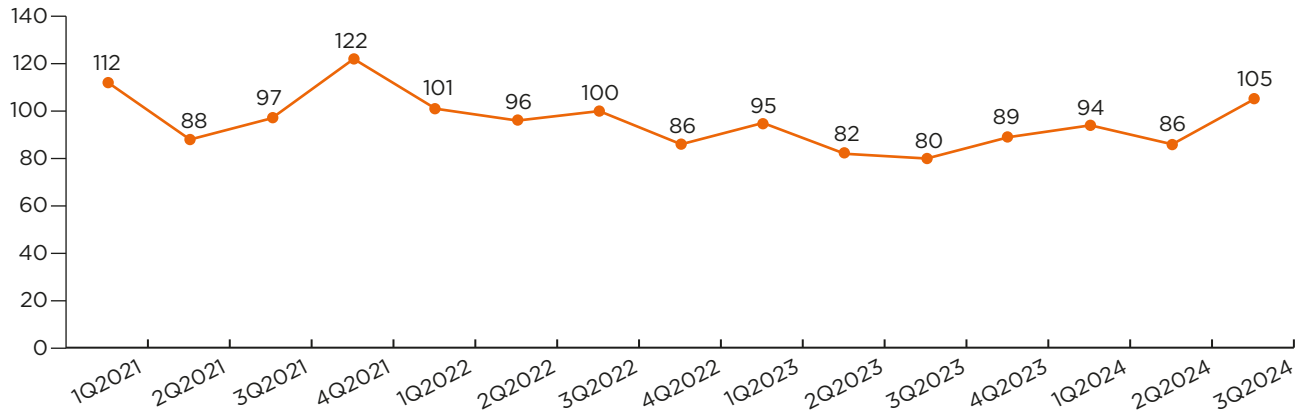


**Source:** Bank Negara Malaysia (“BNM”)

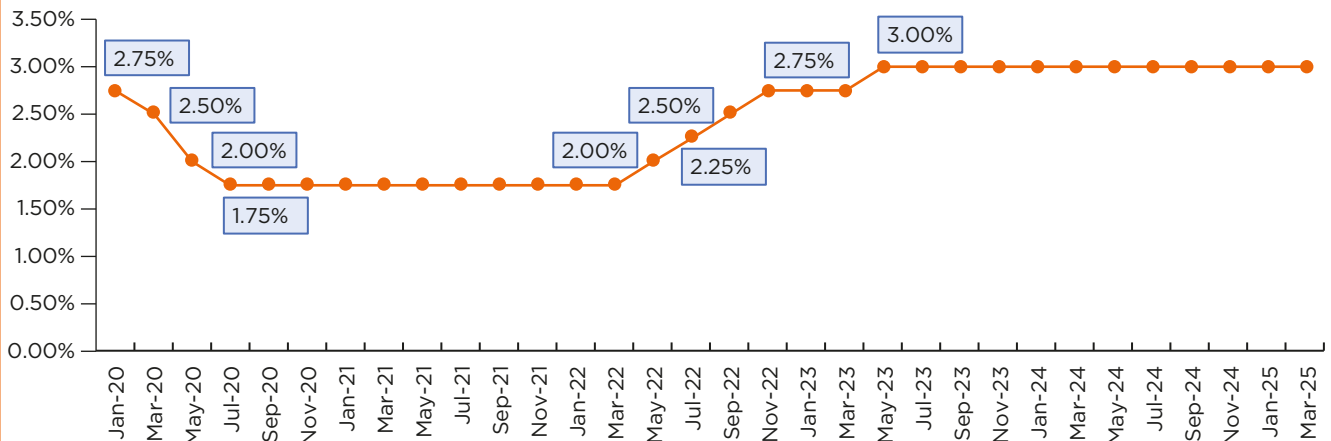
**Chart: Unemployment Rate**



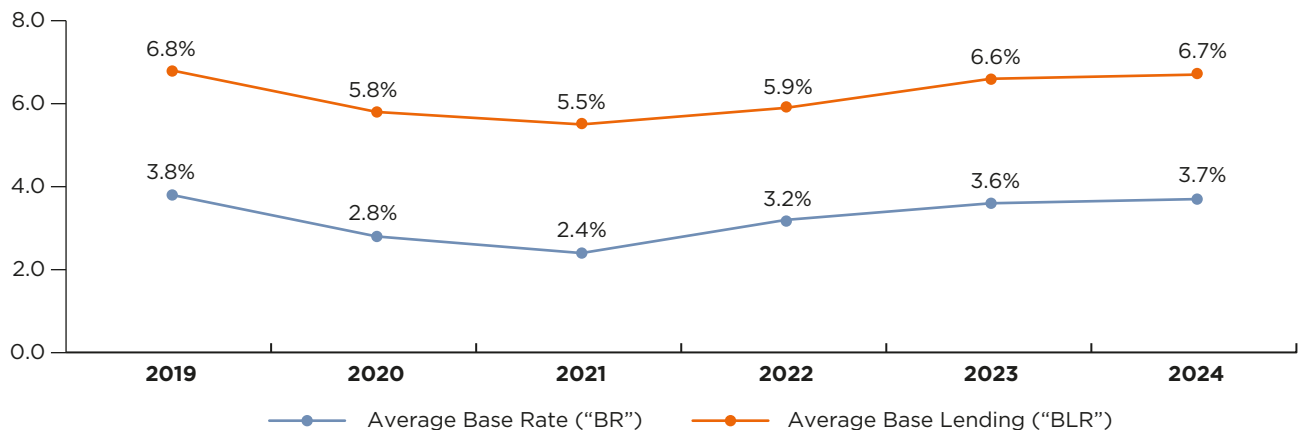
**Source:** Bank Negara Malaysia (“BNM”)

**Chart: Business Conditions Index ("BCI") (Points)**


Source: Malaysian Institute of Economic Research ("MIER")

**Chart: Overnight Policy Rate ("OPR")**


Source: Bank Negara Malaysia ("BNM")

**Chart: Average Base Lending Rate ("BLR") & Average Base Rate ("BR") (%)**


Source: Bank Negara Malaysia ("BNM")

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

According to the JUBM & Arcadis Construction Cost Handbook Malaysia 2023 and 2024, construction costs exhibited an upward trend from 2022 to 2023, with increases across selected development components (residential, retail, office industrial, and car parks) in the selected states/key cities of Kuala Lumpur and Johor Bahru. The growth ranged between 3.8% and 15.0%, as shown in the tables below.

In Kuala Lumpur, construction costs for residential developments, including standard and luxury apartments, high-rise offices and terraced houses, recorded some of the highest increases. Meanwhile, in Johor, the luxury apartments, shopping centres and terraced houses were among the development components that experienced a notable rise in construction costs.

Additionally, data from the Department of Statistics Malaysia (“DOSM”) indicates that the unit price index for selected construction materials, including cement, bricks & wall materials, sand and aggregates, recorded a year-on-year (y-o-y) increase in 2024, ranging from 1.5% to 13.6% across most areas of Peninsular Malaysia. In contrast, the unit price index for steel and timber declined in 2024, with decreases ranging from -2.2% to -0.1% y-o-y.

With rising construction material costs, a survey conducted by the Real Estate and Housing Developers’ Association (“REHDA”) in 2024 highlighted that developers are facing mounting cost pressures, leaving them with limited options to manage expenses. To navigate this challenge, developers are increasingly lowering profit margins, adjusting property prices upward and adopting more cost-effective materials in a prudent and strategic manner.

**Table: Total Construction Costs for Selected Components in Kuala Lumpur, 2022-2023**

Estimated Total Construction Costs (RM per sq ft)							
Property Development	Kuala Lumpur						% Growth
	2022			2023			
	min	max	average	min	max	average	
Residential							
Detached houses (mass housing)	236	331	284	255	351	303	6.9%
Terraced houses	89	146	118	96	156	126	7.1%
Average standard apartments, high-rise	124	248	186	134	265	200	7.2%
Luxury apartments, high-rise	283	592	438	305	633	469	7.2%
Retail							
Shopping centres	275	423	349	295	450	372	6.7%
Office							
Average standard offices, high-rise	236	317	277	255	337	296	7.1%
Industrial							
Single storey conventional factory of structural steelwork	128	183	156	138	194	166	6.9%
Owner operated factories, low-rise	170	219	195	182	232	207	6.5%
Car Parks							
Basement car parks (<3 levels)	124	222	173	132	236	184	6.6%
Elevated car parks (<4 levels)	86	145	116	87	153	120	3.8%

**Source:** JUBM & Arcadis Construction Cost Handbook 2023 & 2024

**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.



**Table: Total Construction Costs for Selected Components in Johor Bahru, 2022-2023**

Estimated Total Construction Costs (RM per sq ft)							
Property Development	Johor Bahru						% Growth
	2022			2023			
	min	max	average	min	max	average	
High-Rise Residential							
Detached houses (mass housing)	239	320	279	256	325	291	4.0%
Terraced houses	89	146	118	99	158	128	9.1%
Average standard apartments, high-rise	128	246	187	137	247	192	2.9%
Luxury apartments, high-rise	298	427	363	304	530	417	15.0%
Retail							
Shopping centres	277	390	334	291	440	366	9.5%
Office							
Average standard offices, high-rise	239	302	270	241	334	287	6.3%
Industrial							
Single storey conventional factory of structural steelwork	128	183	156	135	192	164	5.1%
Owner operated factories, low-rise	175	218	196	183	230	207	5.3%
Car Parks							
Basement car parks (<3 levels)	130	206	168	137	222	180	7.1%
Elevated car parks (<4 levels)	84	131	107	90	143	117	8.7%

**Source:** JUBM & Arcadis Construction Cost Handbook 2023 & 2024

**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 for the selected development components.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

#### RESIDENTIAL PROPERTY SECTOR

##### MARKET OVERVIEW

###### Malaysia: Urbanisation Rate

According to the Population and Housing Census of Malaysia 2020: Urban and Rural publication by the Department of Statistics Malaysia (“DOSM”), Malaysia’s urbanisation rate has tripled, increasing from 28.4% (3.0 million people) in 1970 to 75.1% (24.4 million people) in 2020. This rapid urban transition reflects Malaysia’s strong economic growth, with cities evolving into key economic hubs, contributing to more than two-thirds of the nation’s GDP. However, this success also highlights the need to create urban environments that are not only efficient but also livable and sustainable.

Kuala Lumpur and Putrajaya have achieved full urbanisation (100%), followed by Selangor (95.8%), Penang (92.5%), and Melaka (90.9%). In contrast, Kelantan (44.1%), Pahang (52.8%), and Perlis (53.8%) recorded the lowest urbanisation rates in 2020. Among the states, Selangor has the largest urban population, increasing from 4.9 million in 2010 to 6.7 million in 2020, with a compounded annual growth rate (“CAGR”) of 3.2%. Johor follows, with its urban population rising from 2.3 million to 3.1 million (CAGR: 3.0%), while Kuala Lumpur’s urban population grew from 1.6 million to 2.0 million (CAGR: 2.3%) over the same period. Meanwhile, Sabah maintains the highest rural population, reflecting a slower pace of urbanisation compared to other states.

As Malaysia’s urban centres continue to expand, infrastructure development plays a crucial role in ensuring sustainable urban growth and connectivity. One of the most significant upcoming projects is the MRT3 Circle Line, a 50.8 km rail network designed to enhance connectivity within the Klang Valley. With 32 stations, it will seamlessly integrate with existing transit networks such as the MRT, LRT, KTM, and Monorail, improving mobility and reducing congestion. By linking key urban centres like Sri Hartamas, Mont Kiara, Setapak and Cheras, MRT3 is expected to stimulate economic growth, increase property values and drive urban expansion. Construction is expected to begin in 2027, with Phase 1 operational by 2028 and full completion targeted for 2030.

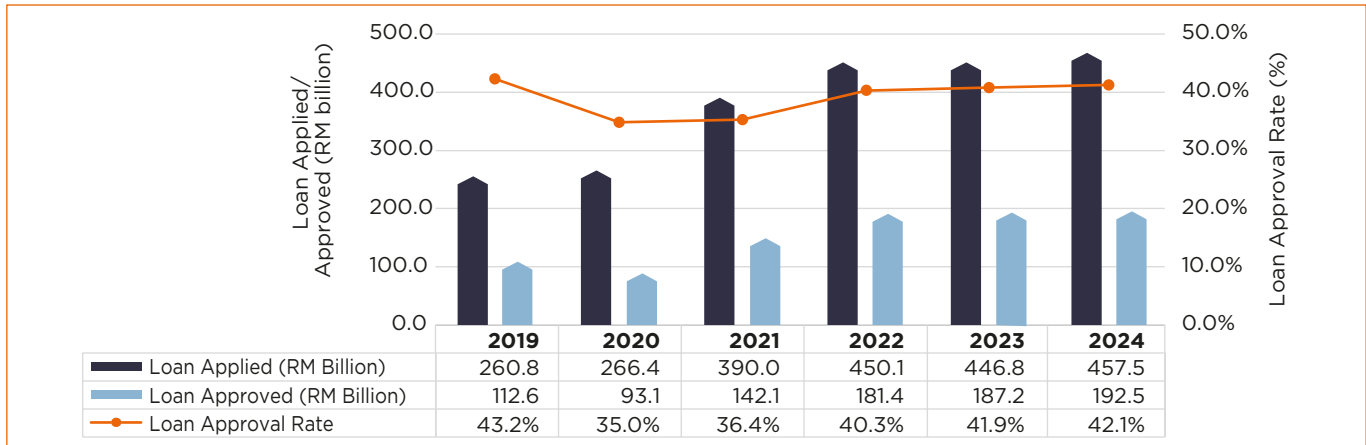
Urbanisation in Negeri Sembilan has also grown significantly, reaching 69.0% in 2020, driven by infrastructure projects, economic expansion and improved connectivity. Its strategic location between Kuala Lumpur and Malacca has attracted businesses and residents seeking affordable housing options while remaining well-connected to major economic hubs. The expansion of key urban centres such as Seremban, Nilai, Senawang and Bandar Sri Sendayan has further supported this growth. Major infrastructure developments, including the North-South Expressway (“NSE”), KTM Komuter services and the expansion of industrial zones, have significantly enhanced urbanisation in the state.

Negeri Sembilan’s urban expansion has been further accelerated by large-scale projects, including the Seremban-KLIA Corridor, Nilai and Malaysia Vision Valley 2.0 (“MVV 2.0”). These initiatives have played a crucial role in driving economic activity, industrial growth and population migration into urban areas. The state’s urbanisation trajectory is expected to gain further momentum with upcoming industrial and digital infrastructure projects, including the RM3 billion SPD Tech Valley in Senawang, positioning Negeri Sembilan as a key industrial hub. Additionally, Gamuda’s RM424.4 million data centre project in Port Dickson is set to bolster the state’s digital economy, while developments such as the Bandar Springhill Medical Hub and Techpark Phase 3 @ Enstek will further support economic growth and urban expansion.

Looking ahead, urban migration trends in Malaysia are expected to further increase the urban population, with projections reaching 81.2% by 2030, 85.0% by 2040, and 88.8% by 2050. As urbanisation accelerates, infrastructure development, commercial expansion, industrial diversification and digital transformation will be crucial in ensuring balanced and sustainable urban growth across the country.

###### Malaysia: Residential Loan Approval Rates

In 2024, approved housing loans increased by 2.8% y-o-y to RM192.5 billion, while housing loan applications rose by 2.4% to RM457.5 billion. As a result, the loan approval rate improved slightly to 42.1%, up from 41.9% in 2023. The increase in approved loans indicates sustained financing accessibility, despite economic uncertainties and evolving lending conditions.

**Chart: Residential Loan Approval Rates, 2019-2024**


Sources: Bank Negara Malaysia (BNM), Knight Frank Malaysia Research

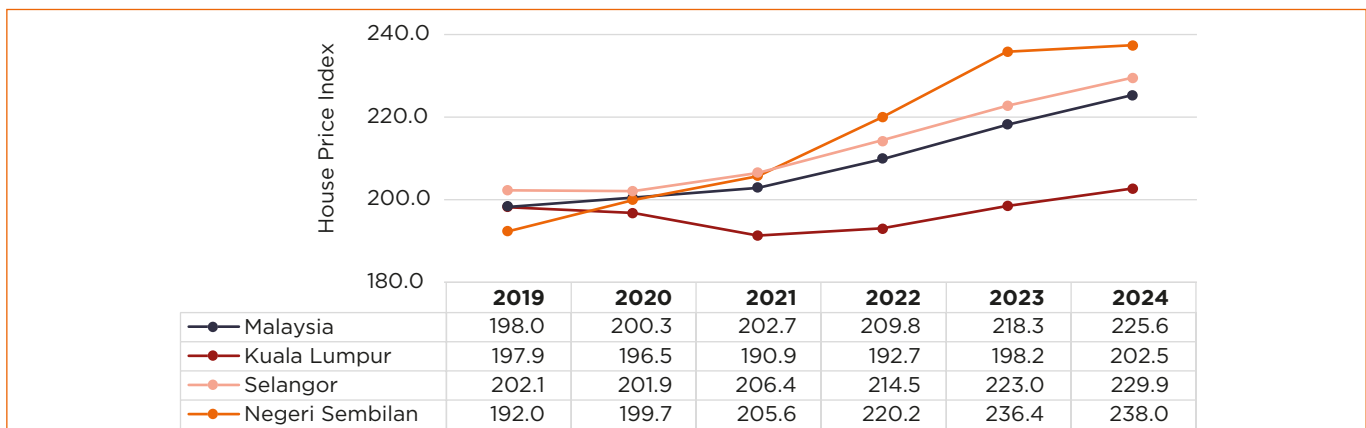
### Malaysia: House Price Index

Malaysia's All House Price Index ("HPI") has shown a steady upward trend from 2019 to 2024, reflecting continued growth in property values despite economic fluctuations. The CAGR for Malaysia during this period stands at 2.6%, underscoring a moderate but consistent appreciation in house prices nationwide.

At the national level, Malaysia's HPI increased from 198.0 in 2019 to 225.6 in 2024, indicating a stable upward trajectory. Negeri Sembilan recorded the highest growth, with its HPI rising from 192.0 in 2019 to 238.0 in 2024, translating to a CAGR of 4.4%, the highest among the selected states. This surge suggests heightened demand, infrastructure developments and increased investor interests in Negeri Sembilan's real estate market.

Selangor also experienced notable growth, with its HPI climbing from 202.1 in 2019 to 229.9 in 2024, reflecting a CAGR of 2.6%. This indicates sustained demand for housing in the state due to its strategic location, economic opportunities and strong population growth.

In Kuala Lumpur, however, the HPI growth has been more subdued, rising from 197.9 in 2019 to 202.5 in 2024, resulting in a CAGR of just 0.5%. The capital city's slower price appreciation may be attributed to a higher base price, affordability concerns and an evolving property market where demand is shifting towards suburban areas.

**Chart: All House Price Index ("HPI") by State, 2019-2024**


Sources: NAPIC, Knight Frank Malaysia Research

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

#### EXISTING & FUTURE SUPPLY

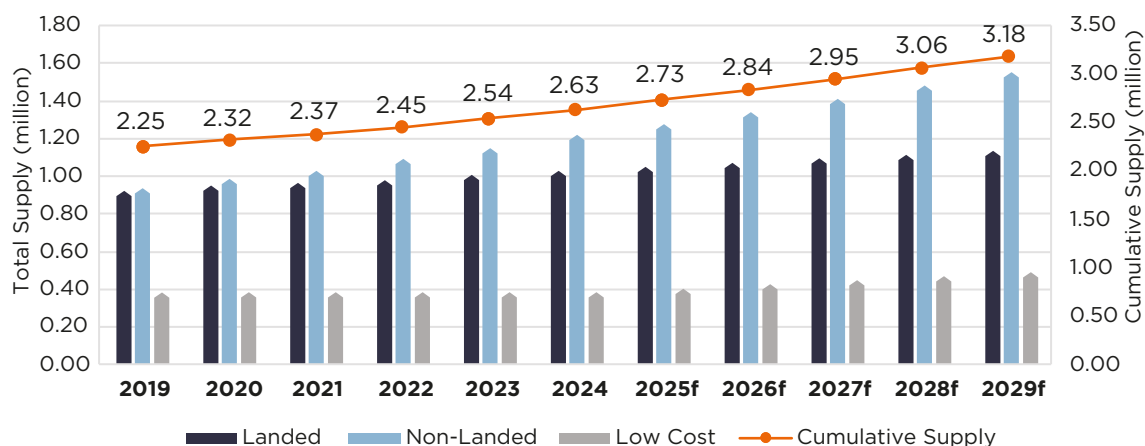
##### Klang Valley

In 2024, the total residential supply in Klang Valley was recorded at 2.63 million housing units, reflecting a 3.6% increase y-o-y. These properties are classified into 3 distinct categories: 46.2% as Non-landed properties, 39.1% by landed properties and 14.7% by low-cost housing.

Over the six-year period from 2019 to 2024, the CAGR stood at 2.7%, highlighting steady expansion in the region's housing supply.

Looking ahead, preliminary forecasts indicate that Klang Valley's total residential supply will reach 3.18 million units over the next five years, with non-landed properties expected to contribute 48.8% of this growth. This trend reflects the increasing demand for high-density urban living and also land availability constraints in strategic locations, driving a shift towards vertical residential developments in the region.

**Chart: Cumulative Residential Supply in Klang Valley, 2019-2029f**



**Sources:** NAPIC, Knight Frank Malaysia Research

**Notes:**

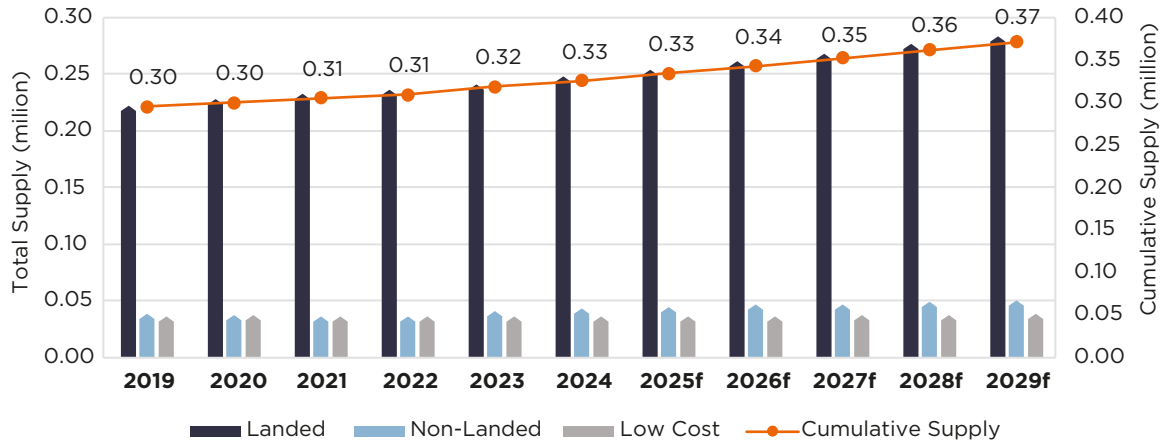
1. Landed: Terrace, Semi-Detached, Detached, Townhouse, Cluster
2. Non-Landed: Flat, Condominium/Apartment, Serviced Apartment, Soho
3. Low Cost: Low-Cost House, Low-Cost Flat

##### Negeri Sembilan

In 2024, the total residential supply in Negeri Sembilan was recorded at 325,811 housing units, reflecting a 2.2% increase y-o-y, with 7,007 new units added to the market. These properties are classified into 3 distinct categories: 76.0% as landed properties, 12.8% by non-landed properties and 11.2% by low-cost housing.

Over the six-year period from 2019 to 2024, the CAGR stood at 2.0%, highlighting steady expansion in the region's housing supply.

Looking ahead, preliminary forecasts project that the total residential supply in Negeri Sembilan will reach 371,169 units over the next five years, with landed properties contributing 76.4% to this growth. This trend reflects the persistent demand for landed residential developments in the region, contrasting with the urbanisation-driven shift towards high-density, vertical living seen in more urbanised markets like Klang Valley.

**Chart: Cumulative Residential Supply in Negeri Sembilan, 2019-2029f**


**Sources:** NAPIC, Knight Frank Malaysia Research

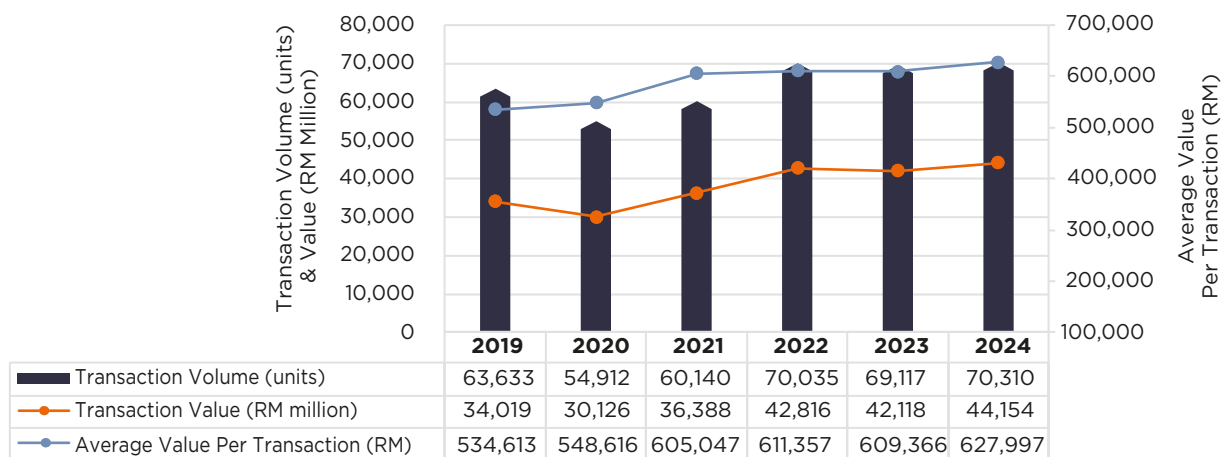
**Notes:**

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

## TRANSACTION VOLUME AND VALUES

### Klang Valley

In 2024, Klang Valley's residential transaction market recorded steady performance, with transaction volume rising slightly by 1.7% y-o-y to 70,310 units. Transaction value increased by 4.8% y-o-y to RM44.15 billion, reflecting improved market activity. The average value per transaction also grew by 3.1% y-o-y to RM627,997, marking continued demand for higher-value residential properties. This growth signals a stable market, supported by resilient demand despite ongoing economic challenges.

**Chart: Residential Transaction Volume and Value in Klang Valley, 2019-2024**


**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Data excludes Serviced Apartment and SOHO



## STRATEGIC REVIEW

### Operating Landscape

### Market Review and Outlook

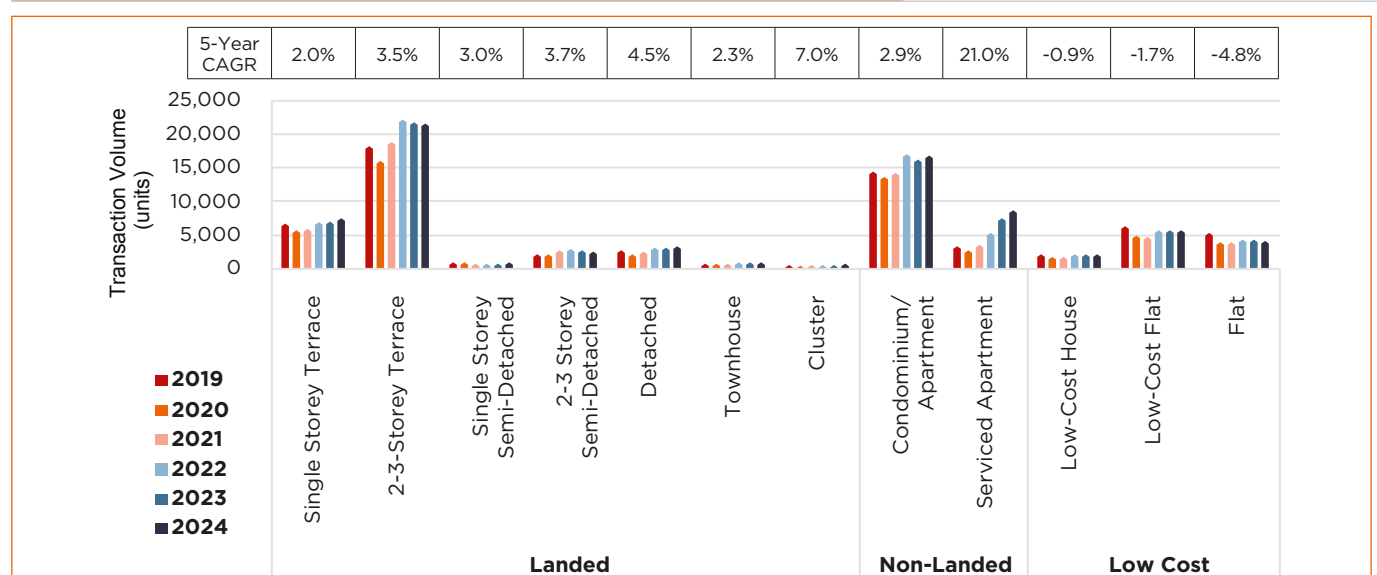
In 2024, landed houses continued to dominate property transactions in Klang Valley, accounting for 50.2% of total transactions. This trend reflects homebuyers' preference for larger living spaces and long-term value appreciation, particularly in suburban areas where land remains relatively more available.

Non-landed properties comprised 33.8% of transactions, appealing to urban dwellers prioritising accessibility, modern facilities and proximity to workplaces, especially in high-density locations. Low-cost housing made up the remaining 16.0%, supported by government initiatives aimed at increasing homeownership among lower-income groups.

In terms of growth, serviced apartments experienced the highest CAGR at 21.0% during the review period, with transaction volumes in 2024 more than doubling from those in 2019. This is followed by cluster houses at 7.0% and detached houses at 4.5%.

Majority of the residential types experienced modest growth in 2024, except for single storey terraced and cluster houses, which saw a remarkable increase in transaction volume by 56.4% and 38.0% y-o-y respectively.

**Chart: Transaction Volume by Property Type in Klang Valley, 2019-2024**

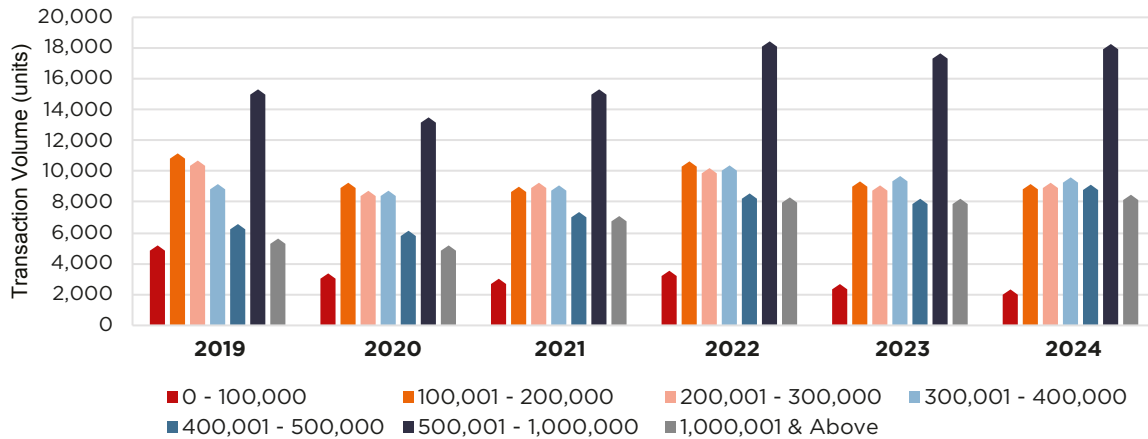


**Sources:** NAPIC, Knight Frank Malaysia Research

In Klang Valley, a total of 66,193 residential property transactions were recorded. Of these, 59.6% (39,441 units) were priced below RM500,000, while 40.4% (26,752 units) were for residential units priced above RM500,000. The RM500,001-RM1,000,000 price segment was the most active, contributing the highest percentage of total transactions at 27.6%.

In contrast, residential properties priced at RM1,000,000 and above accounted for 12.8% of total transactions. Within this segment, 2-3 storey terrace houses made up the largest share at 37.4%, followed by 2-3 storey semi-detached homes at 20.6%, condominiums and apartments at 19.6%, and detached houses at 17.5%. This price segment also recorded the highest compounded annual growth rate of 8.6% among all residential segments.

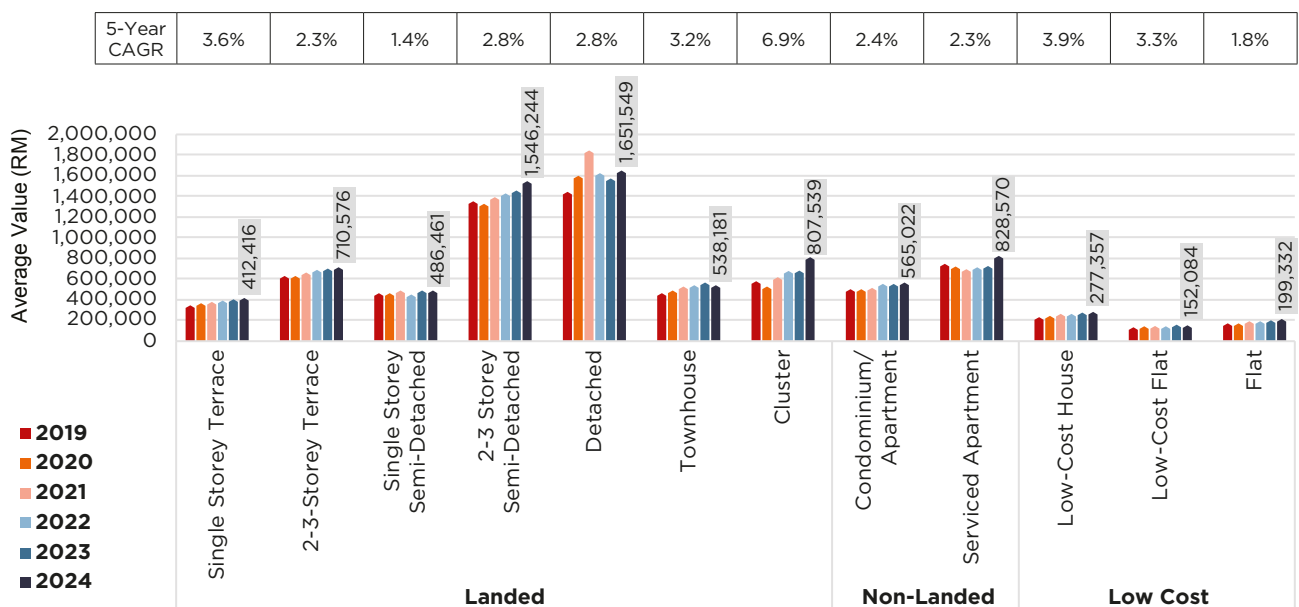
Notably, the RM400,000 - RM600,000 and RM800,000 - RM900,000 price segments saw significant growth in transaction volume between 2023 and 2024, increasing by 17.1% and 10.3% respectively.

**Chart: Transaction Volume by Price Range (RM) in Klang Valley, 2019-2024**


Sources: NAPIC, Knight Frank Malaysia Research

Note: Data excludes Serviced Apartment and SOHO

The average value of residential transactions for cluster houses recorded the highest CAGR at 6.9%, primarily due to the limited supply in the Klang Valley over the review period. Conversely, traditionally high-demand residential properties such as 2- to 3-storey terraces and condominiums/apartments have shown more modest price appreciation, with CAGRs of 2.3% and 2.4%, respectively, over a five-year span. This trend is likely due to a well-supplied market which tempers price escalation, in conjunction with a competitive environment.

**Chart: Average Value Per Residential Transaction ("AVPT") by Property Type in Klang Valley, 2019-2024**


Sources: NAPIC, Knight Frank Malaysia Research

Note: Data excludes Others and Vacant Lots

## STRATEGIC REVIEW

### Operating Landscape

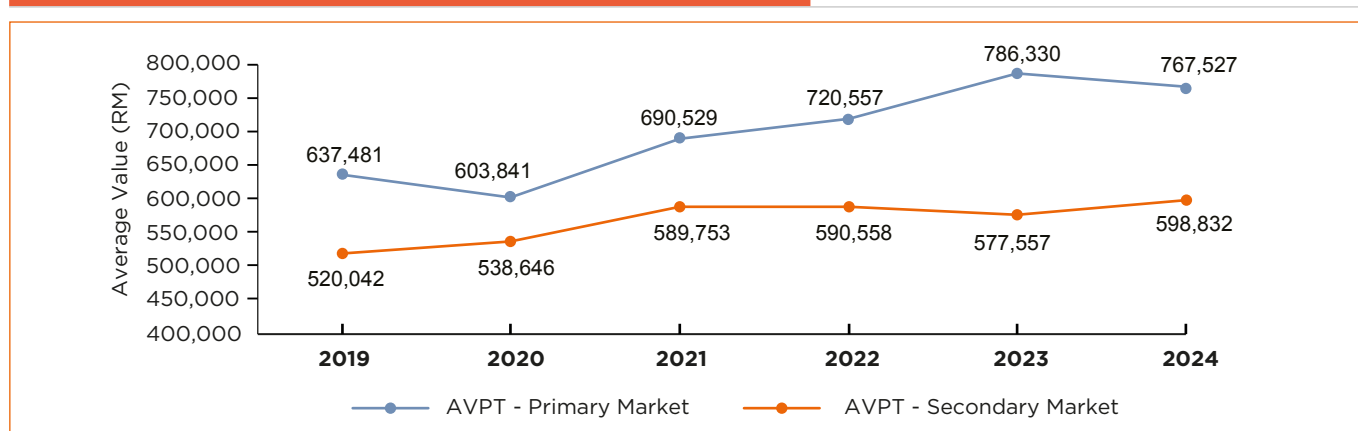
#### Market Review and Outlook

When comparing the primary and secondary markets, the average value per residential transaction in 2024 for the primary market was recorded at RM767,527, whereas for the secondary market, it stood at RM598,832. This indicates that the average value per residential transaction in the primary market was 1.28 times higher than that in the secondary market.

In terms of growth, the average value per residential transaction in the primary market exhibited a higher CAGR of 3.8% over the review period, compared to 2.9% in the secondary market. However, in 2024, the primary market saw a slight decline of 2.4%, while the secondary market experienced a 3.7% increase compared to 2023.

The primary market remains resilient, driven by demand for modern amenities and strategic locations, though transaction values dipped due to developer incentives. Meanwhile, rising secondary market values reflect growing interest in pre-owned homes, despite challenges like aging properties and renovation costs. While the primary market retains its price premium, the secondary market is gaining traction among value-conscious buyers.

**Chart: Average Value Per Residential Transaction ("AVPT") in the Primary and Secondary Markets in Klang Valley, 2019-2024**



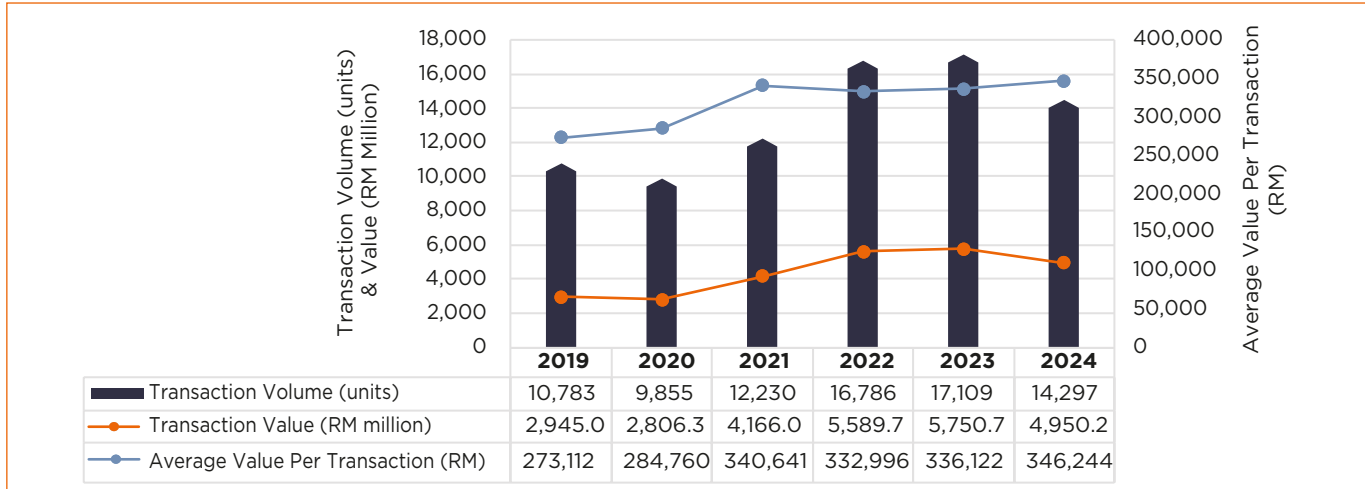
**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Data excludes Serviced Apartment and SOHO

#### Negeri Sembilan

In 2024, the residential market in Negeri Sembilan recorded a double-digit decline in both transaction volume and value. Transaction volume dropped by 16.4% to 14,297 units (2023: 17,109 units), while transaction value decreased by 13.9% to RM4.95 billion (2023: RM5.75 billion).

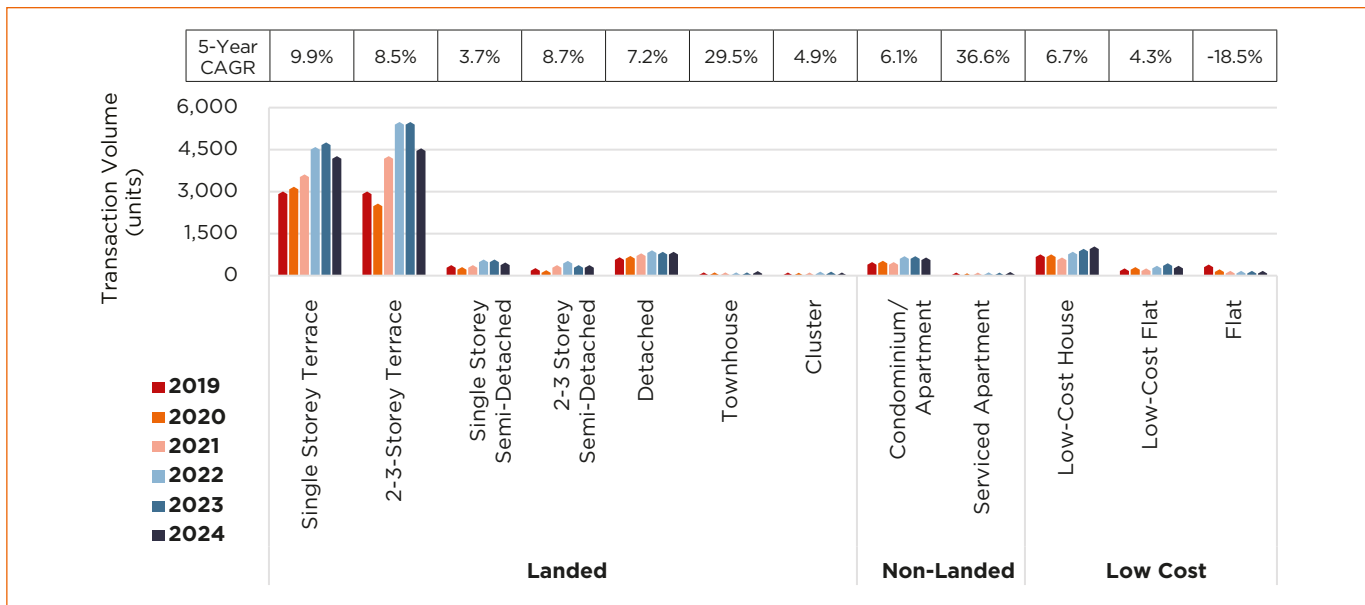
Despite the overall slowdown, the average value per transaction continued to increase, rising by 3.0% to RM346,244 per unit (2023: RM336,122 per unit). This suggests that while fewer transactions took place, demand for higher-value properties remained resilient, supporting overall price stability in the market.

**Chart: Residential Transaction Volume and Value in Negeri Sembilan, 2019-2024**


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

In Negeri Sembilan, the majority of residential transactions are landed houses, which account for approximately 83.1% of the total residential activity. Within this category, single-storey terraces and 2- to 3-storey terraces are the predominant contributors, with 35.8% and 34.0% of the transactions respectively. This predominance is primarily due to the concentration of supply in these two segments.

In terms of growth, serviced apartment and townhouses have registered the highest CAGRs at 36.6% and 29.5%, respectively. Notably, transaction volumes for cluster houses and serviced apartments have increased, despite these property types contributing the least to overall transactions.

**Chart: Transaction Volume by Property Type in Negeri Sembilan, 2019-2024**


**Sources:** NAPIC, Knight Frank Malaysia Research  
**Note:** Data excludes Others and Vacant Lots

## STRATEGIC REVIEW

### Operating Landscape

### Market Review and Outlook

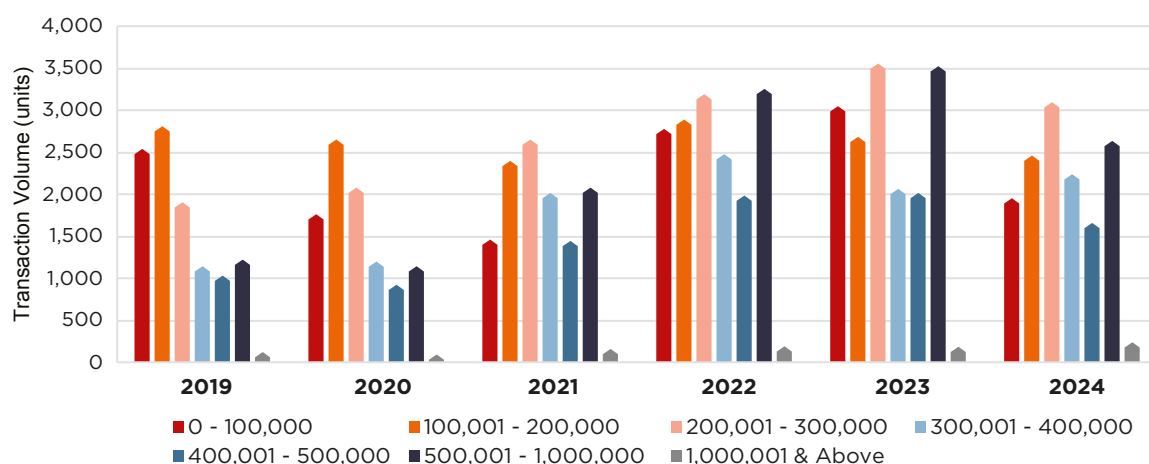
In Negeri Sembilan, 14,297 residential property transactions were recorded, with 79.9% (11,420 units) priced below RM500,000 and 20.1% (2,877 units) above RM500,000, indicating strong demand for affordable housing.

The RM200,001 to RM300,000 price segment saw the highest transaction volume in 2024 at 21.6%, followed closely by the RM500,001 to RM1,000,000 segment at 18.4%. Notably, transactions in the RM300,001 to RM400,000 and RM1,000,001 and above segments increased y-o-y, while other price segments declined.

In terms of CAGR, most price segments experienced double-digit growth, with RM300,001 to RM400,000 at 14.5%, RM500,001 to RM1,000,000 at 16.4% and RM1,000,001 and above at 14.8%, reflecting growing interest and perceived value in these ranges.

This breakdown highlights Negeri Sembilan's affordability-driven market, where lower-priced properties dominate, while higher-end segments, though smaller, remain active, supported by buyers upgrading to larger or premium homes and investors seeking high-value properties. Notably, 64.6% of transactions for properties priced below RM500,000 were concentrated in Seremban.

**Chart: Transaction Volume by Price Range (RM) in Negeri Sembilan, 2019-2024**



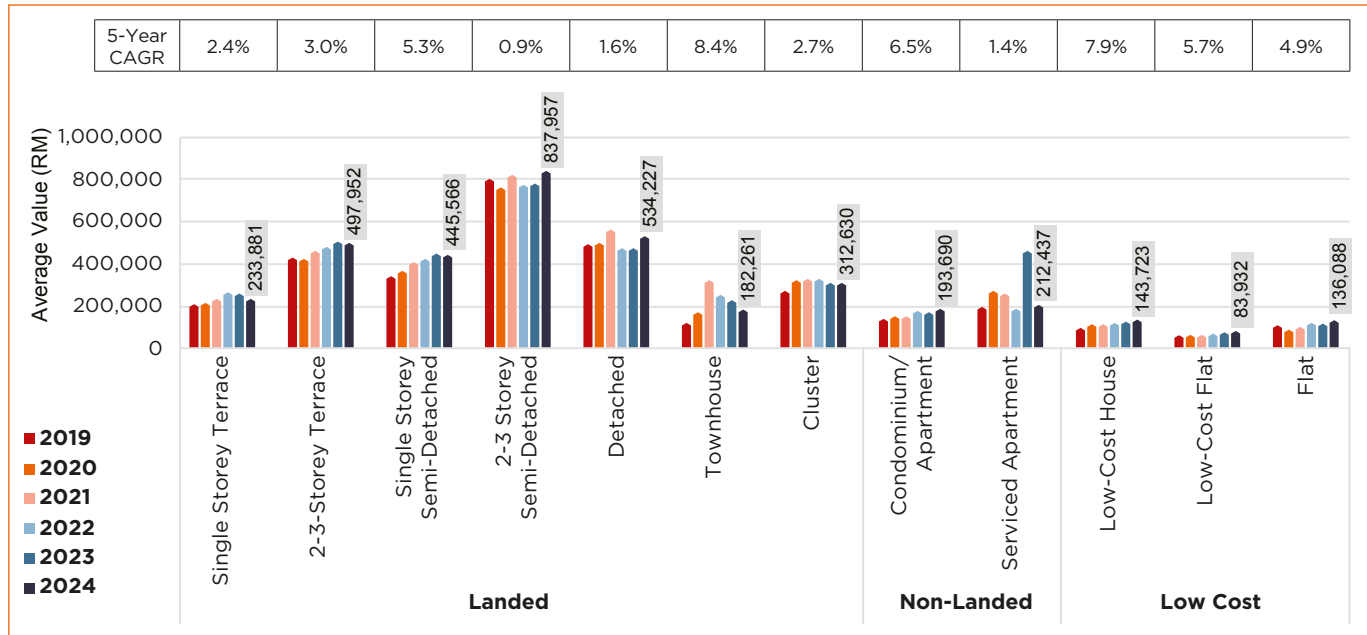
**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Data excludes Serviced Apartment and SOHO

Over the review period in Negeri Sembilan, townhouses recorded the highest CAGR in average transaction value at 8.4%, primarily due to their limited supply. In comparison, properties traditionally in high demand, such as 2- to 3-storey terrace houses and single-storey terraces, saw more modest price appreciation, with CAGRs of 3.0% and 2.4%, respectively, over five years. This trend is likely driven by a well-supplied market that moderates price growth amid a competitive landscape. Condominiums/apartments recorded a higher CAGR of 6.5%.



Chart: Average Value Per Residential Transaction ("AVPT") by Property Type in Negeri Sembilan, 2019-2024



Sources: NAPIC, Knight Frank Malaysia Research  
Note: Data excludes Others and Vacant Lots

In 2024, the average value per residential transaction in Negeri Sembilan was recorded at RM475,923 for the primary market and RM270,628 for the secondary market, making the primary market 1.76 times higher in value compared to the secondary market.

In terms of growth, the average value per residential transaction in the secondary market exhibited a higher CAGR of 5.8% over the review period, compared to 1.9% in the primary market. This trend continued in 2024, where the secondary market recorded a stronger annual growth of 6.8%, while the primary market increased by just 0.7%.

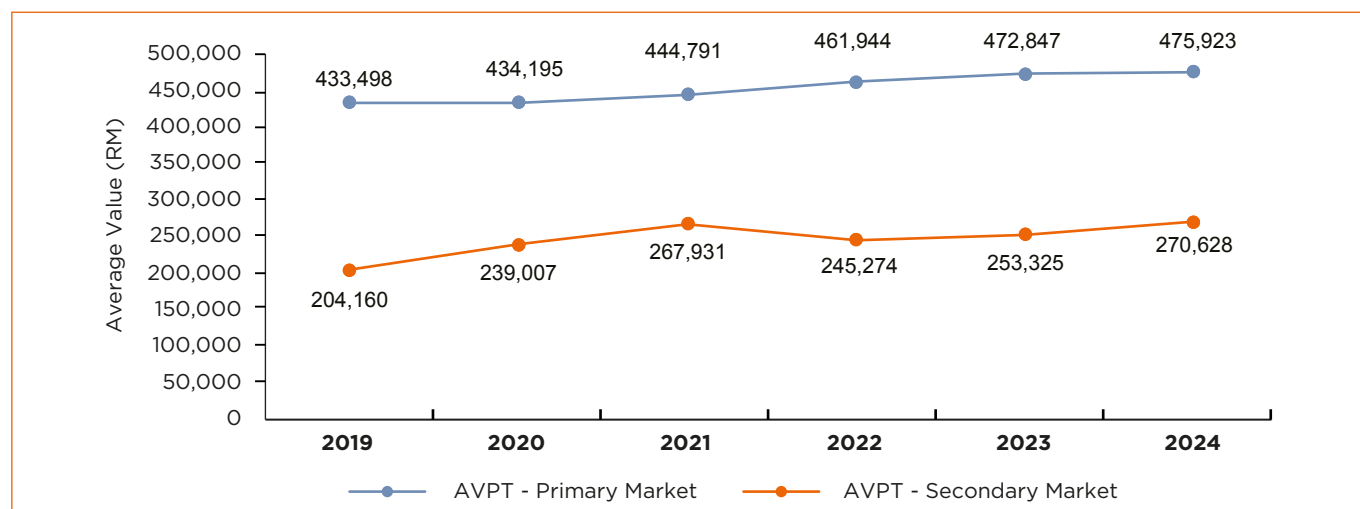
This suggests that buyers continue to value new constructions, reflected in the higher average transaction value in the primary market. Meanwhile, the secondary market's stronger growth indicates steady demand for existing properties, likely driven by affordability and location preferences. These trends highlight a balanced market where both sectors cater to different buyer needs.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

**Chart: Average Value Per Residential Transaction ("AVPT") in the Primary and Secondary Markets in Negeri Sembilan, 2019-2024**



**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Data excludes Serviced Apartment and SOHO

## RESIDENTIAL PROPERTY OVERHANG

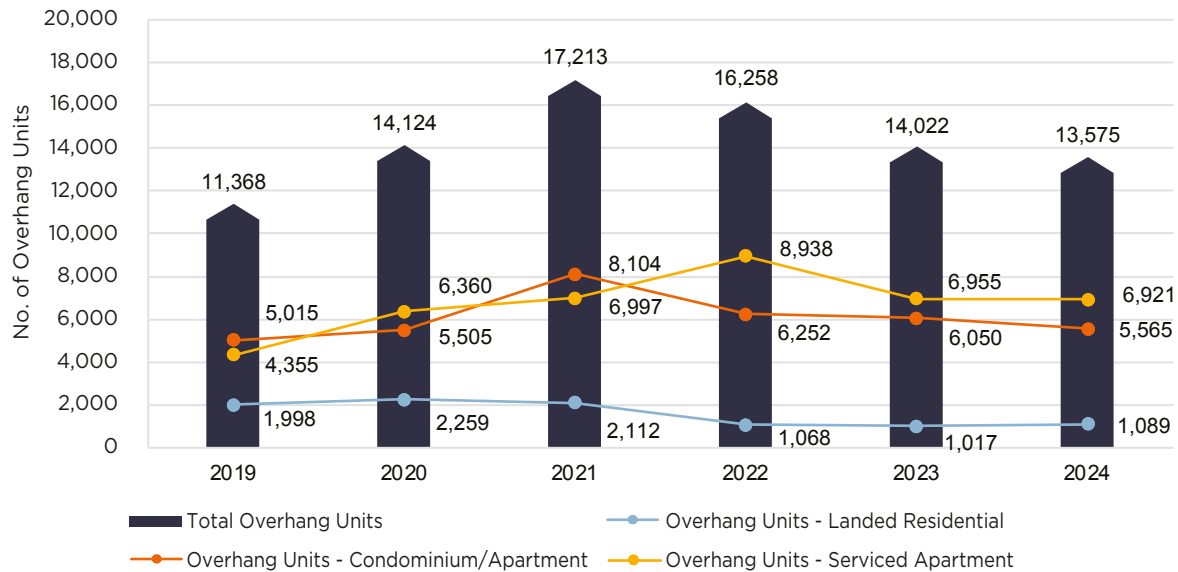
### Klang Valley

The year 2024 marked continued improvement in the housing market overhang in Klang Valley, with total overhang units declining by 3.2% y-o-y to 13,575 units, marking the third consecutive year of reduction.

By property type, the largest contribution to the decline came from condominium/apartment units, which fell by 8.0% to 5,565 units. Serviced apartments recorded a slight decrease of 0.5% to 6,921 units, while landed residential properties saw an increase of 7.1% to 1,089 units, indicating a slower pace of absorption in this segment.

In 2024, the percentage of overhang units compared to total units launched in the market rose slightly by 0.7% y-o-y to 15.9%, up from 15.2% in 2023. This increase was mainly due to the rise in landed residential overhang, which grew from 24.1% in 2023 to 26.7% in 2024. Despite fewer new launches in 2024, the landed segment's overhang rose, suggesting softer demand. However, the overall overhang rate remained stable, supported by improved absorption in the condominium/apartment segment.

A large portion of overhang units remained concentrated in specific districts. In Kuala Lumpur, 32.2% of the total overhang units were located in the City Centre, and 20.4% in Petaling. In Selangor, 27.3% were in Petaling, followed by 19.0% in Gombak. Most of these overhang units consisted of serviced apartments and condominiums/apartments.

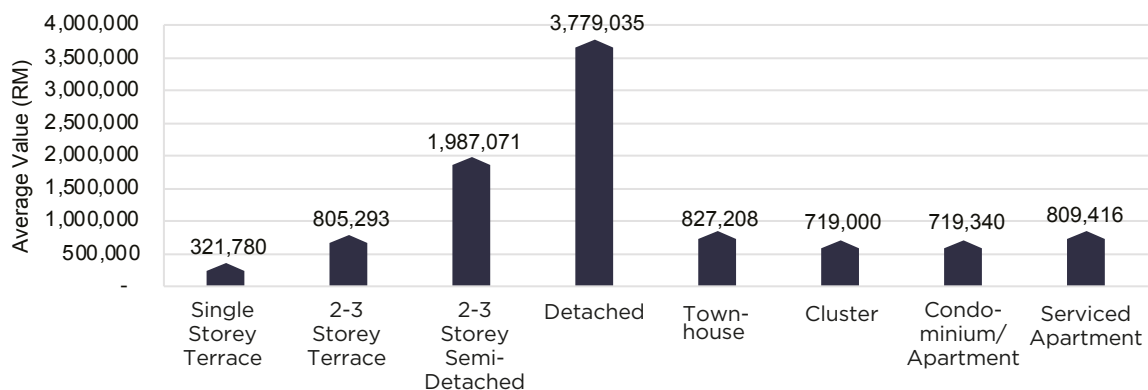
**Chart: Residential Properties and Serviced Apartment Overhang in Klang Valley, 2019-2024**

**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Exclude low-cost housing

In 2024, within the Klang Valley, condominium/apartment and serviced apartment overhang units had average values of RM719,340 and RM809,416, respectively. Additionally, 2- to 3-storey terrace homes, the most common residential supply in the region, recorded an average overhang value of RM805,293.

These figures indicate that overhang units are generally priced at the higher end of the market, compared to the average transaction prices of condominiums/apartments at RM565,022 and 2- to 3-storey terraces at RM710,576. However, the average transacted price for serviced apartments was slightly higher than the overhang price, at RM828,570. This suggests that transacted serviced apartments are likely located in more desirable areas or developments where buyers perceive greater value, thus driving prices above the overhang average.

**Chart: Average Value Per Unit for Overhang Residential Properties in Klang Valley, 2024**

**Sources:** NAPIC, Knight Frank Malaysia Research

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

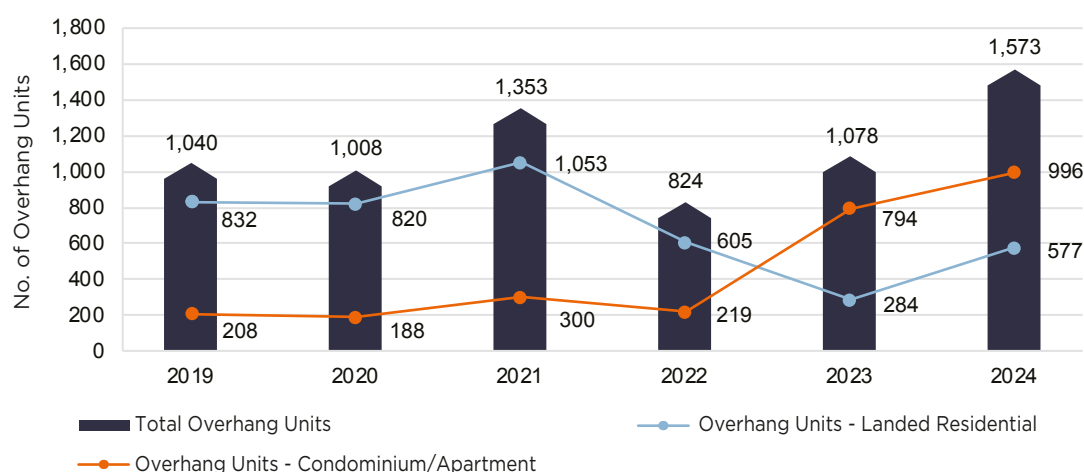
#### Negeri Sembilan

In 2024, Negeri Sembilan's residential overhang rose sharply to 1,573 units, reflecting a 45.9% year-on-year increase. The overhang was primarily driven by condominiums/apartments, which increased by 25.4% to 996 units. Meanwhile, landed residential overhang more than doubled, rising by 103.2% to 577 units. Although smaller in scale compared to high-rise properties, this growth suggests sustained demand for landed homes.

During the review period, the proportion of overhang units relative to total launched units also increased. For landed properties, the overhang percentage rose from 18.7% in 2023 to 23.9% in 2024, while for condominiums/apartments, it increased from 23.8% to 31.4%. These changes led to an overall increase in residential overhang from 30.8% to 45.9% across the market.

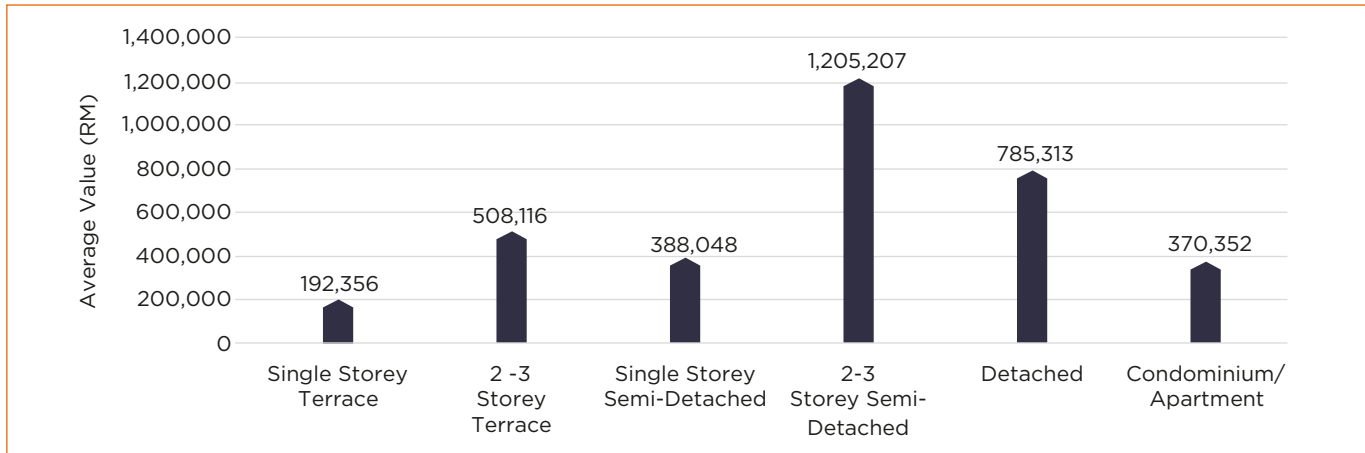
Notably, 87.1% of the total residential overhang in Negeri Sembilan is concentrated in Seremban, where ongoing new developments continue to shape the market and expand the housing supply. Within this, condominiums/apartments account for 70.4%, landed houses make up 27.3%, and the remaining share consists of low-cost housing.

**Chart: Residential Properties Overhang in Negeri Sembilan, 2019-2024**



**Sources:** NAPIC, Knight Frank Malaysia Research

In 2024, Negeri Sembilan's property overhang data revealed that 2-3 Storey semi-detached, having the highest number of overhang units, were valued at an average of RM1,205,207. Meanwhile, the most sought-after residential properties, the single-storey and 2- to 3-storey terrace houses, had average values of RM192,356 and RM508,116, respectively.

**Chart: Average Value Per Unit of Residential Properties Overhang in Negeri Sembilan, 2024**


Sources: NAPIC, Knight Frank Malaysia Research

## RESIDENTIAL MARKET OUTLOOK

Looking ahead, Malaysia's residential property market is expected to remain on a gradual recovery path, supported by stable economic growth, ongoing urbanisation and sustained demand for affordable housing. Urban migration, particularly into key regions such as Klang Valley and Negeri Sembilan, will continue to drive demand for well-located, affordably priced homes, although buyers are likely to remain cautious amid rising living costs and global economic uncertainties.

In Klang Valley, market activity is anticipated to be driven by demand for mid-range and affordable properties, especially landed homes in suburban areas, as homebuyers prioritise larger living spaces and better value for money. However, the high-rise segment, particularly serviced apartments and condominiums, is expected to continue facing absorption challenges due to oversupply and affordability constraints. This is further reflected in the persistent overhang of high-rise properties, despite overall improvements in the overhang situation.

Similarly, in Negeri Sembilan, the market is expected to remain focused on affordable landed homes, supported by the state's demographic profile and rising urbanisation. Demand will primarily come from first-time buyers and upscalers seeking practical, family-friendly housing. However, the sharp increase in overhang units, particularly in high-rise developments concentrated in Seremban, signals the need for developers to carefully assess actual demand and avoid oversupplying less marketable product types.

Looking ahead, developers in both Klang Valley and Negeri Sembilan are expected to adopt a more cautious, demand-driven approach, prioritising affordability, strategic locations and functional design to align with evolving buyer preferences. Infrastructure projects such as the MRT3 Circle Line in Klang Valley and Malaysia Vision Valley 2.0 ("MVV 2.0") in Negeri Sembilan will further enhance market growth by improving connectivity and supporting the development of transit-oriented, sustainable, and community-focused townships.

While overall residential price growth is expected to remain moderate, supported by steady demand in well-performing segments, challenges in the premium and high-rise markets will continue to weigh on the pace of recovery. Affordability concerns, increasing living costs and supply-demand imbalances will remain key factors shaping buyer decisions, reinforcing the importance of value-driven, market-relevant products to sustain long-term growth and stability in the residential sector.

Government support under Budget 2025 is expected to help bolster homeownership, particularly among the middle- and lower-income groups. The Housing Credit Guarantee Scheme ("SJGP") offers tax relief of up to RM5,000 for first-time homebuyers purchasing properties priced between RM500,000 and RM750,000. Meanwhile, the Residensi Madani initiative, under the MADANI Economy framework, aims to deliver 8,000 affordable housing units in the Federal Territories by 2027, priced between RM150,000 and RM200,000, specifically targeting the B40 income group to address housing affordability in Kuala Lumpur.



# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

In addition to government support, the private sector is complementing these efforts through innovative homeownership campaigns. Maybank's Green Home Financing offers 95% + 5% financing for certified green properties, covering upfront costs such as insurance, legal fees and stamp duty, while also providing preferential rates for eco-friendly homes. Developers are also introducing attractive incentives, including Sime Darby Property's 'The Perfect 10' campaign, which offers early bird privileges, cash rewards, free MOT, stamp duty, and 12 months of free maintenance fees across selected developments in prime locations.

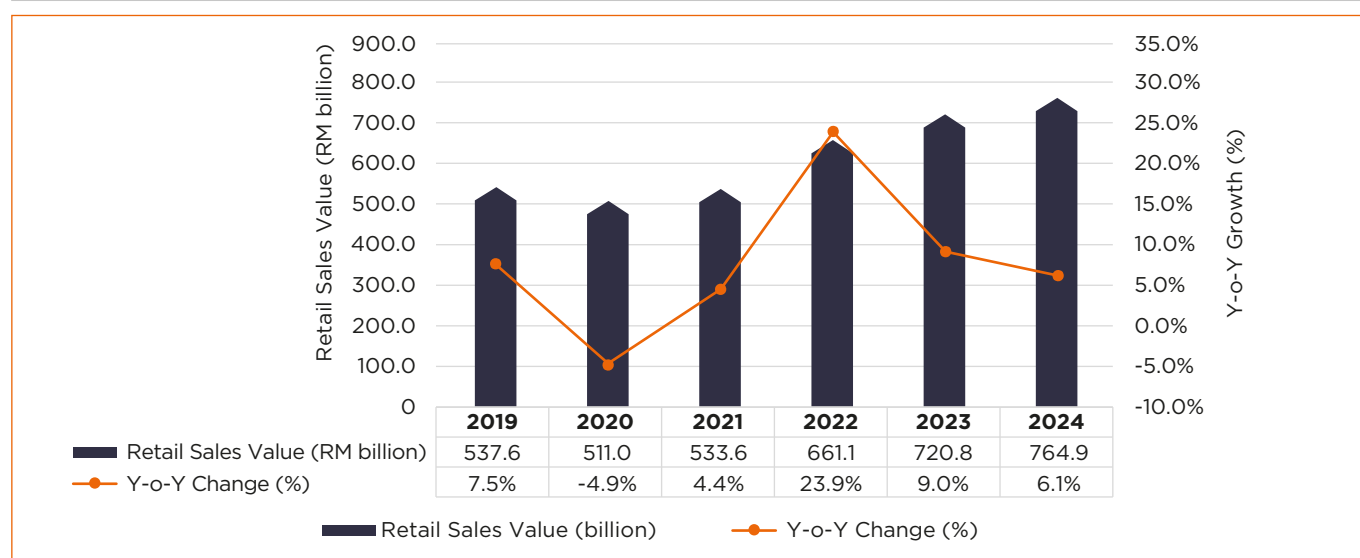
At the same time, ongoing progress in road and rail infrastructure is supporting the growth of suburban townships and transit-oriented developments along key transit corridors, aligning with shifting buyer preferences for greater connectivity, convenience and lifestyle-focused living.

## RETAIL PROPERTY SECTOR

### MARKET OVERVIEW

Retail sales in Malaysia, as recorded by the Department of Statistics Malaysia ("DOSM"), grew 6.1% y-o-y in 2024, reaching RM764.9 billion, up from RM720.8 billion in 2023. This strong growth was primarily driven by an increase in retail sales in specialised stores for other goods<sup>1</sup> (8.3%), food, beverages and tobacco (7.5%), non-specialised stores<sup>2</sup> (6.9%) and retail trade outside stores, stalls, or markets (6.4%). Among these categories, retail sales in non-specialised stores contributed the most to total retail trade in 2024, accounting for 38.4%.

**Chart: Malaysia Retail Sales Growth, 2019-2024, Y-o-Y change (%)**



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

The Klang Valley retail market experienced significant growth in 2024, driven by the introduction of well-conceptualised developments that redefined the region's retail landscape. The cumulative retail space supply in Klang Valley reached 70.89 million sq ft, following the completion of Bloomsdale Shopping Gallery (NLA: 230,000 sq ft) in Kuala Lumpur, Elmina Lakeside Mall (NLA: 206,733 sq ft) and 168 Park Mall (NLA: 235,500 sq ft) in Selangor. These new developments reflect a strategic shift towards integrating modern amenities with community-centric and nature-inspired features to enhance consumer appeal.

#### Notes:

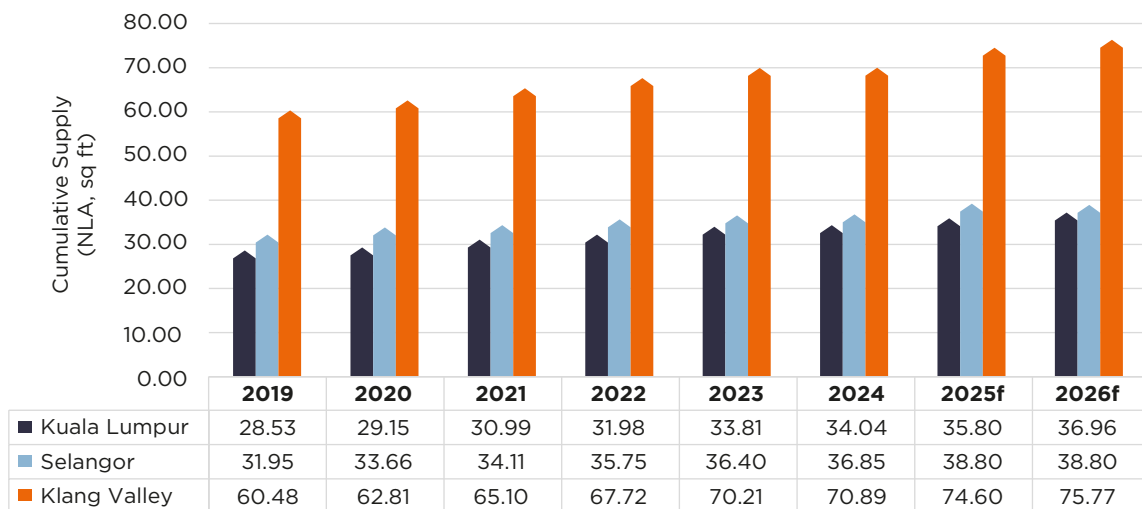
<sup>1</sup> Retail sale of other goods in specialised stores includes categories such as apparel and accessories, health and beauty, timepieces and jewellery, books and antiques, optical and precision equipment, household fuel, plants and pet supplies, souvenirs and religious items, second-hand goods, miscellaneous new goods, and auction activities.

<sup>2</sup> Retail sale in non-specialised stores includes provision stores, supermarkets, mini markets, convenience stores, department stores, hypermarkets, department store-supermarket hybrids, news agents.

Elmina Lakeside Mall is a nature-inspired retail destination in Shah Alam's City of Elmina, designed to seamlessly blend modern amenities with natural surroundings. The mall features over 100 retail outlets, offering a diverse mix of dining options, lifestyle stores, health and wellness outlets and fashion boutiques. Anchor tenants include Jaya Grocer and Harvey Norman. With a biophilic design, the mall incorporates al fresco dining areas, landscaped boulevards, water features and urban parks, enhancing the shopping experience. It is easily accessible via major highways and offers ample parking facilities, with over 700 car and motorcycle bays. The mall's committed occupancy rate of 100% reflects strong tenant demand, driven by its curated mix of offerings.

Meanwhile, 168 Park Mall in Selayang, which commenced operations in December 2024, is anchored by Village Grocer, Harvey Norman and The One Sports Centre. This two-level retail and entertainment hub reflects the growing emphasis on neighbourhood-centric developments, designed to foster community engagement and convenience.

**Chart: Cumulative Supply of Retail Space in Klang Valley, 2019-2026(f)**



**Source:** Knight Frank Malaysia Research  
(f) = Forecast

Looking ahead, 2025 is set to bring notable growth to the Klang Valley retail market, with an additional 3.72 million sq ft of retail space anticipated. This expansion includes major projects such as 118 Mall, Hextar World @ Empire City Damansara, a megamall-sized development, Phase 2 of Pavilion Damansara Heights, KLGCC Mall and Phase 2 of Sunsuria Forum @ 7th Avenue.

KLGCC Mall is a retail destination located within Kuala Lumpur Golf & Country Club ("KLGCC") Resort, marking Sime Darby Property's third wholly-owned mall after KL East Mall and Elmina Lakeside Mall. Strategically located near Bangsar, Bukit Damansara, Sri Hartamas, Mont Kiara, Bukit Tunku, and Taman Tun Dr Ismail, the mall offers seamless connectivity via major highways and is adjacent to Sime Darby Convention Centre, providing scenic golf course views and ample parking. Spanning 222,076 sq. ft. of net lettable area ("NLA") and set to open in 2H2025, KLGCC Mall will house over 80 tenants, with nearly 70% of space already taken up. Anchor tenants include Jaya Grocer, Serai Group, HarborLand Malaysia, ACE Hardware and Asia Ballet Academy, bringing a mix of retail, dining and entertainment experiences. The mall will also feature diverse F&B offerings such as El Ocho, Fat Tea, Maruki Ramen, Kay's Steak & Lobster, Pepper Lunch and ParaThai Signature.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

**Table: New and Expected Completions of Retail Malls in 2024 and 2025**

New Completions in 2024	Net Lettable Area ("NLA")
<b>Kuala Lumpur</b>	
Bloomsvale Shopping Gallery	0.23 million sq ft
<b>Selangor</b>	
Elmina Lakeside Mall	0.21 million sq ft
168 Park Mall	0.23 million sq ft
Expected Completions in 2025	Net Lettable Area ("NLA")
<b>Kuala Lumpur</b>	
Pavilion Damansara Heights (Phase 2)	
118 Mall	1.8 million sq ft
KLGCC Mall	
<b>Selangor</b>	
Hextar World @ Empire City Damansara Mall	1.9 million sq ft
Sunsuria Forum @ 7th Avenue (Phase 2)	

**Source:** Knight Frank Malaysia Research

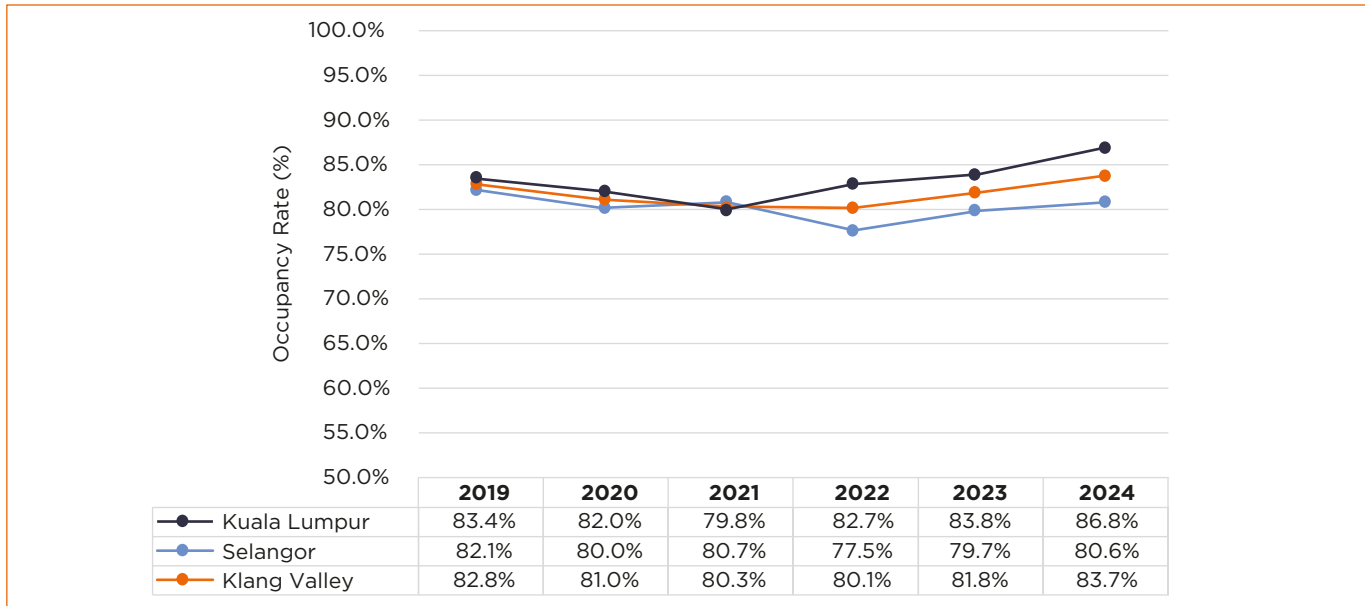
The average occupancy rates of shopping complexes (including shopping centres, hypermarkets, and arcades) in Kuala Lumpur and Selangor increased by 3.6% and 1.13%, respectively, in 2024, reaching 86.8% and 80.6%. This contributed to an overall occupancy increase of 2.34% in the Klang Valley.

The Klang Valley retail sector is evolving with a strong focus on lifestyle-driven retail concepts and experiential shopping to attract both local and regional consumers. Key trends include flagship store enhancements, international brand expansions and hybrid retail models.

Sunway Pyramid's 300,000 sq. ft. Oasis extension exemplifies this shift, featuring Malaysia's largest MUJI, H&M Home, and the region's first Caudalie Spa. Similarly, Coach Play APW in Bangsar and ZUS Coffee's flagship "Coffee Meets Pastry" at 1 Utama blend retail with hospitality. Toys"R"Us Malaysia's revamped Mid Valley outlet, integrating a 5,500 sq. ft. Kiztopia Club, highlights the shift toward interactive retail spaces.

Entertainment-driven retail is also expanding, with GSC's new IMAX and Playpark at KL East Mall and Atria Shopping Gallery's upcoming 60,000 sq. ft. theme park reinforcing experience-led formats. International brands such as Tim Hortons, KKV, and OH!SOME are expanding their networks, while HWC Coffee, ZUS Coffee and Paris Baguette continue to aggressively expand in the F&B sector. Meanwhile, Lotus's Malaysia has introduced its first hybrid store in Puchong, catering to both individual consumers and businesses.

Despite strong momentum, challenges remain. Malakat Mall in Cyberjaya has ceased operations, and GSC's strategic closures reflect the need for adaptation in a shifting retail landscape. With new retail spaces entering the market in 2025, Klang Valley's retail sector remains dynamic and resilient, shaping the future of Malaysia's retail growth.

**Chart: Average Occupancy Rate of Shopping Complexes, 2019-2024**


**Sources:** NAPIC, Knight Frank Malaysia Research

The Klang Valley retail sector saw three major acquisitions in 2024, reflecting sustained investor confidence in well-located retail assets.

In July 2024, IOI Properties Bhd acquired Tropicana Gardens Mall in Petaling Jaya for RM680 million, leveraging its prime location, MRT connectivity and strong growth potential. In October 2024, KIP REIT purchased DPulze Shopping Centre in Cyberjaya for RM320 million, marking its largest acquisition since 2017 and reinforcing its focus on community-centric malls. That same month, Sunway REIT completed its acquisition of 163 Retail Park in Mont' Kiara for RM215 million, rebranding it as Sunway 163 Mall and planning enhancements to tenant mix, accessibility and traffic circulation.

These transactions underscore confidence in the Klang Valley's retail market, with investors targeting assets that align with urban growth, evolving consumer trends and enhanced connectivity.

### HISTORICAL YIELD TRENDS

The prime retail assets yield showed a gradual recovery after a dip in 2020, rebounding from 5.7% in 2020 to 8.1% in 2023, before slightly easing to 7.9% in 2024. The decline in 2020 was largely attributed to the pandemic-driven disruptions, which impacted foot traffic, rental collections, and overall tenant performance. However, the subsequent recovery was driven by a resurgence in consumer spending, higher tenant occupancy rates, and stronger leasing activity, particularly in top-tier malls with strong brand positioning. The yield increase in 2023 suggests renewed investor confidence in high-quality retail assets, particularly in well-located and well-managed malls, while the slight softening in 2024 may reflect a more stabilised post-recovery environment.

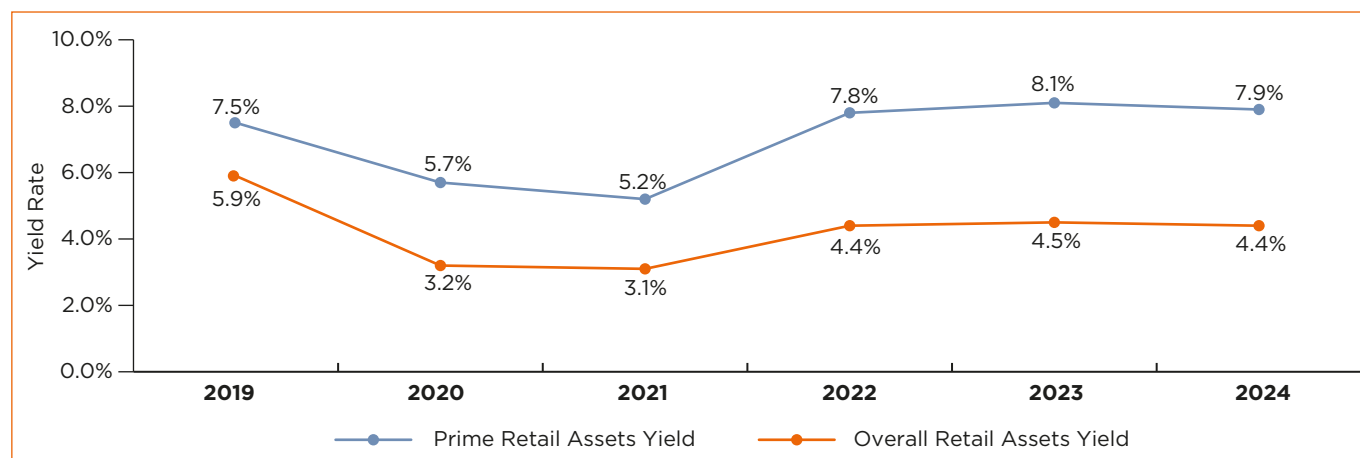
The overall retail assets yield experienced greater volatility, dropping to 3.1% in 2021 before recovering to 4.4% in 2022 and stabilising at 4.5% in 2023 and 4.4% in 2024. The prolonged weakness in secondary malls, particularly those facing structural challenges such as competition from e-commerce and weaker tenant mix, contributed to this uneven recovery. While prime malls saw robust rental rebounds, neighbourhood and struggling retail assets continued to experience higher vacancy risks and pressure on rental rates. Although the stabilisation trend indicates a broader market recovery, it highlights the continued performance disparity between prime and non-prime retail assets.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

Chart: Historical Yield Trends for Retail Properties, 2019-2024



Sources: Respective REITS Annual Report, Knight Frank Malaysia Research

#### RETAIL MARKET OUTLOOK

The Klang Valley retail sector is expected to remain cautiously optimistic in 2025, supported by government initiatives, resilient private consumption and evolving retail strategies. Key measures such as the increase in cash handouts to RM13 billion, EPF Account 3 withdrawals, and the 13% wage adjustment for civil servants in December 2024 are set to boost disposable income and sustain demand for essential goods. Additionally, the minimum wage increases to RM1,700 in February 2025 is expected to further support household spending.

Despite these positive drivers, inflationary pressures and rising operational costs remain key challenges. The expansion of the Sales and Service Tax ("SST") in May 2025 to include non-essential goods, alongside higher excise duties on sugar-sweetened beverages and the rationalisation of RON95 fuel subsidies, will impact pricing strategies and consumer spending patterns. Retailers will need to adapt by optimising supply chains, focusing on value-driven offerings and enhancing cost efficiency to mitigate these effects.

The sector is also experiencing substantial supply growth, with neighbourhood-centric retail developments gaining traction. These community-focused retail spaces are attracting strong tenant demand, reflecting a shift towards curated, experience-driven retail formats. Retail space is projected to grow from 70.9 million sq. ft. in 2024 to 74.6 million sq. ft. by 2025, which may increase competition for occupancy and rental values. This trend could shift leasing dynamics, giving tenants greater negotiation leverage.

Meanwhile, investment activity remains robust, with major acquisitions reinforcing confidence in high-quality, strategically located assets.

According to Retail Group Malaysia ("RGM"), retail sales grew by 3.8% in 2024 (2023: 2.2%), slightly below the 3.9% estimate due to weaker-than-expected 4Q2024 retail sales (3.5% vs. 4.4% projected earlier), partly impacted by rising costs of living and shortened school holidays. However, Malaysia's retail sales are expected to accelerate in 1Q2025, driven by festive seasons and school holidays. Looking ahead, RGM projects retail sales growth of 4.3% in 2025, supported by steady domestic demand and increased tourist spending, despite rising costs and selective consumer boycotts.

Technological advancements will continue to shape the retail landscape, offering opportunities for greater transparency, enhanced consumer engagement, and operational efficiency. However, shifting consumer behaviours, inflationary concerns, and policy changes will require retailers to remain agile. A focus on experiential, community-driven, and technology-integrated retail models will be essential in sustaining growth and adapting to the evolving market landscape. By aligning strategies with changing consumer priorities and leveraging new growth opportunities, the Klang Valley retail sector is well-positioned to navigate challenges and reinforce its role as a key driver of Malaysia's retail industry.



## OFFICE PROPERTY SECTOR

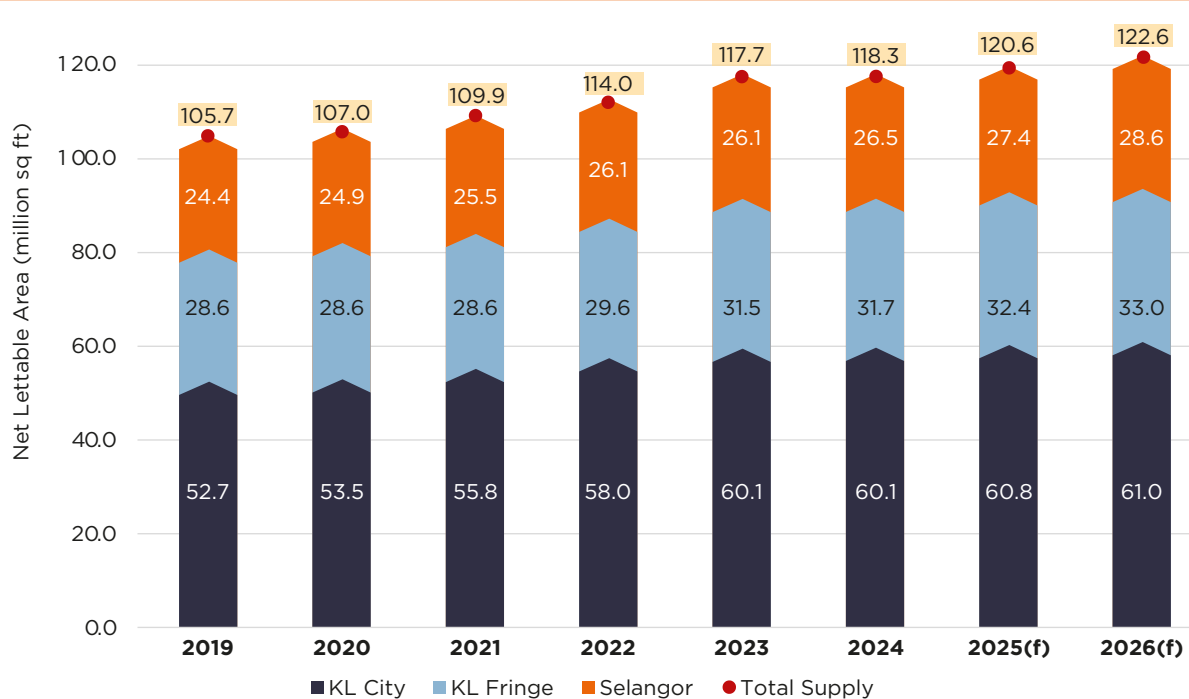
### MARKET OVERVIEW

From 2019 to 2024, the cumulative supply of purpose-built office space in Klang Valley grew at a CAGR of 2.3%, from 105.7 million sq ft to 118.3 million sq ft. Following the completion of three office buildings in 2024, a total of 0.8 million sq ft of office space was added to the market in Klang Valley.

These include Menara Felcra @ Semarak20 (NLA: 213,000 sq ft) in KL City, part of the freehold integrated development Semarak20, which also features residential and commercial components. In the KL Fringe, the International Commerce Centre Kuala Lumpur (“iCC.KL”), also known as Pavilion Damansara Heights Corporate Tower 1 (NLA: 230,000 sq ft), serves as the penultimate tower of the development. Upon completion of the final tower, the integrated project will contribute over 1 million sq ft of office space to the Damansara Heights commercial district.

Meanwhile, Atwater Corporate Towers (NLA: 367,000 sq ft) in Petaling Jaya marks the first addition to the Selangor office submarket since 2022. The two office towers at Atwater are part of an integrated development comprising residential and commercial components. Designed to meet modern business needs, these green-certified towers hold a GreenRE Bronze certification and comply with Malaysia Digital (“MD”) status requirements, reinforcing their commitment to sustainability and digital readiness.

**Chart: Cumulative Supply of Purpose-Built Office Space in Klang Valley, 2019-2026(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 2025, the Klang Valley office market is expected to expand with the completion of seven additional office buildings, contributing approximately 2.3 million sq ft of new office space.

These upcoming developments include Oxley Tower, The Exchange TRX Office by Lendlease, and Multibay Office Tower in Kuala Lumpur (“KL”) City, TNB Gold Bangsar and Pavilion Damansara Heights Corporate Tower 10 in the KL Fringe, as well as Sunway South Square Corporate Tower 1 & 2 in Selangor.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

This influx of new supply is set to enhance the office landscape across key business districts, catering to evolving corporate needs and reinforcing Klang Valley's position as a prime commercial hub.

**Table: New and Expected Completions of Purpose-built Office Space in 2024 and 2025**

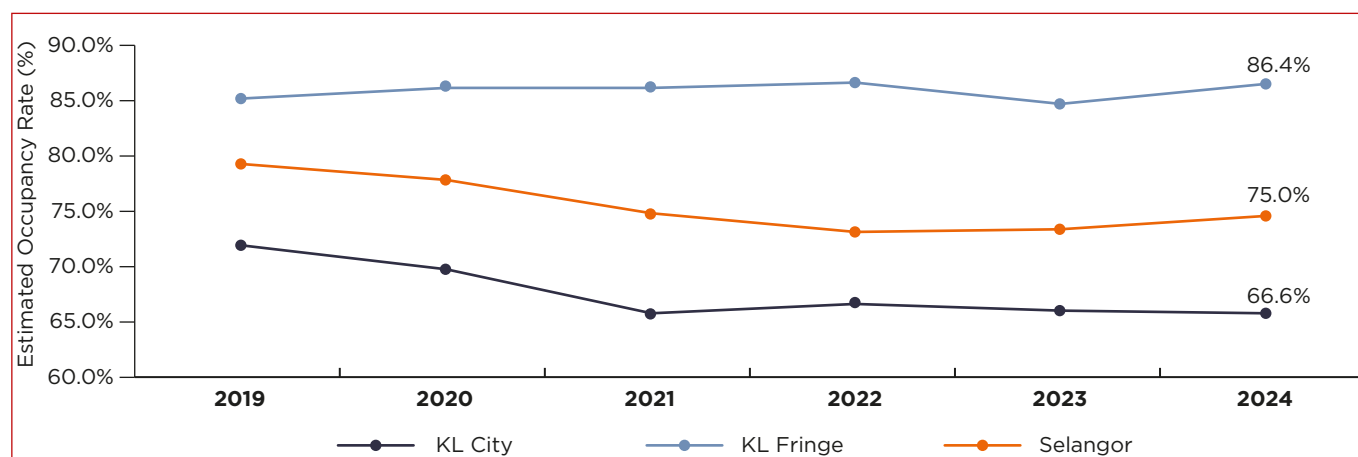
New Completions in 2024	Net Lettable Area ("NLA")
<b>KL City</b>	
Menara Felcra @ Semarak20	0.21 million sq ft
<b>KL Fringe</b>	
Pavilion Damansara Heights Corporate Tower 1	0.23 million sq ft
<b>Selangor</b>	
Atwater Corporate Towers	0.36 million sq ft
<b>Expected Completions in 2025</b>	
<b>KL City</b>	
Oxley Tower	
The Exchange TRX Office by Lendlease	0.66 million sq ft
Multibay - Office Tower	
<b>KL Fringe</b>	
TNB Gold Bangsar	
Pavilion Damansara Heights Corporate Tower 10	0.68 million sq ft
<b>Selangor</b>	
Sunway South Quay Corporate Tower 1	
Sunway South Quay Corporate Tower 2	0.97 million sq ft

**Source:** Knight Frank Malaysia Research

Occupancy rates in the Klang Valley showed mixed performance in 2024. KL Fringe and Selangor recorded incremental improvements, with occupancy rates rising to 86.4% and 75.0%, respectively. This increase was likely driven by tenant relocations to prime office spaces, renewed leasing activity and business expansion, spurred by improving business sentiment and demand for high-specification office buildings.

Conversely, KL City experienced a slight decline in occupancy in 2024, moderating to 66.6% from 66.8% in 2023. This decrease can be attributed to the addition of new supply, temporarily increasing vacancy levels as the market absorbed the new inventory.

**Chart: Purpose-built Office Space and Average Occupancy Trend in Klang Valley, 2019-2024**



**Source:** Knight Frank Malaysia Research

**Note:** (p) = preliminary

In 2024, all Klang Valley office submarkets recorded positive rental growth, with varying rates across locations due to differing market dynamics.

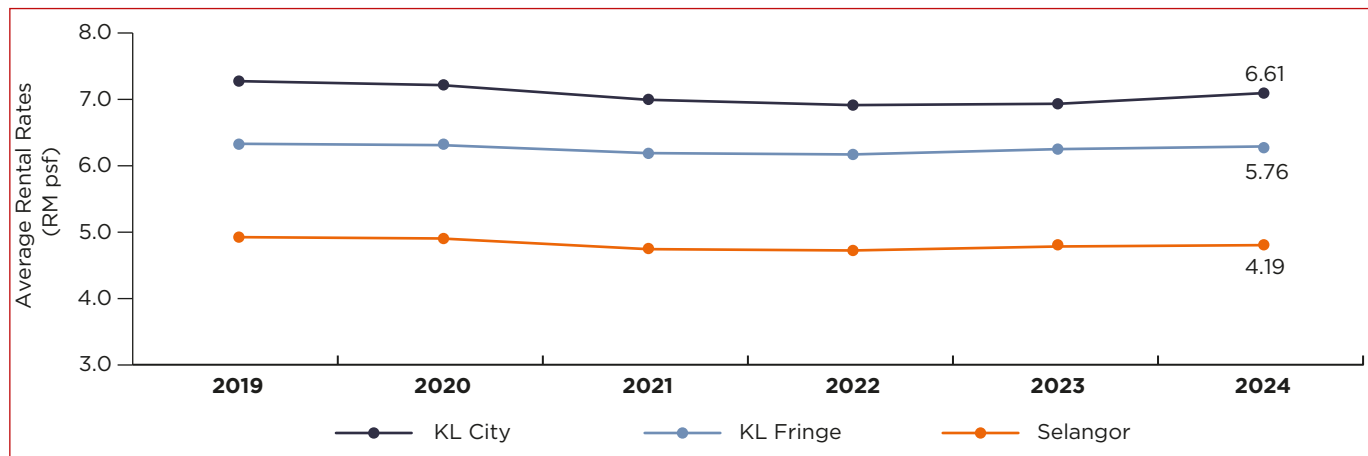
In KL City, average rental rates increased to RM6.61 per sq ft per month, supported by sustained demand for newer, well-located Grade A offices and a gradual recovery in leasing activity among multinational tenants. The KL Fringe submarket saw a modest increase, with average rental rates rising to RM5.76 per sq ft per month, driven by stable demand in established commercial hubs offering competitive rents and excellent accessibility.

In Selangor, average office rents climbed to RM4.19 per sq ft per month, primarily due to new supply additions, including the recently completed Atwater Corporate Towers in Petaling Jaya.

Asking rental rates for Prime A+ and Grade A office spaces in 2024 varied by location. In KL City, the New Central Business District ("CBD") commanded higher rental rates, ranging from RM6.50 to RM15.00 per sq ft, with Prime A+ buildings priced between RM8.50 and RM15.00 per sq ft, while Grade A offices ranged from RM6.50 to RM7.80 per sq ft. In contrast, the Old CBD remained more competitive, with rates between RM5.00 and RM7.00 per sq ft.

In the KL Fringe, monthly rentals for similar-grade offices ranged from RM6.20 to RM9.00 per sq ft, while Selangor offered competitive rates between RM5.50 and RM7.50 per sq ft per month.

**Chart: Average Rental Rate of Office Space, 2019-2024**



**Source:** Knight Frank Malaysia Research

**Note:** (p) = preliminary

In 2024, three notable office transactions took place, reflecting ongoing investment activity in the Klang Valley office market. These included the acquisition of Solarvest Tower in Bangsar South for RM38.3 million, the Contraves Building in Cyberjaya for RM42.5 million and the sale of two office floors in Menara Southpoint for RM62.4 million.

## HISTORICAL YIELD TRENDS

Based on the overall office yield trends from 2019 to 2024, the office sector has experienced a gradual decline, reflecting evolving market dynamics and challenges within the sector. The overall yield softened from 5.2% in 2019 to 4.3% in 2024, with yields stabilising in 2024 after several consecutive years of decline. This trend is indicative of increased competition, higher vacancies and rental pressures across key office locations in Kuala Lumpur and Selangor.

# STRATEGIC REVIEW

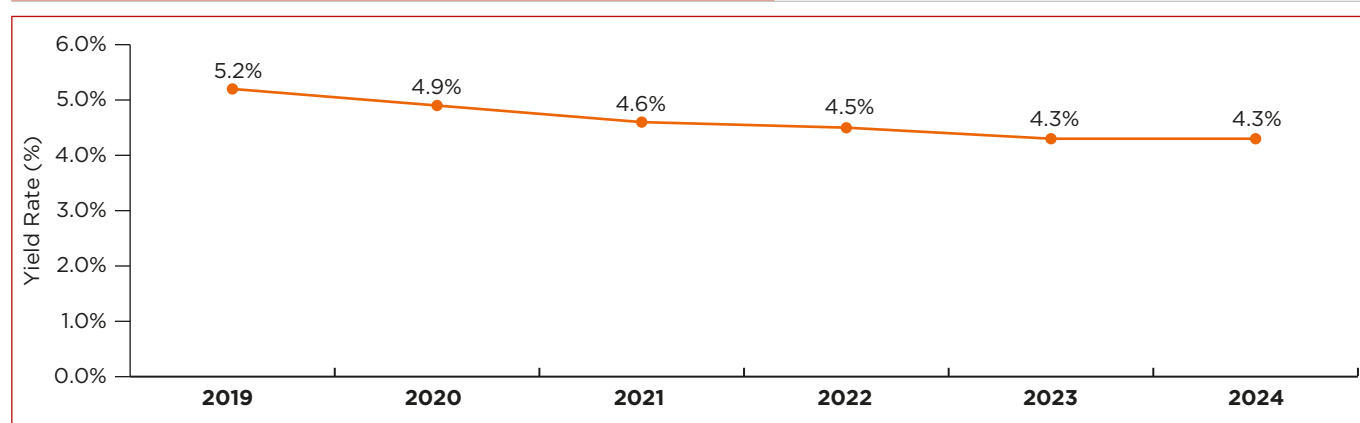
## Operating Landscape

### Market Review and Outlook

The decline in yields can be attributed to several factors, including subdued demand for office spaces post-pandemic, occupiers' preference for prime, ESG-compliant and flexible workspaces, and a flight-to-quality trend that has left older office stock struggling to retain tenants. Despite this, rental rates in prime locations have remained relatively stable, supported by sustained demand for high-quality office buildings with modern facilities and sustainability features.

Moving forward, the office sector is expected to remain competitive as new supply enters the market, potentially exerting downward pressure on yields. However, well-located, premium-grade office assets with strong occupancy levels and ESG-aligned features are likely to continue attracting institutional investors seeking stable long-term returns.

**Chart: Historical Yield Trends for Office Properties, 2019-2024**



**Sources:** Respective REITS Annual Report, Knight Frank Malaysia Research

### OFFICE MARKET OUTLOOK

The Klang Valley office market continues its gradual recovery, supported by improving rental rates and occupancy levels. Although these indicators remain below pre-pandemic levels, the market is seeing steady demand from both local and international occupiers.

Klang Valley's appeal to global businesses is evident, particularly as companies establish or expand shared services operations in the region. This demand is driven by a strong business ecosystem, high-quality office spaces, access to a skilled workforce, and cost efficiency, reinforcing its position as a strategic commercial hub.

On the supply front, 2024 saw the addition of 0.8 million sq ft of office space, with a significant 2.3 million sq ft set to be completed in 2025. The upcoming supply includes The Exchange TRX Office by Lendlease, Sunway Square Corporate Tower 2, and Pavilion Damansara Heights Corporate Tower 10, among others. This expansion is expected to introduce more high-specification office spaces, catering to evolving corporate requirements.

With shifting tenant preferences, older and lower-grade office buildings may need upgrading and repositioning to remain competitive. Modernisation efforts, such as enhanced amenities and sustainability-driven refurbishments, present opportunities to attract tenants looking for contemporary workspaces.

Larger floor plates of 20,000 sq ft or more continue to be in demand, particularly in the KL Fringe and Petaling Jaya, where well-connected office developments with strong amenities offer greater appeal. Upcoming projects featuring expansive office layouts are expected to generate strong interest from corporate tenants seeking efficient, well-located workspaces.

The Tun Razak Exchange (“TRX”) is further strengthening its role as Malaysia’s leading financial hub, supported by seamless MRT connectivity and an integrated retail component. Meanwhile, Sunway Square is shaping up as a vibrant commercial destination, integrating office spaces, retail, entertainment, and education, enhancing its attractiveness as a business and lifestyle hub.

Investment sentiment is expected to remain measured, as economic uncertainties and shifting tenant priorities influence decision-making. However, well-located prime office assets with strong tenancy profiles are likely to continue attracting investors seeking long-term stability and growth potential in the Klang Valley office market.

The co-working sector in Klang Valley saw significant expansion in 2024, with major operators actively growing their footprint to meet evolving workplace demands. WORQ (5 new openings), IWG (2 new openings), and INFINITY8 (1 new opening) led the market in expansion. Meanwhile, Common Ground added 100,000 sq. ft., and Colony and Co-labs Coworking continued their growth, focusing on premium locations and larger managed spaces. This reflects sustained demand for flexible workspaces, driven by businesses seeking cost-effective, agile solutions.

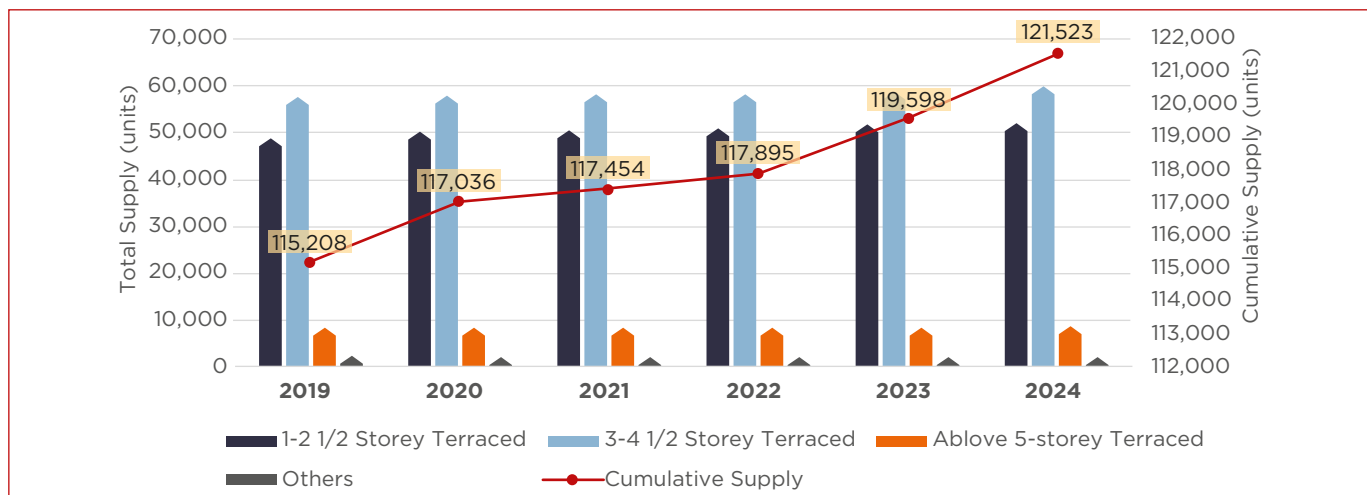
## COMMERCIAL SHOP PROPERTY SECTOR

### EXISTING & FUTURE SUPPLY

#### Klang Valley

As of 2024, the cumulative supply of commercial shops in Klang Valley reached approximately 121,523 units, reflecting a 1.6% y-o-y growth with the addition of 1,925 new units. Over the review period, the sector recorded a CAGR of 1.1%, indicating steady but moderate growth. These properties are classified into four categories: 49.3% are 3- to 4½-storey terraced shops, followed by 42.8% comprising 1- to 2½-storey terraced shops. Meanwhile, 5.7% fall under the “others” category, which includes semi-detached and detached shops, while 0.8% consists of above 5-storey terraced shops.

Chart: Cumulative Supply of Commercial Shops in Klang Valley, 2019-2024



Sources: NAPIC, Knight Frank Malaysia Research

Note: Others consist of Detached and Semi-Detached shops



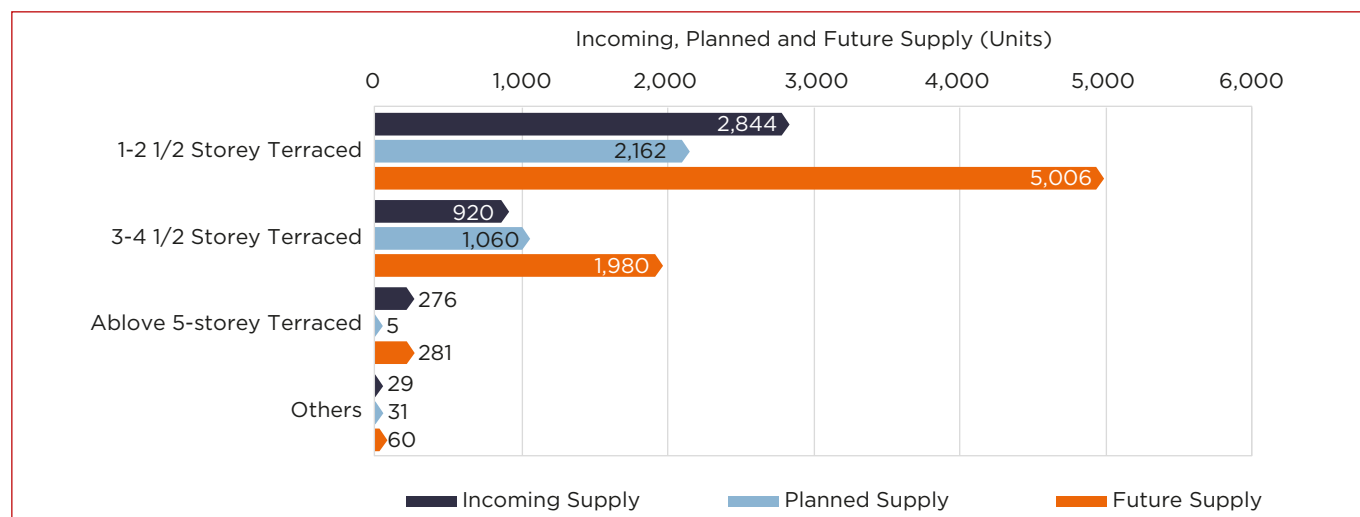
## STRATEGIC REVIEW

### Operating Landscape

### Market Review and Outlook

As of 2024, Klang Valley's future commercial shop supply stands at 7,327 units, consisting of 4,069 incoming units and 3,258 planned units. The market is largely dominated by 1- to 2½-storey terraced shops, which make up 68.3% (5,006 units) of the total pipeline. 3- to 4½-storey terraced shops account for 27.0% (1,980 units), while above 5-storey terraced shops and "others" represent 3.9% (281 units) and 0.8% (60 units), respectively. This distribution highlights a continued market preference for low- to mid-rise shop formats, particularly in growth areas where affordability, accessibility and functionality remain key considerations.

**Chart: Incoming, Planned and Future Supply of Commercial Shops in Klang Valley, 2024**



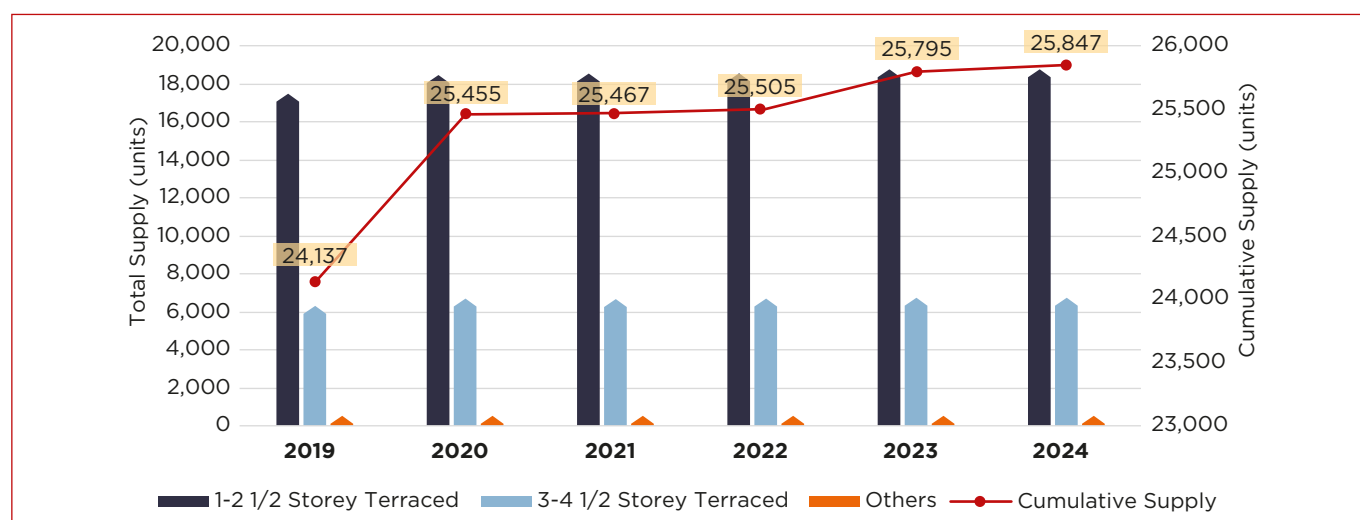
**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Others consist of Detached and Semi-Detached shops

### Negeri Sembilan

As of 2024, the total cumulative supply of commercial shops in Negeri Sembilan stands at 25,847 units, with a CAGR of 1.4% recorded from 2019 to 2024. The market is mainly made up of 1- to 2½-storey terraced shops, which account for 72.6% of the total supply. This is followed by 3- to 4½-storey terraced shops at 26.2%. "Other" shop types, including above 5-storey, detached, and semi-detached shops, make up only 1.2% of the total.

**Chart: Cumulative Supply of Commercial Shops in Negeri Sembilan, 2019-2024**

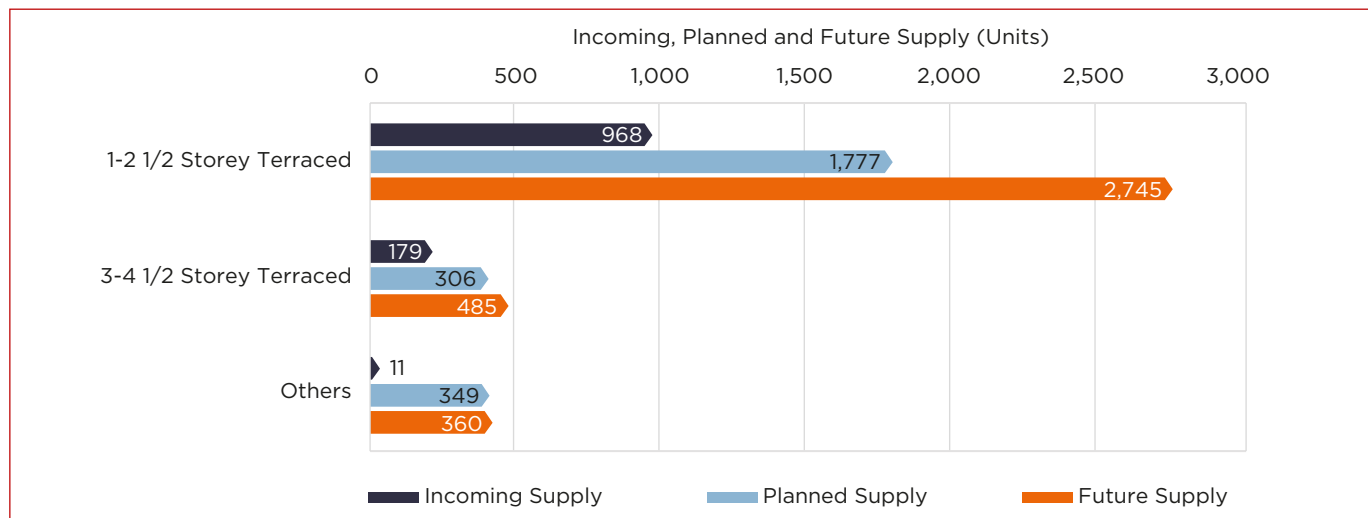


**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Others consist of Above 5-storey shops, Detached and Semi-Detached shops

As of 2024, Negeri Sembilan's future supply of commercial shops totals 3,590 units, comprising 1,158 incoming units and 2,432 planned units. The pipeline is largely dominated by 1- to 2½-storey terraced shops, which make up 76.5% (2,745 units) of the total, reflecting continued demand for traditional low-rise formats, especially in growing areas like Seremban and Nilai. 3- to 4½-storey terraced shops account for 13.5% (485 units), while "others", which include above 5-storey, detached and semi-detached shops make up the remaining 10.0% (360 units). This supply breakdown suggests that Negeri Sembilan's commercial market is expected to remain focused on smaller-scale, low-rise shop formats that cater to local businesses and neighbourhood needs, with an emphasis on affordability, practicality, and accessibility.

**Chart: Incoming, Planned and Future Supply of Commercial Shops in Negeri Sembilan, 2024**



**Sources:** NAPIC, Knight Frank Malaysia Research

**Note:** Others consist of Above 5-storey shops, Detached and Semi-Detached shops

## TRANSACTION VOLUME AND VALUES

### Klang Valley

In 2024, the commercial shop market in Klang Valley recorded strong growth, with transaction volume rising by 21.9% y-o-y to 4,686 units and transaction value increasing by 31.2% y-o-y to RM7.98 billion. This marks the highest performance in the past six years, reflecting renewed market activity and investment interest.

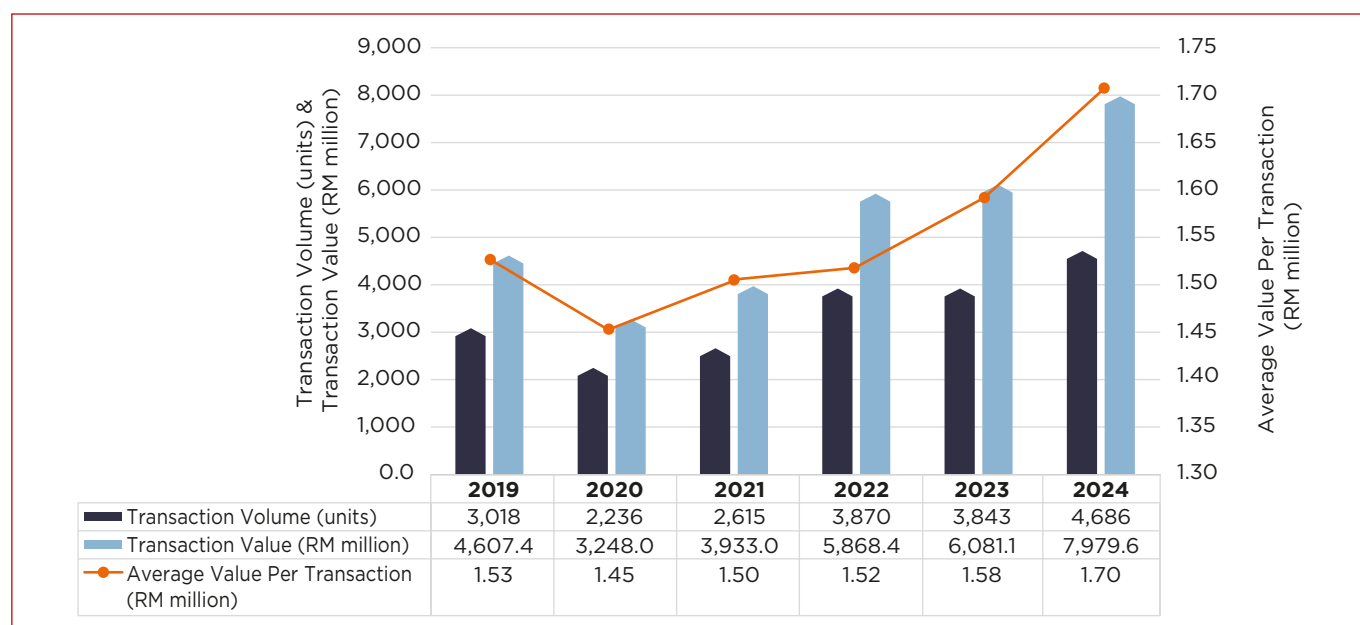
The average value per transaction also climbed to RM1.70 million, up 7.6% from 2023 (RM1.58 million), indicating sustained demand for higher-value commercial properties, particularly in strategic locations and mature townships.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

**Chart: Commercial Shops Transaction Volume and Value in Klang Valley, 2019-2024**



**Sources:** NAPIC, Knight Frank Malaysia Research

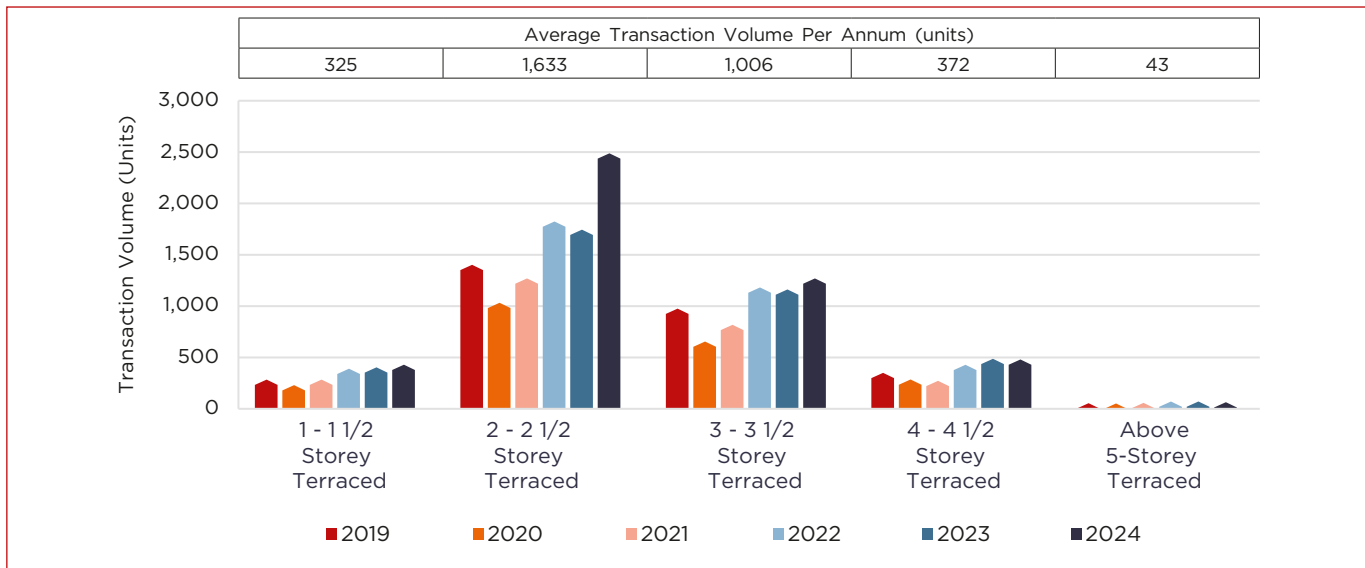
**Note:** Data includes 1- to 1½-storey shop, 2- to 2½-storey shop, 3- to 3½-storey shop, 4- to 4½-storey shop, 5- to 5½-storey shop, 6- to 6½-storey shop

From 2019 to 2024, the transaction volume of commercial shops in Klang Valley reflects sustained demand, particularly for 2- to 2½-storey shops, which led the market with an average of 1,633 transactions per year. This reflects their strong appeal due to practical sizing, affordability and suitability for various business operations in both established and growing areas.

3- to 3½-storey shops followed with an annual average of 1,006 transactions, showing steady interest, especially in higher-density locations. Meanwhile, 4- to 4½-storey shops and 1- to 1½-storey shops also recorded healthy activity, averaging 372 and 325 transactions per year, respectively driven by demand for compact, cost-efficient spaces.

In contrast, above 5-storey shops recorded a much lower annual average of 43 transactions, reflecting their niche market appeal, higher price points and limited demand.

**Chart: Commercial Shop Transaction Volume by Property Type in Klang Valley, 2019-2024**



**Sources:** NAPIC, Knight Frank Malaysia Research

The average value per transaction for commercial shops in Klang Valley continued to rise across most shop types in 2024.

The 1- to 1½-storey shop segment recorded the highest growth, with a CAGR of 14.6%, reaching RM945,622 in 2024. This reflects strong demand for smaller, more affordable commercial spaces in high-traffic areas. The 2- to 2½-storey shop segment, which is the most actively transacted type, saw moderate growth with a CAGR of 4.8%, achieving an average transaction value of RM1.39 million in 2024.

Meanwhile, higher-rise shops such as 5- to 5½-storey and 6- to 6½-storey shops experienced steady value appreciation. The 5- to 5½-storey category recorded a CAGR of 2.8%, reaching RM5.20 million, while the 6- to 6½-storey category grew at a CAGR of 6.0%, reaching RM3.95 million in 2024.

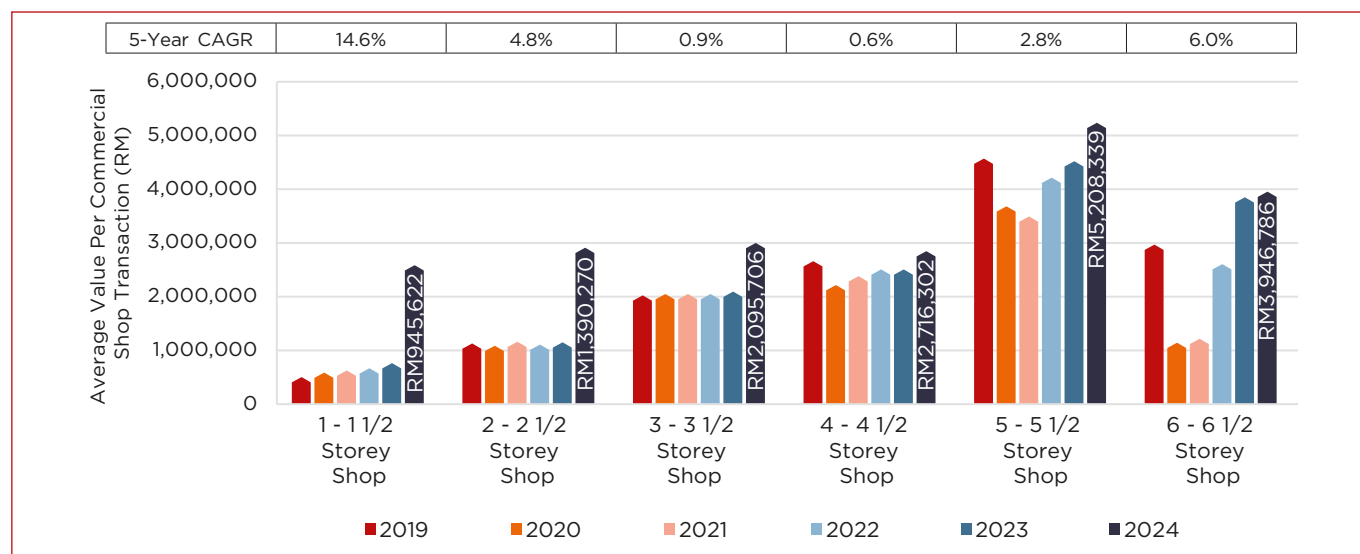
In contrast, 3- to 3½-storey and 4- to 4½-storey shops recorded only marginal growth, with CAGRs of 0.9% and 0.6% respectively, suggesting more stable values, possibly due to market saturation or slower demand in certain areas.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

**Chart: Average Value Per Commercial Shop Transaction (“AVPT”) by Property Type in Klang Valley, 2019-2024**



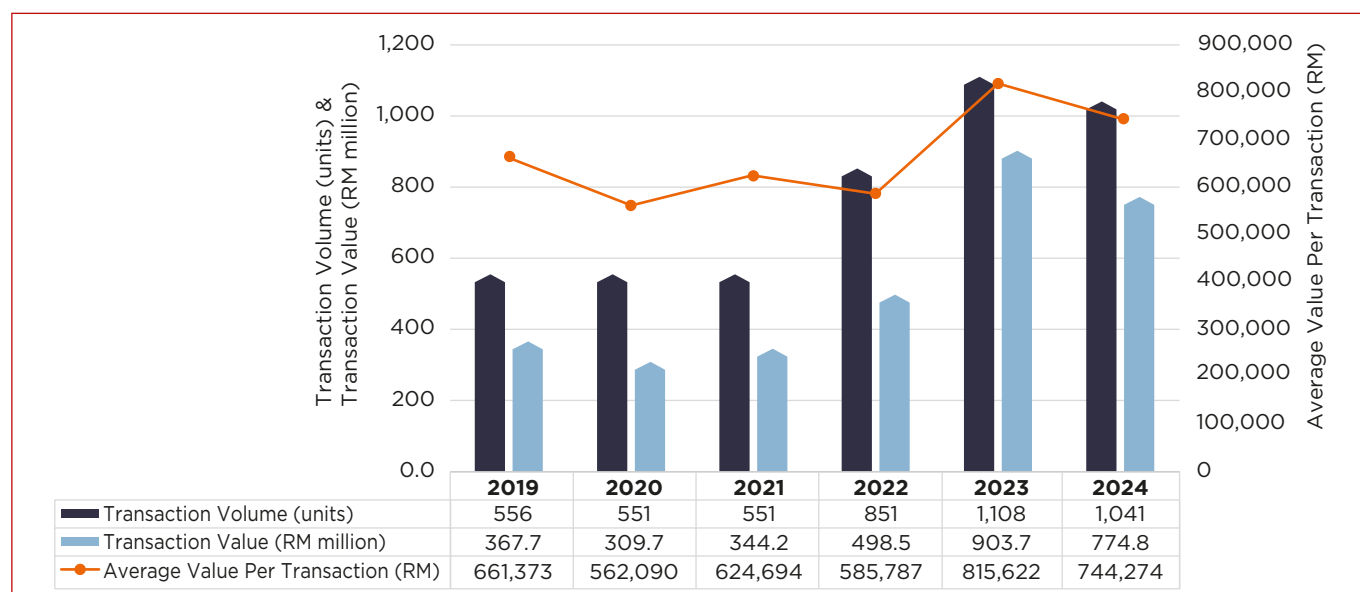
Sources: NAPIC, Knight Frank Malaysia Research

#### Negeri Sembilan

Negeri Sembilan's commercial shop market showed a fluctuating performance from 2019 to 2024. Transaction volume peaked at 1,108 units in 2023 before easing to 1,041 units in 2024, marking a 6.0% y-o-y decline. Similarly, the total transaction value decreased by 14.3% to RM774.8 million in 2024, following strong activity in the previous year.

The average value per transaction also softened, falling by 8.7% to RM744,274 in 2024 from RM815,622 in 2023. This suggests a shift towards lower-priced shop units or a cautious market sentiment after the surge in activity during 2023.

**Chart: Commercial Shops Transaction Volume and Value in Negeri Sembilan, 2019-2024**



Sources: NAPIC, Knight Frank Malaysia Research

Note: Data includes 1- to 1½-storey shop, 2- to 2½-storey shop, 3- to 3½-storey shop, 4- to 4½-storey shop, 5- to 5½-storey shop, 6- to 6½-storey shop

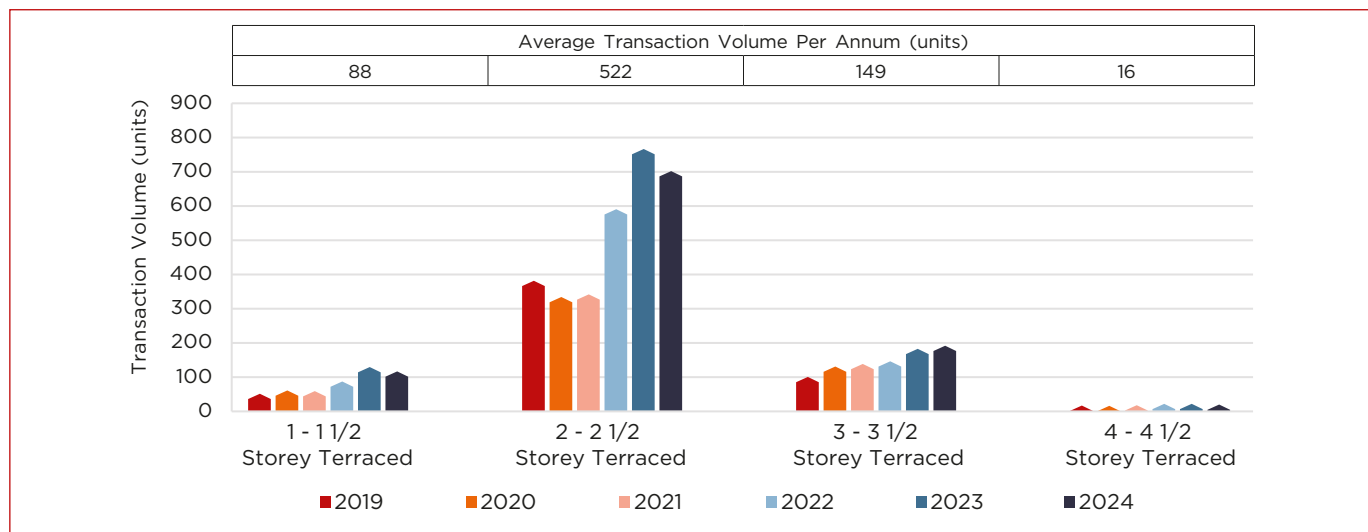


Commercial shop transactions in Negeri Sembilan from 2019 to 2024 were predominantly driven by 2- to 2½-storey shop units, which recorded the highest average annual transaction volume of 522 units, making them the most actively traded shop type in the state. This was followed by 3- to 3½-storey shops with an average of 149 units per year, while 1- to 1½-storey shops recorded 88 units annually.

In contrast, higher-rise and larger-format shops, such as 4- to 4½-storey, remained niche, with minimal transactions averaging 16 units annually, reflecting limited demand and supply in these segments.

Overall, low- to mid-rise shop lots remain the preferred choice in Negeri Sembilan, particularly in established commercial areas catering to local businesses, while larger-format and high-rise shop types continue to record limited market activity.

**Chart: Commercial Shop Transaction Volume by Property Type in Negeri Sembilan, 2019-2024**



**Sources:** NAPIC, Knight Frank Malaysia Research

Between 2019 and 2024, the average value per transaction for commercial shops in Negeri Sembilan showed mixed performance across different shop types.

The 1- to 1½-storey shop category recorded the highest growth with a CAGR of 7.3%, reaching RM416,512 in 2024, reflecting strong demand for smaller, more affordable shop units. Similarly, 3- to 3½-storey shops posted a CAGR of 5.2%, ending at RM933,425, indicating steady interest in mid-sized shop lots. Meanwhile, 2- to 2½-storey shops grew modestly by 2.8% CAGR, averaging RM724,952 in 2024.

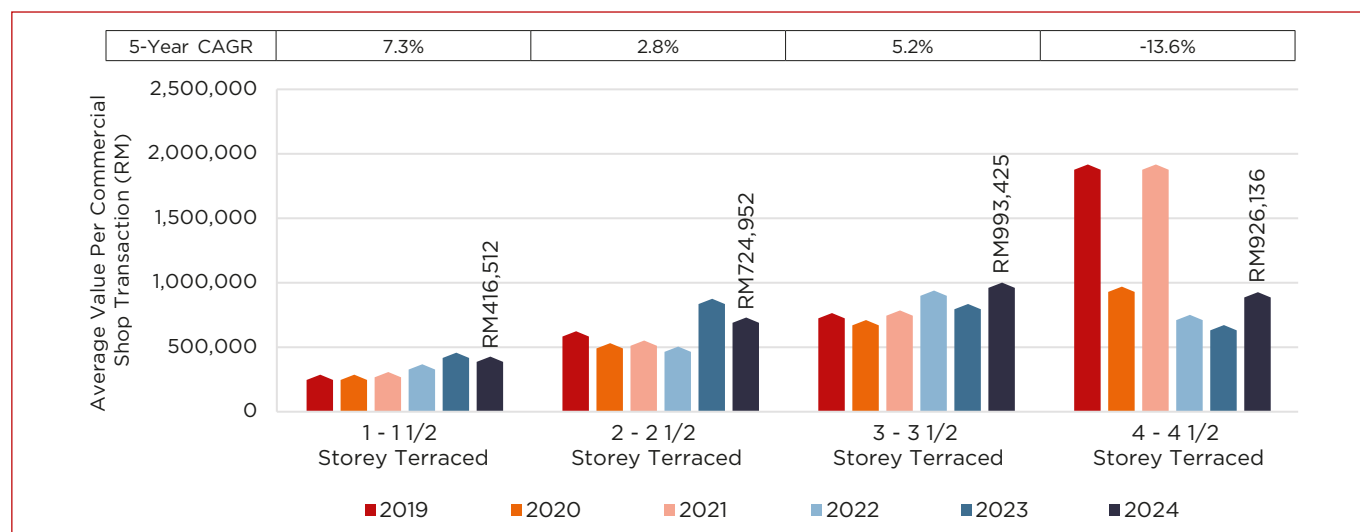
In contrast, 4- to 4½-storey shops saw a notable decline of -13.6% CAGR, dropping to RM926,136, highlighting weaker demand for larger shop formats, likely due to higher costs and limited market absorption.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

**Chart: Average Value Per Commercial Shop Transaction ("AVPT") by Type in Negeri Sembilan, 2019-2024**



Sources: NAPIC, Knight Frank Malaysia Research

## MARKET OUTLOOK

The Klang Valley and Negeri Sembilan commercial shop markets are expected to remain resilient, supported by sustained demand for smaller and mid-sized shop units in strategic locations. While overall supply growth has been modest, ongoing and planned developments indicate a continued market expansion, particularly in high-demand areas with strong population growth and business activity.

In Klang Valley, the gradual increase in supply, with 4,069 incoming units and 3,258 units under planning, reflects developer confidence in well-located commercial shop segments. The strong performance of 2- to 2½-storey shops, which dominate both transaction volume and new supply, suggests that these units will remain the preferred choice among investors and business owners. Additionally, the rising transaction values, despite a decline in volume, indicate a shift towards higher-value commercial properties, driven by factors such as prime locations, accessibility and evolving business needs.

Similarly, in Negeri Sembilan, the commercial shop market continues to see steady growth, with 1,158 incoming units and 2,432 units under planning. The preference for smaller shop formats, particularly 1- to 1½-storey and 2- to 2½-storey shops, highlights the importance of affordability and flexibility in emerging business districts. Smaller and mid-sized shop units in strategic retail and business locations are expected to drive transactions, especially as new commercial hubs and integrated developments take shape.

From a pricing perspective, both Klang Valley and Negeri Sembilan are experiencing differentiated growth patterns. Smaller commercial shop types, particularly 1- to 1½-storey and 3- to 3½-storey shops, are seeing higher capital appreciation, indicating sustained demand. In contrast, larger shop formats such as 4- to 4½-storey shops are facing price corrections, reflecting shifting market preferences towards more accessible, high-footfall commercial areas.

Looking ahead, investment activity in the commercial shop sector is likely to remain stable, with buyers focusing on strategic locations, accessibility and tenant demand. Well-positioned properties, particularly those in high-growth corridors, transit-oriented developments and mixed-use projects, are expected to perform well. Meanwhile, older and underutilised commercial properties may require repositioning and refurbishment efforts to stay competitive in a rapidly evolving retail landscape.

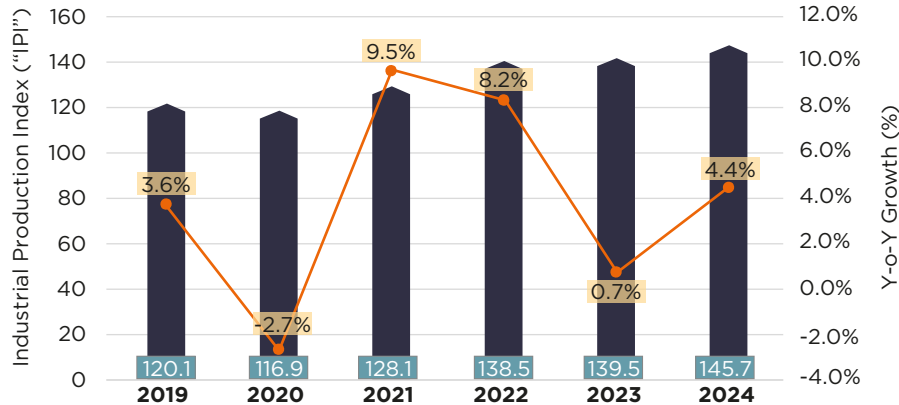
Overall, the commercial shop market is poised for gradual expansion, with sustained demand for well-located properties, evolving tenant needs and ongoing supply adjustments shaping future trends. While economic uncertainties and changing retail dynamics may introduce some market adjustments, the focus on smaller, high-visibility commercial units will continue to support transaction activity and capital growth in the coming years.

## INDUSTRIAL AND LOGISTICS SECTOR

### MARKET OVERVIEW

Malaysia's manufacturing sector continued its upward trajectory in 2024, with the Industrial Production Index ("IPI") increasing by 4.4% y-o-y. This growth was driven by expansion across multiple sectors, primarily in non-metallic mineral products, basic metal and fabricated metal products, as well as food, beverages, tobacco and wood-related industries, including furniture, paper products and printing. The sustained momentum in these key industries underscores Malaysia's strong industrial performance and resilience amid evolving market conditions.

Chart: Industrial Production Index ("IPI") For Manufacturing Sector, Malaysia, 2019-2024



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

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

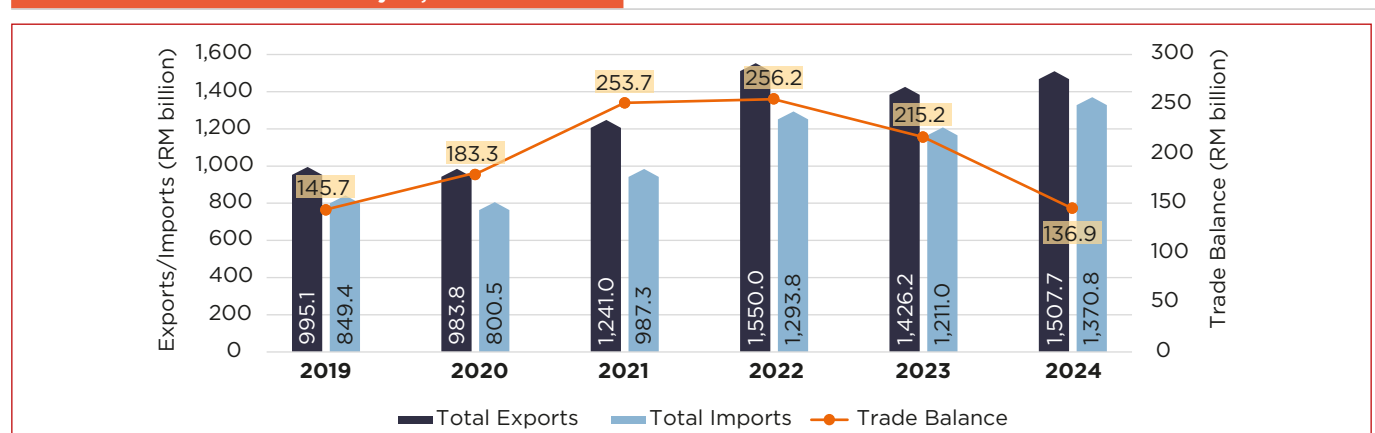
Exports continued their upward trajectory, growing 5.7% y-o-y to RM1,507.7 billion, exceeding RM1.0 trillion for the fourth consecutive year. This achievement accounted for 87.2% of the 2025 export target set under the Mid-Term Review of the Twelfth Malaysia Plan (“RMKe-12”). Meanwhile, imports surged by 13.2% y-o-y to RM1,370.8 billion, crossing the RM1.0 trillion mark for the third successive year. As a result, Malaysia recorded a trade surplus of RM136.9 billion, reflecting a positive trade balance despite rising imports.

Key trading partners, including ASEAN, the United States (“US”), the European Union (“EU”), and Taiwan, saw an increase in exports. Notably, exports to the US and Taiwan reached record highs, with Taiwan officially becoming Malaysia’s fourth-largest trading partner, highlighting strengthening bilateral trade ties and expanding trade opportunities.

Free Trade Agreements (“FTAs”) played a crucial role in driving export growth, reversing the contraction seen in 2023. Exports to FTA markets rebounded, with Canada experiencing increased demand for Electrical and Electronic (“E&E”) products. Additionally, exports to Turkiye and Mexico reached record highs, driven by higher shipments of iron and steel products as well as chemicals and chemical products, respectively.

Overall, Malaysia’s 2024 trade performance reflects its robust global trade position, supported by strong partnerships, strategic trade policies, and growing international demand.

**Chart: External Trade in Malaysia, 2019 to 2024**



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

## APPROVED MANUFACTURING INVESTMENT

Malaysia recorded a commendable milestone with RM378.5 billion in total approved investments in 2024, the highest in the nation's history and marking a 14.9% y-o-y growth. Spanning 6,700 projects across key sectors, these investments reinforce Malaysia's position as a premier investment decision.

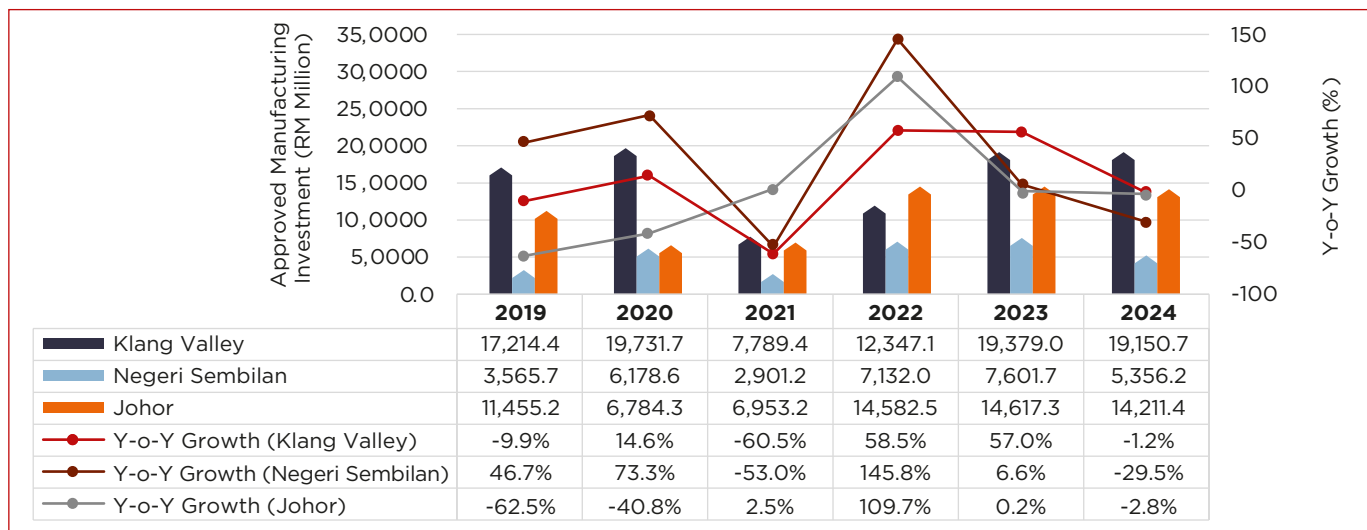
Despite ongoing global economic challenges, Malaysia continues to attract sizable investments. Of the total approved investments, domestic investments accounted for RM208.1 billion, representing 55.0%, while foreign investments contributed RM170.4 billion, or 45.0%. This strong performance underscores the nation's economic resilience and its ability to build investor confidence.

Malaysia's manufacturing sector also demonstrated continued strength, securing RM120.5 billion in approved investments, which made up 31.8% of total approved investments in 2024. These investments were distributed across 1,108 projects and are expected to contribute significantly to job creation. Within this, foreign investments led with RM88.9 billion, representing 73.8% of total manufacturing investments, while domestic investments remained significant at RM31.6 billion, or 26.2%. This strong inflow of foreign capital highlights Malaysia's appeal as a premier global manufacturing hub.

Nevertheless, among the three key states observed, approved manufacturing investments in Klang Valley declined by 1.2% to RM19.15 billion, while Johor saw a decrease of 2.8% to RM14.21 billion on a y-o-y basis. Meanwhile, Negeri Sembilan recorded a more significant drop, with manufacturing investments falling by 29.5% y-o-y to RM5.35 billion.

Klang Valley continues to lead in manufacturing investments, reinforcing its position as Malaysia's primary industrial hub, driven by high-value industries, technological advancements, and strong infrastructure support. Negeri Sembilan remains a key emerging industrial destination, benefiting from ongoing developments in MVV 2.0 and strategic industrial zones, which continue to attract investors. Meanwhile, Johor is poised for further industrial investment growth, supported by initiatives such as the Johor-Singapore Special Economic Zone ("JS-SEZ"), which aims to enhance cross-border trade, industrial collaboration and economic expansion.

**Chart: Approved Manufacturing Investments in Klang Valley, Negeri Sembilan and Johor, 2019-2024**



Sources: MIDA, Knight Frank Malaysia Research



# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

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

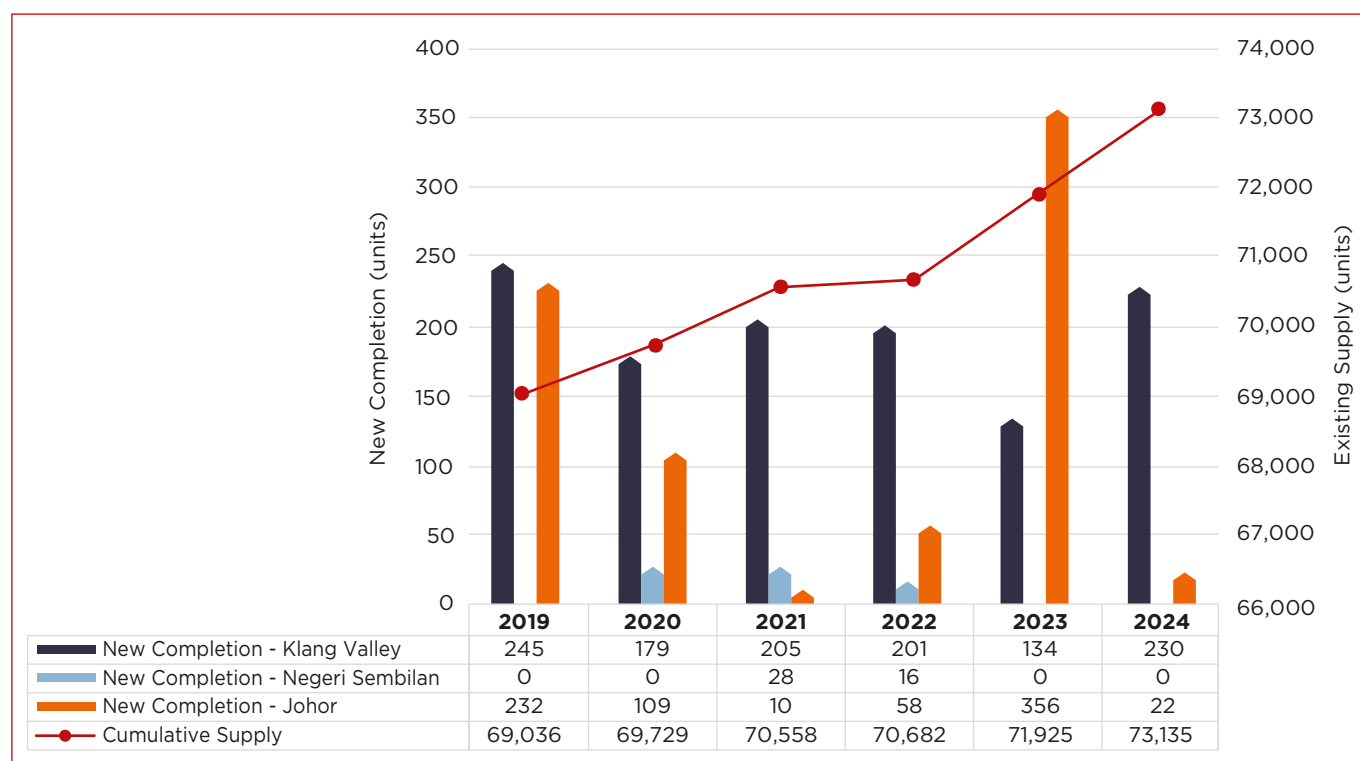
As of 2024, the total number of ready-built factory units across Klang Valley, Negeri Sembilan and Johor reached 73,135 units, reflecting a 1.7% y-o-y growth, in line with the ongoing expansion of Malaysia's industrial property market. Selangor accounted for the largest share, with 59.0% (43,133 units), followed by Johor at 26.4% (19,290 units), Negeri Sembilan at 7.6% (5,574 units) and Kuala Lumpur at 7.0% (5,138 units).

Looking ahead, Selangor remains the key driver of industrial expansion in Klang Valley, with 2,549 incoming units, of which 64.8% (1,651 units) are under construction, while 35.2% (898 units) remain in the planning stage. Notably, Klang District accounts for the highest concentration, representing 33.4% (851 units) of the total pipeline. Kuala Lumpur, on the other hand, has a more limited pipeline, with only 37 incoming units.

In Negeri Sembilan, 292 ready-built factory units are expected to be completed, with an additional 766 units in the planning stage, primarily concentrated in Seremban District, reinforcing its position as an emerging industrial hub. Meanwhile, Johor's future industrial supply is projected at 894 units, with 591 units under construction and 393 units in the planning stage. The bulk of this incoming supply is concentrated in Johor Bahru, accounting for 38.7% (346 units) and Batu Pahat which makes up 30.8% (275 units), highlighting their importance as key industrial zones in the state.

Several major industrial projects are set to further strengthen Malaysia's industrial real estate landscape, including Sime Darby Property's Elmina Business Park, Bandar Bukit Raja IV ("BBRX"), Vision Business Park at Nilai South, IOI Industrial Park @ Banting, Green Industrial Park @ Kota Puteri, A-Park @ Bangi, Novva Integrated Park in Sungai Buaya, and Banting Industrial City. These developments reflect the growing demand for high-quality industrial spaces, driven by logistics, e-commerce and advanced manufacturing sectors.

**Chart: Cumulative Supply of Ready-Built Factories in Klang Valley, Negeri Sembilan & Johor, 2019-2024**



Sources: NAPIC, Knight Frank Malaysia Research

## TRANSACTION VOLUME & VALUE

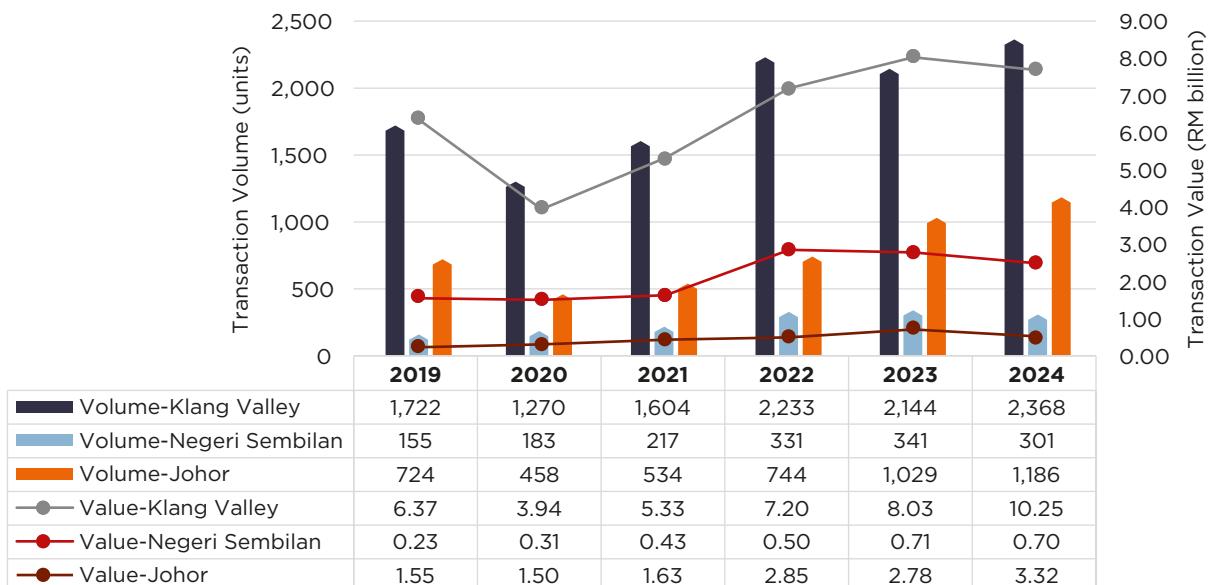
In 2024, Klang Valley recorded 2,368 transactions of ready-built factories, with a total transaction value of RM10.25 billion. This reflects a 10.4% y-o-y increase in volume and a notable 27.7% y-o-y surge in transaction value, indicating a growing trend towards larger-scale industrial deals. Terraced factories/warehouses remained the dominant segment, accounting for 60.1% of total transactions, followed by semi-detached at 23.7% and detached factories/warehouses at 13.2%, while industrial complexes/units contributed 3.1%. Industrial activity remained concentrated in the districts of Petaling with 30.0% of total transactions in Klang Valley and Klang with 27.2%, highlighting their continued prominence as key industrial hubs in the region.

In Negeri Sembilan, transaction volume declined by 11.7% y-o-y to 301 transactions in 2024, down from 341 in the previous year. Total transaction value also edged down by 1.2% y-o-y to RM0.70 billion. Terraced factories/warehouses continued to dominate the market, accounting for 60.3% of transactions, with most activity centred in Seremban. The decline in both volume and value suggests a temporary slowdown in industrial property demand, despite the state's ongoing development efforts.

Johor, on the other hand, recorded a 15.3% y-o-y increase in industrial property transactions, reaching 1,186 deals in 2024. Transaction value also grew by 19.5% y-o-y, reflecting sustained investor confidence. Semi-detached factories/warehouses led the market with a 42.4% share of transactions, followed closely by terraced factories/warehouses at 39.0%, with Johor Bahru remaining the state's key industrial hub.

Overall, Malaysia's industrial sector continues to demonstrate growth, supported by strong global demand for manufacturing, government-backed industrial initiatives, and ongoing investment activities. While Negeri Sembilan experienced a temporary slowdown, Klang Valley and Johor remained resilient, with rising transaction values highlighting a shift toward higher-value industrial property investments. Looking ahead, technological advancements, sustainability initiatives, and the development of new industrial zones are expected to be key drivers of Malaysia's evolving industrial landscape.

**Chart: Transaction Volume & Value of Ready-Built Factories in Klang Valley, Negeri Sembilan & Johor, 2019-2024**



Sources: NAPIC, Knight Frank Malaysia Research

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

#### OVERVIEW OF READY-BUILT, BUILT-TO-SUIT FACTORY DEVELOPMENT AND THE LOGISTIC SUB-SECTOR

Malaysia's industrial sector continues to experience strong growth, driven by rising global demand for manufacturing and logistics solutions, strategic government policies and the development of key industrial parks. The Klang Valley, Negeri Sembilan and Johor remain pivotal regions for industrial expansion, attracting significant investments in ready-built factories, built-to-suit developments and logistics infrastructure.

Klang Valley remains the epicentre of Malaysia's industrial and logistics market, benefiting from its strategic location, advanced infrastructure and strong connectivity. The region continues to attract high-value industrial developments, particularly in logistics, warehousing and manufacturing, catering to both local and international investors.

One of the most significant projects in the region is the Shah Alam International Logistics Hub ("SAILH"), developed by Global Vision Logistics ("GVL"). This RM2 billion green-certified logistics hub will span 71 acres, with Phase 1 featuring 2.8 million sq ft of net lettable area ("NLA"). The four-storey warehouse complex is set to become one of Malaysia's largest logistics hubs, further strengthening Shah Alam's reputation as a premier industrial corridor.

In addition, the Sime Darby Property Bhd and LOGOS SE Asia ("SDPLOG") Industrial Development Fund, closed above RM1 billion in May 2024, will catalyse new developments in logistics, e-commerce and cold-chain sectors. The increasing demand for built-to-suit facilities is also evident, with new customised industrial and logistics spaces being developed to cater to third-party logistics ("3PL"), e-commerce players and advanced manufacturing industries.

Furthermore, DHL Express has significantly expanded its operations in the Klang Valley with a €60 million (RM300 million) fully automated sorting facility at KLIA, which is three times larger than its predecessor. This facility is expected to handle four times the shipping volume, serving as a key cross-border trade hub for Southeast Asia while integrating sustainable solutions such as solar panels and energy-efficient systems.

Negeri Sembilan has emerged as a strategic extension of the Klang Valley, benefiting from proximity to key transport networks and ongoing industrial expansion projects. The state is attracting new investments in logistics, advanced manufacturing and green industrial parks, reinforcing its position as an alternative industrial hub.

One of the state's most prominent developments is the SPD Tech Valley in Senawang, a 523-acre managed industrial park with a gross development value ("GDV") of RM3 billion. It is set to become the first LEED for Cities and Communities Gold-certified industrial park in Southeast Asia, emphasising Environmental, Social and Governance ("ESG") compliance. The project's first phase will span 285.25 acres, offering industrial lots and ready-built detached factories, with full completion expected within ten years.

Another significant investment in Negeri Sembilan is Dutch Lady Milk Industries Bhd's RM540 million halal manufacturing hub at Bandar Enstek. This 13.2-hectare facility is designed to triple production capacity, doubling the number of production lines from eight to sixteen, while incorporating a distribution centre and R&D facility. This project strengthens Negeri Sembilan's role as a manufacturing hub for the food and beverage ("F&B") sector.

To further support industrial expansion, Negeri Sembilan has also introduced favorable policies for industrial developments, with incentives under the Integrated Development Region in South Selangor ("IDRISS"), which will drive additional built-to-suit factory developments and logistics infrastructure to cater to diverse industries.

Johor has solidified its position as a key industrial and logistics hub in Southeast Asia, attracting major investments in renewable energy ("RE"), high-tech manufacturing and green industrial parks. The state continues to witness strong growth in ready-built and built-to-suit factory developments, particularly within the Iskandar Malaysia and Pengerang industrial zones.

UEM Group Bhd, in collaboration with Itramas Corp Sdn Bhd and Hexa Renewables, is spearheading a 1GW hybrid solar photovoltaic power plant integrated with a Renewable Energy Industrial Park. The first phase includes a 500MW hybrid solar plant, while UEM Sunrise Bhd and China Machinery Engineering Corp are developing a 40-acre RE industrial park in Gerbang Nusajaya, designed to attract Chinese manufacturers and suppliers in the renewable energy (“RE”) and electric vehicle (“EV”) sectors.

Other key industrial developments in Johor include Paragon Globe Bhd’s collaboration with Solarvest Holdings Bhd to establish a solar-ready factory and green industrial township in Johor Bahru. This 141-acre project is expected to generate 12.5MWp of renewable energy, positioning it as one of Johor’s most energy-efficient industrial townships. Additionally, Iskandar Waterfront Holdings (“IWH”) and PLS Plantations Bhd have partnered with Shenzhen Shenyue Joint Investment Co Ltd (“SSJI”) to develop a 1,000-acre Johor-Shenzhen Industrial Park in Ulu Sedili, creating a fully integrated industrial and innovation hub.

The manufacturing sector in Johor is also experiencing significant expansion, with Masimo Medical Technologies Malaysia investing RM100 million to establish a medical device production facility in Pasir Gudang, capable of producing 100 million devices annually. Similarly, JLand Group Sdn Bhd and ALPS Global Holding Bhd are developing BioValley in Sedenak, a 500,000 sq ft biotechnology hub within Ibrahim Technopolis (“IBTEC”), further enhancing Johor’s high-value industrial ecosystem.

In the logistics sector, Senai Airport City Sdn Bhd (“SACSB”) has signed an agreement with Chenbro Malaysia Sdn Bhd, a subsidiary of Taiwan-based Chenbro Micom, to develop 15.1 acres of industrial land within Senai Airport City Free Industrial Zone. Additionally, Johor Corporation (“JCorp”), through JLand Group, has expanded container operations at Tanjung Langsat Port, further strengthening Johor’s logistics infrastructure and its role within the Johor-Singapore Special Economic Zone (“JS-SEZ”).

The industrial property market in Malaysia continues to demonstrate resilient and robust demand, with transaction volumes recording a CAGR of 7.0% over the past six years since 2019, averaging approximately 7,075 transactions annually. This sustained growth is underpinned by factors such as technological advancements, supply chain realignments, and the increasing focus on sustainability initiatives.

As shown in the table below, industrial property transaction volume have been on an upward trajectory, rising from 6,261 units in 2019 to 8,783 units in 2024. In tandem, the total value of transactions has grown significantly, from RM14.85 billion in 2019 to RM27.86 billion in 2024, reflecting strong investor confidence and heightened activity within the sector.

**Table: Transaction Volume and Value for Industrial Properties in Malaysia, 2019-2024**

Year	2019	2020	2021	2022	2023	2024
Volume (units)	6,261	4,758	5,595	8,082	8,157	8,783
Value (RM mil)	14,845.67	12,763.30	16,964.38	21,164.22	23,937.70	27,863.45

**Sources:** NAPIC, Knight Frank Malaysia Research

As global supply chains continue to evolve, Malaysia remains well-positioned to attract high-value manufacturing and logistics investments. The country’s strategic location, supportive policies and investment-friendly ecosystem make it a preferred destination for multinational corporations (“MNCs”) and logistics players. Looking ahead, the continued development of green industrial parks, smart logistics hubs and high-tech manufacturing facilities will further strengthen Malaysia’s industrial sector, ensuring long-term economic sustainability and global competitiveness.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

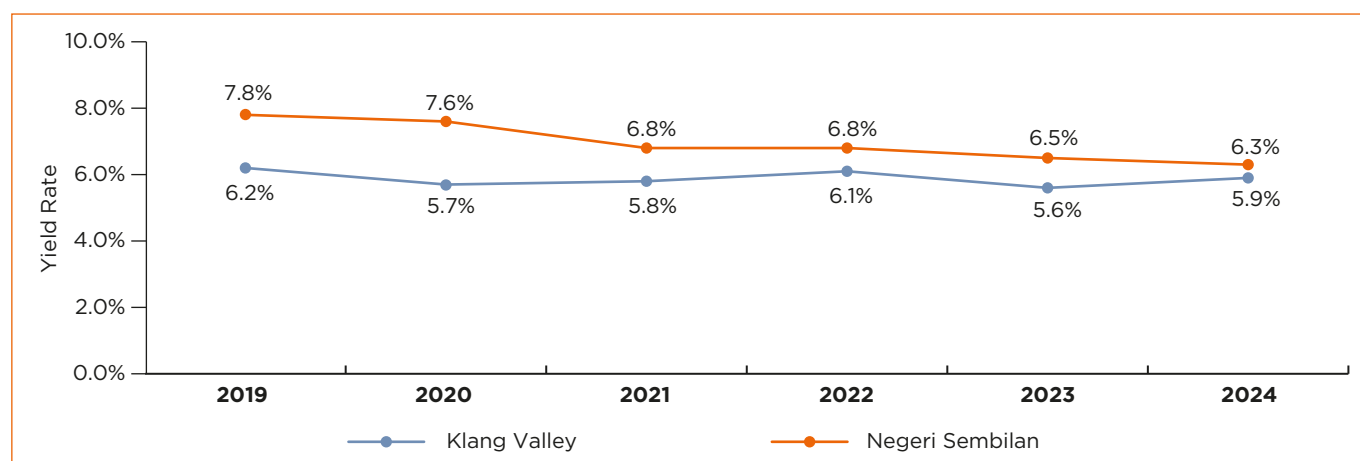
#### HISTORICAL YIELD TRENDS

The industrial property sector in Malaysia has remained resilient, with yields demonstrating relative stability over the past six years. In Klang Valley, industrial yields have ranged between 5.6% and 6.2%, reflecting steady investor interest in logistics and manufacturing assets. Yields edged up slightly to 6.1% in 2022, likely driven by growing demand for well-located warehousing and logistics facilities amid the growth of e-commerce and supply chain diversification, before easing to 5.6% in 2023 and recovering marginally to 5.9% in 2024.

In Negeri Sembilan, industrial yields have consistently been higher, averaging between 6.3% and 7.8%. The region has attracted increasing investments, particularly in large-scale logistics and industrial parks, benefiting from its proximity to Klang Valley and its strategic location within the regional supply chain network. Yields held steady at 6.8% in both 2021 and 2022, before tapering slightly to 6.5% in 2023 and 6.3% in 2024. Despite some fluctuations, industrial assets in Negeri Sembilan continue to offer relatively higher yields compared to Klang Valley, underpinned by a growing number of manufacturing and logistics developments.

Overall, the industrial property sector remains one of the most attractive asset classes, supported by strong demand from logistics operators, manufacturers and third-party logistics (“3PL”) providers. While yields in both Klang Valley and Negeri Sembilan have shown stability, rental growth potential remains positive, particularly for high-specification warehouses, cold storage and sustainable industrial developments. Moving forward, yield compression may occur in prime locations due to heightened competition for quality assets, but secondary markets and built-to-suit facilities are expected to maintain strong investor appeal.

Chart: Historical Yield Trends for Industrial Properties, 2019-2024



Sources: Respective REITS Annual Report, Knight Frank Malaysia Research

#### MARKET OUTLOOK

Malaysia's industrial sector continues on a strong growth trajectory, supported by robust foreign and domestic investments, the expansion of key sectors such as manufacturing, logistics, and renewable energy, as well as strategic government initiatives that strengthen the country's position as a leading industrial and logistics hub in Southeast Asia. The increasing demand for ESG-compliant industrial parks, advanced manufacturing facilities and AI-powered logistics hubs is reshaping the landscape, while government-backed policies such as the New Industrial Master Plan (“NIMP”) 2030, the National Energy Transition Roadmap (“NETR”), and the Johor-Singapore Special Economic Zone (“JS-SEZ”) are expected to further drive growth in high-value industries.



The Klang Valley remains Malaysia's industrial epicentre, benefiting from world-class infrastructure, strong connectivity and a well-established logistics network. The region continues to attract high-value industrial developments, particularly in logistics, warehousing and advanced manufacturing, as e-commerce, third-party logistics ("3PL") providers and technology-driven industries expand their presence. Investor appetite for prime industrial spaces remains strong, with steady demand pushing up transaction volumes and values. The influx of new large-scale industrial parks and built-to-suit logistics hubs is expected to increase market competition, which may lead to short-term price adjustments.

Real Estate Investment Trusts ("REITs") are also playing an increasingly important role in the industrial sector. With institutional-grade industrial assets becoming scarcer, REITs such as Axis REIT are shifting their focus to redevelopment opportunities and repurposing underutilised industrial sites to unlock value. As the market continues to evolve, yield-accretive industrial properties and logistics-focused REITs are expected to remain attractive investment options. Looking ahead, Klang Valley's industrial property sector is well-positioned to capitalise on strong demand for high-quality logistics and manufacturing spaces, driven by sustainability initiatives, technological advancements and growing regional trade activity.

Johor is undergoing a major transformation as a high-growth industrial hub, attracting FDI in logistics, green technology, high-tech manufacturing and smart industrial parks. The state has solidified its role as a key gateway for cross-border trade, with the establishment of the Johor-Singapore Special Economic Zone ("JS-SEZ") set to further boost industrial activity. The JS-SEZ is expected to enhance bilateral trade, industrial collaboration and economic integration with Singapore, creating a seamless ecosystem for advanced industries, logistics and investment opportunities. Key industrial zones such as Iskandar Malaysia, Senai Airport City and Pengerang Integrated Complex are benefiting from large-scale infrastructure enhancements, reinforcing Johor's position as a regional industrial powerhouse. The demand for ready-built and built-to-suit industrial facilities continues to rise, particularly in sectors such as renewable energy, electric vehicles ("EV"), biotechnology and artificial intelligence ("AI")-powered logistics.

Despite its rapid industrial expansion, Johor faces challenges related to high water and energy consumption, which could impact long-term sustainability. Strategic collaborations between the government and private sector will be necessary to promote renewable energy adoption, implement water conservation measures, and optimise industrial land use. With its focus on green energy projects, AI-powered industrial ecosystems, and cross-border trade collaborations, Johor is well-positioned to attract global investors and reinforce its status as a leading industrial hub in Southeast Asia.

Negeri Sembilan is emerging as an alternative industrial destination, benefiting from cost-competitive industrial land, proximity to Klang Valley and improving infrastructure. The state continues to attract logistics, food manufacturing and high-value industries, supported by government-backed incentives under MVV 2.0 and the Integrated Development Region in South Selangor ("IDRISS"). Looking ahead, Negeri Sembilan is expected to see increased investment in built-to-suit factory developments and smart logistics hubs, further enhancing its long-term industrial growth potential.

The Malaysian industrial market is witnessing several key trends, including the rise of ESG-driven industrial developments, increasing demand for AI-powered logistics hubs and supply chain realignments driving trade diversification. Green-certified logistics hubs, integrating solar energy, energy-efficient technologies and sustainable supply chain solutions, are becoming top investment priorities, attracting global tenants seeking sustainability-driven real estate solutions. The emergence of AI-powered supply chains, smart warehouses and digital logistics hubs in Klang Valley and Johor is further positioning Malaysia as a key player in the evolving global supply chain.

Looking ahead, Malaysia's industrial market is expected to remain on a strong growth trajectory, with key states leading the way in logistics expansion, high-tech manufacturing growth and sustainable industrial development. While challenges such as global economic uncertainty, rising energy costs and land price inflation remain, Malaysia's pro-business policies, strategic infrastructure investments and ESG-driven initiatives will continue to attract high-value industrial investments. The growing emphasis on green industrial parks, AI-integrated logistics hubs and high-tech manufacturing ecosystems will further reinforce Malaysia's position as a regional leader in industrial real estate, ensuring long-term economic resilience and competitiveness.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

#### DATA CENTRE PROPERTY SECTOR

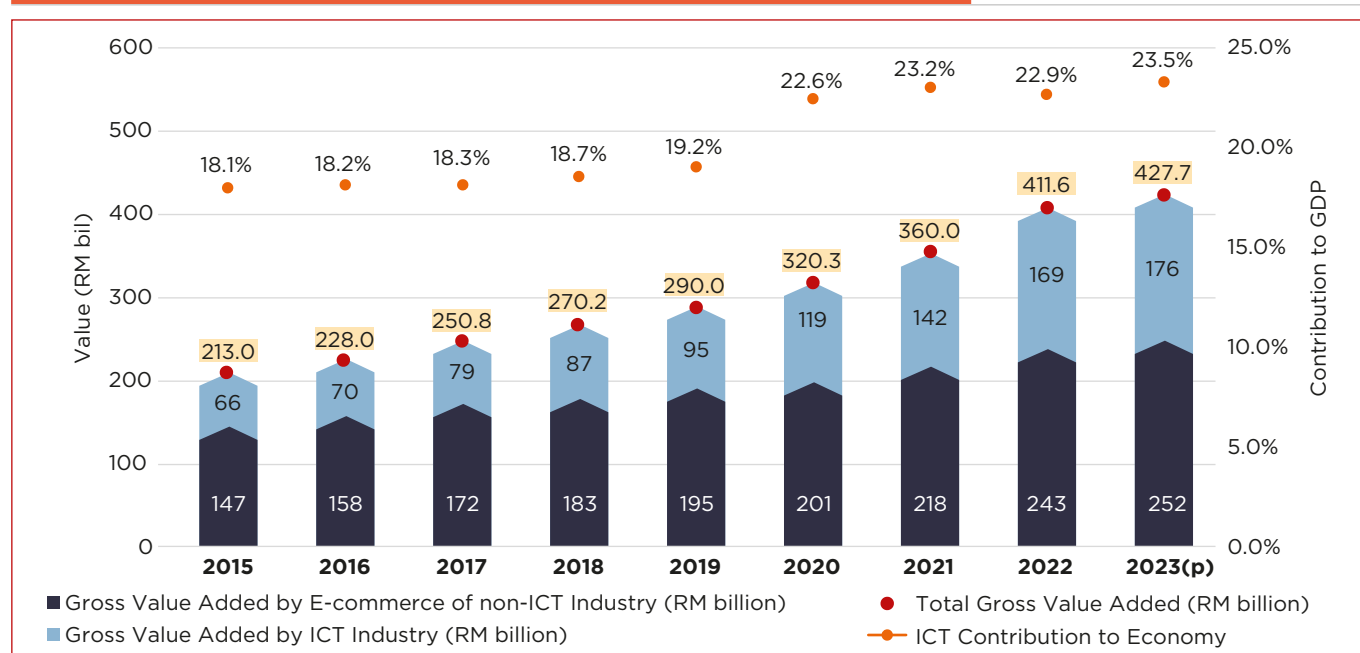
##### MARKET OVERVIEW

Malaysia has attracted RM163.6 billion in digital investments for the entirety of 2024, which is approximately 3.5 times the approved digital investments for the entirety of 2023, which is RM46.8 billion. The digital investments encompass investments from data centres, cloud companies, information technology (“infotech”) and global business services companies.

The Digital Services industry is one of the fastest growing industries in Malaysia. According to the Department of Statistics Malaysia (“DOSM”), the Information and Communication Technology (“ICT”) contribution to the economy increased from 22.9% in 2022 to 23.5% in 2023 with the value increased by 3.9%, from RM411.6 billion to RM427.7 billion. ICT industry refers to the industries which produce ICT products as primary activities, including ICT manufacturing, trade, services as well as content and media.

The expansion of the digital services industry has driven job creation, as reflected in the 1.6% increase in employment within the ICT sector to 1.24 million persons in 2023, representing 7.8% of total employment in the country.

**Chart: Malaysia - ICT and E-commerce Contribution to Economy, 2015-2023(p)**



**Source:** ICT Satellite Account, Department of Statistics Malaysia (“DOSM”), Knight Frank Malaysia Research

**Note:** (p) = preliminary

## OVERVIEW OF DATA CENTRE SECTOR IN MALAYSIA

In the recent released Knight Frank SEA-5 Data Centre Opportunity Index, Malaysia continues to secure the top position, solidifying its status as a leading data centre hub in Southeast Asia. Malaysia outperformed other countries in the region, recorded significant take-up of 429MW, which was 4.6 times more than the next highest market of Indonesia of 93MW take-up.

Malaysia's strong market demand is largely driven by robust take-up in Johor, which contributed 368.0MW, followed by the Klang Valley with 29.5MW and the remaining 31.1MW coming from Negeri Sembilan and Sarawak. Furthermore, the government's ongoing efforts in strengthening digital infrastructure, swift action in rolling out the development and sustainability guidelines as well as formulating investor friendly policies are amongst the key factors that drive the market demand.

**Table: Knight Frank SEA-5 Data Centre Opportunity Index**

Rank 2024	Market	Take Up per annum (MW)	2025 GDP Growth Forecast
1	Malaysia	429	5.5%
2	Indonesia	93	5.2%
3	Thailand	31	3.5%
4	Philippines	1	7.5%
5	Vietnam	3	7.0%

**Source:** Data Centre Research Report Malaysia, Knight Frank Malaysia Research, December 2024

As of 2024, Malaysia has a total of 54 operational data centres with a combined estimated IT capacity of 504.9MW. Johor and Klang Valley remain the key locations for data centre investments. In terms of the number of facilities, Klang Valley leads with 37 operational data centres, followed by Johor with 12 facilities. The remaining data centres are located in Penang (3 data centres) and Sarawak (2 data centres).

In terms of IT capacity, Johor leads with 396.9MW in operation as of the end of 2024, followed by Klang Valley at 107.0MW. In contrast, Sarawak and Penang have significantly lower deployed capacities at 0.6MW and 0.4MW, respectively.

There are 61 new data centres in the pipeline, with a total estimated IT capacity of 1,313.0MW. This includes both under-construction and committed data centres, where the latter refers to facilities that have secured approvals from relevant authorities. Once these data centres are fully operational, the nation's total IT capacity is expected to expand by 2.5 times, reaching approximately 1.8GW.

In terms of geographical distribution, Johor dominates future developments, with 28 new data centres contributing to an estimated IT capacity of 898.7MW, accounting for 68.4% of the total future supply. Klang Valley follows, with 28 new data centres expected to add 378.5MW to the market, accounting for 28.8% of the total future supply.

Additionally, interest in data centre development is expanding into Negeri Sembilan, Kedah, and Sarawak. Collectively, these regions will see the addition of five new data centres, offering a combined IT capacity of 35.8MW.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

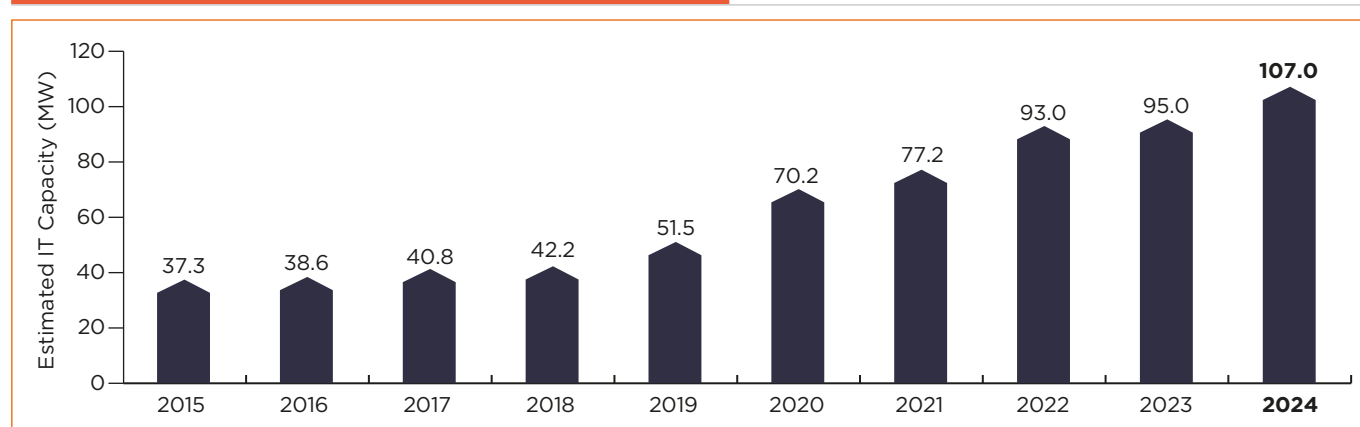
#### DATA CENTRE IN KLANG VALLEY

The following chart shows the cumulative supply of operational data centre by IT capacity in Klang Valley, from 2015 to 2024.

As of 2024, the operational supply of data centre capacity in Klang Valley is 107.0 MW IT power, contributed by 37 data centres. This represents 21% of the total operational IT capacity in Malaysia. In Klang Valley, the growth of data centre supply is generally segregated into two phases, of which slower growth recorded between 2015 and 2019, at a CAGR of 8.4%, averaging at 3.5 MW per annum.

The onset of the COVID-19 pandemic in 2020 has accelerated digital adoption, driven by the increased demand for secured data storage beyond onsite facilities. This surge acted as a catalyst for the data centre industry, alongside the increasing demand for Artificial Intelligence (“AI”)-driven workloads from 2023 onwards. This led to exponential growth between 2019 to 2024, with the operational IT capacity of data centre growing at a CAGR of 15.8%, averaging at 11.1MW per annum.

**Chart: Cumulative Supply of Live IT Power in Klang Valley**



**Sources:** DC Byte, Knight Frank Malaysia Research

As of 2024, the identified future supply of data centre capacity in Klang Valley is 378.5 MW IT power, contributed by 28 data centres that are currently in various stages of construction and 8 existing data centres.

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.

**Table: Klang Valley - Distribution of Future Supply by Stage of Development**

Stage of Development	No. of Data Centres	Est. Future IT Capacity (MW)
Existing Data Centre	8	48.9
Under construction Data Centre	28	329.6
<b>Total</b>		<b>378.5</b>

**Sources:** DC Byte, Knight Frank Malaysia Research

## NOTABLE COMMITTED INVESTMENTS

Over the past year, Malaysia has emerged as a preferred investment destination for tech giants, including Microsoft, Google, Amazon Web Services (“AWS”) and Oracle. Collectively, these companies have announced a total investment of USD23.3 billion in cloud and artificial intelligence (“AI”) cloud infrastructure developments across the country. The country also remained as a favourable location for data centre establishment for international data centre operators, either via direct investments or joint venture with the local players.

In May 2024, Microsoft announced USD2.2 billion over the next four years as part of the company’s effort in supporting Malaysia’s digital transformation. The investment encompasses building cloud and AI infrastructure, creating AI skilling opportunities and supporting the growth of Malaysia’s developer community. It was also worth noting that the US-based tech giant reported to acquire lands in Johor for data centre developments.

In the same month, Sime Darby Property entered into an agreement with Pearl Computing Malaysia Sdn Bhd for the construction and lease of the first data centre development at Elmina Business Park, scheduled for completion in 2026. In November 2024, both parties signed a second collaboration agreement for another data centre in Elmina Business Park Phase 2, set for completion in 2027. Collectively, the rental income from these agreements is expected to be RM7.6 billion.

Another tech giant, Amazon Web Services (AWS) announced the launch of AWS Asia Pacific (Malaysia) Region, and long-term investment plan worth USD6.2 billion through 2038. The construction and operation of the new AWS data centre is estimated to generate about USD12.1 billion to the country’s gross domestic product. In October 2024, Oracle announced plan to open a cloud region in Malaysia via investment of more than USD6.5 billion in the country.

Notable data centre investments remained concentrated in Klang Valley and Johor, with Kedah and Sarawak as emerging locations. In Klang Valley, Mah Sing Group Bhd is making its maiden entry into the data centre sector by launching Mah Sing DC Hub @ Southville City in partnership with Bridge Data Centres (“BDC”) in May and October 2024. For these two partnerships, Mah Sing will contribute and reserve approximately 52.2 acres of land for a data centre with a planned capacity of up to 300MW. Jakel Group is partnering with PiDC Holding Bhd to build a 51MW data centre in Cyberjaya worth RM1.2 billion. The data centre will be a Tier III facility spanning a 7.3-acre site in Cyberjaya.

In February 2025, Eco World Development Group Bhd entered into two agreements with Pearl Computing Malaysia Sdn Bhd. The first agreement relates to the disposal of 58 acres of leasehold land for RM266.1 million, while the second agreement is for the construction and lease of the shell and core of data centres and associated structures on a separate 92.4-acre site at Eco Business Park 5. The lease agreement has an initial term of 20 years, with an option to renew for up to 10 additional years.



# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

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

Balancing investment growth and sustainability has become a critical focus for data centres worldwide, not only Malaysia. In the developed countries with mature data centre market, the increasing demand for AI-powered data centres has raised concerns about their environmental impact.

The Malaysian government recognises this challenge and is taking steps to promote sustainable data centre practices. This includes sustainable developing guidelines released in December 2024 that incorporate key performance metrics such as Power Usage Effectiveness (“PUE”), Water Usage Effectiveness (“WUE”), and Carbon Usage Effectiveness (“CUE”). These guidelines aim to encourage energy-efficient operations, reduce water consumption, and lower carbon emissions. In addition, the requirements outlined in the guidelines also act as the key conditions for eligibility of tax incentives under the Digital Ecosystem Acceleration (“DESAC”) scheme.

In addition, the guidelines of Corporate Green Energy Support Scheme (“CRESS”) which were announced in September 2024 is an initiative that enables companies to purchase renewable energy from energy producers. The CRESS aims to encourage the adoption of renewable energy among corporate entities in Peninsular Malaysia. This initiative allows participants to supply or procure electricity via open access to the grid network, with charges for system access set in advance.

CRESS represents the Malaysian Government’s latest step towards achieving a 70% renewable energy share in the national capacity mix by 2050. Previous programmes contributing to this goal include the Corporate Green Power Programme (“CGPP”), Large Scale Solar (“LSS”) initiative, and the Net Energy Metering Scheme.

The private sectors have been actively pursuing sustainability initiatives, utilising technology, integrating renewable energy, and employing other methods to reduce their carbon footprint and improve operational efficiency.

#### MARKET OUTLOOK

The digital economy’s rapid expansion, projected to account for 25% of the country’s gross domestic product (“GDP”) by 2025, fuels the demand for data centres. Initiatives like the Digital Ecosystem Acceleration (“DESAC”) announced in Budget 2023 and the National IoT Strategic Roadmap highlight the government’s focus on fostering a thriving digital environment. This focus translates into increased data generation and processing needs, further driving the demand for robust data centre infrastructure.

Government policies play a crucial role in shaping the data centre market. The National Cloud Policy, along with budget initiatives focused on data protection, digital infrastructure, and SME digitalisation, create a supportive regulatory landscape. These policies encourage investments, enhance data security, and promote the growth of the digital economy, all of which contribute to the expansion of the data centre market.

Malaysia has emerged as a key destination for data centre investments, with several major projects in the pipeline. Notable developments include Pearl Computing Malaysia Sdn Bhd’s data centres at Sime Darby Property’s Elmina Business Park Phase 1 and Phase 2, Amazon’s facilities in Bukit Jalil and Negeri Sembilan, and Microsoft’s data centres in Johor, along with other large-scale projects by international data centre operators. These investments are set to greatly expand capacity, strengthen connectivity, and meet the increasing demands of AI and cloud computing.

The projected addition of four submarine cables by 2027, coupled with the reinstated cabotage exemption and investments from tech giants on artificial intelligence infrastructure in the country, signal robust growth in connectivity and capacity. These developments are crucial for supporting the increasing data consumption and computational needs of businesses and individuals.

Despite strong growth projections, the uncertain landscape of global trade, including export controls on AI chips, may impact the data centre industry. Regulatory changes from key markets, such as the United States, could affect supply chains and the availability of high-performance processors. While the full impact remains unclear, Malaysia’s strong semiconductor sector and efforts to enhance its role in the global supply chain may help navigate these uncertainties. Industry stakeholders are closely monitoring developments to assess their long-term effects on data centre growth.

Overall, the data centre market outlook is expected to be stable, underpinned by strong digital economy growth, supportive government policies, and increasing investments in digital infrastructure and renewable energy. Malaysia's focus on sustainability in data centres aligns with global trends, fostering investor confidence and positioning the country as a responsible digital hub. Moving forward, it is anticipated that the government will take an adaptive approach in its approach to the industry, fostering an investor-friendly environment through regulations, guidelines, and policies that balance sustainability and technological growth.

## KEY REGULATORY DEVELOPMENTS IN 2024

The table below include a range of initiatives and regulations announced by the Malaysia government, with the aim to stimulate the property market and support low- and middle-income groups.

Initiatives/Regulations	Description
<b>Residential</b>	
Housing Credit Guarantee Scheme ("HCGC")	<p>RM10 billion has been allocated under the HCGC. Under the scheme, eligible first-time home buyers can get government-guaranteed loans of up to RM500,000 to purchase homes. It is expected to benefit over 20,000 Malaysians.</p> <p>The scheme involves the purchase of low- and medium-cost houses whether under construction or completed, as well as existing houses from sellers or auction houses.</p> <p>Over 57,000 home buyers have already benefited from government guarantees under the HCGC, as RM12.8 billion has already been disbursed. Previously, the maximum financing was set at RM300,000.</p>
Tax Relief for Home Buyers	<p>Tax reliefs have been introduced for the purchase of residential properties that can be claimed for three consecutive assessment years for sale and purchase agreements completed between 1 January 2025 and 31 December 2027.</p> <p>The tax relief will be based on the price of the property:</p> <ul style="list-style-type: none"> <li>For properties priced up to RM500,000, a tax relief of up to RM7,000 is offered.</li> <li>For properties priced between RM500,000 and RM750,000, a tax relief of up to RM5,000 is offered.</li> </ul>
Affordable Housing	<p>RM900 million has been allocated to implement 48 People's Residency Programmes ("PRR") and 14 Rumah Mesra Rakyat ("RMR") projects. This includes new PRR developments in Port Dickson and Seberang Perai Tengah. 30 PRRs are expected to be completed by the end of 2025, benefiting almost 17,500 new residents.</p>
Maintenance and Upgrades	<p>RM200 million has been allocated for the maintenance of low and medium-cost public strata homes, including the replacement of outdated elevators in People's Housing Projects ("PPRs").</p> <p>RM84 million has been allocated to upgrade basic and social facilities in Chinese New Villages.</p> <p>Almost RM100 million have been allocated to upgrade 48 Madani Public Parks to include recreational areas with serene and comfortable landscapes for the use of urban and small-town communities.</p>

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

Initiatives/Regulations	Description
<b>Retail</b>	
Expansion of Sales Tax Scope	<p>Sales tax exemption will be maintained on essential food items.</p> <p>Sales tax will be levied on non-essential items such as imported premium goods, from 1 May 2025. Examples provided in the Budget speech were avocados and salmon.</p>
Excise duty on sugar-sweetened beverages ("SSB")	The excise duty for SSB will be increased in phases from 1 January 2025. The sugar tax is applicable at the rate of RM0.40 per litre on SSB, where the total sugar content of the beverage exceeds 5 grams/100 ml.
Cash Assistance	Recipients of the <i>Sumbangan Tunai Rahmah</i> ("STR") under the Household category will receive RM100 per month starting from April 2025. Recipients under the Single category will receive STR of RM600 per month.
Minimum Wage Rate	The minimum wage rate will be increased from RM1,500 per month to RM1,700 per month with effect from 1 February 2025. For employers with fewer than five employees, the new minimum wage rate will take effect from 1 August 2025.
<b>Industrial</b>	
Investment Incentive Framework ("IIF2025")	<p>A strategic initiative to revolutionise Malaysia's investment climate by offering incentives for modern services sectors such as AI, robotics, IoT, and FinTech.</p> <p>Includes RM1 billion strategic investment fund, tax incentives for MNCs, and initiatives to enhance domestic supply chains.</p>
Johor-Singapore Special Economic Zone ("JS-SEZ")	<p>In January 2024, Malaysia and Singapore signed a Memorandum of Understanding to establish the JS-SEZ in Johor. This initiative aims to attract global investments by offering streamlined administrative procedures and favourable business incentives, focusing on sectors such as manufacturing, aerospace, tourism, energy and healthcare. The zone is projected to create 20,000 skilled jobs and attract 50 projects within five years.</p> <p>Aims to enhance industrial trade, cross-border logistics, and economic collaboration between Johor and Singapore.</p> <p>Attracts high-value manufacturing investments, particularly in electronics, AI, and renewable energy industries.</p> <p>To spur the growth of JS-SEZ, the Government will provide special incentives to attract quality investments and offer high-value jobs. These special incentives will be announced by the end of this year.</p>
Forest City Special Financial Zone ("FCSFZ")	<p>Incentives announced previously and reiterated in the Budget Speech:</p> <ul style="list-style-type: none"> <li>• Forest City has been approved as a duty-free island to encourage tourism activities and support the local economy.</li> <li>• A tax incentive package for the Forest City Special Financial Zone ("FCSFZ") was announced to stimulate financial services such as financial global business services and fintech.</li> <li>• The Single-Family Office ("SFO") was launched for FCSFZ to attract regional and Malaysian families to manage their family wealth from Malaysia.</li> <li>• The Securities Commission Malaysia ("SC") will act as the approving authority for the granting of Residence and Employment Passes for the Family Offices' Founding Family Investors and investment professionals.</li> </ul> <p>New announcements:</p> <ul style="list-style-type: none"> <li>• Invest Malaysia Facilitation Centre-Johor ("IMFC-J") is currently being established to facilitate investments in FCSFZ and reduce bureaucracy in order to expedite approvals.</li> </ul>

Initiatives/Regulations	Description
Energy Exchange Malaysia ("Enegam")	Launched in April 2024, Enegem is a platform designed to facilitate the cross-border trade of green electricity within the ASEAN region. This aligns with global sustainability efforts and aims to integrate regional power systems, enhancing Malaysia's role in renewable energy distribution.
New Investment Incentive Framework ("NIIF")	The government allocated RM1 billion (approximately USD228 million) for the NIIF, aiming to attract foreign investment in high-value activities. This framework is set to be implemented in the third quarter of 2025.
<b>Data Centre</b>	
Malaysia Digital Economy Blueprint ("MyDigital")	Launched in 2021, MyDIGITAL is an initiative to transform Malaysia into a digitally enabled and technology-driven high-income nation, as well as a regional leader in the digital economy.  Key initiatives include the National Fourth Industrial Revolution ("4IR") Policy and Industry4WRD, which aim to accelerate digital transformation, industry transition, and supply chain optimisation.
National IoT Strategic Roadmap	The objective of the National IoT Strategic Roadmap, launched in 2015, is to create an ecosystem that promotes the application of IoT, catalysing economic growth, with a target to contribute RM42.54 billion to the gross national income of Malaysia by 2025.
Digital Ecosystem Acceleration ("DESAC") scheme	DESAC is a Malaysian initiative led by MIDA to attract digital investments and enhance the country's digital ecosystem. It supports Digital Technology Providers ("DTPs") and Digital Infrastructure Providers ("DIPs") with incentives like tax allowances, aiming to position Malaysia as a regional data hub while aligning with its net-zero goals.
Data Centre Planning Guidelines	PLANMalaysia released a comprehensive data centre planning guidelines in October 2024. The guidelines outlined the criteria for site selection, zoning and development procedures for the development of data centre in new areas as well as in existing buildings. The standardise processes and criterion will be able to lay a clear and solid ground on the requirements as well as streamline the development process.
Green Lane Pathway by Tenaga Nasional Bhd	Tenaga Nasional Berhad ("TNB") launched the Green Lane Pathway in August 2023 to expedite electricity supply for data centres, reducing implementation timelines from 36-48 months to just 12 months, a significant boost to operational readiness.
Data Centre Sustainable Development Guidelines	The Ministry of Trade and Investment ("MITI") released the data centre sustainable development guidelines in December 2024, provides a framework for development and operation of sustainable data centres in Malaysia. The guideline outlined the key measurement of power usage efficiency ("PUE"), water usage efficiency ("WUE") and carbon usage efficiency ("CUE") for a sustainable data centre.  In additions, the requirements outlined in the guidelines also act as the key conditions for eligibility of tax incentives under the Digital Ecosystem Acceleration ("DESAC") scheme.
Reinstatement of cabotage exemption for undersea cable repair	Effective June 2024, the Malaysian government reinstates cabotage exemption allowing foreign vessels to conduct laying, maintenance and repairs of submarine telecommunication cables in Malaysian waters. Following its revocation in November 2020. This move is to ensure faster and more efficient connective repairs which is seen as a critical move to facilitate digital investment to the country.
Corporate Renewable Energy Supply Scheme ("CRESS")	CRESS was introduced in 2024 as efforts to support renewable energy adoption by corporations. This scheme is an initiative that allows participants to supply or procure electricity via open access to the grid network with charges for system access set in advance. This is expected to enable data centres to meet sustainability goals while aligning with global environmental standard.

# STRATEGIC REVIEW

## Operating Landscape

### Market Review and Outlook

#### BRIEF MARKET OVERVIEW OF LONDON, UK

##### ECONOMIC OVERVIEW

In the fourth quarter of 2024, the United Kingdom's GDP grew by 0.1%, following zero growth in the previous quarter. GDP expanded by 0.9% y-o-y compared to 2023.

The Consumer Prices Index ("CPI") rose by 2.5% in the 12 months to December 2024, slightly down from 2.6% in November. The largest upward contributions came from housing and household services, particularly owner occupiers' housing costs, which increased by 8.0% over the same period.

On 6 February 2025, the Bank of England's Monetary Policy Committee reduced the base interest rate by 0.25 percentage points to 4.5%, aiming to stimulate the economy amid revised growth forecasts. The committee noted that the pace of future rate cuts will depend on evolving economic conditions, including changes in tariffs, fiscal policy changes, and labour market trends.

As the UK approaches the fifth anniversary of its departure from the European Union, analyses indicate that the economy has faced challenges. The National Institute of Economic and Social Research estimates that real GDP is approximately 2.0% to 3.0% lower than it would have been had the UK remained in the EU, primarily due to reduced trade and productivity.

In the housing market, major banks such as Nationwide and Barclays have introduced mortgages with rates below 4%, sparking a new competitive phase in the mortgage market. Nationwide launched a 3.99% five-year fixed rate for existing and remortgaging customers, while Barclays offers a 3.96% five-year fixed rate for Green Home mortgages.

##### PROPERTY MARKET OVERVIEW

**Residential:** The UK housing market demonstrated resilience in late 2024, with the average house price rising by 4.6% year-on-year to £268,087 in December, according to the Office for National Statistics. Regionally, the Northeast recorded the highest growth at 6.7%, while London saw a modest 0.2% increase, bringing its average to £542,000. This upward trend was partly driven by buyers accelerating purchases ahead of anticipated stamp duty changes in April 2025. While the February 2025

interest rate cut to 4.5% supported demand, the March decision to hold rates introduced some uncertainty. Despite this, buyer activity remained steady, particularly for newly built homes, and the market is expected to gain further momentum if additional rate cuts or supportive policies are introduced later in the year.

**Office:** The London office market remained resilient in 4Q2024, with take-up rising to 3.3 million sq ft 9.0% higher than 3Q2024 and 16.5% above the long-term quarterly average of 2.8 million sq ft, driven largely by demand for new and refurbished space. In the West End, take-up reached 1.1 million sq ft, with prime rents increasing to £160 per sq ft and investment volumes rising to £1.23 billion. The City & Southbank saw strong leasing momentum with 2.1 million sq ft of take-up and prime rents growing to £95 per sq ft, though overall investment remained below average at £730 million. Docklands & Stratford lagged, with just 77,000 sq ft of take-up and no recorded investment activity. While availability edged up to 23.9 million sq ft, the supply of high-quality space remains tight and with development peaking in 2025, a shortfall of best-in-class offices is anticipated by 2028. Stable yields and growing interest from private and overseas investors point to a gradually improving investment outlook.

**Retail:** The UK retail sector showed signs of stabilisation in 4Q2024, despite a mixed performance. Knight Frank's report highlighted a notable shift in rental growth, with all retail rents achieving year-on-year growth above 1.0% for the first time since 2016, marking a key recovery milestone. While weak consumer sentiment, volatile sales, and rising costs remained challenges, strong Christmas trading, rising disposable income, improving vacancy rates, and increased investment provided support. Although early 2025 optimism has softened, the sector remains resilient. Looking ahead, economic pressures and shifting consumer trends pose challenges, but strategic investments and demand for prime retail space are expected to sustain market stability. Retail warehousing led with a robust 1.9% increase, while shopping centres returned to positive territory with a 1.2% growth—growth, their first since 2017. High streets also held their ground with a 1.6% rise. These trends suggest growing consumer confidence and a cautiously optimistic outlook for the retail market.



# STRATEGIC REVIEW

## Operating Landscape

### Global Megatrends & Opportunities

In an ever-evolving operational and market landscape, staying adaptive to megatrends and emerging opportunities is a strategic necessity. By maintaining a keen awareness of shifting market dynamics, we can anticipate challenges before they arise, harness opportunities at the right moment, and refine our approach to remain ahead of the curve. This vigilance enables us to adapt with agility, align our offerings with evolving societal needs, and future-proof our value creation prospects.

## SHIFTING DEMOGRAPHICS

### MARKET TREND (DESCRIPTIONS)

#### Population Trends Influencing the Real Estate Sector

While the world population is still growing, its composition is evolving. Having reached nearly 8.2 billion in mid-2024, the global population is expected to grow by another two billion over the next 60 years, peaking at approximately 10.3 billion in the mid-2080s. However, by the late 2070s, the number of people aged 65 and older is projected to surpass the number of individuals under 18 due to rising life expectancy and declining mortality rates.

Global trends also indicate populations are peaking in many countries and regions. Currently, two-thirds of the global population live in countries with fertility rates below the replacement level of 2.1 children per family. It is estimated that by 2100, populations in some major economies could shrink by 20 to 50 percent.

### POTENTIAL IMPACT

As the world trends toward an aging society, the real estate sector must adapt to evolving housing preferences shaped by shifting demographics. The demand for smaller housing units is expected to rise, reflecting the trend toward smaller household sizes, which in turn will spur the development of high-rise residential properties.

Sustainable living for older communities is no longer just a concept but a necessity for modern housing. Future developments will need to prioritise elements such as safe and accessible walkways, proximity to healthcare facilities, commercial shop lots for essential shopping, and small garden balconies to encourage relaxation and light exercise.

Admst these demographic changes and evolving preferences, developers must diversify their offerings to cater to different segments of the market.

### OUTLOOK

Shifting demographics, such as aging populations or changing household sizes, are impacting the real estate sector by influencing demand for different types of housing. As the population ages, there is a growing need for accessible, low-maintenance housing like apartments or single-story homes, while younger generations may prioritise urban, walkable locations with amenities. This demographic shift is driving the development of more diverse housing options and altering the demand in both urban and suburban markets.

### OUR RESPONSE

- Implementing placemaking initiatives across all townships, placing careful consideration on local community demographics, socioeconomic needs and environmental sustainability.
- Integrating multi-generational features into our product offerings, such as incorporating designs that accommodate wheelchair access. These features are showcased in developments such as TriARA, Elmina Ridge 1 and ADIRA (see below).
- Providing configurable layouts that enable seamless adaptation of living spaces to meet diverse lifestyle needs.
- Several key Sime Darby Property developments that cater to the emerging multi-generation market and older purchasers include:
  - Triara Residences in Ara Damansara, a collection of modern, flexible condominiums designed to accommodate diverse lifestyles and age groups. Blending vibrant living with thoughtfully curated amenities, Triara offers a secure and well-integrated environment that fosters multi-generational harmony.
  - Elmina Ridge 1 in the City of Elmina, a finely crafted freehold modern biophilic home that seamlessly connects residents with nature. Designed with sustainability in mind, these homes incorporate elements that promote well-being and environmental harmony, making them ideal for those seeking a tranquil yet contemporary living experience.
  - ADIRA in Bandar Bukit Raja, the first chapter of The Legacy Collection, is a residential masterpiece that balances spacious, ventilated design with the serenity of nature across 4.7 acres of lush greenery. With expansive 8-foot backyards and adaptable layouts, ADIRA is designed for multi-generational living, featuring elderly-friendly features that ensure comfort and accessibility for all.
- We also aim to capture other market segments by introducing innovative and community-centric developments. One such initiative is the First Stray Cat Park in Bandar Bukit Raja, designed to cater to the growing number of young professionals and animal-loving residents in urban areas. As demographics shift, there is increasing demand for community-based solutions to manage stray animal populations while fostering a more pet-friendly environment.

Source:

1. Growing or shrinking? What the latest trends tell us about the world's population | UN News



## URBANISATION

### MARKET TREND (DESCRIPTIONS)

The Growing Importance of Sustainable Urbanisation

Rapid urbanisation across Asia and the world remains a key trend shaping economic and social landscapes. Today, 56% of the world's population—4.4 billion people—reside in cities, and this figure is set to rise significantly. By 2050, the urban population is projected to more than double, with nearly seven out of ten people living in cities.

Asia has been at the forefront of this transformation, with urbanisation accelerating at an unprecedented pace. According to McKinsey, the share of Asia's urban population increased from 40% in 1990 to 48% in 2022, underscoring the dramatic shifts over the past three decades. This growth has been fuelled by economic expansion, industrialisation, and migration from rural areas in pursuit of better opportunities and improved living standards. As cities continue to expand, their role in driving economic development across the region will only intensify, necessitating sustainable urban planning.

### POTENTIAL IMPACT

The rapid expansion of urban areas is driving increased demand for retail outlets, office buildings, and entertainment hubs, as city dwellers seek integrated developments that seamlessly combine work, living, and leisure in a single location. Proximity to public transport hubs has become a key consideration for developers, reflecting the growing preference for connectivity and convenience.

Governments are also expanding infrastructure to accommodate urban growth, creating opportunities for developers to collaborate on transit-oriented projects, utility networks, and green spaces. To meet the evolving expectations of tech-savvy urban residents, developers must also increasingly incorporate smart technology, IoT solutions, and sustainable practices into their projects. As competition intensifies in urban centres, the ability to differentiate through innovation, thoughtful placemaking, and enhanced amenities such as gyms, co-working spaces, and green areas will be crucial in shaping the future of sustainable urban living.

### OUTLOOK

As urbanisation accelerates, the increasing movement of people into cities continues to drive demand for residential, commercial, and mixed-use developments. This trend fuels the need for modern housing solutions, well-planned office spaces, and essential infrastructure such as roads, schools, and healthcare facilities. In response, real estate development must evolve to meet these demands.

### OUR RESPONSE

- Continued focus on launching developments and expanding initiatives that position Sime Darby Property as a leader in sustainable urban living, with the following highlights in 2024:
  - The launch of Kanopi Residences, the first high-rise development in the City of Elmina, offers modern urban living just 300 metres from Elmina Lakeside Mall. This caters to the growing preference among millennials and Gen Z for convenience, accessibility, and vibrant, integrated townships.
  - The introduction of Corak, XME Boulevards, and JUMPA underscores the Group's ability to create community-centric commercial spaces that evolve alongside increasing urbanisation. As more people move into our maturing townships, these developments provide essential retail, business, and lifestyle services, enhancing the overall liveability of our integrated townships.
  - Designed with an open-concept layout that seamlessly blends indoor and outdoor spaces, Elmina Lakeside Mall has been activated as a lifestyle hub, fulfilling the rising demand for retail, entertainment, and essential services within the township.
  - The Reya at KL East offers a harmonious blend of city living and natural surroundings, situated next to the 53-acre KL East Park and a serene Micro Forest. Featuring spacious layouts and resort-style facilities, it caters to large families, upgraders, and those seeking a distinctive home environment with expansive dual-view keystone units designed to foster social and leisure activity.
  - Through a partnership with Technogym Malaysia, Sime Darby Property is enhancing health and wellness offerings across its townships and developments, reflecting the increasing emphasis urban dwellers place on active, balanced lifestyles.
  - The Group continues to extend its reach into high-potential regions such as Negeri Sembilan, introducing landed residential offerings like Serenia Anisa in Serenia City and Emilia in Nilai Impian, catering to homebuyers looking for well-connected and sustainable living options beyond Kuala Lumpur.

Source:

1. 68% of the world population projected to live in urban areas by 2050, says UN | United Nations

## ECONOMIC GROWTH

### MARKET TREND (DESCRIPTIONS)

#### Navigating Regional Economic Trends

The regional economic outlook plays a significant role in shaping real estate market dynamics. ASEAN currently stands as the world's fourth-largest economic bloc, boasting an estimated GDP of USD4.13 trillion. According to the World Economic Forum, ASEAN's economy expanded by 4.5% in 2024, contributing 9% to global GDP growth. The region has recorded a notable 10-year CAGR of 5.0% from 2014 to 2024, with a projected growth rate of 4.7% in 2025, as forecasted by the International Monetary Fund.

ASEAN's economic growth in 2024 was underpinned by resilient domestic and external demand, spurring robust consumption, sustained investment activity, and strong exports. Looking forward into 2025, the region is poised for another solid performance driven by continued private consumption, particularly from a resurgence in retail spending on durable goods.

It is also worth noting that, according to the Asian Development Bank, ASEAN economies will require significant infrastructure investments—estimated at US\$2.8 trillion from 2023 to 2030—to sustain economic growth, alleviate poverty, and effectively respond to climate change challenges. This substantial need for infrastructure presents ample opportunities for real estate players to participate in shaping urban economic development.

### POTENTIAL IMPACT

In terms of the national economy, Malaysia is expected to maintain steady growth in 2025, albeit at a more moderate pace compared to 2024, as external uncertainties and slower investment momentum temper expansion. Domestic consumption will remain a key economic driver, supported by favourable labour market conditions and fiscal policies. The country's GDP is projected to grow between 4.5% and 5.5%, underpinned by ongoing project rollouts and stable export performance. Inflation, which eased to 1.8% in 2024 from 2.5% in 2023, is expected to remain manageable within the 2.0% – 3.5% range in 2025, ensuring price stability amid stable domestic conditions.

Zooming into the real estate sector, we expect the momentum from record-high foreign direct investment inflows during 2024 to carry into 2025. Infrastructure projects like MRT3 Circle Line, a 50.8 km rail network, are poised to enhance connectivity within the Klang Valley, further stimulating property demand in surrounding areas. On this note, the Klang Valley residential market demonstrated resilience in 2024, with transaction volumes rising 1.7% year-on-year to 70,310 units, while transaction values increased 4.8% to RM44.15 billion, indicating improved market activity. The steady growth provides optimism that Malaysia's real estate market will remain stable with sustained buyer demand.

### OUTLOOK

The real estate sector is expected to grow in tandem with the nation's economic expansion, supported by rising domestic consumption, infrastructure development, and increased foreign direct investment. The spillover effects from rising local and foreign large-scale technology investments, particularly in the data centre and high-tech manufacturing industries, will drive further demand for industrial properties. As these investments translate into job creation, they will fuel demand for residential and commercial properties, particularly in well-connected urban centres and integrated townships.

### OUR RESPONSE

- Achieved record-breaking sales of RM4.1 billion, surpassing the revised 2024 target of RM3.5 billion by 17%, reflecting strong market demand and the Group's ability to deliver products that align with evolving buyer preferences.
- Increasing gross development value ("GDV") launches to RM4.2 billion in 2024, up from RM4.0 billion in the previous year, with a well-diversified product mix catering to residential, industrial, and commercial segments.
- Strengthening our industrial portfolio, which remained a key pillar of growth, contributing RM1.2 billion (30%) of total sales. This segment saw RM1.6 billion in new launches, representing 38% of total product launches, driven by strong demand across Bandar Bukit Raja, Serenia Industrial Park, Elmina Business Park, and Nilai Impian's XME Business Park. Key developments such as BBR 3 i14 and XME Business Park 2 showcased continued investor appetite for high-value industrial assets.
- Expanding our commercial segment, with launches making up 7% of total GDV, while sales accounted for 12% of total transactions. Take-up rates for commercial products remained strong at 94% in 2024, reflecting the segment's ability to leverage economic growth and increasing consumer demand.
- Doubling planned commercial launches to 13% of total GDV (~RM500 million) in 2025, compared to 7% (RM290 million) launched in 2024, positioning the Group for further expansion in the segment.
- Operationalising Metrohub 1 and 2 within the state-of-the-art E-Metro Logistics Park, covering 1.8 million sq. ft. of net lettable area ("NLA"). With occupancy rates of 68% and 73%, the logistics park has solidified its position as a preferred hub for multinational corporations and logistics players, thanks to its modern design, strategic location, and strong connectivity.
- Entering the data centre sector with a landmark achievement, securing agreements to develop two hyperscale Data Centres ("DCs") in Elmina Business Park. This bold expansion into a high-growth asset class highlights our ability to develop, lease, and deliver world-class data centre facilities for global technology players. The 20-year leases for Data Centre 1 and 2, valued at RM7.6 billion, will contribute to recurring income growth and further diversify the Group's portfolio.

## DIGITALISATION, TECHNOLOGY & INNOVATION

### MARKET TREND (DESCRIPTIONS)

The Modern Advancements Shaping the Business Landscape

To stay competitive, businesses must continuously adapt to rapid technological advancements that are transforming the way companies operate. Artificial intelligence and automation are revolutionising productivity and business workflows, with autonomous systems, generative AI, and agentic AI streamlining operations and optimising decision-making. In the real estate sector, these technologies are driving smarter design, predictive analytics, and seamless customer interactions.

Advanced connectivity, powered by 5G and the Industrial Internet of Things, is enabling more integrated and efficient operations across real estate businesses. These technologies enhance property management, automate maintenance processes, and facilitate seamless connectivity between smart buildings and urban infrastructure.

Energy-efficient computing is also gaining traction, with an increasing emphasis on reducing the environmental footprint of digital operations. As businesses become more reliant on data-driven decision-making and cloud-based technologies, the need for sustainable computing solutions is growing.

### POTENTIAL IMPACT

The rapid advancement of digitalisation, innovation, and technology is reshaping the real estate sector, creating opportunities for enhanced efficiency and sustainability. By embracing advanced connectivity and AI technologies, developers can provide smarter living and working environments, attracting modern tenants who prioritise convenience, automation, and sustainability.

The push for sustainability and green technology is also driving demand for eco-friendly and energy-efficient buildings. Investors and tenants increasingly seek properties that incorporate sustainable materials, smart energy solutions, and environmentally responsible designs, making sustainability a key factor in property development.

Additionally, AI, automation, and energy-efficient computing are enabling cost reductions and efficiency gains. These advancements help developers streamline construction processes, optimise resource usage, and improve energy efficiency in both residential and commercial spaces, reducing operational costs while enhancing overall property value.

### OUTLOOK

Digitalisation is expected to continue evolving, profoundly shaping the real estate sector by optimising construction methods, accelerating the adoption of artificial intelligence, and streamlining processes to enhance both productivity and sustainability across the industry. To stay competitive, real estate players must embrace emerging technologies, integrate smart solutions, and continuously innovate to deliver efficient, sustainable, and future-ready developments that align with evolving expectations and advancements.

### OUR RESPONSE

- Integrating Building Information Modeling (“BIM”) and Procore, a leading digital construction management platform, has significantly enhanced collaboration between architects, engineers, and contractors. Implemented in 2024, this synergy strengthens project oversight, minimises errors and rework, and contributes to cost efficiency and faster project completion.
- Deploying other key digitalisation initiatives during the year, including eInvoicing and a new Customer Relationship Management (“CRM”) system, has improved sales lead management and enhanced operational efficiency.
- Launching the SDP Mobile App in June 2024 has provided customers with greater convenience, allowing them to view construction stages, track progress payments, manage HOVP appointments, and submit defect reports.
- Enhancing cybersecurity measures has strengthened system security, providing employees with a more secure and seamless connection experience from any location.
- Digitalising key processes such as quality inspections and carbon emissions tracking has improved efficiency, transparency, and alignment with Net Zero ambitions. Using the Pantas system for carbon accounting, we have streamlined the digitalisation of emissions data and sustainability reporting, ensuring more effective monitoring and management of sustainability targets.
- Launched Command & Contact Centre to serve our customers by providing real-time updates, managing defect inquiries and delivering improved experience.

## GROWING EMPHASIS ON ESG ACTION

### MARKET TREND (DESCRIPTIONS)

Increased Stakeholder Scrutiny Surrounding ESG Performance

Amidst escalating concern for climate change impacts, there is a growing recognition of the need for companies to address not only environmental issues but also social and governance responsibilities.

As governments steadily introduce ESG-related policies and regulations, investors are likewise increasingly drawn to businesses that demonstrate strong ESG principles and a clear commitment to workplace safety and sustainability. Such companies are perceived to be better equipped to manage risks related to environmental and social challenges, including climate change, human rights concerns, and labour issues.

ESG considerations have become so influential in today's society that they are shaping the career preferences of younger generations and guiding consumer behaviour, with people more inclined to support and work with brands that reflect their values.

### POTENTIAL IMPACT

Stakeholders across the property sector are increasingly raising their expectations for developments to demonstrate both environmental and social responsibility, with developers also expected to uphold high standards of corporate governance. There is now greater pressure for property players to minimise their carbon footprint by adopting energy-efficient technologies, using sustainable materials, and incorporating green design principles.

Beyond environmental impact, developments are also expected to promote social cohesion and inclusivity, reflecting a more holistic approach to sustainable urban living.

### OUTLOOK

The emphasis on ESG is expected to intensify across Malaysia's property sector, driven by shifting stakeholder expectations and regulatory developments. As investors, regulators, and customers continue to place value on social responsibility, climate resilience, and ethical governance, industry players that proactively align with ESG standards will be better positioned to access green financing, attract sustainability-conscious buyers, and maintain long-term competitiveness in a rapidly evolving market landscape.

### OUR RESPONSE

- Securing sustainability certifications through environmentally responsible practices, exemplified by energy-efficient developments like the Elmina Operations Office and BBRX Business Park, both achieving Provisional GreenRE Platinum certification.
- Advancing our Net Zero carbon emissions goal by 2050 through solar energy implementation, energy audits, efficiency initiatives, and green energy procurement to boost renewable energy adoption.
- Partnering with GSPARX to install rooftop solar panels across operational assets while integrating solar-powered streetlights and solar-ready homes in developments such as Bandar Bukit Raja and the City of Elmina.
- Embedding biodiversity considerations throughout all development stages guided by our Urban Biodiversity Framework and Guideline.
- Implementing biodiversity initiatives such as the Tree-to-Tree Tracker, Planting Selection Matrix, Elmina Urban Biodiversity Corridor, wetland conservation, and habitat restoration projects.
- Cultivating environmental stewardship through citizen science programmes in collaboration with NGOs and social enterprises, offering immersive educational experiences.
- Enhancing community health and well-being through accessible healthcare, fitness programmes, and preventive care, including initiatives such as affordable medical services, mobile clinics, and health screenings.
- Strengthening industry collaboration by participating in dialogues, partnerships, and forums to reinforce governance and advance sustainable development, including the 2024 National Climate Governance Summit, which featured discussions on climate risks, financial impacts, and biodiversity within the property and construction sectors.
- Evaluating climate risks across selected assets and integrating risk considerations into our business strategies, guided by TCFD and IFRS S2 climate-related disclosure frameworks.
- Strengthening supply chain resilience by developing a Responsible Supply Chain Management Framework that embeds ESG principles in procurement strategies.

# STRATEGIC REVIEW

## Key Risks and Mitigation

In FY2024, the Group continued to operate in a complex and evolving business environment, shaped by geopolitical and trade tensions, subdued labour markets, the lifting of subsidies and rising costs across the supply chain. These factors exerted pressure on commodity prices and led to elevated construction and operating costs, impacting the operating margins for the Group.

Despite these external challenges, the Group demonstrated resilience and agility, delivering strong results over the past twelve months. This success was underpinned by the Group's adoption of a risk-aware culture and mindset, which enabled the Board and Management teams to closely monitor macroeconomic trends and local operating conditions. The Group proactively adjusted its execution strategy as needed to stay on track with its financial and non-financial targets. Further details on the key elements of the Enterprise Risk Management Framework can be found in the Statement on Risk Management and Internal Control on page 275.

While the Group's risk management framework and practices provide a structured approach to mitigating risks, it is acknowledged that certain global and industry risks are inherent, unpredictable and unavoidable. Nevertheless, the Group remains committed to continuously monitoring and minimising their potential impact in alignment with its risk appetite.

For the year under review, eleven (11) broad key risks have been identified, each with the potential to affect the Group's operations or performance. The following section provides an overview of these risks, their impact on value creation, and the mitigation strategies undertaken by the Group.

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
◀▶	◀▶	▲	◀▶	◀▶

Risk trend: ▲ increased, ◀▶ no change



## MARKET RISK

### RISK & DESCRIPTION

Macroeconomic factors may impact key aspects of our property development, investment and asset management operations, including property sales, construction, investments, divestments and leasing activities. These include factors such as geopolitical instability, a continually subdued property market due to tightening loan conditions, increased cost of borrowing, rising construction and labour costs, a shortage of skilled labour, and other supply chain disruptions that may result in higher construction materials costs. These may strain our profitability and liquidity position, impeding the achievement of our growth strategy and financial targets.

### IMPACT ON VALUE

Diminishing financial capital due to:

- Poor Group performance and returns on investment;
- Unsold stocks;
- Potential delay in delivery of products to customers which may result 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, may strain working capital;
- Foreign exchange volatility could impact 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 monitored performance across core business units, including active profit & loss and cashflow management to ensure sufficient funding facilities;
- Launched products that are compelling and relevant to target markets, featuring the right price points and a strong value proposition;
- Detailed scrutiny, evaluation and monitoring of contractors’ delivery capabilities and labour availability during the tender and delivery stage;
- Sized the market potential and leveraged market intelligence on product and service offerings for similar or comparable developments to support product viability assessments prior to launch;
- Introduced sales offers and innovative packages for new products, leveraging our strong brand name and track record;
- Continued to leverage technology and digital platforms to provide customers with a seamless end-to-end purchasing journey;
- Constructed 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;
- Implemented value engineering principles to optimise project costs without compromising quality, functionality or aesthetics;
- Deployed the “preferred contractor” scheme to enhance efficiency and reliability;
- Reduced expensive facade design to optimise cost management;
- Continued to provide affordable housing design and packages;
- Redefined our segmented approach and undertook a pricing review for unsold stocks, where required;
- Borrowed in local currencies aligned with the location of our developments or investments as a natural hedge to mitigate forex risk; and
- Continuously obtained advice from local tax consultants and utilised efficient holding structures, managed thin capitalisation compliance, and optimised capital gain tax (“CGT”) strategies to prevent double taxation.

#### RISK TREND



#### Capitals



#### Material Matters



#### Strategy



#### Stakeholders





# STRATEGIC REVIEW

## Key Risks and Mitigation

### DEVELOPMENT AND PRODUCT STRATEGY

#### RISK & DESCRIPTION

Ineffective portfolio development and project implementation in terms of product/asset type, sector, pricing, costs and market timing may result in the delivery of low-demand products to the market. This has the potential to impact our revenue, profitability and financial capital.

#### IMPACT ON VALUE

Diminishing financial capital due to:

- Poor take-up rate 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.

#### RISK TREND

##### Capitals



##### Material Matters



##### Strategy



##### Stakeholders



#### MITIGATION STRATEGIES

- Conducted rigorous review and market research to develop a business case for each new product;
- Comprehended market cycles and carefully timed product launches to ensure proper timing;
- Monitored the implementation of a 'check and balance' approach when aligning and embedding strategies along the product supply chain;
- Implemented design-to-cost principles for products to ensure target margins are protected;
- Extended strategic sourcing initiatives to reduce product cost;
- Continued 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;
- Performed Value Engineering to ensure cost optimisation for newly launched products;
- Reviewed and revised the Annual Operating Plan ("AOP"), where required, to address market changes;
- Monitored sales and leasing performance, and altered 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);
- Focused on building a diversified portfolio of both residential and industrial products that is able to weather economic and property downcycles;
- Strategically sourced construction materials to manage escalation of raw material prices, where possible;
- Bundled multiple phases into singular contracts to lower down tender prices via economies of scale;
- Conducted customer surveys at 'point of sales' to streamline provision for trending finishes, design, spatial and amenities requirements at the planning and design stage;
- Conducted 'Design Pitching' to gather the most cost-effective and demand-driven ideas for developing business cases for high profile projects;
- Begun leveraging on data insights from Command & Contact Centre ("CCC") to improve design, construction standards and plans to better meet customers' needs, enhance product quality and optimise cost efficiency;
- Performed market studies to understand market demand for sustainability elements in new products;
- Incorporated sustainable product elements in design considerations, including options such as hybrid construction; and
- Continued to monitor product mix to ensure balanced product diversification for both residential and industrial products.

## PROJECT DEVELOPMENT & EXECUTION

### RISK & DESCRIPTION

Development projects that are not delivered on time or which fail to achieve projected returns or product quality expectations risk impacting 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 liquidated ascertained damages (“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

- Continued to enlarge our pool of competent and experienced consultants and contractors, who are backed by good track records, to support project requirements, based on a pre-qualified and pre-approved set of criteria;
- Continued to appoint preferred contractors with existing skilled workers, recycling their expertise into projects within the same geographical location;
- Implemented buy-forward initiatives to lock in contractor pricing and leverage on economies of scale;
- Assigned dedicated and experienced project teams to monitor project performance and coordinate with key stakeholders;
- Undertook continuous engagement with contractors to ensure appropriate actions are taken to mitigate any delay in the delivery of projects;
- Identified key materials facing supply disruptions and worked with vendors and contractors on supply chain alternatives, if required, to minimise disruption to projects;
- Monitored on-site labour supply closely and worked with contractors and industry associations to resolve labour supply and shortage issues;
- Increased the frequency and timeliness of quality audits and inspections at various stages of construction;
- Improved project management, cost control and procurement processes;
- Enhanced coordination between procurement processes and resources to ensure tenders, appointments and payments to contractors are made in a timely manner;
- Monitored and tracked the status of defect claims by purchasers to ensure timely closure; and
- Implementation of a “We Fix Team” to expediate the defect rectification process for all newly handed over projects.

#### RISK TREND

##### Capitals



##### Material Matters



##### Strategy



##### Stakeholders



# STRATEGIC REVIEW

## Key Risks and Mitigation

### SAFETY & HEALTH

#### RISK & DESCRIPTION

Major incidences of 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 due to 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

- Continued 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 to drive a safety culture at project sites;
- Updated construction contracts to incorporate new HSSE requirements and ensure alignment with Sime Darby Property’s new HSSE manuals;
- Implemented HSSE plans outlined in the annual HSSE playbook, ensuring that plans 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;
- Implemented OSHCIM during all design reviews and published an OSHCIM guideline, providing designers with guidance on assessing HSSE risks during the design stage;
- Implemented the ‘Boots on the Ground’ initiative, through which HSSE-focused project site visits are conducted regularly;
- Contractors continued to assess their worker quarters against Sime Darby Property Hygiene standards;
- Provided 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
- Provided training to SDP employees on mental health first-aid, forming part of our efforts to support employees that may need access to mental health resources.

#### RISK TREND



##### Capitals



##### Material Matters



##### Strategy



##### Stakeholders



## CYBERSECURITY

### RISK & 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

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

#### RISK TREND

##### Capitals



##### Material Matters



##### Strategy



##### Stakeholders



# STRATEGIC REVIEW

## Key Risks and Mitigation

### JOINT VENTURES, COLLABORATIONS AND STRATEGIC PARTNERSHIPS

#### RISK & 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

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

#### RISK TREND



#### Capitals



#### Material Matters



#### Strategy



#### Stakeholders





## TALENT AND RESOURCE MANAGEMENT

### RISK & DESCRIPTION

Scarcity of talent in the market leading to challenges in attracting and retaining proficient industry talents to effectively execute business strategies that has the potential to impact our ability to meet sustainable growth objectives.

### IMPACT ON VALUE

Deteriorating human capital due to:

- Lack of internal skills and competencies needed to implement the Group's strategies and deliver expected levels of performance;
- Misaligned performance outcomes, measurements and targets; and
- Loss of key talents.

### MITIGATION STRATEGIES

- Implemented the Total Rewards Framework to attract and retain competent talents;
- Periodically reviewed the competitiveness of our remuneration packages against industry benchmarks;
- Reviewed succession plans to strengthen our leadership bench, fast tracking high-potential talents and creating stretched development opportunities for competent performers;
- Adopted a clear strategy cascade, setting targets and putting a performance management system in place to drive progress;
- Built stronger employer branding in the market to attract talent, especially within new business areas such as investment and fund management;
- Reviewed competency and training gaps, providing continuous training and support to build key expertise within major growth areas;
- Established individual development plans ("IDPs") to build up and enhance the skills and competencies of identified successors or talents;
- Implemented an Employee Mobility Framework to encourage cross pollination and provide visible career enhancement opportunities for employees;
- Implemented strategies for the recruitment and retention of young talents;
- Leverage on technology to improve efficiency in managing HR-related matters through our HR On Cloud ("HROC") digital platform;
- Implemented initiatives to instil a highly engaged culture across the organisation; and
- Continued to communicate with employees, ensuring they remain engaged and aligned with the company's direction.

#### RISK TREND

##### Capitals



##### Material Matters



##### Strategy



##### Stakeholders



# STRATEGIC REVIEW

## Key Risks and Mitigation

### LEGAL/REGULATORY AND CONTRACTUAL COMPLIANCE

#### RISK & 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, can affect the way contractual provisions are interpreted and applied, which in turn may impact 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

- Continued to inculcate a compliance culture within the organisation, complemented by stringent internal processes, and provided internal and external legal support to operational teams when required;
- Maintained close collaboration and conducted effective dialogues with trade associations and regulatory bodies on emerging legal or regulatory requirements as well as industry trends and standards;
- Assigned dedicated project teams to monitor compliance with specific laws, regulations or contractual provisions;
- Defined an escalation matrix and a stringent monitoring, resolution and reporting mechanism to manage material breaches;
- Enhanced our employees' (both legal department employees and other employees of the Group) 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;
- Maintained close monitoring of appellate courts' 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
- Appointed 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.

#### RISK TREND



#### Capitals



#### Material Matters



#### Strategy



#### Stakeholders



## COMPETITION

### RISK & 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 margin on products;
- Loss of market share;
- Low occupancy rates in investment properties; and
- Lower than expected sales performance and returns on investment.

### MITIGATION STRATEGIES

- Conducted market research/analysis of trends to look into new, niche areas of investment or development products;
- Monitored market dynamics and conditions to ensure products launches meet and match the market requirements;
- Leveraged the Group's prime locations and seamless accessibility as a competitive advantage;
- Strategically scheduled product launches to align with market demand and optimal timing;
- Designed products that align with market demand and needs;
- Monitored sales and leasing performance, revising project and product parameters to suit market conditions where applicable;
- Implemented 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; and
- Developed and implemented effective sales strategies where required (e.g. fit-out packages and enhanced post-sales services, etc.) to enhance sales performance and drive revenue growth.

#### RISK TREND

##### Capitals



##### Material Matters



##### Strategy



##### Stakeholders



# STRATEGIC REVIEW

## Key Risks and Mitigation

### CLIMATE RISK

#### RISK & DESCRIPTION

The risk of floods, not meeting our Net Zero targets and the inability to secure adequate water supply or electricity connection for future projects in growing and/or new townships.

#### 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;
- Inability to meet Net Zero targets;
- Inability to meet strategic development and growth targets;
- Inability to meet financial targets;
- Loss of market share;
- Loss of investors' confidence; and
- Potential reputational damage.

#### MITIGATION STRATEGIES

##### Flood Risk

- Continued engagement with local authorities on short-term and long-term flood mitigation plans;
- Identified additional and/or temporary retention ponds to alleviate flood risk, where required;
- Initiated cleaning works to prevent clogging of drains and waterways;
- Voluntarily increased our development assessment platform (above regulatory requirements) for new launches in townships that have been identified as high flood risk;
- Implemented flood monitoring and emergency response protocols in high-risk townships;
- Continued to engage with residence committees in high-risk townships to ensure timely assistance can be deployed in the event of floods;
- Developed a Flood Mitigation Toolkit to address prospective purchasers' queries and to inform them of strategies adopted by Sime Darby Property to address flood risk exposure;
- Constructed a 180-acre Town Park wetland as a sustainable stormwater management solution;
- Completed desilting of drainage and road resurfacing work at townships with a high flood risk; and
- Conducted physical risk assessment on potential land bank and assets prior to acquisition.

##### Carbon Emissions:

- Established baseline for Net Zero emissions (Scope 1 and 2) and Carbon Reduction Strategy;
- Measured and disclosed 2 indicators of Scope 3 emissions (employee commuting and business travels);
- Tracked the Group's yearly emission against targets;
- Instilled awareness to all staff regarding 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 carbon emissions performance across the Group;
- Provided consideration to the implementation of sustainability elements during the product planning and design stage; and
- Continued to explore new technologies or alternate materials which can help reduce greenhouse gas ("GHG") emissions within the supply chain.

##### Utilities:

- Continued to engage and follow up with relevant authorities and utility providers to ensure relevant approvals were obtained and utility works progressed as planned at various stages of development;
- Kept abreast of and complied with the requirements of utility providers; and
- Assessed and tracked projected future demand for utilities to ensure the relevant infrastructure is commissioned in a timely manner.

#### RISK TREND



#### Capitals



#### Material Matters



#### Strategy



#### Stakeholders



## SUPPLY CHAIN AND ITS RELATED HUMAN RIGHTS RISK

### RISK & 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 supplier environmental or social practices, including human rights violations.

### IMPACT ON VALUE

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

- Loss of sales arising 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 liquidated ascertained damages (“LAD”);
- Expenses incurred due to potential claims/disputes/legal action from purchasers; and
- Potential reputation damage.

#### RISK TREND

#### Capitals



#### Material Matters



#### Strategy



#### Stakeholders



### MITIGATION STRATEGIES

#### Competition Risk for Proficient and Reliable Contractors:

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

#### Exposure to ESG and Human Rights Risk:

- Implemented the Group’s Vendor COBC, which sets the standards of behaviour required of Vendors, including human rights requirements and expectations;
- Required 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;
- Included a human right clause as part of tender and contract documents with vendor;
- Conducted 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”)'s indicators;
- Undertook 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;
- Maintained a list of back up vendors for key materials; and
- Maintained an approved vendor list (“AVL”), which serves as a resource from which alternate contractors may be sourced.

# STRATEGIC REVIEW

## Our Strategy

At Sime Darby Property, our strategic direction remains anchored in the SHIFT25 strategy introduced in 2021, which continues to drive our transformation from a pure-play developer into a leading diversified real estate company in Malaysia by 2025.

Over the past year, we have made steady progress across our four Corporate Priorities, placing continued emphasis on our seven Focus Areas and directing resources through our Engines of Growth framework to support focused expansion aligned with our strategic ambitions.

The refreshed Purpose, Vision, Mission and Values introduced in 2022 continue to align and energise our workforce, fostering unified action across the organisation in pursuit of common goals.

In an ever-changing industry landscape, we remain agile and responsive to evolving economic and market conditions. As we near the conclusion of our current roadmap in 2025, preparations are underway for the next phase of our growth journey, ensuring we remain on track to achieve our long-term objectives.



## SHIFT25 TRANSFORMATION JOURNEY

### TRANSFORMATION JOURNEY

> Pure-Play Property Developer

> Real Estate Company

Master Developer • Community Builder • Investment & Asset Manager

**Malaysia's Leading and Most Admired**  
Real Estate Company

**Sustainable & Future-driven**  
Fit-for-purpose 21<sup>st</sup> Century  
Designed Company

**Strong & Resilient**  
International Presence to Maximise  
Shareholder Value

### ENGINES OF GROWTH

#### ENGINE 1: 70%

Maximising the  
Core's Potential

#### ENGINE 2: 25%

Business Model Expansion &  
Growth Adjacencies

#### ENGINE 3: 5%

Disruptive Opportunities

### OUR 4 CORPORATE PRIORITIES



Broaden Income  
Streams



Deepening  
Competencies



Develop New  
Capabilities



Digital  
Transformation

### 7 FOCUS AREAS

Operational Excellence

Customer First

Tech & Innovation

New Revenue Streams

Organisational Excellence

Safety & Sustainability

Branding & Communication



## BROADEN INCOME STREAMS



Sustaining our position as a master developer by capitalising on strategically located land banks to develop economic corridors, integrate robust commercial activities and grow our recurring income portfolio.

### Key Priorities

- Sustain growth in core Property Development business and our position as a master developer.
- Enhance Investment & Asset Management portfolio to broaden our recurring income base and increase our Assets Under Management.
- Amplify industrial and logistics developments.

### Performance by Capital

Financial Capital will be channelled into strategic developments and recurring income assets, 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.

### Initiatives

- Maximise growth, profitability, and asset 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.
- Expanded into a new growth asset class of data centres, further enhancing our recurring income base.

### Priorities for 2025

- Continue launching products that align with market needs to maintain robust sales growth.
- Maintain a healthy and balanced product composition for both sales and GDV launches amid accelerated efforts to diversify income streams beyond Property Development.
- Strategic activation of Property Development recurring income projects.
- Optimise Net Property Income for recurring income portfolio to continue achieving investment grade yields.

### Achievements

- All time high revenue, operating profit and profit before tax of RM4,250.8 million, RM899.8 million, and RM780.0 million, respectively.
- Recorded highest operational performance of RM4.1 billion in sales, exceeding our RM3.5 billion target by 17%. Residential high-rise products led sales contributions for the first time at 31%, followed by industrial at 30%, residential landed at 24%, and commercial at 12%.
- Unbilled sales of RM3.7 billion provides earnings visibility for the next 2-3 years.
- Launched diversified products with a GDV of RM4.2 billion in 2024 (39% residential high rise, 38% industrial, 15% residential landed and 7% of commercial).
- Secured leases worth a combined RM7.6 billion from two hyperscale data centres at Elmina Business Park.
- Achieved successful re-inclusion in FTSE Bursa Malaysia Mid 70 Index, FTSE4Good Bursa Malaysia Index and FTSE4Good Bursa Malaysia Shariah Index.

### Short to Medium Priorities/Focus Area

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



#### Material Matters



#### Stakeholders



# STRATEGIC REVIEW

## Our Strategy

### DEEPENING COMPETENCIES



Enhancing our capabilities as a sustainable lifestyle and community developer by cultivating a performance-oriented culture and embedding safety and sustainability into our daily operations.

#### Key Priorities

- Embody our Purpose, Vision, Mission and TEAM Values for a high-performance organisation.
- Elevate skills, competencies and workforce capabilities.
- Embed a robust culture of safety practices and achieve our Goal Zero target of no fatalities.
- Enhance customer-centricity across all touchpoints.

#### Performance by Capital

As Financial Capital supports our investments in safety, talent development, and sustainability, Human Capital will be key to embedding stronger competencies across the Group. Manufactured Capital is enhanced through modern, low-carbon solutions, while Intellectual Capital supports compliance and sustainable practices that advance our Net Zero goals and responsible management of Natural Capital.

#### Initiatives

- Enhance safety culture and HSSE management systems to drive achievement of our Zero Fatalities target.
- Continue elevating customer experiences and embed a Customer First culture across the organisation.
- Advance our carbon reduction roadmap towards Net Zero (Scope 1 & 2) and enrich our waste management practices.
- Adopt greater use of Industrialised Building System ("IBS") to enhance environmental sustainability, product quality, productivity, and workplace safety.

#### Priorities for 2025

- Continue strengthening HSSE practices to ensure a safer working culture towards zero fatalities.
- Prioritise talent development and competency building for a future-ready workforce.
- Consistent reinforcement of Purpose, Vision, Mission and TEAM values to drive high-performance.
- Decarbonise operations in line with our Net Zero Pathway while championing Urban Biodiversity.

#### Achievements

- Achieved a 100% completion & pass rate for the Barrier Thinking e-learning assessment and submission designed to improve understanding of HSSE across the organisation.
- Established our Guidelines for Urban Biodiversity
- Continued undertaking initiatives to reduce our carbon emissions and manage waste.
- Average IBS scores: 64 for Township Development (landed-residential); 50 for Integrated Development (high-rise residential); and 62 for Industrial.

#### Short to Medium Priorities/Focus Area

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



##### Material Matters



##### Stakeholders





## DEVELOP NEW CAPABILITIES

Progressively transforming our business operations by capitalising on emerging opportunities while harnessing partnerships and strategic alliances to further expand our capabilities.

### Key Priorities

- Cultivate strategic collaborations with best-in-class partners.
- Enhance land bank management and monetisation.
- Maximise placemaking at our developments.

### Performance by Capital

Financial Capital is deployed for strategic land activation and placemaking efforts, while also being strengthened as we maximise GDV per acreage. Manufactured Capital is continually bolstered through the development and operationalisation of diverse assets across existing and new market segments. The impact of our Social and Relationship Capital is nurtured through strategic partnerships to drive innovation and sustainability, which simultaneously supports the expansion of Natural Capital initiatives, such as in renewable energy.

### Initiatives

- Collaborate and cooperate with best-in-class partners to drive progress towards our business and sustainability ambitions.
- Ensure optimal land bank management and monetisation.
- Strategically expand and enhance placemaking across townships in alignment with evolving customer expectations.

### Priorities for 2025

- Leverage partnerships to grow our presence in new markets including but not limited to Affordable Homes, Solar Projects and Microgrids.
- Execute land bank strategy across identified growth corridors and pocket lands.
- Operationalise our new retail offering, KLGCC Mall, located within the Kuala Lumpur Golf & Country Club township.

### Achievements

- Commenced Joint Venture with GSPARX (a subsidiary of TNB) to promote sustainable renewable energy initiatives in Malaysia.
- Activated ~310 acres of land in 2024, with approximately 182 acres for industrial, ~80 acres for residential landed, and ~19 acres for residential high-rise products, with an overall GDV/acre of ~RM13.5m – the highest since 2019.
- Successfully launched Sime Darby Property's second wholly-owned Elmina Lakeside Mall with a committed occupancy rate of 100%.
- Operationalised Metrohub 1 and 2, our first development under the IDF, spanning across a NLA of 1.8 million sq. ft., and achieved strong occupancy rates of 68% and 73%, respectively.

### Short to Medium Priorities/Focus Area

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



#### Stakeholders



# STRATEGIC REVIEW

## Our Strategy

### DIGITAL TRANSFORMATION



Ensuring the resilience of our business model amidst evolving global trends by embracing digital transformation, streamlining core processes, and exploring new developments in technology, innovation, and R&D.

#### Key Priorities

- Rationalising our Core IT process.
- Expanding the adoption of cloud computing and our enterprise data warehouse.
- Enhancing our data security framework and enabling enriched data-driven decision-making.

#### Performance by Capital

Financial Capital is invested in digital systems, cybersecurity infrastructure, and enterprise technology upgrades, with digital tools such as BIM and Procore also serving to enhance our Manufactured Capital with optimised project management and delivery. As we enhance our Intellectual Capital with new technology and security systems, we also leverage it to facilitate data-driven decision-making to spur our transformation. Our collaborative and integrated digital platforms harnesses, and concurrently expands, our Social and Relationship Capital, driving enhanced efficiencies and improving engagement.

#### Initiatives

- Continue onboarding consultants and contractors to our digital collaborative platform to enhance project management.
- Develop Sime Darby Property's digital tools and applications.
- Adopt top-tier cybersecurity protocols to bolster our security posture.

#### Priorities for 2025

- Make continuous enhancements to our cybersecurity framework and awareness initiatives to mitigate data breaches.
- Implement Data Strategy Roadmap to integrate systems and enable strategic digital transformation.
- Launch Command & Contact Centre to better facilitate customer queries and concerns.
- Drive continuous enhancements within the new SDP App.

#### Achievements

- Integrated Building Information Modelling ("BIM") and Procore systems for enhanced digital monitoring and collaboration.
- Digitalised tracking of carbon emissions across our portfolio.
- Adopted a new Customer Relationship Management ("CRM") system for improved sales lead management.
- Launched Command & Contact Centre to serve our customers by providing real-time updates, managing defect inquiries and delivering improved experience.
- Launched Phase 1 of the SDP Mobile App which is now live and operational. Customers can 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.

#### Short to Medium Priorities/Focus Area

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

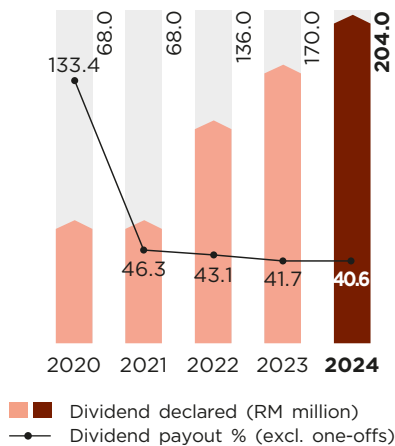


# STRATEGIC REVIEW

## Key Performance Indicators

### FINANCIAL METRICS

#### DIVIDEND PAYOUT



**Objective:** Deliver consistent, healthy, and sustainable returns to shareholders.

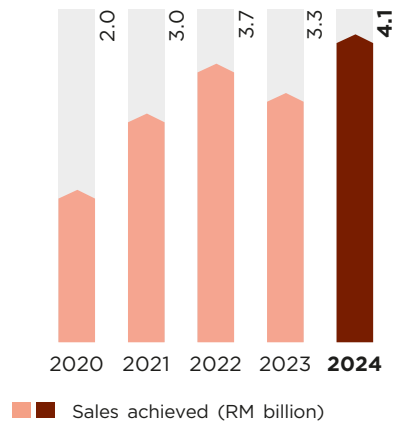
#### ACTUAL ACHIEVEMENT FY2024

Supported by strong financial results, the Group has declared a dividend of 3.0 sen per share, amounting to RM204.0 million. This distribution accounts for 40.6% of the Group's net earnings for the financial year ended 31 December 2024.

#### 2024 TARGETS

To deliver sustainable shareholder value, the Group is committed towards maximising returns while ensuring adequate funding for growth and transformation.

#### SALES ACHIEVED



**Objective:** Monitor sales performance, market demand, and progress toward business goals, leveraging analysis to refine sales strategies and optimise revenue.

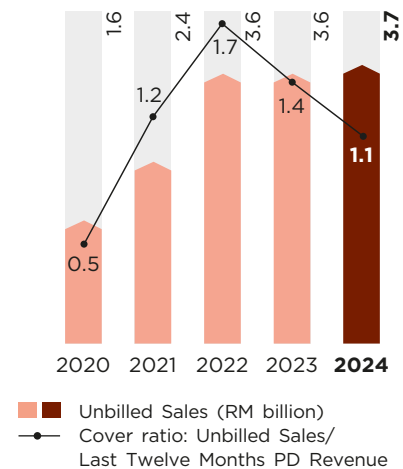
#### ACTUAL ACHIEVEMENT FY2024

We wrapped up the year with RM4.1 billion in sales, surpassing our revised 2024 target by 17%.

#### 2024 TARGETS

The Group initially set a RM3.0 billion sales target in FY2024. As the year progressed, we revised our sales target upwards to RM3.5 billion on the back of stronger than expected take-up rates and launches.

#### UNBILLED SALES



**Objective:** Maintain a high level of unbilled sales that strengthens future earnings visibility and sales recognition.

#### ACTUAL ACHIEVEMENT FY2024

As of 31 December 2024, total unbilled sales stood at RM3.7 billion, with the cover ratio at 1.1. This was driven by contributions from the residential high-rise segment and strong sales momentum throughout FY2024.

#### 2024 TARGETS

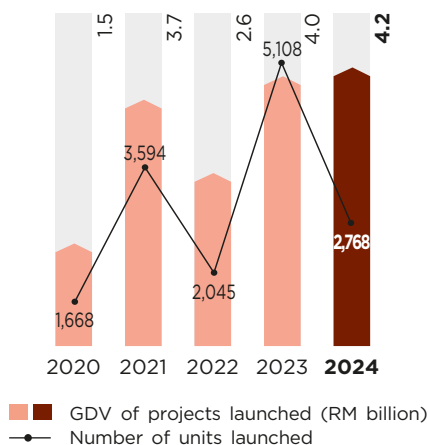
To strengthen our future earnings visibility and future sales recognition, we set the target of achieving a cover ratio of at least 1.0x.

# 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.

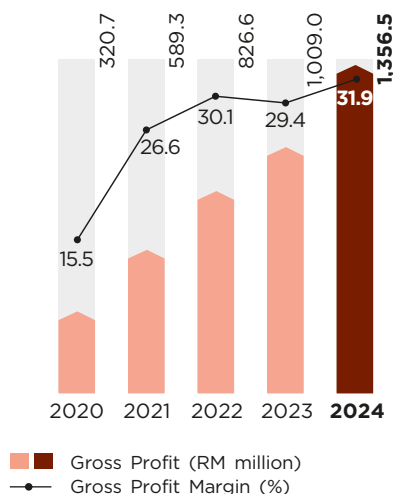
#### ACTUAL ACHIEVEMENT FY2024

Our total GDV of new launches reached RM4.2 billion, with residential high-rise making the largest contribution at 39%, industrial at 38%, residential landed at 15% and commercial products at 7%.

#### 2024 TARGETS

We aim to sustain a steady pipeline of product launches to preserve our market position, enhance our earnings visibility, and extract more value from our land bank. For FY2024, we set the target of achieving RM4.0 billion in GDV.

#### GROSS PROFIT



**Objective:** Maximise profitability through cost efficiency, strategic pricing, and a diversified product portfolio.

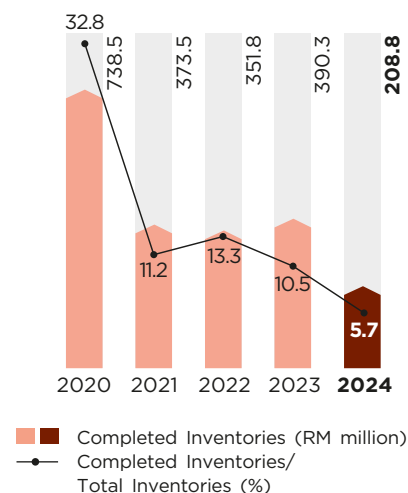
#### ACTUAL ACHIEVEMENT FY2024

Our gross profit margin improved to 31.9% for FY2024, supported by a healthy contribution from a diversified product mix.

#### 2024 TARGETS

We set out to achieve a gross profit margin of between 20% to 25% in FY2024.

#### 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 FY2024

Our Completed Inventories stood at RM208.8 million, or 5.7% of total inventories, at the year end, which is a significant improvement over the previous year.

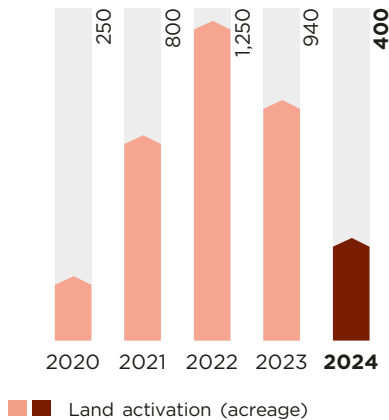
#### 2024 TARGETS

We set the target of achieving Completed Inventories of less than or equal to 10% of total inventories.



## NON-FINANCIAL METRICS

### LAND ACTIVATION



**Objective:** Drive the development of strategically identified land parcels, transforming underutilised or vacant land into profitable projects, to maximise land value and support the Group's growth.

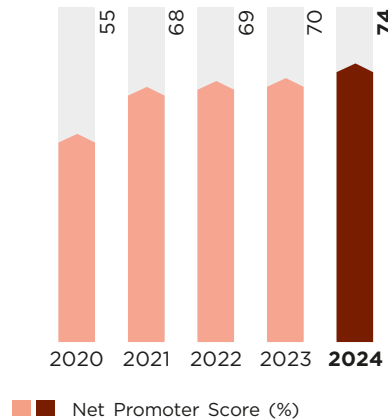
#### ACTUAL ACHIEVEMENT FY2024

During the year, we activated approximately 400 acres of land.

#### 2024 TARGETS

We aim to develop our land bank to unlock the value of our assets and contribute to the Group's growth.

### NET PROMOTER SCORE



**Objective:** Drive enhanced customer satisfaction and loyalty by continuously improving products, services, and experiences through proactive engagement, quality excellence, and customer-centric innovations.

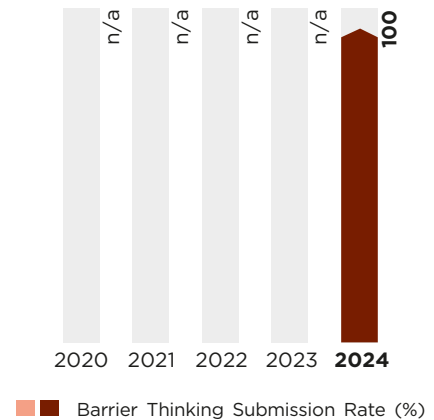
#### ACTUAL ACHIEVEMENT FY2024

Several initiatives have enabled us to improve our Net Promoter Score ("NPS") to 74% at our "My Home Key Collection" customer touchpoint. These include pre-HOVP engagement on product quality and customer expectations with project teams, main contractors, and consultants before the actual handover, as well as the successful implementation of the 'High 5+' initiative for selected premium phases, Aqila in Serenia and The Residences in Putra Heights.

#### 2024 TARGETS

To ensure the consistent delivery of high value and service to our customers, we set a target NPS of 65% for FY2024.

### BARRIER THINKING SUBMISSION



**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 FY2024

In its first year of implementation, we achieved a 100% submission rate from all employees for Barrier Thinking initiatives.

#### 2024 TARGETS

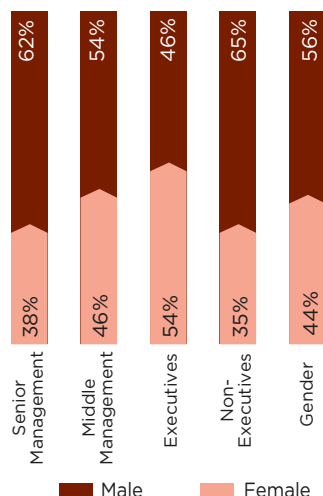
Operationalising the Barrier Thinking concept from paper to people by the Operations team. At large, to expand familiarity of Barrier Thinking to all employees through individual assessments.

# STRATEGIC REVIEW

## Key Performance Indicators

### NON-FINANCIAL METRICS

#### GENDER DIVERSITY



**Objective:** Foster diversity and equal opportunities by ensuring talent selection is based on skills and capabilities at every level.

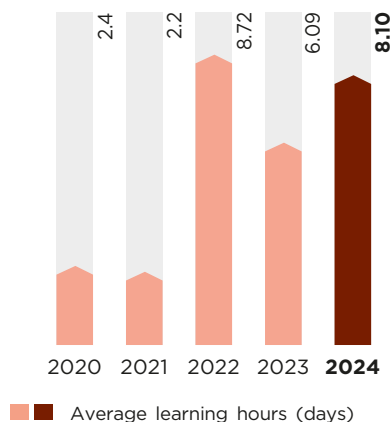
#### ACTUAL ACHIEVEMENT FY2024

Women continue to be robustly represented across the Group, with 721 female employees making up 44% of our total workforce.

#### 2024 TARGETS

We strive to be an employer that upholds equal employment opportunities, ensuring talent selection is based on skills and capabilities while fully embracing gender diversity in the workforce.

#### LEARNING HOURS



**Objective:** To foster continuous employee development and growth in alignment with our Purpose, Vision, Mission and Values.

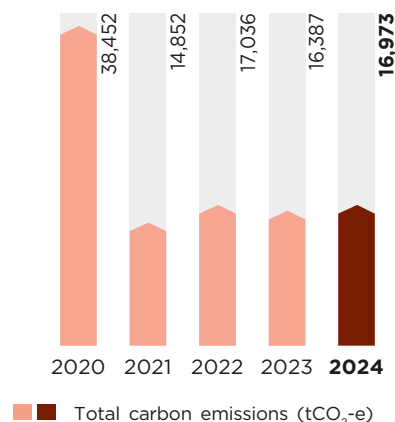
#### ACTUAL ACHIEVEMENT FY2024

We allocated RM5.9 million, including HRDF, towards training initiatives, resulting in a total of 106,130 learning hours for the year—equivalent to an average of 8.10 learning days per employee.

#### 2024 TARGETS

We seek to continuously expand our provision of structured professional development opportunities, ensuring our employees remain equipped to support our overall corporate objectives.

#### TOTAL CARBON EMISSIONS\*



**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 FY2024

Total Group emissions increased by 4% in operational carbon (Scope 1 & 2) from 16,387 tCO<sub>2</sub>-e in 2023 to 16,973 tCO<sub>2</sub>-e, with Green Energy Tariff, in 2024 (without Green Energy Tariff: 17,879 tCO<sub>2</sub>-e).

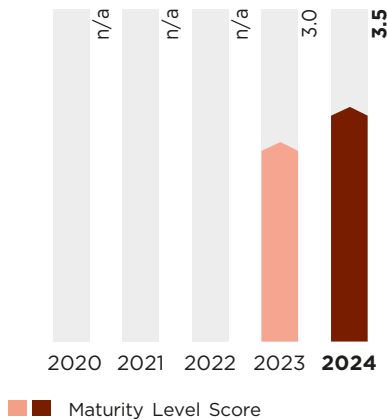
#### 2024 TARGETS

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. 2020 data was not restated and may not be directly comparable.

## NON-FINANCIAL METRICS

### ENHANCED CYBERSECURITY



**Objective:** Establish a robust, resilient, and adaptive cybersecurity framework to safeguard digital assets, ensure business continuity, and mitigate the risks of cyber threats. Strengthening cybersecurity measures to protect critical systems, data, and operations from evolving threats supports Sime Darby Property's digital transformation while fostering stakeholder and customer trust.

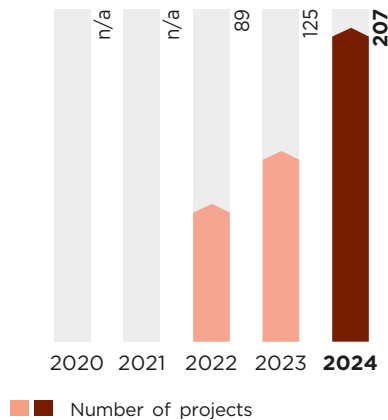
#### ACTUAL ACHIEVEMENT FY2024

We implemented 23 domain enhancements to strengthen existing security controls and conducted four training sessions, complemented by monthly online updates, with an average attendance of 120 staff per session. In 2024, we introduced our cybersecurity maturity score, achieving 3.5 out of 5.0.

#### 2024 TARGETS

To protect our digital systems and also the data of both the Group and our stakeholders, we strive for greater maturity in our cybersecurity posture through ongoing training, well-designed policies and strategic frameworks.

### PROCORE PLATFORM IMPLEMENTATION



**Objective:** Enhance construction project management by implementing the Procore platform to drive collaboration, efficiency, and data-driven decision-making among all project stakeholders. This enables centralised project management, enhanced collaboration, improved project visibility, increased operational efficiency, standardised processes, optimised cost management, mitigated risks, assured compliance, streamlined document management, integration of data analytics, greater scalability and systems integration.

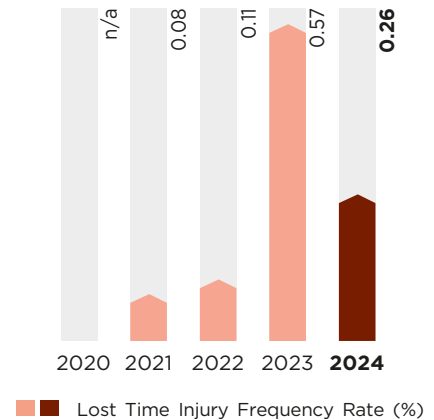
#### ACTUAL ACHIEVEMENT FY2024

We significantly expanded Procore deployment to enhance end-to-end visibility across the property development process, covering project management, inspections, and quality management. By the end of 2024, 207 projects were onboarded, engaging 1,500 consultants, 700 contractors, and 269 companies, achieving a 92% utilisation rate and integrating more than 100 BIMs.

#### 2024 TARGETS

To facilitate data sharing and enhance collaboration between the various stakeholders in all our development projects, we set a target of onboarding 200 projects to the Procore platform in 2024.

### 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 FY2024

We are committed to continuously improve our LTIFR achieved in FY2024 of 0.26% through holistic safety and health programmes and commitment from all relevant stakeholders.

#### 2024 TARGETS

To maintain a consistently safe working environment, we continue to monitor the LTIFR as part of our commitment to workplace safety.

## PERFORMANCE REVIEW

# Financial Performance



**BETTY LAU SUI HING**  
Group Chief Financial Officer

“ Sime Darby Property delivered a remarkable financial performance in FY2024, achieving a record-high revenue of RM4.3 billion, an operating profit of RM899.8 million, and a profit before tax (“PBT”) of RM780.0 million. This marks the Group’s third consecutive year of record-breaking financial results, reflecting the strong momentum we have achieved through disciplined execution of our SHIFT25 strategy. Backed by a strong and unified team working towards a collective vision, we continued to exercise disciplined financial management, diversify our product offerings and expand recurring income streams. Our emphasis on operational agility, innovation, and sustainability remain key drivers supporting the Group’s outstanding results and provides a robust foundation for preserving sustainable growth in the coming years.

”



# Group Chief Financial Officer's Financial Review

### RECORD-BREAKING FINANCIAL RESULTS

REVENUE

**RM4.3** billion

GROSS PROFIT

**RM1.4** billion

OPERATING PROFIT

**RM899.8** million

PROFIT BEFORE TAX

**RM780.0** million

### RECORD SALES ACHIEVED OF

**RM4.1** billion

UNBILLED SALES REACHED  
A NEW HIGH OF

**RM3.7** billion

POSITIVE OPERATING  
CASH FLOW OFF

**RM495.2** million

Our robust growth and financial achievements in FY2024 were driven by a proactive approach to navigating challenges and adapting with agility to market dynamics. Despite global economic headwinds and trade tensions, the Group demonstrated teamwork and resilience by executing strategic plans to diversify our product offerings, improve operational efficiencies and elevate the sustainability and appeal of our developments. By focusing on our design-to-cost framework, optimising costs with shrewd pricing strategies, and working closely with a reliable contractor base, we ensured the timely delivery of projects without compromising on quality and value.

We continued to drive growth in our core Property Development business, effectively monetising our land bank and capitalising on key opportunities in areas where we have a strong presence, particularly within our key townships. Over the past year, the Group activated and monetised 395 acres of land, launching 30 projects with a total Gross Development Value ("GDV") of RM4.2 billion. These were strategically diversified across residential high-rise (39%), industrial (38%), and residential landed (15%) products, and carefully curated to address growing demand, especially in the Guthrie Corridor and the Greater Klang Valley areas.

Our operational focus on aligning launches with market demand supported a robust sales performance of RM4.1 billion. This marks the first time the Group has surpassed the RM4.0 billion threshold since the 2017 demerger, and sets the stage for continued growth in the years ahead.

Guided by our SHIFT25 vision, the Group continues to transform from a pure-play property development company into a diversified real estate entity, placing continued focus on expanding recurring income streams through in-house projects, joint ventures, and fund management platforms.

Under the Investment, Asset and Management segment, we achieved significant progress in this aspect, with strategic projects and partnerships undertaken in FY2024 to grow our recurring income portfolio. A key milestone was our maiden entry into the data centre sector through the development of two hyperscale data centres at Elmina Business Park. The purpose built facilities will be under 20-year lease agreements with a combined lease commitment of RM7.6 billion. The impact of these projects will materialise in the near future, with the first phase expected to complete in 2026, followed by the second phase in 2027.

Subsequent to the financial year, the Group completed the acquisition of two double-storey logistics warehouses strategically situated within the Bandar Bukit Raja industrial zone, with a combined net lettable area of 670,174 sq. ft. Previously held under a joint venture, full ownership of these assets marks a strategic step forward in strengthening our industrial property portfolio. This acquisition not only

reinforces our position in the industrial and logistics sectors but also supports the expansion of our sustainable income base.

The opening of Elmina Lakeside Mall in August 2024 marked another significant step forward for the Group, representing the Group's second wholly-owned mall, following the successful operationalisation of KL East Mall four years ago. This new addition not only enhances our recurring income streams but also strengthens our retail portfolio. Looking ahead, the Group remains on track to operationalise its third wholly-owned mall in 2025, with five anchor tenants already secured for the new KLGCC Mall. This development will reinforce our retail presence and supports our strategic vision to grow our retail footprint through placemaking within our key townships.

From a financing standpoint, while the Group continued to invest in assets under management, we have maintained a manageable net gearing position with sizeable standby financing facilities amounting to RM3.9 billion as at end-2024. This comprises both bank facilities and the IMTN Programme, under which the Group's Sukuk Musharakah Programme was accorded an AA+<sub>IS</sub> rating with a Stable Outlook for the fourth consecutive year in December 2024.

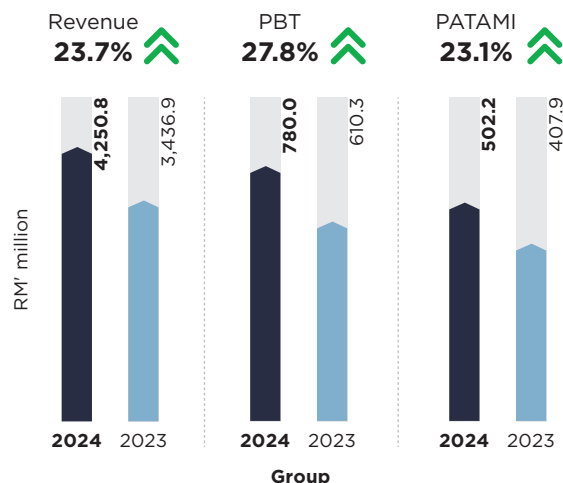
At the same time, Finance continues to play a vital role in driving the Group's digital transformation. As digitalisation becomes increasingly critical to long-term competitiveness, we are ensuring investments are channelled towards high impact technological solutions. During the year, management prioritise the utilisation of resources for the digitalisation of various process, such as quality inspection and emissions management, aimed at boosting operational efficiency, enhancing accuracy, and streamlining workflows in support of our broader business and sustainability ambitions.

The Group remains steadfast in its commitment to sustainability, recognising the integral role of sustainable practices in supporting financial resilience and driving long-term value creation. As we advance our ESG ambitions and journey towards Net Zero Emissions by 2050, the finance function has taken on an increasingly vital role in ensuring that adequate financial allocations are directed towards supporting these initiatives. In addition to our joint venture with GSPARX Sdn Bhd, a subsidiary of Tenaga Nasional Berhad, to implement rooftop solar installations across our assets, we conducted a comprehensive gap analysis during the year to assess our existing sustainability practices. This exercise identified areas for improvement and ensures resources are allocated effectively to close gaps. It also supports our readiness for the IFRS S1 and S2 reporting frameworks by enhancing our sustainability-related disclosures and enabling the full integration of sustainability matters into our financial reporting, underpinned by transparency and accountability.

# PERFORMANCE REVIEW

## Financial Performance

### FINANCIAL PERFORMANCE



The Group has delivered its strongest financial performance since 2017 demerger, achieving record revenue and profit before tax (“PBT”) in the current financial year. Revenue grew by 23.7%, totalling RM4.3 billion, while PBT surged by 27.8% to RM780.0 million. Profit after tax and minority interest (“PATAMI”) amounts to RM502.2 million, reflecting a significant 23.1% growth from RM407.9 million in FY2023. This marks the third consecutive year of exceptional financial performance, demonstrating the sustainability and strength of the Group’s operational and financial position.

The exceptional performance was driven by disciplined business and financial planning, the ability to adapt to market demand, and strengthened operational efficiency through value engineering, design optimisation and process improvement.



### SEGMENTAL FINANCIAL PERFORMANCE

#### PROPERTY DEVELOPMENT



The property development segment remains as the Group’s primary revenue driver, contributing 94.4% to Group’s total revenue. The segment achieved a record-high revenue, reaching RM4.0 billion, a 24.0% year-on-year growth from RM3.2 billion in the previous year. The strong topline performance translated into a 37.9% increase in segment PBT, rising to RM820.8 million from RM595.3 million in FY2023. The segment demonstrated resilience, delivering strong growth and profitability despite a higher share of losses from joint ventures and associates.

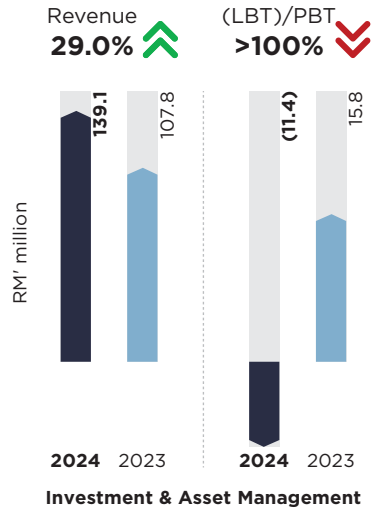
The strong performance in FY2024 was underpinned by a diversified and balanced portfolio of residential and industrial products. The growth was supported by higher sales and increased development activities across our major townships, including City of Elmina, Bandar Bukit Raja, Serenia City, Nilai Impian, KLGCC Resort and Elmina Business Park. Additionally, contributions from non-core land sales further bolstered the segment’s financial performance.

In FY2024, the Group has delivered 2,346 units to customers across 30 phases in various townships. This achievement underscores the Group’s unwavering commitment to meeting delivery timelines and exceeding customer expectations.

The Group ended FY2024 with healthy unbilled sales of RM3.7 billion, providing strong revenue and cash flow visibility that provides a solid foundation for sustained growth in the years ahead. In addition, the increasing proportion of unbilled sales from high-rise and industrial products further provides longer revenue-generating life cycles extending beyond three years.



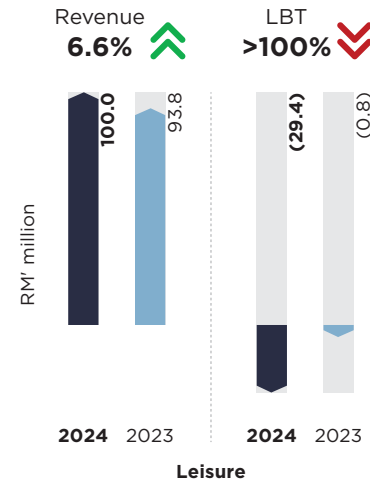
## INVESTMENT & ASSET MANAGEMENT



The investment and asset management segment has made significant improvement in year 2024, achieved a commendable 29.0% increase in revenue, rising from RM107.8 million in FY2023 to RM139.1 million in FY2024. This growth was primarily driven by the strong performance of the retail sub-segment, reflecting the continued strength of the Group's retail properties. KL East Mall's occupancy rate of 99.5%, up from 96.0% in the previous year, while the successful opening of Elmina Lakeside Mall in August 2024 has further enhanced the Group's retail portfolio. The segment also benefited from stronger rental rates resulting from tenant renewals, contributing to higher rental income and overall segment performance.

Despite the revenue growth, the segment recorded a loss before tax ("LBT") in FY2024, compared to a PBT reported in FY2023. This was mainly due to net fair value losses on investment properties and the share of losses from joint ventures, which was predominantly caused by the negative accounting impact from MFRS 17 "Insurance Contract" in relation to a 5-year rental guarantee with potential price adjustments on the disposal of properties by the joint venture.

## LEISURE



Revenue in the leisure segment grew by 6.6% to RM100.0 million, up from RM93.8 million in the previous year. The growth was driven by higher contributions from banqueting services, food and beverage sales, and membership activities, with golfing as the key revenue driver.

However, the segment recorded a higher loss before tax of RM29.4 million in FY2024, compared to a loss of RM0.8 million in FY2023. This was primarily due to additional depreciation charges arising from an asset review exercise during the financial year, which had no impact on cash flow.

## DIVIDEND

With the Group's solid financial performance and position, the Board has approved a dividend of 3.0 sen per share, totaling RM204.0 million for FY2024. This represents a payout of 40.6% of the Group's net earnings for the financial year, reaffirming its commitment to creating value for shareholders, while maintaining sufficient funds to support in building up the asset under management, delivering investment-grade yield under its recurring income portfolio, which requires substantial capital investment.

# PERFORMANCE REVIEW

## Financial Performance

### FINANCIAL POSITION REVIEW

#### INVENTORIES MANAGEMENT

As of 31 December 2024, the Group's inventories stood at RM6.6 billion, reflecting a marginal 1.3% increase from RM6.5 billion in the previous year. This aligns with the Group's well-managed approach to balance the need for expanding the project pipeline via land activation to support its upcoming projects deliveries while minimising inventory holding cost. The Group remains focused on maintaining a healthy inventory position by launching projects that are aligned with market demand, offering competitive products in the well connected townships.

#### Property development costs

The Group's property development costs for ongoing projects amounted to RM1.9 billion. This amount reflects ongoing development activities across the Group's major townships, including Bandar Bukit Raja, City of Elmina, Serenia City, KLGCC Resort and Nilai Impian, as the Group continues to progress its development pipeline in line with its deliverable timeline.

During the financial year, a total of RM682.4 million was transferred from long-term land held for property development to current property development costs. This reflects the Group's focus on accelerating land activation in its existing and new townships by expanding the pipeline of upcoming launches. The Group is well positioned to capitalise on market opportunities and drive sustained growth moving forward.

#### Completed inventories

As of 31 December 2024, the Group's completed inventories stood at RM135.5 million, representing a new low, following the previous record as of 31 December 2023. The Group remains focused on maintaining optimal inventory levels through tactical marketing and sales initiatives.

#### WORKING CAPITAL/LIQUIDITY MANAGEMENT

The Group remains committed to effective working capital and liquidity management to support both operations and value creating growth initiatives. In FY2024, the Group's liquidity position strengthened, with total cash and cash equivalents increasing by 6.3% to RM640.4 million (FY2023: RM602.6 million). This was primarily driven by a robust sales performance and a well-diversified product mix coupled with strong collections from the sale of new and existing residential, industrial and commercial products. A total of 2,346 units across 30 phases, mainly from township developments, were successfully handed over during the year, contributing to positive cash inflows.

Operating cash flow remained positive at RM495.2 million affirming the Group's strong cash generation capabilities from core business operations. Concurrently, the Group continued to distribute dividends to shareholders, despite

the need in building up sustainable project pipeline and significant capital outlay in building up its assets under management.

RM' million	FY2024	FY2023
Operating cash flow	495.2	617.3
Payment for land acquisitions	-	(808.2)
Investing cash flow	(381.2)	19.3
Financing cash flow		
Dividends paid	(214.6)	(141.4)
Net finance cost paid	(116.1)	(98.9)
Net borrowings raised	257.9	52.3
Others	(2.3)	(35.0)
Foreign exchange differences	(1.0)	11.9
Net cashflow	37.9	(382.7)

#### DEBT AND FUNDING MANAGEMENT

The Group's debt and funding management remain a high priority with focus on gearing ratio, funding mix balance including debt maturity profile, interest rate risk as well as forex risk.

#### The Group's Borrowings

The Group is committed in managing its borrowings prudently, amongst others by using gearing ratios to assess the appropriateness of its debt levels to ensure long-term financial stability. Total borrowings increased slightly by 8.7% from RM2.9 billion to RM3.1 billion as of 31 December 2024 despite its investment initiatives in 2024. The Group's net gearing for FY2024 remains low and stable at 24.3% while the gross gearing ratio is at 30.4%.

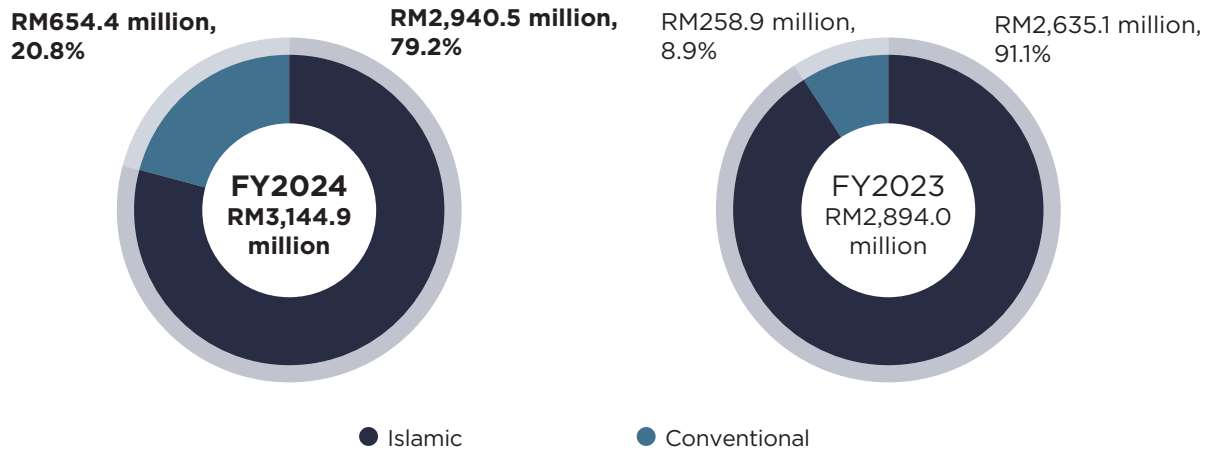
RM' million	FY2024	FY2023
Total Borrowings	3,144.9	2,894.0
Lease Liabilities	43.7	45.4
Total Debt	3,188.6	2,939.4
Cash and Bank Balances (including cash under Housing Development Accounts)	640.4	602.6
Total Equity	10,497.0	10,283.5
Gross Gearing Ratio (%)	30.4	28.6
Net Gearing Ratio (%)	24.3	22.7

The Group continually manages its debt levels effectively by optimising working capital with a focus on tightening debt collection processes, while ensuring sufficient short term financing lines to meet temporary cash flow funding gaps, resulting in a consistently low debt level position of RM3.2 billion in FY2024. This demonstrates the Group's ability to finance its operations and expansion initiatives while effectively managing its debt levels.

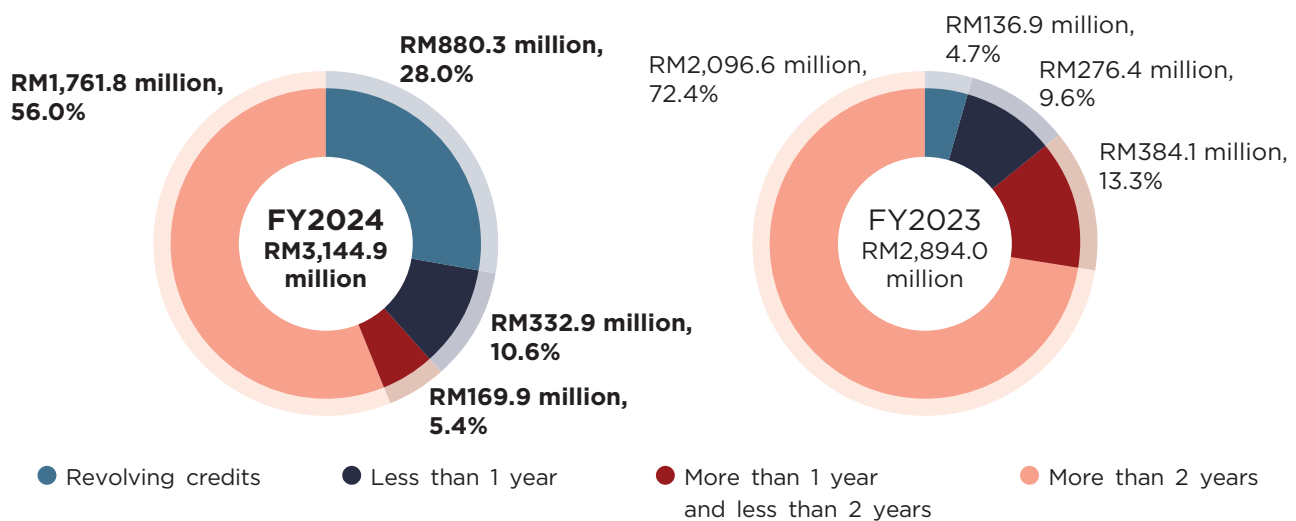
## Funding Mix

The Group maintained an optimal funding mix and robust borrowing portfolio in supporting the Group's long-term growth initiatives. In FY2024, the Group maintained its borrowings primarily as Islamic in nature, maintaining its status as a shariah counter on Bursa Malaysia. The Group's conventional loans over total assets ratio remained well below the Securities Commission's 33% requirement, stands at 4.0% as of 31 December 2024.

The Group's Islamic and conventional funding mix is reflected in the following chart.



The debt maturity portfolio of the Group is continuously managed to ensure optimal repayment spread to alleviate high cashflow requirements in any one period, as well as to reduce both concentration and refinancing risks. 56% of the Group's total borrowings have a maturity period of more than 2 years, while 28% comprise borrowings under revolving credit facilities, which are rolled over periodically, mainly drawn in Q4 2024 to bridge short-term cash flow gaps. The remaining 16% of borrowings are due in 2 years and below.



The Group's repayment portfolio:

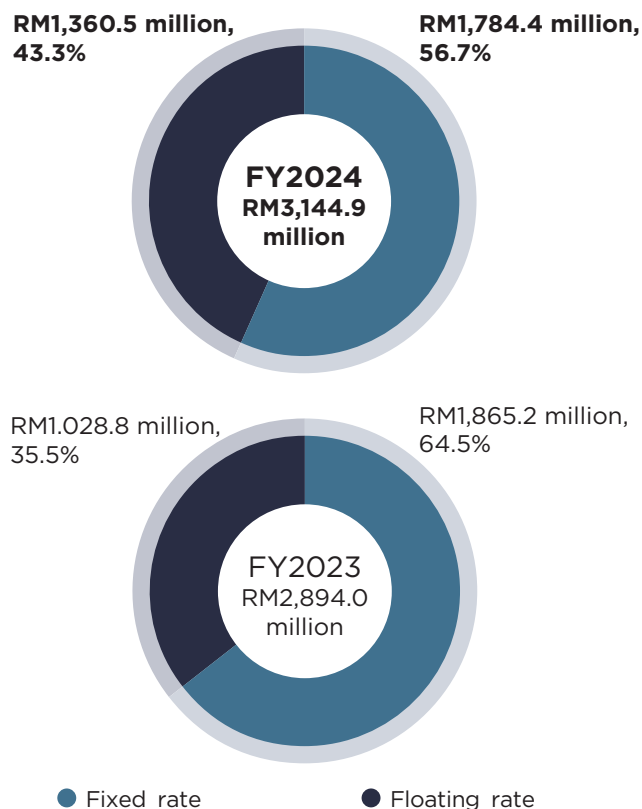
RM' million	Revolving credits	< 1 year	> 1 to 2 years	> 2 years	Total
FY2024	880.3	332.9	169.9	1,761.8	3,144.9
Percentage (%)	28.0	10.6	5.4	56.0	100.0
FY2023	136.9	276.4	384.1	2,096.6	2,894.0
Percentage (%)	4.7	9.6	13.3	72.4	100.0

# PERFORMANCE REVIEW

## Financial Performance

### Interest rate and exchange rate management

The Group consistently monitors interest rates movement throughout the year to achieve an optimal mix of fixed and floating rate debt funding. The proportion of fixed-rate borrowing remains higher than floating-rate borrowing at 56.7%, aligning with the Group's underlying asset portfolio being funded.



The Group continues to manage its exchange rate risk via a natural hedge. The Group's strategy is to ensure any investment abroad is to be funded by utilising foreign currency denominated facilities to minimise the adverse impact arising from fluctuations in foreign exchange rates for the Group's investment abroad.

### Finance costs

Through effective debt management, total finance costs for the financial year amounted to RM140.6 million, comprising borrowing costs from conventional and Islamic borrowings, were lower as compared to RM146.6 million in FY2023.

The Group's weighted average cost of borrowings stood at 4.3% per annum, a marginal decrease from 4.6% per annum recorded in FY2023, in line with prevailing market trends. This reflects the Group's proactive approach to debt management in navigating the interest rate environments, as elaborated under the funding mix section.

### Available facilities

The RM4.5 billion Islamic Medium Term Note Programme ("IMTN") continued to maintain a strong credit rating of AA+<sub>IS</sub> with a stable outlook status as affirmed by MARC during the 2024 annual review, testament to the Group's financial strength and operational excellence.

Subsequent to the issuance in 2023, the remaining balance available for issuance under the IMTN programme stood at RM3.1 billion, bringing the total undrawn facilities of the Group to RM3.9 billion. The Group remains well positioned given its strong balance sheet and robust cash flow to support its growth plan, in achieving sustainable project pipeline and building its assets under management for recurring income.

### OUTLOOK

The Group enters FY2025 with a strong foundation, drawing upon its record-breaking achievements in FY2024. While market demand and sentiment are expected to stay positive, the Group remains cautious of the increasingly competitive landscape and global trade uncertainties. The Group has laid out an ambitious yet achievable business plan for the year ahead, which focuses on launching diversified products with wider price range to suit the market and ensuring sustained long-term growth. With that, the Group has set launches worth RM4.0 billion with sales target of RM3.6 billion for FY2025.

The Group's strong cash position of RM640.4 million and a low net gearing ratio of 24.3% provide the Group with the flexibility to capitalise on market opportunities, while executing its strategic plan for long-term sustainability. The focus for FY2025 will be on maintaining momentum in its core Property Development segment while further diversifying and strengthening its recurring income portfolio under the Group's SHIFT25 strategy.

Under the Investment and Asset Management segment, we continue to expand our retail portfolio, with the KLGCC Mall set to open in the second half of 2025. Concurrently, the Group is working on potential collaborations and partnerships for industrial developments, particularly for data centres and logistics hubs. These initiatives are poised to drive sustained demand to increase the Group's assets under management over the medium to long term.

The Group remains committed to executing its SHIFT25 transformation journey, aiming for greater achievements in 2025. As the Group invests further in building recurring income stream, the Group anticipates an increase in debt levels to support these initiatives. With disciplined financial management and a solid financial position, the Group is well-positioned to sustain its growth and strong financial performance in 2025, barring any unforeseen circumstances.

# PERFORMANCE REVIEW

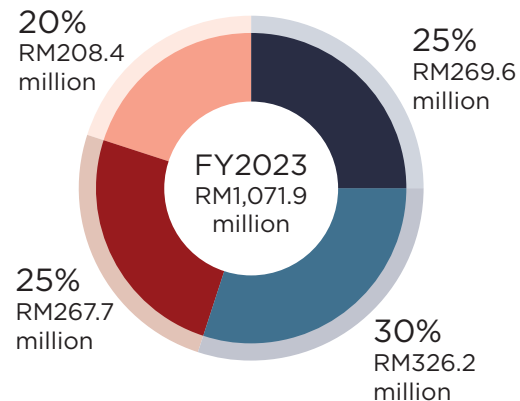
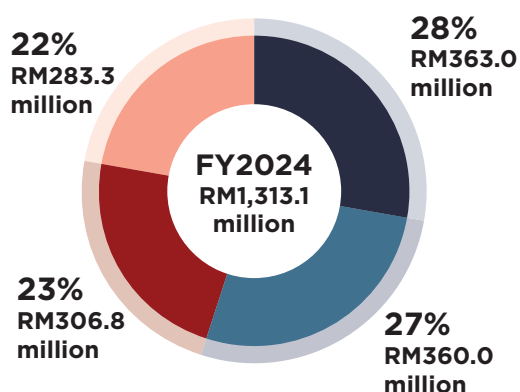
## Financial Performance

### Statement of Value Added & Value Distribution

Fueled by stronger financial performance, the Group generated a total stakeholder value of RM1,313.1 million in FY2024, reflecting a 22.5% increase from RM1,071.9 million in FY2023. The Group remains firmly committed to creating sustainable value for our stakeholders.

RM' million	2024	2023
<b>VALUE ADDED</b>		
Revenue	4,250.8	3,436.9
Direct and indirect costs	(2,912.4)	(2,432.7)
<b>Value Added from Operations</b>	<b>1,338.4</b>	<b>1,004.2</b>
Other operating income/(expenses)	33.9	(9.8)
Other gains	17.6	16.6
Share of results of joint ventures	(181.2)	(58.1)
Share of results of associates	1.7	5.3
Finance income	102.7	113.7
<b>Total Value Added</b>	<b>1,313.1</b>	<b>1,071.9</b>
<b>VALUE DISTRIBUTED</b>		
<b>Employees</b>	<b>306.8</b>	<b>267.7</b>
<b>Government and Society</b>	<b>283.3</b>	<b>208.4</b>
Dividends	204.0	170.0
Finance costs	140.6	146.6
Non-controlling interests	15.4	9.6
<b>Providers of Capital</b>	<b>360.0</b>	<b>326.2</b>
Depreciation and amortisation	64.8	31.7
Addition to retained earnings	298.2	237.9
<b>Reinvestment and Future Growth</b>	<b>363.0</b>	<b>269.6</b>
<b>Total Value Distributed</b>	<b>1,313.1</b>	<b>1,071.9</b>

#### TOTAL VALUE DISTRIBUTED



● Reinvestment and Future Growth ● Providers of Capital ● Employees ● Government and Society

# PERFORMANCE REVIEW

## Financial Performance

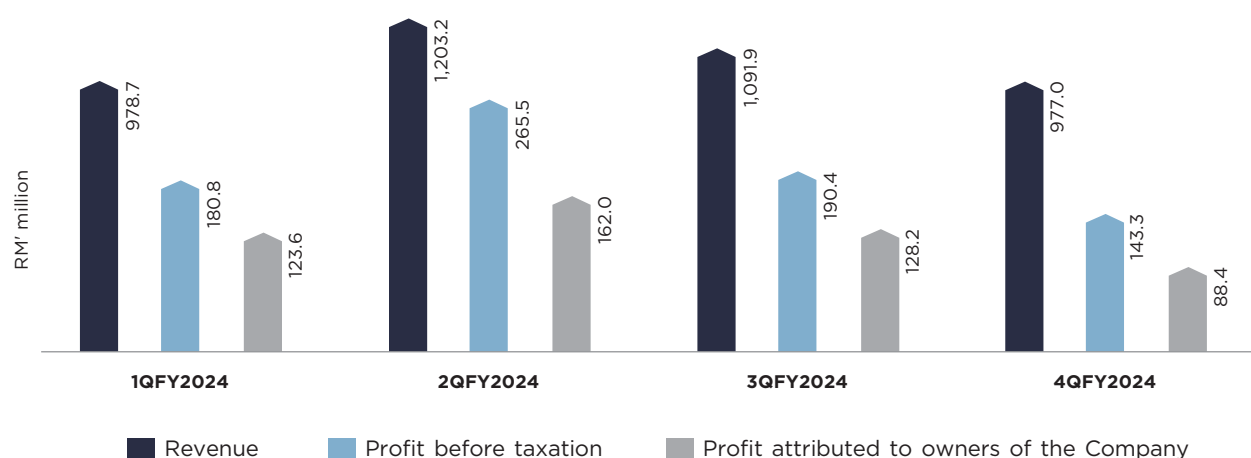
### Quarterly Performance

#### FINANCIAL RESULTS

RM' million	2024				
	1QFY2024 31 Mar 2024	2QFY2024 30 Jun 2024	3QFY2024 30 Sep 2024	4QFY2024 31 Dec 2024	FY2024 Total
Revenue	978.7	1,203.2	1,091.9	977.0	<b>4,250.8</b>
Operating profit	196.6	335.7	197.3	170.2	<b>899.8</b>
Share of results of joint ventures & associates	(23.4)	(86.6)	(46.5)	(23.1)	<b>(179.6)</b>
Other (losses)/gains	(0.4)	4.4	26.3	(12.7)	<b>17.6</b>
Profit before interest and taxation	172.8	253.5	177.1	134.4	<b>737.8</b>
Profit before taxation	180.8	265.5	190.4	143.3	<b>780.0</b>
Profit for the financial period/year	127.4	165.7	132.5	92.0	<b>517.6</b>
Profit attributable to owners of the Company	123.6	162.0	128.2	88.4	<b>502.2</b>

#### SEGMENT RESULTS

RM' million	2024				
	1QFY2024 31 Mar 2024	2QFY2024 30 Jun 2024	3QFY2024 30 Sep 2024	4QFY2024 31 Dec 2024	FY2024 Total
<b>REVENUE</b>					
Property Development	925.6	1,147.7	1,030.4	908.0	<b>4,011.7</b>
Investment & Asset Management	29.1	29.0	37.7	43.3	<b>139.1</b>
Leisure	24.0	26.5	23.8	25.7	<b>100.0</b>
<b>Total</b>	<b>978.7</b>	<b>1,203.2</b>	<b>1,091.9</b>	<b>977.0</b>	<b>4,250.8</b>
<b>PROFIT/(LOSS) BEFORE TAXATION</b>					
Property Development	170.3	305.7	219.5	125.3	<b>820.8</b>
Investment & Asset Management	12.3	(41.8)	(3.5)	21.6	<b>(11.4)</b>
Leisure	(1.8)	1.6	(25.6)	(3.6)	<b>(29.4)</b>
<b>Total</b>	<b>180.8</b>	<b>265.5</b>	<b>190.4</b>	<b>143.3</b>	<b>780.0</b>



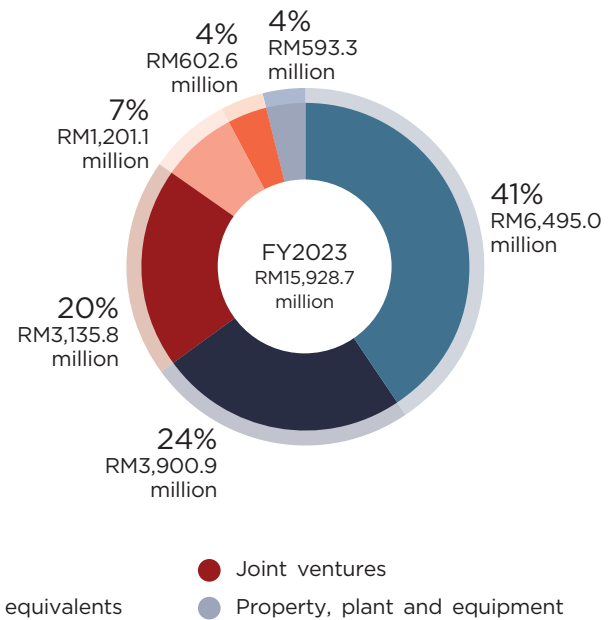
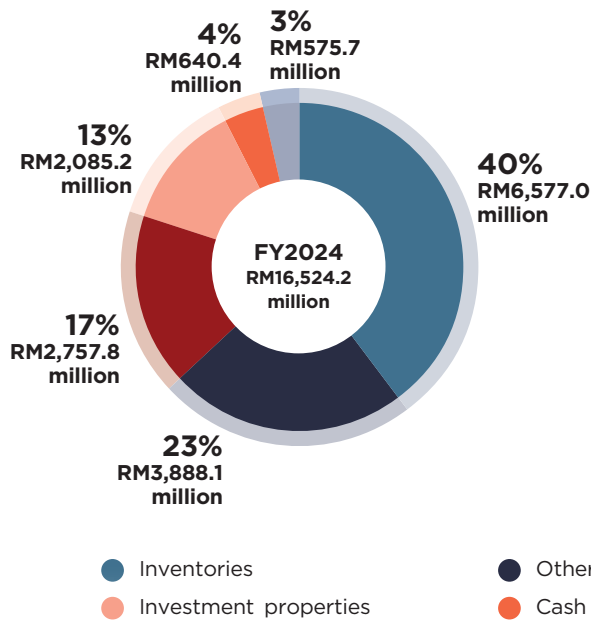


# PERFORMANCE REVIEW

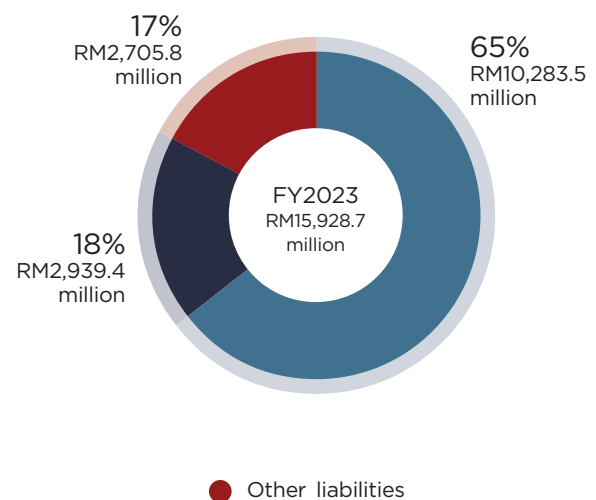
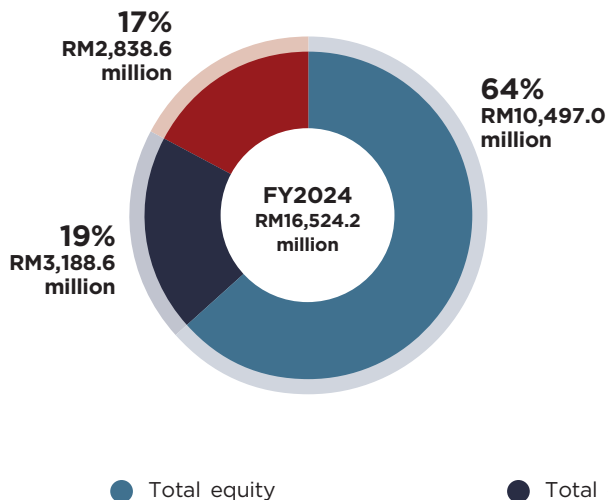
## Financial Performance

### Simplified Statements of Financial Position

#### TOTAL ASSETS

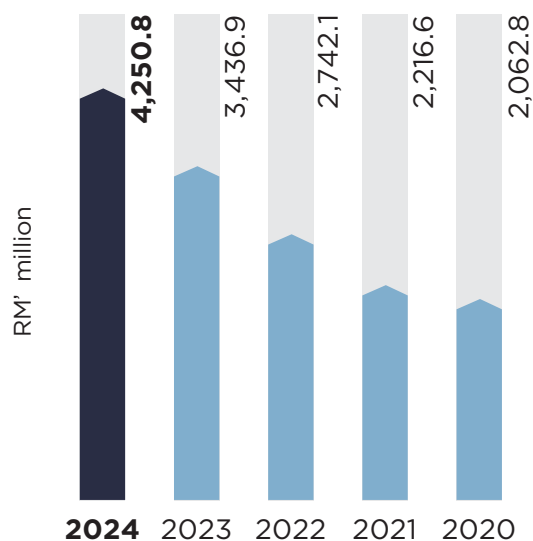


#### TOTAL EQUITIES & LIABILITIES

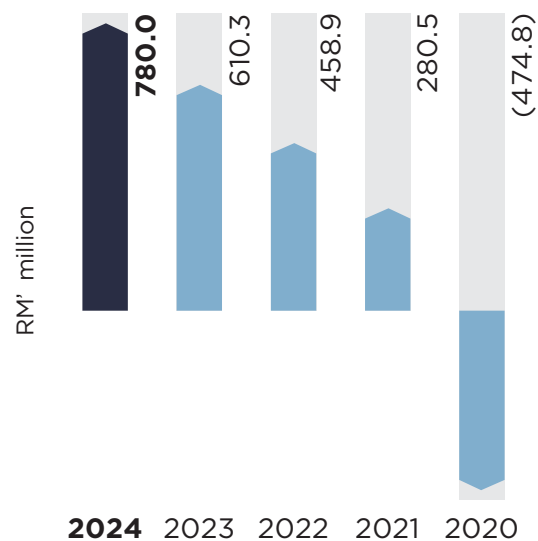


PERFORMANCE REVIEW  
Financial Performance  
**5-Year**  
**Financial Highlights**

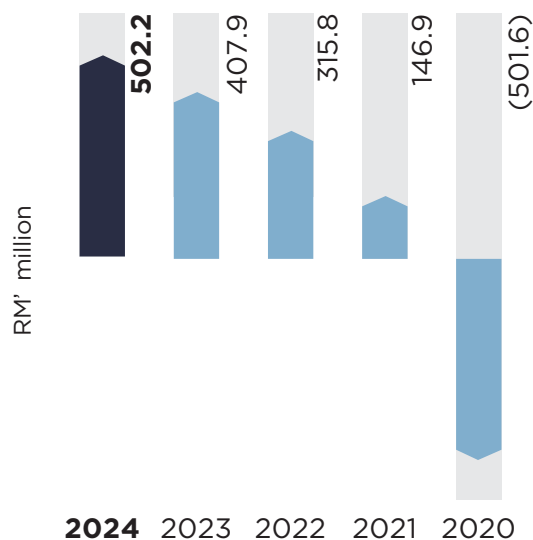
**REVENUE**



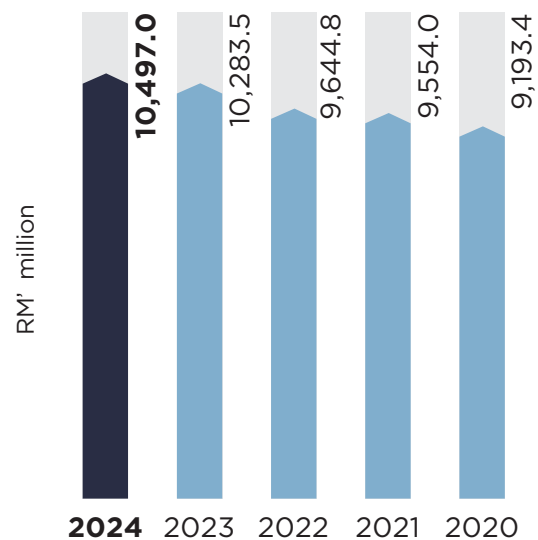
**PROFIT/(LOSS) BEFORE TAXATION**



**PATAMI/(LATAMI)**



**TOTAL EQUITY**



# PERFORMANCE REVIEW

## Financial Performance

### 5-Year

## Financial Summary

RM' million	FY2024	FY2023	FY2022	FY2021	FY2020
<b>FINANCIAL RESULTS</b>					
Revenue	<b>4,250.8</b>	3,436.9	2,742.1	2,216.6	2,062.8
Profit/(loss) before taxation	<b>780.0</b>	610.3	458.9	280.5	(474.8)
Profit/(loss) for the financial year	<b>517.6</b>	417.5	311.7	162.3	(535.5)
Profit/(loss) attributable to owners of the Company	<b>502.2</b>	407.9	315.8	146.9	(501.6)
<b>FINANCIAL POSITION</b>					
Share capital	<b>6,800.8</b>	6,800.8	6,800.8	6,800.8	6,800.8
Shareholders' funds	<b>10,265.6</b>	10,057.1	9,519.7	9,412.4	9,013.8
<b>TOTAL EQUITY</b>	<b>10,497.0</b>	10,283.5	9,644.8	9,554.0	9,193.4
Property, plant and equipment	<b>575.7</b>	593.3	586.4	615.2	626.2
Investment properties	<b>2,085.2</b>	1,201.1	1,085.2	987.3	709.0
Inventories	<b>6,577.0</b>	6,495.0	5,543.8	5,792.3	6,234.4
Joint ventures	<b>2,757.8</b>	3,135.8	2,885.2	3,300.4	2,476.1
Cash (including cash in Housing Development Accounts)	<b>640.4</b>	602.6	985.3	909.7	801.8
Other assets	<b>3,888.1</b>	3,900.9	4,176.8	4,017.0	3,941.5
<b>TOTAL ASSETS</b>	<b>16,524.2</b>	15,928.7	15,262.7	15,621.9	14,789.0
Total debt*	<b>3,188.6</b>	2,939.4	3,083.4	3,898.3	3,409.4
Other liabilities	<b>2,838.6</b>	2,705.8	2,534.5	2,169.6	2,186.2
<b>TOTAL LIABILITIES</b>	<b>6,027.2</b>	5,645.2	5,617.9	6,067.9	5,595.6
<b>NET ASSETS</b>	<b>10,497.0</b>	10,283.5	9,644.8	9,554.0	9,193.4
<b>FINANCIAL RATIOS (%)</b>					
PBT/(LBT) margin	<b>18.3</b>	17.8	16.7	12.7	(23.0)
PATAMI/(LATAMI) margin	<b>11.8</b>	11.9	11.5	6.6	(24.3)
Return on average shareholders' funds	<b>4.9</b>	4.2	3.3	1.6	(5.4)
Gross gearing ratio	<b>30.4</b>	28.6	32.0	40.8	37.1
Net gearing ratio	<b>24.3</b>	22.7	21.8	31.3	28.4
<b>SHARE INFORMATION</b>					
Share price (RM)	<b>1.69</b>	0.63	0.45	0.60	0.67
Basic earnings/(loss) per share (sen)	<b>7.4</b>	6.0	4.6	2.2	(7.4)
Dividend per share (sen)	<b>3.0</b>	2.5	2.0	1.0	1.0
Net assets per share attributable to owners of the Company (RM)	<b>1.51</b>	1.48	1.40	1.38	1.33

\* 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  
**Financial  
Calendar**

## ANNOUNCEMENT OF UNAUDITED CONSOLIDATED RESULTS

### 1<sup>st</sup> Quarter Ended

31 March 2024



21<sup>st</sup> May 2024

### 2<sup>nd</sup> Quarter Ended

30 June 2024



22<sup>nd</sup> August 2024

### 3<sup>rd</sup> Quarter Ended

30 September 2024



20<sup>th</sup> November 2024

### 4<sup>th</sup> Quarter Ended

31 December 2024



26<sup>th</sup> February 2025

## DIVIDEND

Date of Announcement

Date of Entitlement

Date of Payment

### First Single Tier Dividend of 1.5 sen Per Ordinary Share

22<sup>nd</sup> August 2024

15<sup>th</sup> October 2024

6<sup>th</sup> November 2024

### Second Single Tier Dividend of 1.5 sen Per Ordinary Share

26<sup>th</sup> February 2025

28<sup>th</sup> March 2025

23<sup>rd</sup> April 2025

## 52<sup>nd</sup> ANNUAL GENERAL MEETING

Notice Date : 30<sup>th</sup> April 2025



Meeting Date : 10<sup>th</sup> June 2025

# PERFORMANCE REVIEW

## Investor Information

The Group remains committed to meaningful engagement with the investment community, with our Investor Relations (“IR”) unit executing a structured calendar of activities. The IR team plays a key role in communicating the Group’s strategies, corporate developments, and financial performance to shareholders and investors. Maintaining close ties with local and foreign shareholders, fund managers, and financial analysts, the team ensures transparency and timely information sharing.

The Board of Directors and Executive Leadership team are regularly updated about feedback from investor engagement sessions and sell-side analysts’ reports, through routine reports prepared by the IR team.

Leadership Insights

Overview of Sime Darby Property

Value Creation

Management Discussion and Analysis

Sustainability Statement

Leadership

Governance

Financial Statements

Additional Information

### INVESTOR RELATIONS ENGAGEMENT CHANNELS

Channel	Detail	Targeted Audience
<b>Corporate Website and Email</b>	<ul style="list-style-type: none"> <li>The IR team ensures that the IR section of the corporate website, available at <a href="https://www.simedarbyproperty.com/investor-relations">https://www.simedarbyproperty.com/investor-relations</a>, is updated regularly and correctly.</li> <li>Our website functions as the primary online repository that offers current and historical investor-related information in one easily accessible location, to aid investors who need to make informed decisions.</li> <li>Investors may also contact our IR team at <a href="mailto:investor.relations@simedarbyproperty.com">investor.relations@simedarbyproperty.com</a> for a direct response for any enquiries they may have about us.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional investors</li> <li>Fund managers</li> <li>Analysts</li> <li>Retail investors/ Minority shareholders</li> <li>Bankers</li> <li>Media</li> </ul>
<b>Quarterly Analyst &amp; Media Briefings</b>	<ul style="list-style-type: none"> <li>Sime Darby Property organises quarterly analyst and media briefings when it announces results. Four (4) analysts &amp; media briefings were conducted during the year. The Q1, Q2, and Q4 analysts briefings were conducted virtually, while the Q3 briefing was organised in a hybrid format. This approach underscores our commitment to enhance stakeholder engagement by providing greater access through flexibility for participation.</li> <li>Presentation materials that are shared during briefings are clear, concise and focused on addressing key matters. These materials are promptly available for download on the Group’s website after the conclusion of each quarterly briefing.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional investors</li> <li>Fund managers</li> <li>Analysts</li> <li>Bankers</li> <li>Media</li> </ul>
<b>One-on-One or Small Group Meetings &amp; Non-deal Roadshows</b>	<ul style="list-style-type: none"> <li>One-on-one meetings, small group meetings, and non-deal roadshows are additional platforms utilised for engaging with institutional investors, fund managers, and analysts.</li> <li>These periodic engagements provide stakeholders with valuable insights into our business performance, key developments, and strategic direction.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional investors</li> <li>Fund managers</li> <li>Analysts</li> </ul>
<b>Investor Conferences &amp; Retail Briefings</b>	<ul style="list-style-type: none"> <li>The Group is well-represented at investor conferences in Malaysia that are organised by research houses, investment banks or Bursa Malaysia. At these conferences, corporate development, strategic direction and financial &amp; operational updates are presented by the Group.</li> <li>These platforms serve as a strategic avenue to attract institutional and retail investors, including fund managers new to the Group, while maintaining strong engagement and fostering long-term relationships with existing investors.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional investors</li> <li>Fund managers</li> <li>Analysts</li> <li>Retail investors</li> </ul>
<b>Annual General Meetings/Court Convened Meeting</b>	<ul style="list-style-type: none"> <li>The Annual General Meeting (“AGM”) provides existing shareholders the opportunity to vote on proposed resolutions and serves as a forum for the Executive Leadership team to engage directly with shareholders.</li> <li>At the AGM, management leaders present a review of the previous year’s results and share insights on strategic plans, key developments and performance updates. Shareholders are invited to voice their questions or concerns about the Group during the meeting.</li> <li>The 51st Annual General Meeting was conducted virtually and hosted at the Sime Darby Convention Centre on 20 May 2024.</li> <li>A Court Convened Meeting (“CCM”) on the Proposed Internal Reorganisation was conducted virtually and hosted at Sime Darby Property’s Headquarters in Ara Damansara on 5 August 2024.</li> </ul>	<ul style="list-style-type: none"> <li>Institutional investors</li> <li>Retail investors/ Minority shareholders</li> <li>Media</li> </ul>

# PERFORMANCE REVIEW

## Investor Information

### IR CALENDAR FOR FY2024

In FY2024, the Group upheld a proactive and engaging IR calendar, ensuring clear, consistent, and timely communication with the investment community. Key highlights of our IR activities during the year include:

- Four (4) analyst and media briefings following quarterly results announcements, with an average attendance of 70 sell-side & buy-side analysts, fund managers and bankers, alongside 12 media representatives, at each session.
- Carried out 44 targeted interactions with regulators, investors, fund managers, analysts through one-on-one or small-group management meetings and township site visits, including a session organised by RHB to seek insights from Management.
- Successfully held our 51st Annual General Meeting and a Court Convened Meeting.

### KEY INVESTOR EVENTS

**UBS Corporate Day**  
October 2024

**Nomura Corporate Day**  
January 2025

### KEY INCLUSIONS IN FY2024

- Re-inclusion in FTSE Bursa Malaysia Mid 70 Index
- PRIBUMI Bursa Malaysia Zakat Index

**BURSA  
MALAYSIA**  
June 2024

- FTSE4Good Bursa Malaysia Index
- FTSE4Good Bursa Malaysia Shariah Index

**FTSE4Good**  
December 2024

### QUARTERLY BREAKDOWN OF ENGAGEMENT ACTIVITIES

Overview of Quarterly Engagement Activities	No.
Q1 (Jan – Mar)	4
Q2 (Apr – Jun)	17
Q3 (Jul – Sep)	14
Q4 (Oct – Dec)	9
<b>Total</b>	<b>44</b>

### RETURNS TO SHAREHOLDERS

The Group has consistently delivered healthy returns to shareholders, with dividend payout ratios averaging 43.7% for the past three financial years, from FY2021 - FY2023. In the current financial year, the dividend payout ratio stands at 40.6%. Looking ahead, the Group remains dedicated to maximising shareholder returns while considering funding requirements for growth. Our dividend policy underscores the Group's commitment to delivering optimal returns to our shareholders.



## BROAD RESEARCH COVERAGE

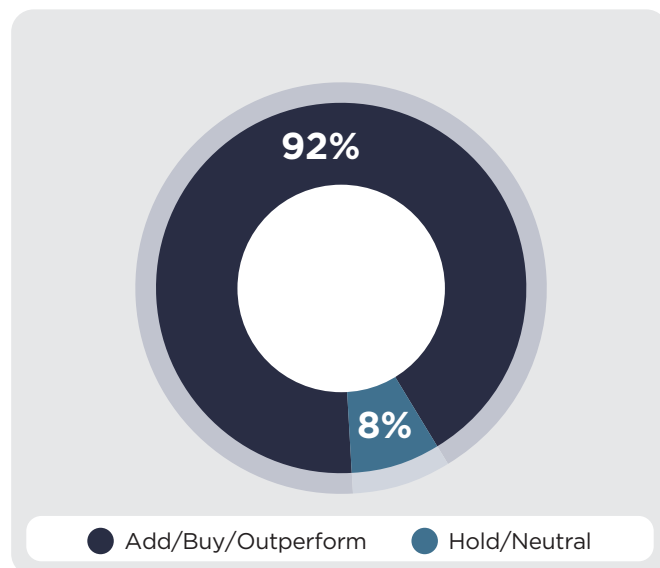
Sime Darby Property's Analyst Coverage now comprises a total of 13 research houses, with Nomura initiating coverage in April 2024. As of 11 March 2025, 92% (12 analysts) assigned an Add/Buy/Outperform rating, while 8% (1 analyst) issued a Hold rating, with no Sell ratings. The average target share price was RM1.87, indicating a potential upside of 54.5% compared to the average trading price of RM1.21 during the review period.

The average target share price reflects a 34% discount on Revalued Net Asset Value ("RNAV"). Below is a summary of the research analysts' rating recommendations and target prices:

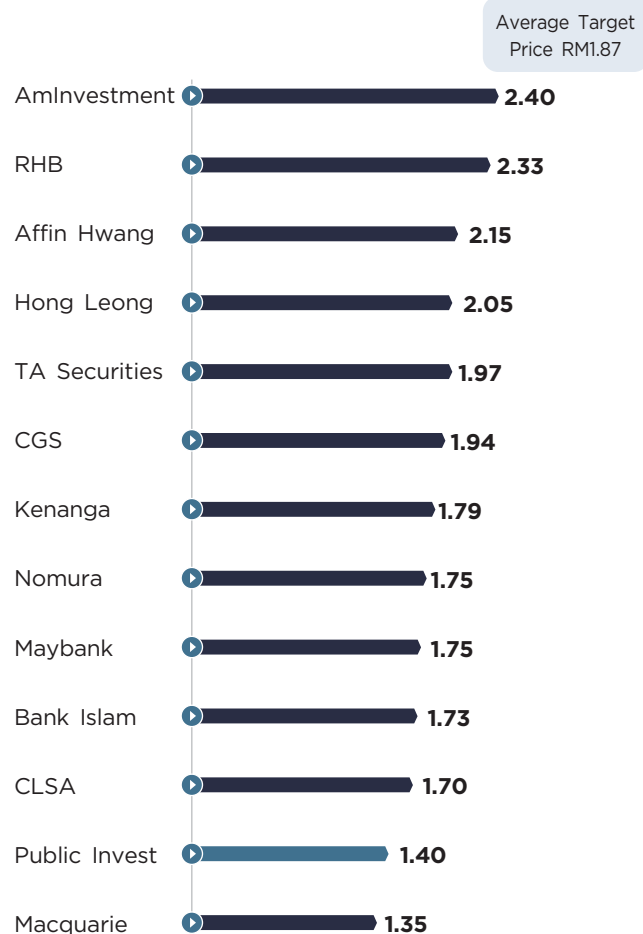
	FY2024	FY2023	FY2022
Number of research houses	13	13*	13
Average target price (RM)	1.870	0.886	0.615
<b>ANALYSTS' RECOMMENDATIONS</b>			
Add/Buy/Outperform	12 (92%)	11 (84%)	11 (84%)
Hold/Neutral	1 (8%)	2 (14%)	1 (8%)
Sell	0 (0%)	0 (0%)	1 (8%)

\*Revised to 13, as one coverage lapsed in 2023 but was only notified in 2024.

## ANALYST RECOMMENDATIONS



## TARGET PRICE AS AT MARCH 2025



# PERFORMANCE REVIEW

## Investor Information

### SUMMARY OF INVESTOR INTERESTS

Focus Area	Our Response
<b>Value proposition</b>	<p>Sime Darby Property is a well-established property developer with a rich history of over 50 years in crafting sustainable communities. Our industry growth is underscored by the development of 25 strategically located and thriving townships. These townships are strategically connected to easily accessible major highways and transportation hubs within key growth areas and economic zones.</p> <p>The Group offers an extensive and diverse portfolio of properties, predominantly comprising freehold residential units that caters to a broad market spectrum, from the affordable to high-end segments, including both landed and high-rise developments. Complementing this, our growing portfolio includes industrial &amp; logistics, retail, and commercial developments. Our steadfast commitment to delivering quality products to customers over the past five decades has solidified our reputation as an experienced and trusted property developer among Malaysians.</p> <p>The Group is undergoing a strategic transformation to evolve from a pure-play property developer into a leading diversified real estate company by 2025. This shift is anchored by a robust, diversified business model focused on enhancing recurring income base and expanding its asset under management.</p> <p>In line with the Group's strategy to expand its recurring income portfolio, we have made significant progress in the Investment &amp; Asset Management segment this year. A key milestone was our entry into the high-growth data centre sector, securing long-term agreements to develop two hyperscale data centres in Elmina Business Park. This achievement reinforces our capability to develop, own, and lease data centres that cater to the evolving needs of the global digital economy. The 20-year lease agreements, with a combined value of RM7.6 billion, mark a major step in strengthening our recurring income stream and positioning Sime Darby Property as a key player in the digital infrastructure space.</p> <p>Sime Darby Property owns approximately 13,800 acres of remaining land banks across Malaysia, with an estimated total GDV of RM114 billion. Strategically located within key growth areas and economic corridors, these land banks are well-connected to major highways, spanning from the central Klang Valley to Negeri Sembilan and Johor in the south. The Group foresees substantial growth potential in these regions over the short to long term.</p>
<b>Financial performance</b>	<p>The Group delivered its strongest financial &amp; operational performance in 2024, marking the third consecutive year of record-breaking revenue, profitability, and sales.</p> <p>Revenue surged 24% year-on-year to RM4.3 billion, while operating profit climbed 48% to RM899.8 million. Profit after tax and minority interest increased 23% to RM502.2 million. Operationally, sales reached an all-time high of RM4.1 billion, surpassing the FY2024 target by 17%.</p> <p>This robust performance was underpinned by sustained sales momentum and higher site progress within the Property Development segment, and growing revenue contributions from its Investment &amp; Asset Management and Leisure segments.</p> <p>Sime Darby Property remains committed to active financial management, with strong focus on effective cash flow and inventory management. As of 31 December 2024, the Group held a healthy cash balance of RM640.4 million. Meanwhile, the ratio of completed inventories further improved from 10.5% in 2023 to 5.7% in 2024, reflecting the robust market demand for our products and success of our promotional activities during the year.</p>

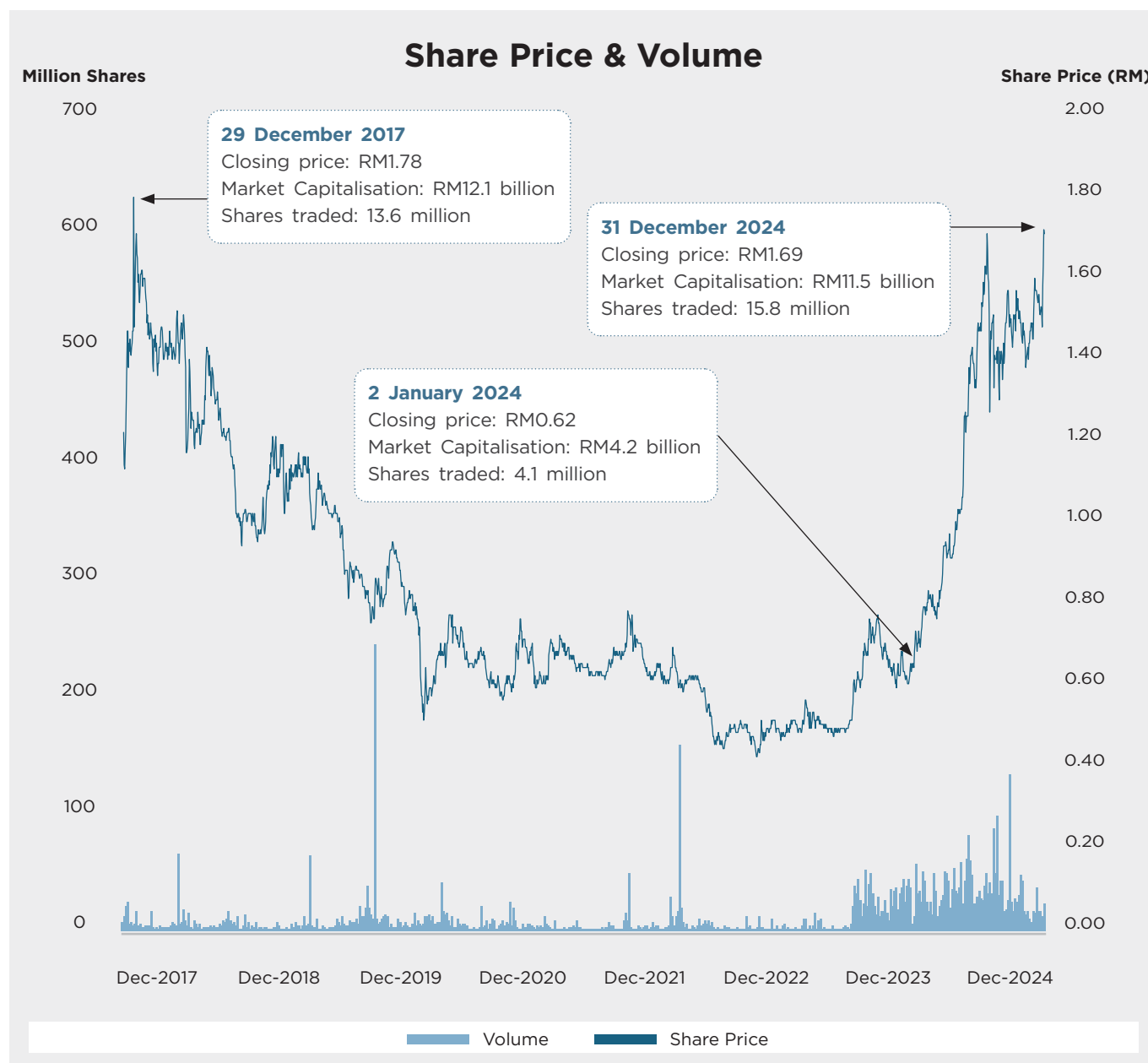
Focus Area	Our Response
<b>Capital Management and Dividend Payment</b>	<p>Sime Darby Property's capital management plan prioritises the establishment of a sustainable financial model aimed at enhancing long-term shareholder value.</p> <p>As part of our funding strategy, the Group initiated the RM4.5 billion Sukuk Musharakah Programme for Sustainability Sukuk in FY2020. For the fourth consecutive year, Malaysian Rating Corporation Berhad ("MARC") reaffirmed its investment-grade rating of AA+<sub>IS</sub> with a stable outlook for the Sukuk in 2024, a testament to our financial resilience and strong governance standards.</p> <p>Sime Darby Property adopts a strategic monetisation approach to unlock value from low yielding, non-core assets, including land and investment properties. Proceeds from these divestments are channelled back into working capital and business expansion initiatives.</p> <p>The Group utilises joint ventures and strategic partnerships to fund catalytic investment assets and drive business expansion. In September 2021, the Group formed a joint venture with LOGOS Property, a renowned Asia Pacific logistics specialist, to develop and manage a fund management platform, named Industrial Develop Fund ("IDF"), to support the expansion of our Industrial &amp; Logistics Development activities. In 2024, the Group has successfully closed the IDF above RM1.0 billion driven by strong interest from local &amp; foreign institutional investors and high net worth individuals, alongside Sime Darby Property and LOGOS Property as sponsors and co-investors.</p> <p>Sime Darby Property aims to maintain a Gearing ratio of not exceeding 50.0%. As of 31 December 2024, the Group's gross and net D/E ratios stood at 30.4% and 24.3%, respectively. As Sime Darby Property drives greater expansion in real-estate developments &amp; accelerate its plan to increase recurring income, the Group remains vigilant and will continue to exercise prudence in monitoring its gearing level periodically.</p> <p>Sime Darby Property consistently strives to maximise shareholders' returns. For the financial year under review, the company achieved a dividend payout ratio of 40.6%, declaring a total dividend of 3.0 sen per ordinary share for its shareholders.</p>
<b>Overseas Exposure</b>	<p>The Group's iconic development in the UK, the Battersea Power Station ("BPS") project, continues to gain momentum as a key destination, attracting tenants and visitors from around the world. In FY2024, visitor footfall surged by 15% year-on-year, reaching 13 million, underscoring the strong appeal of its vibrant attractions. Since its official launch in October 2022, BPS has welcomed over 26 million visitors.</p> <p>The newly completed 50 Electric Boulevard (Phase 3B), spanning 200,000 sq. ft., was handed over in April 2024 and is currently 45% leased, with prominent tenants including Shark Ninja, Foster + Partners, and Team LEWIS.</p>

# PERFORMANCE REVIEW

## Investor Information

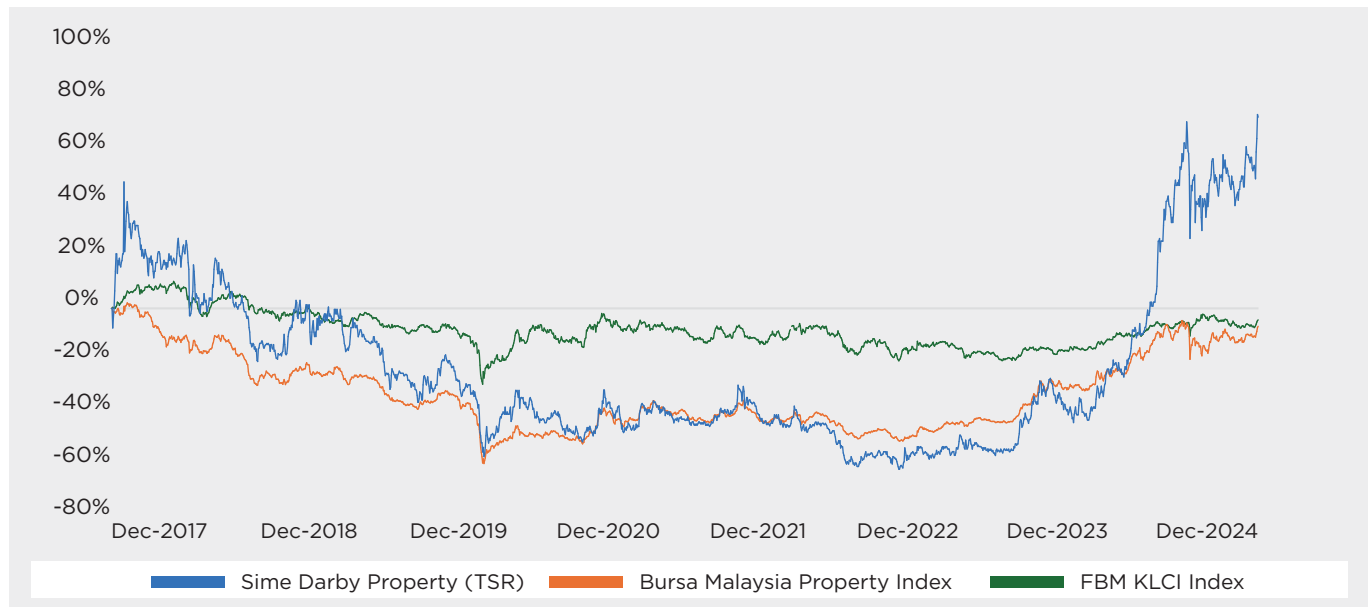
### SHARE PRICE AND MARKET CAPITALISATION

FY2024	Q1	Q2	Q3	Q4
Price – Highest (RM)	0.92	1.41	1.69	1.70
Price – Lowest (RM)	0.62	0.89	1.25	1.36
Market Cap on Last Trading Day (RM Billion)	6.22	9.11	10.00	11.49
Average Daily Volume (Million Shares)	23.96	28.29	29.49	15.73

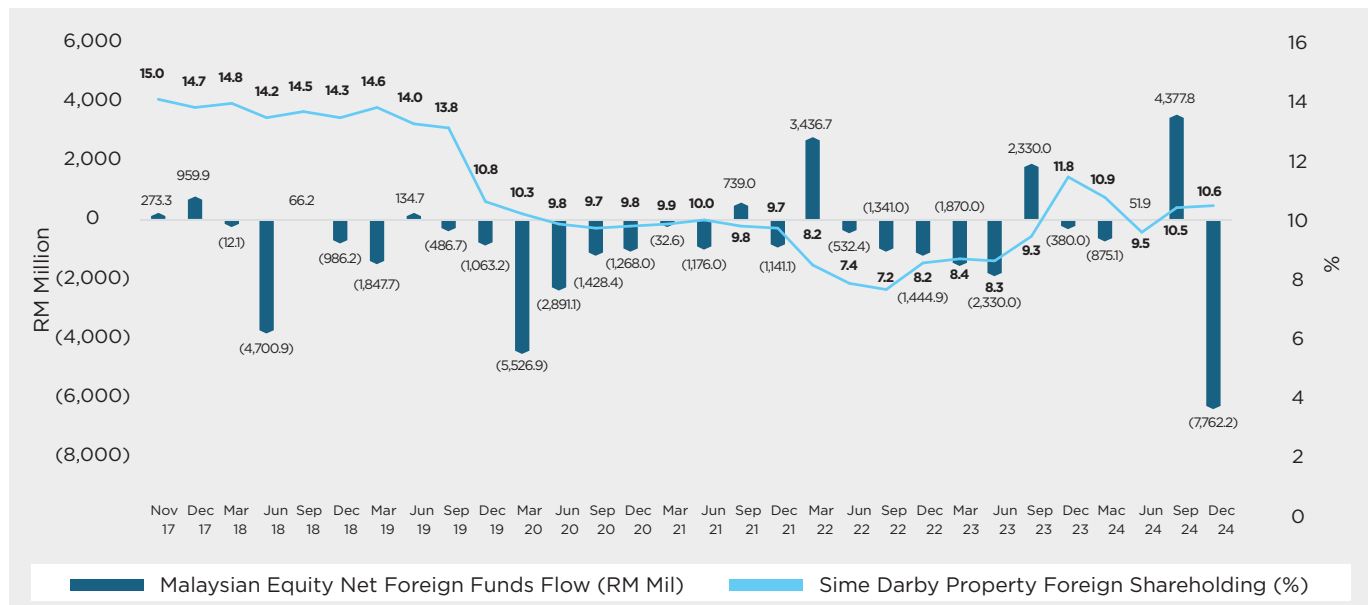


## SIME DARBY PROPERTY'S TOTAL SHAREHOLDER RETURN ("TSR") VS FBM KLCI & BURSA MALAYSIA PROPERTY INDEX

	Nov 2017 - Dec 2024	Jan 2023 - Dec 2023	Jan 2024 - Dec 2024
Sime Darby Property (TSR)	73.1%	45.4%	180.0%
FBM KLCI Index	-4.4%	-1.3%	13.0%
Bursa Malaysia Property Index	-6.9%	34.2%	31.2%



## SIME DARBY PROPERTY'S FOREIGN SHAREHOLDING AND MALAYSIAN EQUITY NET FOREIGN FUNDS FLOW



# Property Development



## Who We Are and What We Do

We are a leading developer of sustainable communities, with 25 active townships and developments across the Klang Valley, Negeri Sembilan, Johor and international presence in Central London, United Kingdom. Our Property Development segment consists of a diverse portfolio, ranging from affordable to high-end landed and high-rise residential properties, alongside commercial and industrial properties. Our extensive land bank spans approximately 13,800 acres comprising 12,700 acres of developable land with the remaining balance categorised as non-core land, translating to a gross development value (“GDV”) of RM114 billion.



## OUR PORTFOLIO



### Township and Integrated Development

With a distinguished legacy spanning over five decades, Sime Darby Property sets the benchmark for excellence in property development, delivering high-quality landed and high-rise properties across residential, commercial, and industrial sectors. Our expansive portfolio encompasses everything from affordable homes to luxury residences, as well as dynamic commercial hubs, thriving industrial and logistics spaces, and other specialised developments—ensuring we meet the evolving demands of diverse market segments, lifestyle aspirations, and business needs. Most recently, the Group launched Kanopi Residences (City of Elmina's first high-rise development) and high-end luxury properties The Ophera at KLGCC Resort and Elmina Ridge 1 in the City of Elmina, all of which achieved exceptional take-up rates.



### Industrial & Logistics Development

We are the go-to experts in Industrial and Logistics development, with our portfolio of projects featuring strategic locations, robust infrastructure, and a comprehensive suite of built-to-suit and built-to-sell industrial solutions. We are actively expanding our industrial footprint through projects at Elmina Business Park, Bandar Bukit Raja, Serenia City, Hamilton Nilai City, Nilai Impian, and Bandar Universiti Pagoh. Most recently, we entered the data centre asset class with our maiden project at Elmina Business Park. We remain committed to strengthening our strategic and competitive industrial positioning, ensuring the long-term viability and success of our industrial development pipeline.



### Battersea Power Station

After an extensive eight-year restoration and redevelopment, Battersea Power Station, one of London's most renowned landmarks, was officially opened in FY2022. Spearheaded by a consortium including Sime Darby Property, S P Setia Berhad, and the Employees Provident Fund ("EPF"), this mixed-use development spans approximately 3.5 million sq. ft. It offers a diverse range of retail, dining, leisure, and office spaces alongside over 4,000 residential units. The site also boasts 19 acres of public areas, featuring a six-acre park and a vibrant town square known as Malaysia Square.

## KEY FOCUS AREAS



Manage operational efficiency to ensure all financial and operational targets are met.



Strategic and competitive positioning to ensure the success and sustainability of our development pipeline.



Develop new capabilities to generate recurring income streams.

## BUSINESS ENVIRONMENT

- The Group began the year with a favourable outlook for 2024, fuelled by robust market performance in the industrial segment and improved sentiment in the residential segment.
- As the year progressed, the overall sentiment in the property sector remained positive, with a positive economic environment that was supported by the resilience of domestic expenditure and strong external demand.
- The Group was well-positioned to launch a diverse mix of products in 2024 worth RM4.2 billion in GDV, surpassing its target RM4.0 billion.
- Our strategic focus to diversify our products and offerings was evident in our product mix. The diversified launch portfolio saw residential high-rise products leading with 39% contribution (compared to 34% in 2023), followed by industrial (38%), residential landed (15%), and commercial (7%).
- In response to evolving market demands and stakeholder expectations for enhanced placemaking and sustainability, we have ramped up our efforts to develop placemaking initiatives to elevate the value of our townships, while seamlessly integrating sustainability elements into our development plans.
- We also achieved all-time high sales of RM4.1 billion, exceeding RM4.0 billion for the first time and well above our 2024 target of RM3.5 billion.

# OPERATIONS REVIEW

## Property Development

### Strategic Focus

- Driving Property Development momentum and optimising performance through a sustainable launch pipeline and a diverse, product mix.
- Expanding and accelerating income streams by activating recurring income within the core Property Development business.
- Championing our role as a *Force for Good* by embedding ESG principles through placemaking and sustainability initiatives across all business units.

### Progress Updates

- Launched RM4.2 billion in GDV across a diversified product mix. Key residential launches in FY2024, such as Elmina Ridge 1 at the City of Elmina and The Ophera at KLGCC Resort, achieved exceptional take-up rates of 98% and 85%, respectively, as of 16 March 2025. Industrial launches also saw robust demand, with the Signature Collection at Elmina Business Park recording a take-up rate exceeding 88%, while commercial products averaged a take-up rate of 94%.
- Sime Darby Property achieved a significant milestone through its entry into the high-growth data centre sector. Situated in Elmina Business Park, the collaboration capitalises on the City of Elmina's prime location and robust infrastructure, reinforcing its appeal as a destination for global tech giants. Spanning 126 acres, the two hyperscale data centres have 20-year leases with an combined value of RM7.6 billion. The landmark deal exemplifies the Group's expertise in developing, leasing, and delivering mission-critical assets to strengthen recurring income streams and expand Assets under Management ("AUM") in line with our SHIFT25 strategy.
- Elmina Lakeside Mall, the Group's second wholly owned mall, officially opened on 22 August 2024, featuring a biophilic design that seamlessly integrates nature with modern retail. The mall achieved a committed occupancy of 100% and attracted 180,000 visitors in its first week, reflecting strong consumer interest and demand.
- The following commercial, placemaking activation and sustainability initiatives were carried out in 2024:
  - Activation of the Elmina West Biodiversity Corridor with a layered natural forest, to provide an ecological corridor for wildlife movements and improve carbon sequestration.
  - 180-acre wetlands park in Bandar Bukit Raja serving as a nature-based solution to manage flood risks at Bandar Bukit Raja. To date, 50 acres of wetlands have been conserved.
  - BBRX Managed Industrial Park awarded a provisional GreenRE Platinum certification.
  - Placemaking efforts with the Elmina Urban Park, opened to the public in conjunction with the opening of Elmina Lakeside Mall in August 2024.
  - KL East Micro Forest, completed in July 2024.
  - The Courts @ KLGCC officially opened in January 2024.
  - Taman Komuniti Putra Heights officially opened in February 2024.

## CHALLENGES/RISKS

### Challenges

Margin compression due to higher construction costs.

Intensifying competition could disrupt our market share and financial performance.

### Mitigation/Strategies

- Cost optimisation with a well-designed procurement strategy to promote standardisation, maintain financial discipline, manage costs and ensure healthy margins.
- Capture the target market for Sime Darby Property's industrial townships through competitive pricing and positioning, highlighting the strategic location and the quality of facilities and infrastructure).
- Continue to launch a diversified mix of products in the industrial, residential high-rise, landed and commercial market segments.

### Results

- Roll-out of tactical procurement strategy.
- New construction methods that feature standardisation, and evaluations of modern methods of construction to scale up projects.
- Launched RM4.2 billion worth of diversified products (39% residential high-rise, 38% industrial, 15% residential landed and 7% commercial).
- During the year under review, industrial product offerings in Bandar Bukit Raja, Elmina Business Park, Serenia City, Nilai Impian and Hamilton Nilai City garnered strong interest and take-up rates.

## FINANCIAL PERFORMANCE

- Property Development remained the largest contributor to the Group's results, with revenue increasing by 24% to RM4.0 billion and Profit Before Tax ("PBT") growing by 38% to RM820.7 million. This represents the highest revenue and PBT in the Group's performance to-date.
- Total sales of RM4.1 billion surpassed our 2024 target by 17% and our 2023 sales by 23%. Residential High-Rise products led as the top sales contributor for the first time at 31%, followed by Industrial (30%), Residential Landed (24%) and Commercial (12%).
- Total unbilled sales stood at RM3.7 billion as at 31 December 2024, while bookings as at 16 February 2025 stood at RM2.0 billion.

## KEY HIGHLIGHTS

### Business Highlights

- The successful opening of Elmina Lakeside Mall in August 2024 marked another major milestone as Sime Darby Property's second wholly owned mall, bringing a vibrant retail experience that seamlessly blends nature-inspired elements with modern amenities. Designed as an open-concept, sustainability-focused retail hub, the mall serves the City of Elmina residents and a broader population of 870,000 people within a 20-minute catchment. Integrated into a 35-acre urban park, the mall has a committed occupancy of 100% and has been attracting an average of 640,000 visitors per month, making a significant impact within its first year.
- Two hyperscale data centres in Elmina Business Park mark our maiden foray into a new asset class for the Industrial & Logistics Development ("ILD") and Investment & Asset Management segments. The 20-year leases, with a combined lease value of RM7.6 billion, enhances our recurring income base in line with our SHIFT25 strategy.
- The Ophera at KLGCC Resort and Elmina Ridge 1 in the City of Elmina (both high-end luxury products) launched with exceptional take-up rates.
- Launch of Kanopi Residences, the first residential high-rise development at City of Elmina, gaining strong interest on its debut weekend as it drew in buyers with competitive pricing and amenities.

### Sustainability Highlights

- As part of our efforts in adopting good sustainable practices in our products and designs, a Sustainability Design Checklist was introduced for residential, commercial, and industrial developments. The checklist covers 9 sustainable material matters and ensures our developments are holistically aligned to the Group's Sustainability Framework, which also benefits homeowners.
- Pursuing commendable levels of green building certification. In 2024, we have provisionally certified five (5) developments:
  - Kanopi Residences, City of Elmina (GreenRE Gold)
  - The Ophera, KLGCC Resort (GreenRE Gold)
  - The Reya, KL East (GreenRE Gold)
  - Park One Melawati - GreenRE Silver
  - Teja, SJCC - GreenRE Silver
- Running operations as sustainable as possible, our Elmina Operations Office is provisionally certified GreenRE Platinum.
- Accelerated our renewable energy initiatives through a joint venture with GSPARX Sdn Bhd, a subsidiary of Tenaga Nasional Berhad. This collaboration will drive the rollout of rooftop solar projects across our assets and developments supporting our ambition to reduce 40 percent of Scope 1 and Scope 2 emissions by 2030, marking an important step towards our Net Zero Pathway.
- Elmina Ridge is the Group's first product installed with rooftop solar and battery system for each home, which garnered exceptional take-up rate upon launch.

### AWARDS AND RECOGNITIONS



#### FIABCI World Prix d'Excellence Awards 2024

- Environmental Category (Silver) – Elmina Rainforest Knowledge Centre



#### FIABCI Malaysia Property Awards 2023

- Environmental Category – Elmina Rainforest Knowledge Centre



#### The Edge Property Excellence Award 2024

- Masterplan Excellence – City of Elmina



#### Star Property Awards 2024 – Excellence Award

- Best Industrial Park Development – Serenia Industrial Park
- Best Southern Malaysia Development – Bandar Universiti Pagoh

### OUTLOOK AND PROSPECTS



Aerial view of Elmina Community Park, Elmina Central Park

Building on strong momentum in 2024, the upward trend is expected to continue into 2025. The property sector remains well-positioned for stable growth, supported by rising demand for industrial properties, high levels of recent investment, and overall resilience in the residential market. Despite this promising outlook, an increasingly competitive operating environment, driven by the rapid expansion of the property development sector and a surge in infrastructure projects and construction activity, could result in higher construction costs due to increased demand for materials.

To navigate these challenges, we continue to improve cost efficiency through value engineering, optimised designs, and long-term agreements with contractors, ensuring stability and resilience. Our diversified product mix across townships also helps protect margins without compromising quality. Sime Darby Property remains agile and responsive, focusing on demand-driven product types and strategic market segments to maximise returns, while placing emphasis on sustainability to ensure the long-term relevance of our products and enhancing placemaking assets to reinforce our market positioning.

### KEY FOCUS AREAS FOR 2025

Building a best-in-class Property Development business by



Maximising value extraction from our existing land bank by activating new townships and diversifying our product mix



Maintaining optimal launch pipeline momentum



Accelerating the activation of property development recurring income by leveraging earmarked lands to develop ILD, retail, data centres and other catalytic assets



Diversifying our market exposure through geographical expansion to capitalise on opportunities in emerging subsectors within new markets



Continuing to be a *Force for Good* as we ramp up our sustainability and placemaking efforts



# Investment & Asset Management



Elmina Lakeside Mall

## Who We Are and What We Do

Our Investment & Asset Management (“IAM”) segment provides recurring income through rental of investment properties, mall operations, returns from our concession business and investment, and fee-based income via our Industrial Development Fund (“IDF”).

# OPERATIONS REVIEW

## Investment & Asset Management

### OUR PORTFOLIO



Our investment portfolio includes a diverse range of assets in the retail, commercial/office, industrial and logistics space in Malaysia and the UK, with a total net lettable area ("NLA") of approximately 7.8 million sq. ft.

#### Retail

- **KL East Mall**  
within the KL East development ..... with NLA of 402,296 sq. ft.
- **Melawati Mall**  
in Taman Melawati (A 50:50 JV with CapitaMalls Asia Ltd.) ..... with NLA of 614,464 sq. ft.
- **Glades Plaza**  
at Putra Heights ..... with NLA of 32,702 sq. ft.
- **Elmina Lakeside Mall**  
at the City of Elmina ..... commenced operations on 22 August 2024 with NLA of 206,733 sq. ft.
- **KLGCC Mall**  
at KLGCC Resort ..... is set to launch to the public in 2H 2025 with NLA of 222,076 sq. ft.

#### Commercial/Office Assets

- Our commercial/office assets in the Klang Valley include Wisma MRT, ReGen Rehab Hospital and various assets within the premises of our corporate headquarters at Oasis Square, including Block F and Block G. Currently, our commercial/office assets in Malaysia boast an average occupancy rate of 96%.
- Our overseas commercial assets include the Battersea Power Station in the UK, held via a joint venture ("JV").

#### Industrial & Logistics Development ("ILD")

- Sime Darby Property MIT Development Sdn. Bhd. ("SDPMIT"), a JV partnership between Sime Darby Property, Mitsui & Co. Ltd., and Mitsubishi Estate Co. Ltd., is currently developing the Bandar Bukit Raja Industrial Gateway in Bandar Bukit Raja 1.
- To date, the JV has completed two Built-to-Suit ("BTS") facilities and a ready-built warehouse ("RBW") with pre-committed tenants.

#### 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.
- As of the end of 2024, we have completed Metrohub 1 and 2 at the E-Metro Logistics Park in Bandar Bukit Raja.



Metrohub 1, E-Metro Logistics Park, Bandar Bukit Raja



## STRATEGIC BUSINESS PERFORMANCE REVIEW

### Strategic Focus

#### Existing Assets

- Focus on growing our Assets Under Management (“AUM”) within townships and integrated developments while enhancing yields and improving operational efficiencies. This includes optimising asset-level performance by achieving strong net property income (“NPI”) yields and integrating ESG best practices across our portfolio.

#### Investments

- IAM’s investment approach focuses on growing our recurring income portfolio organically through Built-to-Core (“BTC”) developments across our key townships and integrated developments, supplemented by an inorganic approach targeting operating assets with stabilised yields in defensive sectors.

#### Fund Management

- Build on the progress of our inaugural Industrial Development Fund (“IDF”) and pursue new fund opportunities to expand our Funds Under Management (“FUM”) and fee-related earnings.
- Established a Singapore-based team to undertake regional fund formation and fundraising opportunities.

#### Developing Our People

- To enhance the development of our people’s capabilities, we have enhanced our organisational structure to strengthen our leadership bench and support talent development at IAM.
- This includes hiring key personnel to enhance expertise in investments, fund management, and asset management, aligning with our ambition to grow AUM and recurring income.

### Progress Updates

#### Retail

- KL East Mall (“KLEM”), our first wholly owned mall, has surpassed the Group’s NPI yield targets for 2024. This year, GSC opened an outlet at KLEM featuring an IMAX screen and its third family-friendly PlayPark. Additionally, the KLEM team earned the Bronze Award in the Below 10 Years — Retail-Strata category at The Edge Malaysia Best Managed & Sustainable Property Awards 2024.
- On 22 August 2024, we successfully launched operations at our second wholly-owned mall, Elmina Lakeside Mall which has achieved a committed occupancy of 100%.
- Moving forward, our retail team is set operationalise a third wholly-owned mall, KLGCC Mall in the second half of 2025.
- Our malls serve as vibrant community hubs that enhance residents’ quality of life by providing convenient access to retail, dining, and entertainment while also supporting local businesses, which in turn, strengthens the Group’s recurring income portfolio.

#### Office/Commercial assets

- Our Asset Management team is driving an ongoing effort to increase occupancy and reduce operating costs at our office and commercial assets, while implementing asset enhancement and ESG initiatives.

#### Investments

- Continued collaboration with the Property Development segment and supporting them on investment deals across a substantial pipeline of BTC projects in industrial, logistics and data centre sectors.
- Sime Darby Property has secured build-to-lease agreements for two hyperscale data centres in Elmina Business Park.
- Entered into a joint venture with GSPARX Sdn Bhd, a subsidiary of Tenaga Nasional Berhad, we launched our rooftop solar solutions project across Sime Darby Property’s portfolio to enhance renewable energy adoption.

#### Fund Management

- Closed our inaugural IDF fund, achieving the RM1 billion target at final close in April 2024.
- Completed the construction of Metrohub 2 and Metrohub 1, in May and August 2024, respectively.
- Leasing activities have accelerated, with tenants currently including JD Logistics, Toll Logistics, ComOne Express, Jindong Holdings Malaysia Sdn Bhd, J&T Distribution Solutions Sdn Bhd (“J&T”), amongst others.

# OPERATIONS REVIEW

## Investment & Asset Management

### KEY FOCUS AREAS



Expanding income streams by building a portfolio of recurring income assets that generate rental income and fee-based income



Emphasising three main lines of business, namely investments, fund management and operations (which include retail, asset management and concession arrangements)



Operating models include JV & partnerships, overseas ventures and new fund formation



Building the capability of people to be the enablers who execute strategies and initiatives that scale up and enhance the portfolio of IAM

### BUSINESS ENVIRONMENT

- Malaysia's macroeconomic outlook is promising and expected to have a favourable impact on real estate.
- With the impact expected to vary across different segments, we are diversifying into industrials, logistics and data centres.
- We remain focused on seizing growth opportunities supported by government policies and infrastructure investments.
- The office sector is expected to be challenging due to high borrowing costs, inflation, and shifting consumer and business behaviours.
- Neighbourhood malls are anticipated to benefit from steady foot traffic due to their strategic locations. This is supported by a shift in consumer preference in favour of convenience and essential goods shopping closer to home.
- The global business environment for fundraising in the real estate industry remains challenging, with tighter liquidity, cautious investor sentiment, and rising interest rates impacting capital flows. Despite these headwinds, we successfully secured 30% in capital commitments, enabling us to achieve our RM1 billion target for the final close of the Industrial Development Fund ("IDF") in April 2024. This milestone underscores investor confidence in our strategic vision and the resilience of our investment approach in navigating evolving market dynamics.

## CHALLENGES / RISKS

## Challenges

Building our brand and track record in investment and fund management.

Limited supply of investment grade assets.

Extended timelines to develop and stabilise key strategic assets.

## Mitigation/Strategies

- Focus on strengthening the IAM leadership bench.
- Develop partnership or undertake platform acquisitions for new fund formation and to raise third party capital.

- Focused on activating build-to-core assets within Sime Darby Property's key townships through close collaboration with the Property Development segment.

- Allocating dedicated resources along structured timelines to execute recurring income projects.

## Results

- Optimised manpower resources to acquire the capacity to execute effectively.
- Strengthened manpower capabilities to drive deal-making, optimise investment decision-making and ensure effective long-term asset management.

- Progressively executed organic investment initiatives to contribute towards sustained AUM growth.

- Developed a strategic asset allocation framework to balance our portfolio across diverse asset classes, geographies and risk profiles, reducing our overdependence on any single sector or development strategy, and enhancing overall portfolio resilience.

## FINANCIAL PERFORMANCE

- The IAM segment delivered strong growth in 2024, with revenue rising 29% to RM139.1 million.
- The increase was driven by strong contributions from KL East Mall and Elmina Lakeside Mall, both achieving exceptional occupancy rates of 99.5% and 97.8%, respectively.
- Despite growth in retail, the segment continues to face challenges in the form of net fair value losses on investment properties and a higher share of losses from Battersea Power Station ("BPS"), resulting in a Loss Before Tax ("LBT") of RM11.4 million.
- Excluding BPS, the IAM segment recorded a PBT of RM73.3 million, more than double the RM33.4 million achieved in 2023.
- Future earnings visibility (2027 and beyond) was enhanced with the securing of two 20-year data centre leases worth RM7.6 billion.

# OPERATIONS REVIEW

## Investment & Asset Management

### KEY HIGHLIGHTS

#### Business Highlights

##### Retail:

- Operationalised Elmina Lakeside Mall in August 2024, achieving a committed occupancy of 100%.
- Recorded strong physical occupancy of 99.5% at KLEM and 92.0% at Glades Plaza, with KLEM also gaining industry recognition in the The Edge Malaysia Best Managed & Sustainable Property Awards 2024.

##### Asset Management:

- Secured lease extension for existing assets, such as Wisma MRT and ReGen Rehab Hospital, while sustaining AUM growth from new assets acquired.

##### Investments:

- Entered into two agreements to build and lease hyperscale data centres in Elmina Business Park worth RM7.6 billion.

##### Fund Management:

- Achieved Final Close for our Industrial Development Fund ("IDF") in April 2024, securing RM1 billion in capital commitments.
- Completed construction on Metrohub 2 and Metrohub 1 under the IDF in May and August 2024, respectively, securing leases with major logistics tenants.

#### Sustainability Highlights

- Rooftop solar solutions have been rolled out at 9 Sime Darby Property assets, with one more site expected to be completed in April 2025. The initiative is projected to achieve an annual carbon reduction of 2,729 tCO<sub>2</sub>-e.
- The Asset Management team maintained ongoing collaboration with the Leisure and Sustainability segments to deliver energy-saving initiatives across Leisure assets.
- Initiated sustainability initiatives across various retail, office and concession assets, including the following:
  - Introduced a recycling and buy-back centre, and expanded energy-efficient lighting, at KLEM.
  - Implemented renewable energy systems, waste recycling and segregation at Elmina Lakeside Mall.
  - Installed rooftop solar panels to reduce electricity costs and emissions at Glades Plaza.
  - Executed energy conservation initiatives for Block G, Oasis Square.
  - Deployed solar and rainwater harvesting systems at the International Islamic University Malaysia ("IIUM")

### AWARDS AND RECOGNITIONS



#### The Edge Malaysia Best Managed & Sustainable Property Awards 2024

- Bronze Award in the Retail-Strata category (KL East Mall)



## OUTLOOK AND PROSPECTS



An evening view of EV Arena Elmina and Elmina Lakeside Mall

### Property Sector Outlook

- The global real estate market in 2024 faced challenges from high interest rates, inflation, and economic uncertainties, but opportunities remain in key sectors:
  - Industrial & Logistics: Sustained demand driven by e-commerce growth and the need for sustainable, high-yield assets, particularly in the Klang Valley.
  - Data Centres: Expanding due to digital economy growth, IoT, 5G, and AI advancements.
- Office Market:
  - Stabilising as businesses adapt to new workplace dynamics with increasing demand for flexible, co-working, and hybrid office spaces.
  - Hybrid work models are driving demand for collaborative, scalable, and cost-efficient spaces.
- Retail Market:
  - Malls are evolving with experiential retail and sustainability-focused operations.
  - Neighbourhood malls remain resilient, while larger malls face occupancy challenges due to new retail space influx.
- Hospitality & Senior Living:
  - Hospitality: Recovery continues, with hotel inventory expected to grow by 15% (38,200 rooms by 2025). Government initiatives like Tahun Melawat Malaysia 2026 aim to boost tourism with a target of 26.1 million visitors.
  - Senior Living: Malaysia's aging population (11.6% aged 60 and above) is driving demand for community-driven, technology-assisted elderly care models, with telehealth and smart home technologies gaining traction.
  - Looking ahead, the real estate sector is expected to embrace technology-driven solutions, opening long-term investment opportunities in logistics, industrial, and data centres. Sustainability is also an area of focus, with increasing emphasis on ESG compliance and energy-efficient projects shaping future real estate developments.



## OPERATIONS REVIEW

### Investment & Asset Management

Malaysia's property market is poised to benefit from economic recovery, structural reforms, and green/digital transformation initiatives. The nation's strategic policies underscore its commitment to sustaining economic growth and fostering an investor-friendly environment. These trends present significant opportunities for investors and developers to innovate, capitalise on high-growth sectors, and ensure resilience and competitiveness in a dynamic global landscape.

#### Fundraising Outlook

Malaysia, as well as the region's fundraising environment is gradually improving as economic conditions stabilise. Government initiatives, such as the New Industrial Master Plan 2030 fund-of-funds, aim to strengthen the ecosystem.

Fund managers are pivoting toward logistics, technology infrastructure, and green energy to drive resilience and growth. Concurrently, fundraising timelines have lengthened, prompting managers to adopt co-investments, club deals, and strategic partnerships to secure capital.

#### Sector-specific trends driving real estate investment include:



"Beds and Sheds"  
(residential &  
logistics/industrial)  
gaining traction.



Retail and office  
markets projected  
to normalise by  
2025-2026.



Living Sectors are  
attracting investments  
due to favourable  
demographic.



Data centres remain  
a high-growth sector,  
but face high capital  
needs, liquidity  
constraints, and  
execution risks.

Investors are increasingly focusing on niche and specialised opportunities, supported by structural growth drivers such as demographics and digitalisation. Fund managers prioritise defensive investment strategies and high-conviction deals, while risk-tolerant investors explore emerging sectors like digital infrastructure and untapped markets such as India.



## OPERATIONS REVIEW

# Leisure



## Who We Are and What We Do

Our Leisure segment proudly owns and manages Malaysia's premier golf and country club, the iconic Kuala Lumpur Golf & Country Club ("KLGCC"). Nestled in the tranquil greenery of Bukit Kiara, Kuala Lumpur, this world-class club boasts a 36-hole tournament-standard course and has hosted over 23 professional golf championships. It is currently the home venue for the prestigious LPGA-sanctioned Maybank Championship.

Beyond KLGCC, the segment manages the Impian Golf & Country Club ("IGCC") in Kajang, the Sime Darby Convention Centre ("SDCC")—a distinguished venue for meetings, conferences, events, and exhibitions—and the Bayuemas Sports and Events Complex, which features a cricket field that can host both local and international matches, as well as the indoor lawn bowling stadium.

# OPERATIONS REVIEW

## Leisure

### OUR PORTFOLIO



#### **KUALA LUMPUR GOLF & COUNTRY CLUB (“KLGCC”)**

- Spanning an expansive 279 acres within the KLGCC Resort, this celebrated club is a premier destination that is renowned for its world-class facilities and track record as a host for prestigious events.



#### **IMPIAN GOLF & COUNTRY CLUB (“IGCC”)**

- A scenic 142-acre golf and country club situated in the serene outskirts of Kajang that features beautifully landscaped greenery for all to enjoy.



#### **SIME DARBY CONVENTION CENTRE (“SDCC”)**

- At 17,000 sq. ft., this venue within the KLGCC Resort offers a grand ballroom with a generous capacity for 2,600 guests, and also 17 versatile function rooms.



#### **BAYUEMAS SPORTS AND EVENTS COMPLEX (“BAYUEMAS”)**

- Located in Klang, this sports complex is home to a state-of-the-art cricket stadium ready for both local and international tournaments, as well as indoor lawn bowling stadium.

### STRATEGIC BUSINESS PERFORMANCE REVIEW



#### **Building Momentum**

- Hosting the prestigious Maybank Championship at KLGCC for the second time in October 2024, we reaffirm our dedication to delivering world-class events that position us as a premier golfing destination that will elevate Kuala Lumpur's place in the golfing world.



#### **Streamlining Leisure Operations & Revitalising SDCC**

- Drawing up a comprehensive Leisure Organisational Chart, revitalising SDCC operations, and hiring key department heads charged to strengthen leadership and accelerate operational efficiency.



#### **Expanding Event Offerings and Driving Revenue Growth at SDCC**

- SDCC successfully hosted 422 events to bring in RM16.4 million in revenue, an increase from RM13.2 million in FY2023. This growth reflects our efforts to diversify event offerings that will increase client satisfaction and make our mark as a premier venue for a wide range of events.



#### **Upgrading Facilities and Enhancing Member Experience at IGCC**

- IGCC is undertaking renovations to restore and enhance the buggy tracks, bunkers, and Golfer's Terrace, aiming to elevate the member experience and uphold the facility standards. Strengthening its reputation as a premier golfing destination, IGCC proudly hosted the PGAM Satellite Tour in August 2024.

### KEY FOCUS AREAS



We plan to launch innovative services and partnerships to diversify our offerings, to secure a steady stream of income and our market relevance through programmes for golf course & assets enhancement, active membership management, revenue base growth, capability building and service culture improvement, and championing sustainability.



Operational efficiency and asset optimisation will remain central to our business, empowering us to deliver consistent excellence while staying competitive.

## BUSINESS ENVIRONMENT

- The Leisure segment experienced positive momentum from higher footfall in 2024, due to the improved facilities and expanded offerings of dining and social activities.
- We saw encouraging demand for memberships and services, where the increase was driven primarily by golfers, corporates, young families, and sports enthusiasts who subscribed for the improved golf course condition and other upgraded sport facilities.
- With our strategy to diversify event offerings via innovative F&B menu and partnerships, the banqueting and event business also marked a significant increase across KLGCC, SDCC, and IGCC. These included our popular 'Dapur Ramadan' buffet, corporate functions, and wedding events.

## CHALLENGES/RISKS

Challenges	Mitigation/Strategies	Results
Asset enhancement required to maintain our premium position.	<ul style="list-style-type: none"> <li>• Essential refurbishment and upgrades at KLGCC for assets such as machinery and equipment (mowers, top dressers and others), the East Course (irrigation pump and bunkers), swimming pool, Golfers Terrace, Annex Building (e.g., toilets and driving range), SDCC (overall building and kitchenware), and at IGCC for buggy paths and bunkers.</li> </ul>	<ul style="list-style-type: none"> <li>• We have begun the refurbishment and repair work that we recognise as priorities, and aim to complete these in planned stages to ensure timely and satisfactory completion.</li> </ul>
Balancing capital expenditure to ensure optimal investment in infrastructure and operations.	<ul style="list-style-type: none"> <li>• Price fluctuations have presented significant procurement challenges that call for strategic measures to manage cost efficiency and ensure supply stability.</li> </ul>	<ul style="list-style-type: none"> <li>• We strategically scheduled key purchases to ensure timely delivery within the current year or in the following calendar year.</li> </ul>
Maintaining high-quality service levels amid operational and resource constraints.	<ul style="list-style-type: none"> <li>• Focused on building a best-in-class team with a customer-first mindset.</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitality service standards training was conducted to enhance and reinforce our quality of service.</li> </ul>

## FINANCIAL PERFORMANCE

- Revenue for the segment grew by 6.6% to surpass RM100.0 million in 2024.
- The boost was driven by higher banqueting/F&B, membership and golfing activities across our assets, as well as the second consecutive year of successfully hosting of the LPGA-sanctioned Maybank Championship at KLGCC in October 2024.
- Despite the revenue boost, the segment recorded a LBT of RM29.4 million due to higher depreciation resulting from an asset review exercise for the year. This, however, had no impact on cash flow.
- Excluding the impact of accelerated depreciation, the segment's net operating loss improved to RM2.4 million, up from the net operating loss of RM3.8 million recorded in 2023.

### KEY HIGHLIGHTS

#### Business Highlights

##### Operations:

- KLGCC proudly hosted the second edition of Maybank Championship in October 2024, showcasing top-level global golfing talent competing for Asia's highest prize purse of USD3 million. As part of our 3-year deal (with an option to extend for two additional years), the tournament has continued to attract the world's best LPGA players to test their skills against KLGCC's West Course.
- KLGCC also played host to the inaugural ASEAN Qualifier in August 2024, opening a pathway for women's golf in ASEAN.

##### People:

- The Leisure segment's Employee Engagement Score reached 72%, a significant increase from 33% in 2023. This score is 7% higher than the Malaysian average of 67%. The survey achieved an impressive 97.5% response rate.
- KLGCC partnered with the Malaysian Association of Hotels Training and Education Centre ("MAHTEC") and 59club to organise training programmes aimed at improving customer service standards.
- Image empowerment training was successfully completed between September and October 2024, with new uniforms scheduled for roll-out by Q1 2025.
- The energy incentive programme was introduced in September 2024 to drive the Group's Net Zero agenda.

#### Sustainability Highlights

- Successfully integrated regular incident reporting into daily operations, to foster a strong safety culture across the organisation.
- Advancing Carbon Reduction and Urban Biodiversity at KLGCC in alignment with our 6% carbon reduction target, KLGCC has implemented several initiatives, including an energy audit, the War on Waste ("WOW") Energy programme, and a subscription to TNB's Green Energy Tariff. Additionally, as part of our urban biodiversity champion plan, we are currently exploring a proposal for a wildlife tunnel on our property to support ecological connectivity.
- KLGCC implemented a food waste management system using BioBin, which is now actively used by all of the club eateries, including in-house F&B operations and external tenants.

### AWARDS AND RECOGNITIONS



**KLGCC was ranked 76th among the Top 150 Platinum Golf & Country Clubs of The World, 2024 - 2025.**



**KLGCC was listed in the Top 50 Platinum Clubs of Asia-Pacific.**



**The West Course was ranked 27th in Top 100 Golf Courses Asia, 2024.**



## OUTLOOK AND PROSPECTS



Kuala Lumpur Golf & Country Club

### Property Sector Outlook

- Malaysia's tourism sector is set for strong growth in 2025, driven by strategic investments and enhanced international connectivity.
  - Malaysia aims to attract 35.6 million international visitors by 2026.
  - Visitors are anticipated to generate an estimated RM147.1 billion (US\$33 billion) in tourism receipts.
- The positive outlook for Malaysia's leisure and golf industries presents opportunities for growth, enhanced customer engagement, and increased revenue. By capitalising on sustainability, premium experiences and golf tourism, the Leisure segment can expand its market presence, attract new clientele and drive long-term revenue growth.
- Having navigated the challenges of the pandemic, the Leisure segment has steadily rebuilt its foundation, making consistent progress in enhancing its golf and hospitality offerings. A thoughtful and strategic rebranding exercise, targeted investments, and a commitment to improving both people and products have contributed to strong growth in club events, golf tournaments, revenue and member engagement. With rising tourism, the segment is well-positioned to maintain this upward trajectory.
- As a leading golf, sports and lifestyle destination, we remain committed to sustained progress, with a clear focus on sustainability and long-term value creation.



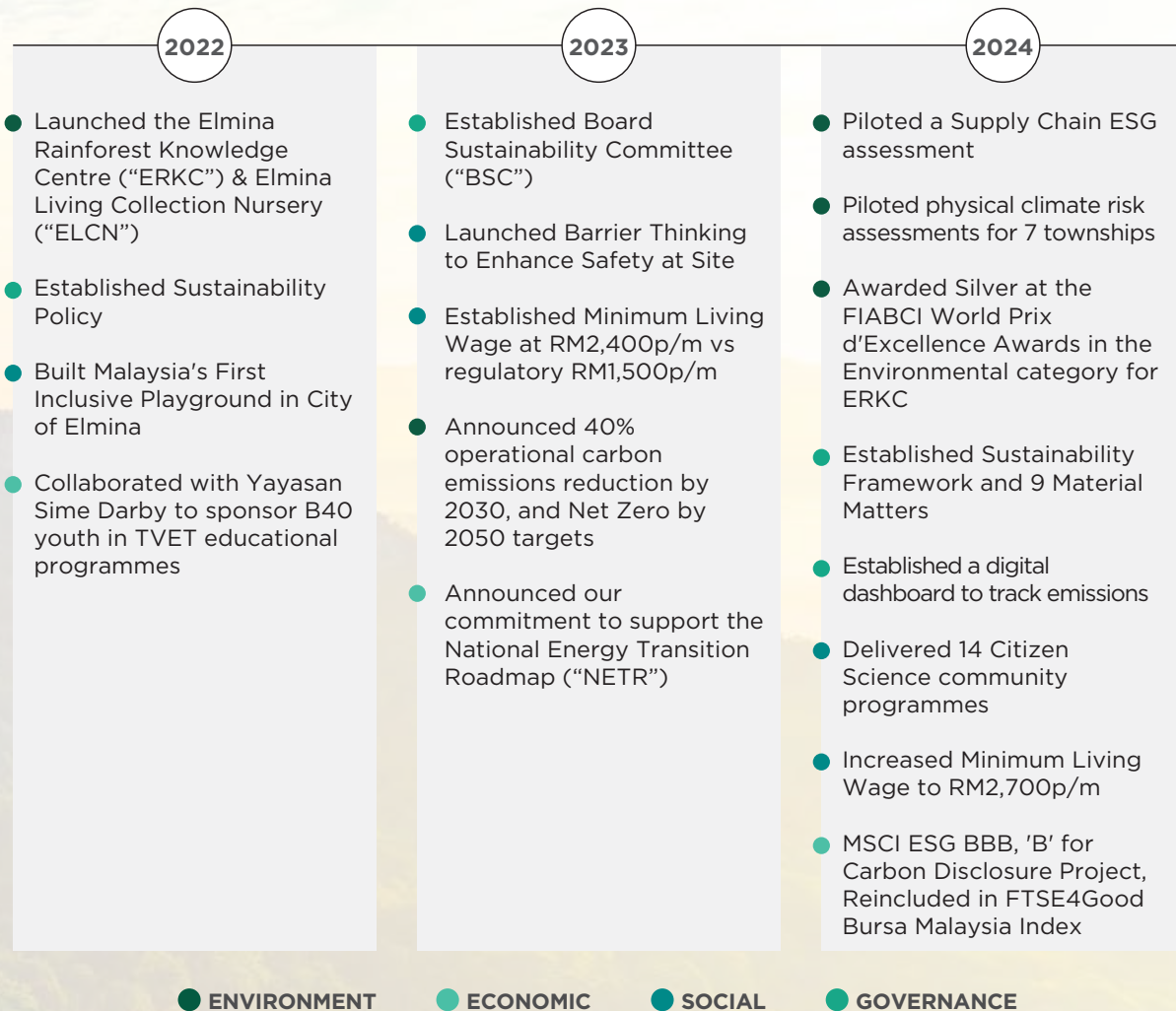
# Sustainability Statement



# Sustainability Statement

## Our Sustainability Journey

Sustainability plays an integral role in shaping our business strategies and operations. We uphold responsible business ethics to create lasting value and drive positive impact for businesses, economies, communities, and the environment. Moving forward, we will remain focused on the four key Economic, Environmental, Social and Governance (“EESG”) dimensions, strengthening governance, advancing key initiatives, and driving progress towards our reporting commitments while reinforcing our position in sustainability leadership. Below details our sustainability journey over the last three years.



In 2024, we were recognised for spearheading urban biodiversity efforts at the 2024 FIABCI World Prix d’Excellence Awards in Singapore. Our Elmina Rainforest Knowledge Centre (“ERKC”) was awarded silver in the Environmental Category, acknowledging its contributions to environmental literacy and urban biodiversity conservation and its positive sustainability impact on Malaysia’s real estate industry.

This year, our biodiversity data was externally assured for the first time with 90.3% of our existing projects and operations having been assessed for biodiversity risks. We have planted a total of 30,100 Endangered, Rare and Threatened (“ERT”) tree species and restored more than 3.6 million m<sup>2</sup> green and blue spaces across our townships, in line with our Avoid, Regenerate, Conserve (“ARC”) Approach. We are also proud to have achieved a rating of B in the Carbon Disclosure Program (“CDP”) in 2024, as well as making our return to the FTSE4Good Bursa Malaysia Index.

# Sustainability Statement

## Sustainability Framework

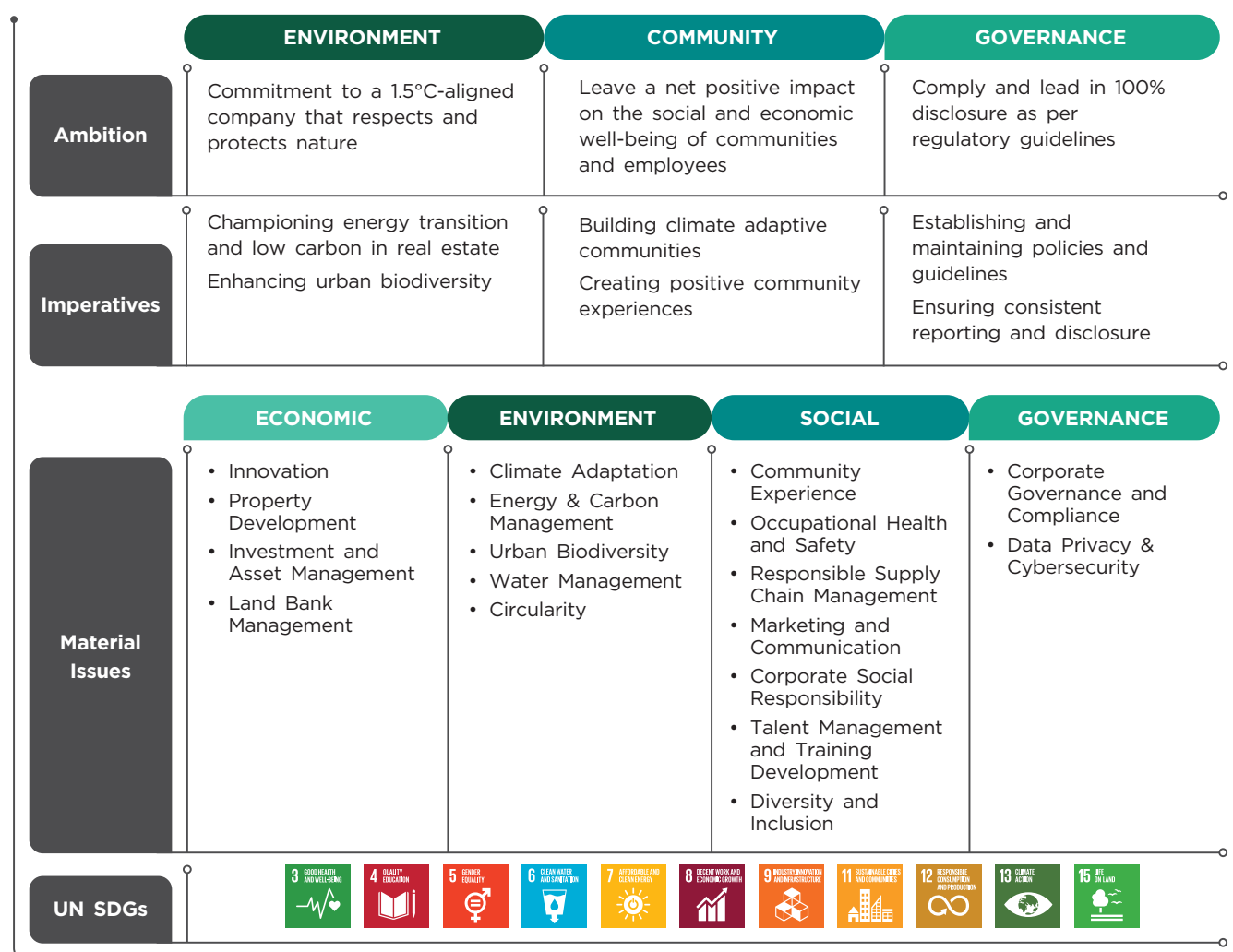
Our sustainability framework is built based on our EESG core principles which are the drivers for operationalisation. Our EESG commitments are also mapped against eleven selected UN Sustainable Development Goals ("UN SDGs") which encompassed all the four dimensions. This forms part of our corporate strategy and social responsibility towards driving long-term, sustainable success.

### Our Purpose:

To be a Value Multiplier for people, businesses, economies and planet

### Our Vision:

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



Sime Darby Property Sustainability Framework

# Sustainability Statement

## Sustainability Agenda

Established since 1973, Sime Darby Property's outlook on the sustainability agenda is anchored by two key aspects. First, the success of Sime Darby Property in terms of its over 50 years of experience in the property development and secondly, its recognition as a top property developer.

Over the last fifty years, we have thrived through a constantly changing environment, be it socially, economically, or environmentally. The journey was not always smooth, but our presence today demonstrates our resilience as we continue to be among the top in the industry in which we operate. Additionally, half a century's worth of experience is a testament that leveraging on sustainability as an enabler helps us multiply value for communities, businesses, economies, and the environment. We call it being a *"Force for Good"*. To be a *Force for Good*, we invest in our people, innovation, and resources to ensure we are kitted out to drive the sustainability agenda.

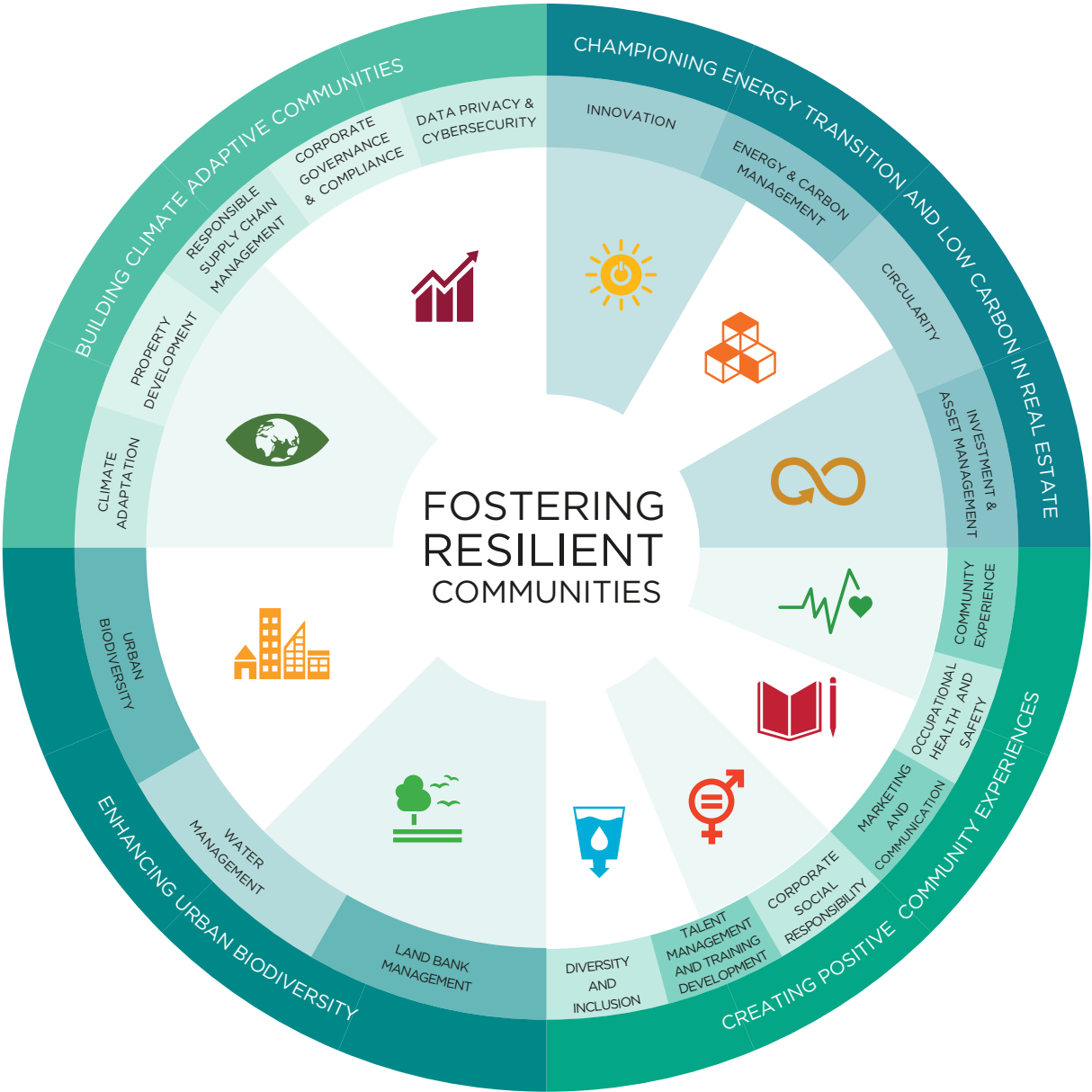
For us, disclosure requirements and compliance frameworks are the beacon that advances our ability to foster transparency, and leverage on a strong data-centric approach. We believe that this approach builds trust and keeps us accountable. This way, we can enhance our engagements with our stakeholders and ensure we continue to make a positive impact on the world around us.

### SUSTAINABILITY AS A VALUE MULTIPLIER

Guided by our core purpose as a Value Multiplier, we are committed to fostering sustainable developments that create harmony between the built environment and nature. A key pillar of our sustainability agenda is achieving Net Zero carbon emissions by 2050, recognising the urgency of mitigating climate change and reducing our environmental footprint. To achieve this, we have adopted a two-pronged approach that integrates technology-based solutions with nature-based strategies. On the technology front, we are retrofitting our assets with energy-efficient technologies and installing rooftop solar panels at 14 operational sites to reduce energy consumption. At the same time, we are investing in nature-based solutions, such as developing urban biodiversity corridors and conserving green spaces like KL East Park, to enhance carbon sequestration and urban biodiversity. Strengthening these efforts is our emphasis on education and collaboration, where we work closely with communities and supply chain partners to raise awareness and drive meaningful action in reducing emissions across all levels.

Urban biodiversity remains central to our vision for climate-adaptive communities, as it plays a crucial role in enhancing ecological health and improving the quality of life. Our developments are designed to integrate green and blue spaces that support diverse ecosystems while fostering sustainable urban living. Through initiatives like the Elmina Rainforest Knowledge Centre, we are actively conserving endangered species, restoring natural habitats, and connecting people with nature to instill a deeper appreciation for environmental conservation. As population growth drives increasing resource demands, we remain committed to building climate-resilient landscapes such as the Bandar Bukit Raja wetlands, KL East Park, and the Elmina Urban Biodiversity Corridor. By embedding biodiversity considerations into urban planning and promoting public engagement, we aim to enhance awareness of climate resilience, empowering individuals to contribute to a sustainable future.

2024 was also significant in that we enhanced the way we govern our energy and carbon emissions, as well as in how we integrate urban biodiversity principles across our pre-development, construction and post-development (operations) stages of our business. We now have an Energy and Carbon Emissions guideline, as well as the Urban Biodiversity Guideline. The Energy and Carbon Emissions guideline provides guidance to all our business segments and takes is reference from the Energy Hierarchy and Carbon Management Hierarchy frameworks. The Urban Biodiversity Guideline on the other hand, references our ARC (Avoid, Regenerate and Conserve) framework.



# Sustainability Statement Policies and Guidelines

We are dedicated to embedding sustainable practices throughout our operations. To achieve this, we have established a suite of policies and guidelines that provide clear directives across various material matters. These policies and guidelines serve as the foundation of our operational ethos, guiding our actions and decisions to align with our sustainability objectives. By adhering to these frameworks, we ensure that our business practices not only comply with regulatory standards but also contribute positively to the environment and society.



## ENVIRONMENTAL

- Energy and Carbon Emissions Guideline
- Integrated Waste Management 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
- Sime Darby Property Tree Planting Matrix
- Sustainability Policy



## SOCIAL

- Quality, Health, Safety, Security and Environment ("QHSSE") Policy
- Stakeholder Engagement Policy
- Human Resource Policy
- Human Rights Policy



## GOVERNANCE

- Whistleblowing Policy
- Anti-Bribery and Corruption Policy
- Conflict of Interest Policy
- Group Procurement Policies & Authorities ("GPPA")
- 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

For more information on our policies and guidelines, please refer to our Sustainability Report 2024 pages 119 to 124

Leadership Insights

Overview of Sime Darby Property

Value Creation

Management Discussion and Analysis

Sustainability Statement

Leadership

Governance

Financial Statements

Additional Information



# Sustainability Statement

## Contribution to The UN SDGs

Sime Darby Property contributes positively to 11 United Nations Sustainable Development Goals (“UN SDGs”) by integrating sustainability into its operations and driving positive impacts. Through initiatives like ensuring worker health and safety, promoting technical and vocational education, and advancing gender diversity with 36% female board representation, we support Good Health and Well-being (Goal 3), Quality Education (Goal 4), and Gender Equality (Goal 5). Our commitment to Clean Water and Sanitation (Goal 6) is driven by our initiative in reducing potable water usage by installing water-saving features in over 400 homes in 2024. We champion Affordable and Clean Energy (Goal 7) by implementing solar photovoltaic systems and reducing energy consumption, while driving Industry, Innovation, and Infrastructure (Goal 9) with energy-efficient homes across 6 townships.

Our townships embody Sustainable Cities and Communities (Goal 11) by integrating green spaces and achieving over 150,000 tree plantings, including ERT species, aligning with our Climate Action (Goal 13) commitment to reach Net Zero by 2050. By advancing circular economy principles, we diverted 50% of waste from disposal in 2024, contributing to Responsible Consumption and Production (Goal 12). As the first Malaysian real estate company to achieve ArbNet Arboretum Level II Certification for Elmina Central Park, we actively protect biodiversity, supporting Life on Land (Goal 15). Together with communities, industry bodies, and stakeholders, we drive meaningful progress through Partnerships for the Goals (Goal 17), creating a sustainable future for all.

### UN SDG

### Our Contribution



**Target 3.8:** Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

- Collaborated with Yayasan Sime Darby to support Poliklinik Primer Sejahtera Pagoh, providing healthcare services to over 600 residents and students in underserved areas.
- Organised health screening event and blood donation drive in partnership with Columbia Asia and HTAR at Bandar Bukit Raja.
- Expanded community fitness programmes with Family Fitness Fun Days across townships, promoting active and healthy lifestyles.



**Target 4.b:** By 2020, substantially expand globally the number of scholarships available to developing countries, in particular programme least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries.

- We focused on empowering B40 students through TVET by providing underprivileged youths with technical skills and job placement opportunities, along with two years of monitoring for successful transition into sustainable employment.
- We supported the delivery of a Back-to-School Programme which saw us assisting 4,584 students across 28 schools, investing over RM695,000 in essential school supplies to eliminate financial barriers and ensure access to education.



**Target 5.5:** Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

- We achieved 36% female representation on the board and 46% in C-suite positions, enhancing leadership diversity. We also saw an increase in the female talent pool by 19%, and women account for 41% of senior management promotions. We promote an inclusive workplace through leadership training, equal access to career development, and inclusive operational initiatives.



**Target 6.4:** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.

- In 2024, our business activities increased with more product launches, a new retail mall with close to full tenant occupancy and more events. This led to an increase in our potable water consumption by 22% compared to 2023. We will continue to enhance our water conservation efforts and demonstrate stronger water stewardship.
- Investment in Water Infrastructure: We have allocated over RM100 million towards enhancing the Integrated Water Supply Scheme (“IWSS”) to improve water efficiency.



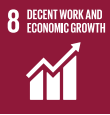
**Target 7.2:** By 2030, increase substantially the share of renewable energy in the global energy mix.

- We have expanded our renewable energy footprint, installing 603 kWp of rooftop solar across nine assets, with an additional 208 kWp at SDCC set for completion in Q2 2025, bringing the total to 811 kWp.
- Elmina Ridge 1 introduced solar-powered homes with Battery Energy Storage Systems (“BESS”), deploying 1 MWp across 228 units, reinforcing the company’s commitment to increasing the share of renewable energy in its developments.



## UN SDG

## Our Contribution



**Target 8.8:** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment.

- We secured collective bargaining rights by establishing agreements with the National Union of Commercial Workers (“NUCW”), promoting fair labour practices and worker representation and ensuring workers’ rights.
- We promoted safety awareness by engaging over 8,000 contractors and subcontractor workers to enhance workplace safety culture and reduce incidents.
- To enhance safety, we conducted 11,971 hours of training, including specialised Hazard & Effect Management Process (“HEMP”) training and Excavation Work Training, to equip employees with necessary skills for a safer work environment.
- We increased the minimum living wage from RM2,400 to RM2,700, benefiting over 200 lower-income employees and enhancing their financial well-being.



**Target 9.4:** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

- We upgraded our Building Automation System (“BAS”) to enhance energy optimisation, projected to reduce electricity consumption by 10% upon completion in 2025.
- Replacement of fluorescent tubes with LED lighting in KL East Mall, led to an annual carbon emissions reduction of 221 tCO<sub>2</sub>e.
- We also optimised our HVAC (in SDCC, KL East Mall and HQ) which included adjusting chiller operation hours and improving AHU efficiency, resulting in substantial energy savings.



**Target 11.6:** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

- In 2024, we enhanced our townships and commercial buildings by incorporating green spaces and urban nature to improve biodiversity and resilience. Our expansion included eco-friendly infrastructure such as KL East Park, Hamilton Biodiversity Park, and Bandar Bukit Raja Wetland Park. These developments promote vibrant and sustainable communities through placemaking and inclusive social spaces.



**Target 12.5:** Substantially reduce waste generation through prevention, reduction, reuse and recycling.

- We diverted 50% of total waste from landfills, as part of our commitment on promoting a circular economy.
- We practice organic waste composting in our operations and mulching of green waste.
- We practice waste segregation in operations including waste diversion at construction sites.
- We implement engagement and capacity building with contractors to improve waste diversion rates.
- We organise sustainable waste management initiatives including collaboration with partners and campaigns such as zero single use plastic.
- We leverage on our integrated waste management guideline to enhance planning and implementation of sustainable waste management.
- We engaged with the relevant authorities and utility providers at various stages of development.
- We uphold compliance with the requirements of utility providers.
- We assess projected future demand for utilities to ensure the relevant infrastructure are commissioned in a timely manner, and
- We use non-potable water in construction sites to reduce stress on potable water.



**Target 13.2:** Integrate climate change measures into national policies, strategies and planning.

- We have pledged to reduce 40% of our operational emissions (Scope 1 and 2) by 2030, and strive to be Net Zero (Scope 1 and 2) by 2050. We have established near- and long-term reduction strategies that are embedded across our business strategies.



**Target 15.5:** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

- We restored approximately 3.6 million m<sup>2</sup> of disused oil palm plantation land, planting 155,349 trees, including 30,100 from threatened species. Our efforts also supported biodiversity conservation, with 70 recorded reptile and amphibian species (including 4 threatened), 201 bird species (24 threatened), and 39 mammal species (20 threatened).
- We expanded the Elmina Urban Biodiversity Corridor by 500 meters, developed a 180-acre constructed wetland in Bandar Bukit Raja, and launched an Ethnobotanic Garden in Bandar Universiti Pagoh, enhancing urban biodiversity and ecological resilience.
- Our community engagement efforts included 8 Wanderlab programmes and biodiversity workshops, benefiting over 160 children by fostering environmental awareness and education.
- We were honored with the MLAA14 Awards and FIABCI Silver, reaffirming our commitment to protecting natural habitats, preventing biodiversity loss, and supporting endangered species.

# Sustainability Statement

## Addressing our Material Matters

As a Main Market listed company, Sime Darby Property complies with mandatory ESG disclosure requirements aligned with the latest Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia. Our 2024 Sustainability Report (page 18) provides a comprehensive breakdown of our EESG performance for FY2024.

Following our comprehensive double materiality assessment in 2023, we have reviewed our organisational boundaries, operations, and structure to determine whether any significant changes warrant a reassessment. As of 2024, these aspects have remained largely unchanged, with stakeholder expectations, industry regulations, and external environmental and social contexts remaining stable. Given this continuity, the findings from our 2023 assessment remain relevant and continue to guide our sustainability direction.

Building on this foundation, our 2023 double materiality assessment was instrumental in enhancing our ability to analyse the company's impact across environmental, social, and ethical dimensions. By adopting this approach, we strengthened our sustainability reporting, ensuring a more comprehensive and transparent disclosure process. The double materiality approach enables us to evaluate both how sustainability issues affect our business and how our operations influence sustainability. This dual perspective—assessing external impacts on our company (outside-in) alongside our company's impact on society and the environment (inside-out)—provides a well-rounded understanding of our sustainability footprint. By implementing this methodology, we reinforce trust among stakeholders, including government bodies, investors, and the public, through clearer and more detailed reporting. Our prioritisation matrix, detailed in the Sustainability Report (page 25), visually maps the material EESG matters that guide our decision-making.

### Driving Our Vision Through Innovation

In 2024, we continued to integrate low carbon design, construction and operations, with a strong emphasis on energy efficiency, enhancing urban biodiversity, increasing our waste diversion rates and accelerating the adoption of renewable energy. We also focused on enhancing operational efficiency, strengthened our strategic partnerships, while investing in innovation to create future-proof communities and cities. Key initiatives include leveraging technology in our Leisure assets, partnering with Tenaga Nasional Berhad for rooftop solar projects and Technogym to enhance health and wellness in our developments.

#### Material Matter

#### 2024 Impacts and Achievements



#### Innovation



- Obtaining provisional green building certifications for six developments.
- Elmina Ridge became Malaysia's first landed development with expandable Battery Energy Storage Systems ("BESS").
- Investment in energy-efficient technologies throughout assets, such as HVAC enhancement, LED upgrades, and automation systems resulted in substantial decreases in energy at KLGCC, SDCC, and KL East Mall.
- Achieved a 50% waste diversion rate.
- Expanded food waste repurposing programmes at construction sites and retail assets, contributing to a more sustainable waste ecosystem.

*Read more about Innovation on pages 29 to 39 of our Sustainability Report 2024.*

## Environmental Sustainability




Central to our activities is a dedication to environmental sustainability, shaping our business operations with an emphasis on energy efficiency, renewable energy, and the enhancement of green spaces. Our commitment to conserving biodiversity is reflected in efforts like creating ecological corridors and rehabilitating native plants, aligning with our goal of living in harmony with nature.

A strong commitment to circular economy principles guides our adoption of sustainable waste and water management strategies, minimising our environmental impact. In addressing climate change issues, our proactive risk evaluations and cooperative innovation strategy safeguard the environment and foster resilient communities. These initiatives have led to major achievements, enhancing our dedication to the environment and highlighting key moments in our sustainability efforts.

Material Matter	2024 Impacts and Achievements
 Energy & Carbon Management	<ul style="list-style-type: none"> <li>Successfully completed the installation of nine solar assets with a total capacity of 603 kWp, with another project set for completion in Q2 2025.</li> <li>Procured 1,171 MWh of green energy via TNB's Green Energy Tariff ("GET"), avoiding 906 tCO<sub>2</sub>e in emissions.</li> <li>Continued efforts to engage with the supply chain for structured Scope 3 emissions awareness.</li> <li>Implemented energy efficiency initiatives at KL East Mall such as LED lighting, revised AC schedules, and improved air infiltration management, leading to an estimated annual reduction of 532 tCO<sub>2</sub>e emissions.</li> <li>Developed an Energy and Carbon Emissions Guideline to guide implementation in and to address energy efficiency and sustainable energy management.</li> </ul>
 Urban Biodiversity	<ul style="list-style-type: none"> <li>Developed an Urban Biodiversity Framework and Guideline to complement our ARC (Avoid, Regenerate, Conserve) Approach to guide implementation and to address biodiversity risks.</li> <li>Conducted biodiversity assessments and studies to support the development stage, evaluate biodiversity impacts, and document the diverse flora and fauna in our townships.</li> <li>Engaged and collaborated with institutions, universities, and NGOs to establish baselines and guide our restoration efforts.</li> <li>Engaged communities to foster participation in urban biodiversity and nature programme across our townships.</li> <li>Prioritised the restoration of spaces using nature-based solutions to create both environmental and social impact within townships and communities.</li> <li>Developed a Planting Matrix to ensure the right tree species are planted in suitable locations, enhancing ecological functionality, providing shade, and maximising carbon sequestration potential.</li> <li>Recognised by the Malaysia Landscape Architecture Awards 2024 for environmental and landscape management.</li> <li>Awarded Silver at the FIABCI World Prix d'Excellence Awards in the Environmental category for contributing to environmental literacy and urban biodiversity conservation and having a positive sustainability impact on the real estate industry.</li> </ul>

# Sustainability Statement

## Addressing our Material Matters

Material Matter	2024 Impacts and Achievements
 <p>Circularity</p>	<ul style="list-style-type: none"> <li>Achieved a waste diversion rate of 50%.</li> <li>Circularity efforts in construction included integrating Industrialised Building Systems (“IBS”) and modular designs to minimise material waste.</li> <li>Partnered with social enterprises and NGOs to deliver recycling drives such as fabric recycling/donation as a way to foster a culture of sustainability among employees.</li> <li>Launched a “war on paper” campaign to track paper usage across the office, rewarding people and departments who did away with using too much paper.</li> <li>More than 90% of the organic waste from land clearing activities in Bandar University Pagoh was diverted from landfill.</li> </ul>
 <p>Water Management</p>	<ul style="list-style-type: none"> <li>Investments in Integrated Water Supply Schemes (“IWSS”), smart irrigation systems, and non-potable water recycling initiatives.</li> <li>Upgraded the KLGCC Irrigation System to precise sprinkler controls, cutting electricity consumption by 16.6% and optimising water use.</li> <li>Equipped 104 new residential units with water-saving fittings, and obtained GreenRE Residential New Construction certificate for 351 new units.</li> </ul>
 <p>Climate Adaptation</p>	<ul style="list-style-type: none"> <li>Constructed a 180 acre wetland in Bandar Bukit Raja which also serves as a recreational space and flood mitigation system.</li> <li>Implemented Building Information Modelling (“BIM”) and Industrialised Building Systems (“IBS”) to enhance construction efficiency, reducing material waste and carbon footprints.</li> </ul>

*Read more about our environmental stewardship on pages 40 to 77 of our Sustainability Report 2024.*

### OUR 2024 EMISSIONS




We align our emissions reporting with the GHG Protocol with 2023 as our baseline year. We review our target on an annual basis to ensure our business objectives are aligned with the industry while continuously identifying opportunities to reduce GHG emissions for our leased assets. In 2024, our Scope 1 emissions were 852 tCO<sub>2</sub>e and our Scope 2 emissions were 17,027 tCO<sub>2</sub>e (16,120 tCO<sub>2</sub>e including Green Energy Tariff (“GET”)). Scope 1 emissions increased by 59% in 2024, and Scope 2 emissions increased by 2%. Overall, our operational carbon emissions (Scope 1 and 2) increased by 4% (585 tCO<sub>2</sub>e more in 2024 than in 2023 taking into account GET), primarily due to increased activities across our operations, driven by a higher number of product launches, events and increased foot traffic at our retail malls. These factors contributed to a stronger financial year with revenue growth of 24% compared with 2023. As for Scope 3, for the category of employee commuting, we recorded a 7% increase (2,124 tCO<sub>2</sub>e) compared to 2023 (1,989 tCO<sub>2</sub>e) which is aligned with the increase in number of employees. 2024 is also the first year we are disclosing business travels which is 651 tCO<sub>2</sub>e.

## Creating Social Impact and Value

At the core of our operations lies a deep-rooted belief in the power of our people and the communities we serve. Through a comprehensive strategy that prioritises safety, community development, inclusion, and ethical practices, we are committed to creating a positive impact on our employees, stakeholders, and society as a whole. Together, we are dedicated to fostering a harmonious workplace and ensuring the growth and wellbeing of all those touched by our mission.

In 2024, we invested more than RM20 million into the community, including contributions to Yayasan Sime Darby to amplify its community efforts, benefiting more than 70,000 people from all walks of life. As for employee gender diversity, it has remained stable for the past 3 years at an average of 56% men and 44% women despite an 8% increase in the total employee headcount in 2024. The Board has also successfully maintained its 36% female representation from the previous year.

For more about how we empower people and communities, please refer to our Sustainability Report 2024 pages 78 to 107.

Material Matter	2024 Impacts and Achievements
 Occupational Health and Safety	<ul style="list-style-type: none"> <li>Engaged over 8,000 contractors and subcontractor workers to enhance safety awareness.</li> <li>Introduced Barrier Thinking (“BT”) training, with 100% of executives completing the assessment.</li> <li>Expanded Project TIGA, where 18 contractors successfully demonstrated BT application.</li> <li>Launched HSSE Manual Management System, incorporating 19 manuals into all contractor requirements.</li> </ul>
 Community Experience	<ul style="list-style-type: none"> <li>Reached more than 70,000 beneficiaries through more than 70 community and sustainability initiatives.</li> <li>Engaged 757 volunteers, contributing 2,878 hours to community-building activities.</li> <li>Invested over RM20.8 million in community development, with RM15.4 million in sponsorships and donations.</li> <li>Supported 4,584 students through the Back-to-School Programme.</li> <li>Sime Darby Property contributed RM3.5 million in zakat for FY2024 and was included in the PRIBUMI Bursa Malaysia Zakat Index, reflecting our commitment to integrating zakat and CSR practices with strong governance and Shariah compliance.</li> </ul>
 Responsible Supply Chain Management	<ul style="list-style-type: none"> <li>99.69% of procurement spending was directed towards local suppliers, reinforcing economic resilience and responsible sourcing.</li> <li>Conducted 11 ESG STAR Rating Assessments to evaluate contractors’ sustainability practices.</li> <li>Annual Partners Dialogue 2024 with 392 stakeholders, including contractors and consultants.</li> <li>Regular contractor project site visits to ensure compliance with sustainability and safety standards.</li> <li>Worker’s Quarter Hygiene Checklist assessments to uphold ethical labour and living conditions.</li> </ul>

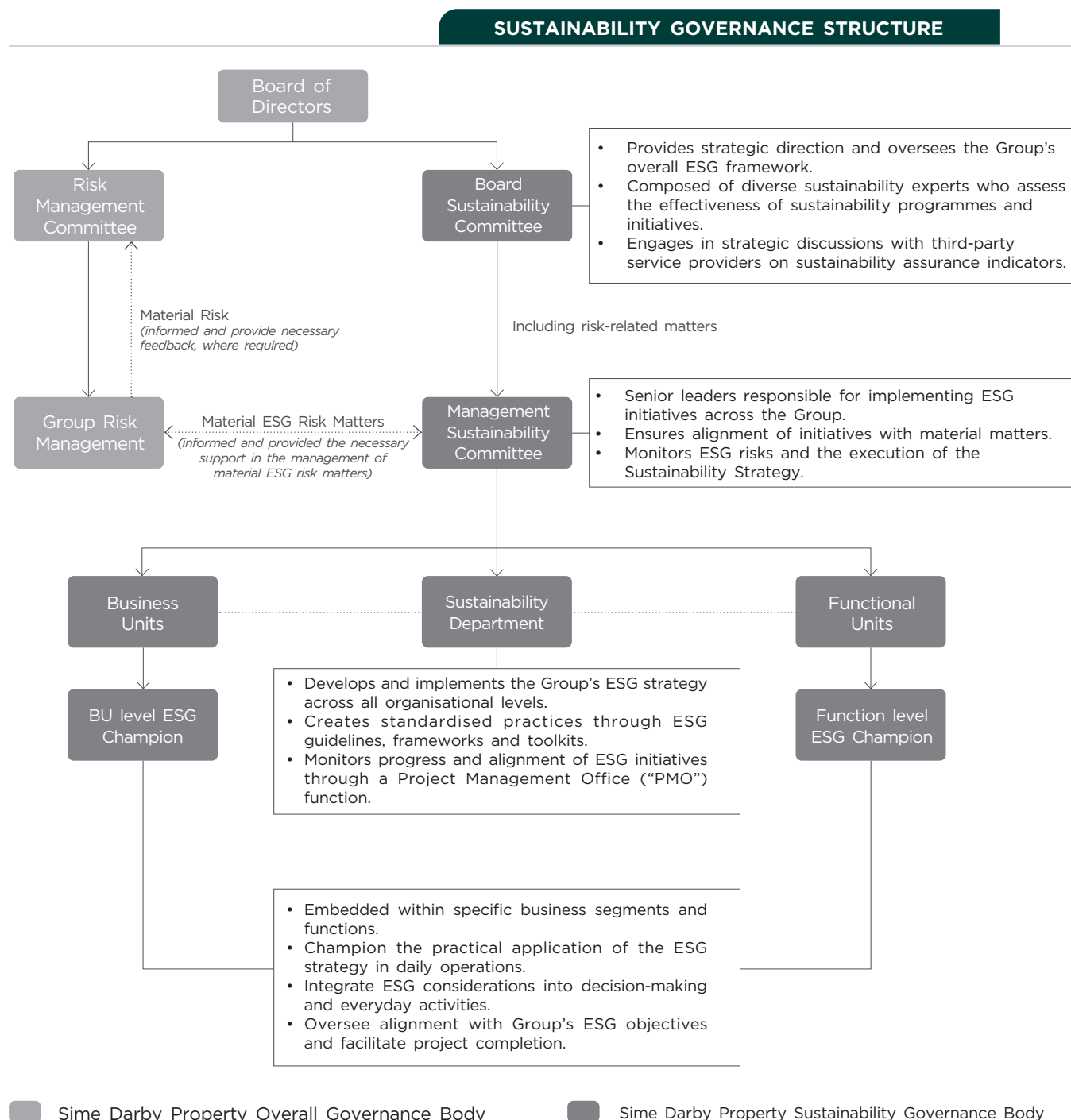
Read more about how we support our people and communities on pages 78 to 107 of our Sustainability Report 2024.

# Sustainability Statement

## Sustainability Governance

### GOVERNANCE STRUCTURE

A robust and diverse governance structure is essential to driving sustainability. Sime Darby Property's commitment to ESG and sustainability is anchored in a comprehensive approach that integrates diverse expertise. Our commitment to governance starts at the top with the Board of Directors providing comprehensive oversight of the management and governance of the Company including ESG issues. We have established a governance structure and implemented policies and practices that foster a culture of accountability.





# Sustainability Statement Advancing Sustainability Through Leadership

## BOARD SUSTAINABILITY COMMITTEE (“BSC”)

The BSC functions to support the Board of Directors in fulfilling its oversight responsibilities in relation to ESG by providing strategic direction and oversees the Group’s ESG framework and its related material risks.

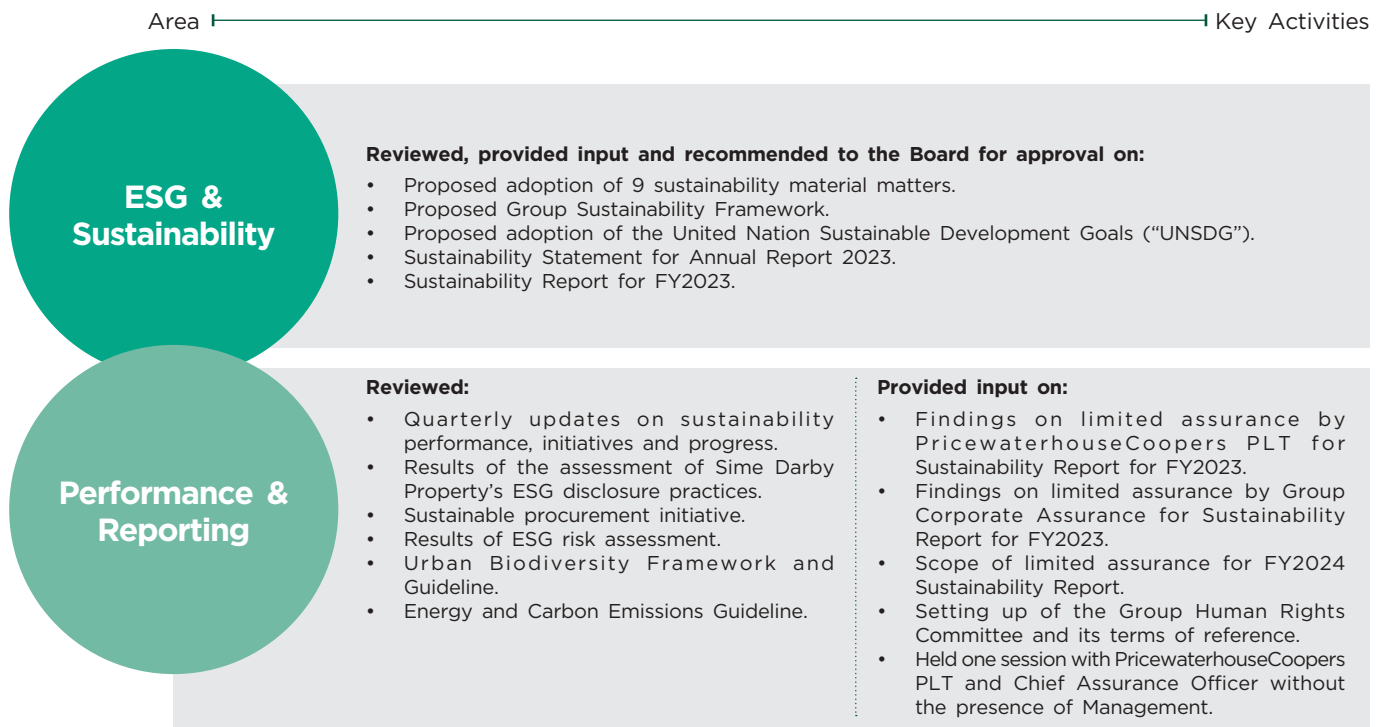
Below are the roles and responsibilities of the members of the Board Sustainability Committee:

1. Policy & Strategy Effectiveness – Assessing and guiding the execution of the Sustainability Policy and Sustainability Strategy, while monitoring the company’s ESG performance and Sustainability Goals.
2. ESG Governance & Net Zero Ambition – Reviewing and recommending ESG-related matters to the Board, including net zero commitments, material ESG issues, inclusion in sustainability indices, and positioning on emerging sustainability risks (including risk appetites and tolerance) and opportunities.
3. Alignment with Global Frameworks – Ensuring policy decisions align with international sustainability frameworks such as the UN SDGs, GRI, SBTi, TCFD, ILO, and UN Principles on Human Rights.
4. Stakeholder Engagement & Reputation Management – Overseeing and advising on stakeholder communication strategies across various platforms, including media, Annual Reports, and Sustainability Reports, while addressing public concerns, regulatory changes, and reputational risks.
5. Audit & Regulatory Compliance – Reviewing sustainability-related issues raised in independent audits, assurance reports, and regulatory assessments, including concerns flagged by regulators to ensure compliance and continuous improvement.
6. Sustainability Reporting – Recommending sustainability disclosures for Annual Reports and other public sustainability communications, ensuring transparency and alignment with best practices.
7. Performance Monitoring – Receiving quarterly updates from management on progress toward sustainability targets to ensure accountability and continuous improvement.

For more information on the Board Sustainability Committee, please refer to the Board Sustainability Committee’s Terms of Reference at <https://www.simedarbyproperty.com/sites/default/files/2024-02/BSC%20TOR%20%28updated%2022%20Feb%202024%29.pdf>

## BOARD SUSTAINABILITY COMMITTEE ENGAGEMENT DURING FY2024

### BSC HELD SIX (6) MEETINGS IN 2024. KEY ACTIVITIES DURING THE YEAR INCLUDE:



# Sustainability Statement

## Advancing Sustainability Through Leadership

### BOARD TRAININGS

Over the past year, our Board members and senior management have actively participated in diverse training programmes covering topics such as human rights to transition climate risks. The Board recorded a total of 215 training hours while the Senior Management recorded a total of 538 training hours. These sessions were designed to deepen our expertise in critical areas such high level sustainability governance and management reinforcing our commitment to staying ahead of evolving industry standards and regulatory expectations. Some of the trainings the Board attended are as follows:

Date	Training	Number of Hours
March - October	Mandatory Accreditation Programme Part II: Leading for Impact ("LIP")	128
22 July 2024	Climate Transitional Risk Training	20
3 September 2024	Knowledge-Sharing Session on Natural Catastrophic Analysis	5
3 September 2024	Knowledge-Sharing Session on Human Rights Awareness	5
2 December 2024	PwC Updates on Sustainability Reporting Developments	6
6 December 2024	Updates on Occupational Safety and Health Act ("OSHA")	22

### MANAGEMENT SUSTAINABILITY COMMITTEE ("MSC")

The MSC supports the BSC in integrating sustainability considerations into our corporate strategy, governance, and decision-making. It ensures oversight of the implementation of the SDP Sustainability Policy and key ESG matters while monitoring the execution of the company's Sustainability Strategy. The MSC reviews the effectiveness of sustainability initiatives, guides strategy execution, and tracks ESG performance against SDP's sustainability goals. The MSC meets at least once every quarter to review sustainability progress and strategic implementation.

The Management Sustainability Committee's roles and responsibilities are as follows:

1. Sustainability Strategy & ESG Oversight - Assisting the Board Sustainability Committee (BSC) in integrating sustainability into corporate strategy, governance, and decision-making, while ensuring alignment with the company's purpose, vision, mission, and values.
2. Policy & Strategy Effectiveness - Overseeing the execution of the Sustainability Policy and addressing key ESG issues, ensuring a clear line-of-sight from strategy to implementation.
3. Monitoring & Performance Review - Reviewing and monitoring Sime Darby Property's ESG performance and sustainability goals, with quarterly updates from the General Manager, Sustainability.
4. Alignment with Global Frameworks - Reviewing and recommending policies in alignment with international sustainability frameworks, including the UN SDGs, GRI, SBTi, TCFD, ILO, and UN Principles on Human Rights.
5. Stakeholder Engagement & Communication - Advising on stakeholder engagement strategies, ensuring the Group's ESG targets, strategies, and performance are effectively communicated through media, Annual Reports, and Sustainability Reports, while managing reputational risks.
6. Risk Management & Regulatory Compliance - Reviewing sustainability-related risks, including climate risks, ESG materiality, and inclusion in sustainability indices, as well as addressing findings from independent audits and regulatory assessments.
7. Sustainability Reporting - Recommending sustainability disclosures for Board approval, including the Integrated Annual Report and other public sustainability communications.
8. Governance & Terms of Reference Review - Conducting an annual review of the MSC's Terms of Reference, with any updates requiring approval from the Group Managing Director.

## BUSINESS ETHICS

The Board has approved the Anti-Bribery and Corruption Policy (“ABC Policy”) with a strict zero-tolerance approach towards bribery and corruption. This policy is accompanied by additional policies such as the Code of Business Conduct for Employees, Whistleblowing Policy, and Other Company Policies. Together, these policies set the professional standards for directors, employees, and business partners of Sime Darby Property in terms of mindset and behaviour. The ABC Policy covers various compliance and business integrity areas, as well as the legal consequences of illegal payments, gifts, and entertainment. All of our operations have been assessed for corruption-related risks in 2024. Mandatory training and awareness sessions are provided to directors and employees to ensure a solid understanding of the policy, with an annual refresher session required for sign off. As of 2024, more than 90% of our executives, middle management and senior management have received training on anti-corruption. Directors and employees are also obliged to submit annual declarations revealing any potential conflicts of interest. Furthermore, the Company extends its expectations of ethical behaviour and integrity to business partners and suppliers, encompassing areas such as human rights and labour laws.

## EXECUTIVE REMUNERATION AND ESG PERFORMANCE

We reinforce our commitment by tying ESG Key Performance Indicators (“KPIs”) to the remuneration of our C-suite executives, underlining the significance we place on emissions reduction and sustainable practices at the leadership level.

## CLIMATE RISK MANAGEMENT

Sime Darby Property has enhanced its sustainability risk management approach, reinforcing our commitment to proactively identifying and mitigating ESG risks while staying within our defined risk appetite. We are committed to addressing climate change through a structured, forward-looking strategy. Guided by the TCFD and IFRS S2 standards, we have begun assessing physical and transition risks across our operations.

In 2024, we initiated climate scenario analysis, evaluating selected assets against three IPCC-aligned climate scenarios across short-term (up to 10 years) and long-term (30+ years) horizons. Additionally, physical risk assessments for seven key townships and selected assets are underway, with plans to expand coverage to our most material assets by 2025. By adopting best practices and engaging external experts, we aim to proactively manage climate risks while unlocking new opportunities for sustainable growth.

*Read more about our approach to climate risk on page 115 of our Sustainability Report 2024.*

Leadership Insights

Overview of Sime Darby Property

Value Creation

Management Discussion and Analysis

**Sustainability Statement**

Leadership

Governance

Financial Statements

Additional Information

# Sustainability Statement

## Performance

### Data Table

Indicator	Measurement Unit	2022	2023	2024
<b>Bursa (Anti-corruption)</b>				
Bursa C1(a) Percentage of employees who have received training on anticorruption by employee category				
Senior Management	Percentage	-	96.00*	100.00
Middle Management	Percentage	-	99.00*	99.00
Executive	Percentage	-	99.00*	99.00
Non-Executive	Percentage	-	64.00*	61.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	-	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	-	0	0
<b>Bursa (Community/Society)</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	31,143,969.00	15,755,255.00*	20,838,623.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	5,908	53,475*	70,512
<b>Bursa (Diversity)</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Under 30	Percentage	0.00	0.00	0.00
Senior Management Between 30-50	Percentage	67.00	63.00	64.00
Senior Management Above 50	Percentage	33.00	37.00	36.00
Middle Management Under 30	Percentage	2.00	2.00	3.00
Middle Management Between 30-50	Percentage	81.00	81.00	81.00
Middle Management Above 50	Percentage	17.00	17.00	16.00
Executive Under 30	Percentage	28.00	23.00	24.00
Executive Between 30-50	Percentage	66.00	71.00	70.00
Executive Above 50	Percentage	6.00	6.00	6.00
Non-Executive Under 30	Percentage	23.00	22.00	22.00
Non-Executive Between 30-50	Percentage	63.00	64.00	63.00
Non-Executive Above 50	Percentage	14.00	14.00	15.00

Internal assurance

External assurance

No assurance

(\*)Restated

Indicator	Measurement Unit	2022	2023	2024
Gender Group by Employee Category				
Senior Management Male	Percentage	66.00	64.00	62.00
Senior Management Female	Percentage	34.00	36.00	38.00
Middle Management Male	Percentage	55.00	54.00	54.00
Middle Management Female	Percentage	45.00	46.00	46.00
Executive Male	Percentage	45.00	46.00	46.00
Executive Female	Percentage	55.00	54.00	54.00
Non-Executive Male	Percentage	63.00	64.00	65.00
Non-Executive Female	Percentage	37.00	36.00	35.00
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	70.00	64.00	64.00
Female	Percentage	30.00	36.00	36.00
Under 50	Percentage	20.00	28.00	27.00
Between 51-60	Percentage	40.00	36.00	27.00
Above 50	Percentage	40.00	36.00	46.00
<b>Bursa (Energy management)</b>				
Bursa C4(a) Total energy consumption	Megawatt	23,724.00	23,140.62	25,554.00
<b>Bursa (Health and safety)</b>				
Bursa C5(a) Number of work-related fatalities	Number	1	1	2
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.02	0.11	0.05
Bursa C5(c) Number of employees trained on health and safety standards	Number	-	412	983
<b>Bursa (Labour practices and standards)</b>				
Bursa C6(a) Total hours of training by employee category				
Senior Management	Hours	8,092	6,787	10,513
Middle Management	Hours	21,889	16,494	26,476
Executive	Hours	28,285	22,165	35,933
Non-Executive	Hours	43,395	28,626	33,208
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	11.90	12.80	12.50

Internal assurance

External assurance

No assurance

(\*)Restated

- Indicator point C3(b): The reported figure reflects directors aged above 60, rather than above 50 as specified in the table
- Indicator C4(a): Unit is in MWh and has been converted from 91,995 GJ
- Indicator C5(a): In September 2024, regrettably two sub-contractor workers lost their lives due to a slope collapse while conducting drainage works at Elmina Project Site

# Sustainability Statement

## Performance Data Table

Indicator	Measurement Unit	2022	2023	2024
Bursa C6(c) Total number of employee turnover by employee category				
Senior Management	Number	24	25	27
Middle Management	Number	32	40	48
Executive	Number	50	47	43
Non-Executive	Number	40	41	56
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	2	2
<b>Bursa (Supply chain management)</b>				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	-	99.83	99.70
<b>Bursa (Data privacy and security)</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	1	0
<b>Bursa (Water)</b>				
Bursa C9(a) Total volume of water used	Megalitres	1,206.000000	986.000000	1,933.000000
<b>Bursa (Waste management)</b>				
Bursa C10(a) Total waste generated	Metric tonnes	12,961.00	14,402.00*	30,633.00
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	3,781.00	3,580.00*	15,445.00
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	9,180.00	10,822.00*	15,188.00
<b>Bursa (Emissions management)</b>				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	754.00	537.00*	852.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	16,282.00	15,850.00*	17,027.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	-	1,989.00*	2,775.00

Internal assurance

External assurance

No assurance

(\*)Restated

- Indicator C6(d): Both human rights violations recorded in 2024 were related to employee misconduct which violated our Code of Business Conduct (COBC) principles. We will continue to mandate learning and awareness on our COBC principles to avoid further occurrences in the future
- Indicator C9(a): Total volume of water used in 2024 includes non-potable water
- Indicator C10a and C11: While the previous year's data was published in our past reports, it appears as a restatement here as we have formally reported these values to Bursa for the first time in 2024



Indicator	Measurement Unit	2022	2023	2024
<b>Biodiversity</b>				
Bursa S1(a) Percentage of existing operations or projects assessed for biodiversity risks	Percentage	-	-	90.30
Bursa S1(b) Size and location of all habitat areas protected or restored	Number	-	-	3,639,599
Bursa S1(c) Total number of International Union for Conservation of Nature (“IUCN”) Red List of Threatened Species and national conservation list species with habitats in areas affected by the operations of the company	Number	-	-	71

Internal assurance

External assurance

No assurance

(\*)Restated

1. Indicator S1(b): Unit of area protected or restored is in m2. Please refer to our Sustainability Report 2024 for further details

# 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)

### **Tan Sri Jaganath Derek Steven Sabapathy**

(Non-Independent Non-Executive Director)

### **Dato' Seri Ahmad Johan Mohammad Raslan**

(Independent Non-Executive Director)

### **Datin Norazah Mohamed Razali**

(Independent Non-Executive Director)

### **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)

### **Nur Farahbi Shaari**

(Non-Independent Non-Executive Director)

### **Khalid Mohammed Noor**

(Alternate Director to Nur Farahbi Shaari)

## 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@  
simeidarbyproperty.com  
Website : www.simeidarbyproperty.  
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)

4

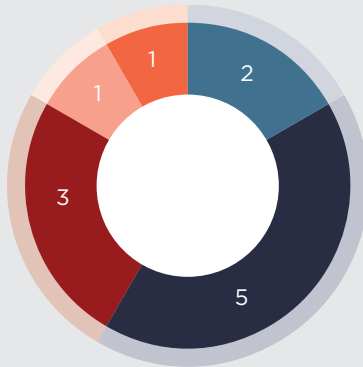
Independent Non-Executive Directors (including Senior Independent Non-Executive Director)

7

Executive Director (Group Managing Director & Chief Executive Officer)

1

## TENURE

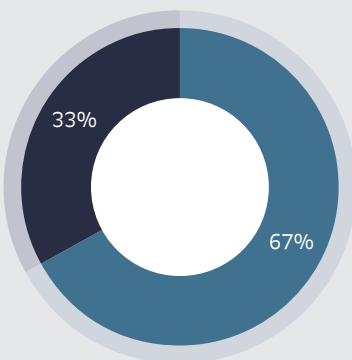


■ Less than 3 years ■ 3-6 years ■ 7-9 years  
■ 10-12 years ■ More than 12 years

- Datuk Ir. Ho Hon Sang\*  
Nur Farahbi Shaari
- Dato' Seri Azmir Merican  
Dato' Soam Heng Choon\*  
Mohamed Ridza Mohamed Abdulla\*  
Dato' Hamidah Naziadin\*  
Dr. Lisa Lim Poh Lin\*
- Dato' Rizal Rickman Ramli (Chairman)  
Dato' Seri Ahmad Johan Mohammad Raslan\*  
Datin Norazah Mohamed Razali\*
- Tan Sri Jaganath Derek Steven Sabapathy
- Tengku Datuk Seri Ahmad Shah Alhaj Ibni Almarhum  
Sultan Salahuddin Abdul Aziz Shah Alhaj

\* Independent director

## GENDER



■ Male ■ Female

## NATIONALITY

Malaysian

100%

## ETHNICITY

Malay

8

Chinese

3

Indian

1

## AGE GROUP

30 years to 39 years

1

40 years to 49 years

2

50 years to 59 years

3

60 years and above

6

# Board of Directors' Profiles

## 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 over 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.



**DATO' RIZAL RICKMAN RAMLI**

Non-Independent Non-Executive Chairman

Nationality	: Malaysian
Gender	: Male
Age	: 47
Date of Appointment	: 5 April 2018
Length of Tenure as Director	: 6 years and 11 months
Membership of Board Committees	: Nil
Board Meeting Attendance in 2024	: 8/8

## 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.



**DATO' SERI AZMIR MERICAN**  
Group Managing Director & Chief Executive Officer

Nationality	: <b>Malaysian</b>
Gender	: <b>Male</b>
Age	: <b>54</b>
Date of Appointment	: <b>22 April 2020</b>
Length of Tenure as Director	: <b>4 years and 11 months</b>
Membership of Board Committees	: <b>Nil</b>
Board Meeting Attendance in 2024	: <b>8/8</b>

#### Academic Qualification(s)

- Bachelor's Degree in Business Administration (Finance), Haworth College of Business, Western Michigan University, 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 helped companies involved in engineering services, infrastructure services, healthcare support services, project & 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 earned various industry recognitions amongst which, winning the Frost & Sullivan top industry leadership award for 6 consecutive years.

In 2020, Dato' Seri Azmir was recruited into his current role as Group Managing Director & Chief Executive Officer of Sime Darby Property Berhad. Working with the Board and management to establish its SHIFT25 strategy, he is currently driving the company's transformation into a Real Estate company focused at building a leading property business for landed homes, as well as high-rise, industrial development, and building an Investment & Asset Management business for recurring income.

In 2022, the Group established its Purpose to be a Value Multiplier for people, businesses, economies and the planet, as well as a renewed vision, mission and values which is the core behind its people transformation, and recently announced its Net Zero ambition. Dato' Seri Azmir received a Gold award in the Most People-Focused CEO category at the HR Excellence Awards 2024. He was previously named Outstanding Property CEO at the Edge Top Property Developer 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 2024.
- 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 2024.

## Board of Directors' Profiles

### 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)

- Director, Battersea Power Station Development Company Limited

### 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.



### DATO' SOAM HENG CHOON

Senior Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Male
Age	: 65
Date of Appointment	: 1 July 2020
Length of Tenure as Director	: 4 years and 8 months
Membership of Board Committees	: • Nomination and Remuneration Committee • Risk Management Committee • Board Tender Committee
Board Meeting Attendance in 2024	: 8/8

### 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.





**TENGGU DATUK SERI AHMAD SHAH  
ALHAJ IBNI ALMARHUM SULTAN  
SALAHUDDIN ABDUL AZIZ SHAH ALHAJ**  
Non-Independent Non-Executive Director

Nationality : **Malaysian**  
Gender : **Male**  
Age : **69**  
Date of Appointment : **31 December 2010**  
Length of Tenure as Director : **14 years and 2 months**  
Membership of Board Committees : • **Board Tender Committee (Chairman)**  
• **Risk Management Committee**

Board Meeting Attendance in 2024 : **8/8**

#### 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 Rail Sdn Bhd 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 directorship positions in a diverse array of listed and private companies. Notable among these are his directorship in Dutaland Berhad in 2009 to 2023 (of which he served as Chairman since 2010), TTDI Development Sdn Bhd from 1978 to 2000, Sime UEP Properties Berhad from 1983 to 1987, Tractors Malaysia Holdings Berhad from 1987 to 2007 and Sime Darby Medical Centre Subang Jaya Sdn Bhd from 1987 to 2013. Additionally, he served on the Supervisory Committee and Audit Committee of the property division of Sime Darby Berhad from 2008 to 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 Director 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.

## Board of Directors' Profiles

### Academic Qualification(s)

- Master of Arts in Corporate Finance and International Trade, Edinburgh University, United Kingdom

### Present Directorship(s)

#### Other Listed Entity(ies)

- Nil

#### Other Public Company(ies)

- Director, Principal Asset Management Berhad

### Present Appointment(s)

- Director, Battersea Project Holding Company Limited
- Founder and Chief Executive Officer, Tribeca Real Estate Asset Management Sdn Bhd ("Tribeca")
- Director, Principal Islamic Asset Management Sdn Bhd
- Director, Esper Capital Sdn Bhd

### Expertise and Experience

Tan Sri Jaganath Derek Steven Sabapathy brings extensive expertise in property development, audit, financial advisory services, and a sharp business acumen to his role. His valuable insights and judgement, particularly in risk assessment, property development, finance, and audit matters, significantly enhance board deliberations. Demonstrating strong leadership, Tan Sri Jagan had effectively chaired discussions, providing independent judgement and acting in the best interests of the Company, particularly as Chairman of Battersea Power Station Group in recent years.

In 1984, Tan Sri Jagan joined KPMG Peat Marwick as a Manager, rising to become a Partner in 1990. During his tenure, he handled a diverse portfolio of assignments spanning audit, investigations, management consultancy, and corporate finance across Malaysia, ASEAN countries, North America, and Europe. His contributions extended to various KPMG International Committees, including those for Mergers and Acquisitions, Privatisation, and Management Consultancy. Additionally, he served as an examiner for the professional examinations of the Malaysian Association of Certified Public Accountants ("MACPA").

Transitioning to the corporate sector, Tan Sri Jagan joined Benta Plantation Berhad as an Executive Director in late 1994, later assuming directorship roles in Austral Lao Power Co. Ltd. and Prime Utilities Berhad, where he served as Managing Director. Subsequently, he held the position of Chief Executive Officer/Director at Bandar Raya Developments Berhad Group and Director at Mieco Chipboard Berhad until his retirement in 2013. From 2017 to January 2024, he was a Director/Deputy Chairman of Microlink Solutions Berhad.



**TAN SRI JAGANATH DEREK  
STEVEN SABAPATHY**

Non-Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Male
Age	: 67
Date of Appointment	: 28 March 2014
Length of Tenure as Director	: 11 years
Membership of Board Committees	: • Risk Management Committee • Audit Committee • Board Tender Committee
Board Meeting Attendance in 2024	: 7/8

### 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 Tribeca.
- 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 2024.
- Other than 300,000 ordinary shares directly held in the Company, he had no indirect shareholding in the Company during the financial year ended 31 December 2024.



**DATO' SERI AHMAD JOHAN  
MOHAMMAD RASLAN**

Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Male
Age	: 65
Date of Appointment	: 12 July 2017
Length of Tenure as Director	: 7 years and 8 months
Membership of Board Committees	: • Audit Committee (Chairman) • Board Sustainability Committee (Chairman) • Nomination and Remuneration Committee
Board Meeting Attendance in 2024	: 8/8

#### 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 (formerly known as Sea Capital Services Berhad)

#### Present Appointment(s)

- Board Member, Institute of Corporate Directors Malaysia ("ICDM")
- Board Member, Audit Oversight Board - 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 merge 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.

## Board of Directors' Profiles

### 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

### 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.

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.



### DATIN NORAZAH MOHAMED RAZALI

Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Female
Age	: 54
Date of Appointment	: 12 July 2017
Length of Tenure as Director	: 7 years and 8 months
Membership of Board Committees :	• Nomination and Remuneration Committee (Chairman) • Audit Committee • Board Sustainability Committee
Board Meeting Attendance in 2024 :	8/8

### 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 2024.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.





## MOHAMED RIDZA MOHAMED ABDULLA

Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Male
Age	: 55
Date of Appointment	: 1 July 2020
Length of Tenure as Director	: 4 years and 8 months
Membership of Board Committees	: <ul style="list-style-type: none"> <li>• Risk Management Committee (Chairman)</li> <li>• Audit Committee</li> <li>• Board Tender Committee</li> </ul>
Board Meeting Attendance in 2024	: 8/8

### 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, OIC Arbitration Centre, Istanbul, Turkey
- Chairman, Asia-Pacific Region, LAWWorld

### Expertise and Experience

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, Ridza leads a distinguished team. MRCO is affiliated with LAWWorld, a network of boutique law firms based in the United Kingdom and Spain.

Previously, 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 and Theta Edge Berhad.

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, 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. 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.

## Board of Directors' Profiles

### 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, Majlis Sukan Negara
- Member, Razak School of Government's Leadership Development Committee

### 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.



### DATO' HAMIDAH NAZIADIN

Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Female
Age	: 61
Date of Appointment	: 1 October 2021
Length of Tenure as Director	: 3 years and 5 months
Membership of Board Committees :	<ul style="list-style-type: none"> <li>• Nomination and Remuneration Committee</li> <li>• Board Sustainability Committee</li> </ul>
Board Meeting Attendance in 2024 :	8/8

### 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 2024.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.





**DR. LISA LIM POH LIN**  
Independent Non-Executive Director

Nationality	: <b>Malaysian</b>
Gender	: <b>Female</b>
Age	: <b>48</b>
Date of Appointment	: <b>1 October 2021</b>
Length of Tenure as Director	: <b>3 years and 5 months</b>
Membership of Board Committees	: <b>• Risk Management Committee</b> <b>• Board Sustainability Committee</b>
Board Meeting Attendance in 2024	: <b>8/8</b>

#### 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.

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 2024.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.

## Board of Directors' Profiles

### 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
- 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.



**DATUK IR. HO HON SANG**

Independent Non-Executive Director

Nationality	: Malaysian
Gender	: Male
Age	: 64
Date of Appointment	: 1 January 2025
Length of Tenure as Director	: 3 months
Membership of Board Committees	: Audit Committee
Board Meeting Attendance in 2024	: Not applicable

### 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.



**NUR FARAHBI SHAARI**  
Non-Independent Non-Executive Director

Nationality	: <b>Malaysian</b>
Gender	: <b>Female</b>
Age	: <b>39</b>
Date of Appointment	: <b>1 September 2023</b>
Length of Tenure as Director	: <b>1 year and 6 months</b>
Membership of Board Committees	: <b>Board Sustainability Committee</b>
Board Meeting Attendance in 2024	: <b>8/8</b>

#### 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)

- Co-Head of Real Estate, Permodalan Nasional Berhad ("PNB")

#### Expertise and Experience

Nur Farahbi Shaari brings over thirteen 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 cross-border 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 Co-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 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 2024.
- She has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.

## Board of Directors' Profiles

### Academic Qualification(s)

- Bachelor of Accounting and Finance, London School of Economics & Political Science

### Professional Qualification/Membership(s)

- Member of the Association of Chartered Certified Accountants ("ACCA")

### Present Directorship(s)

#### Other Listed Entity(ies)

- Nil

#### Other Public Company(ies)

- Nil

### Present Appointment(s)

- Vice President of Real Estate Division, Permodalan Nasional Berhad ("PNB")

### Expertise and Experience

Khalid Mohammed Noor has more than 15 years of extensive experience in finance and investment management. His career journey began at PNB in 2007 as a Management Trainee and later, an Executive in the Corporate Finance Department in 2008. His tenure at PNB has been marked by a series of significant contributions and advancements, including secondments to Chemical Company of Malaysia Berhad and UMW Holdings Berhad, where he served for two years and five months, respectively. Upon his return to PNB, Khalid ascended the ranks, and assumed the roles as a Senior Manager and subsequently as Assistant Vice President of Public Equity and later, Strategic Investments.

Currently, Khalid holds the position of Vice President of Real Estate Division at PNB, where he plays the role in overseeing the monitoring of PNB's investments in specific assets with a focus on value enhancements. His wealth of experience and demonstrated leadership capabilities position him as an asset to the organisation, contributing to its continued success and growth.



### KHALID MOHAMMED NOOR

Alternate Director to Nur Farahbi Shaari

Nationality	: Malaysian
Gender	: Male
Age	: 40
Date of Appointment	: 1 September 2023
Length of Tenure as Director	: 1 year and 6 months
Membership of Board Committees	: Nil
Board Meeting Attendance in 2024	: 8/8

### 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 by virtue of him being the Alternate Director to Nur Farahbi Shaari, 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 2024.
- He has not held any direct or indirect shares in the Company during the financial year ended 31 December 2024.

# Executive Leadership Composition

as of March 2025

Leadership Insights

Overview of Sime Darby Property

Value Creation

Management Discussion and Analysis

Sustainability Statement

Leadership

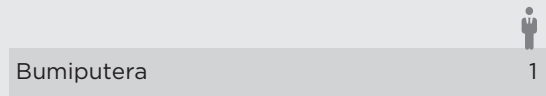
Governance

Financial Statements

Additional Information

## ETHNICITY

### GROUP MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

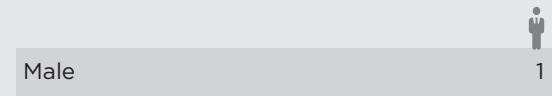


### SENIOR MANAGEMENT



## GENDER

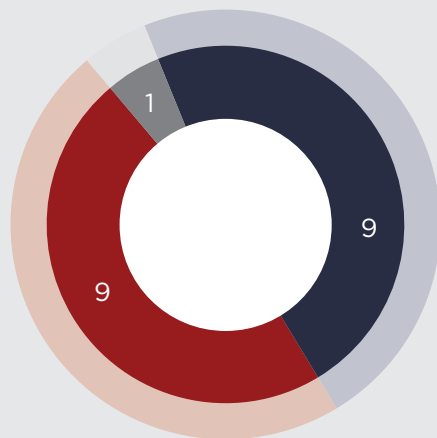
### GROUP MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER



### SENIOR MANAGEMENT

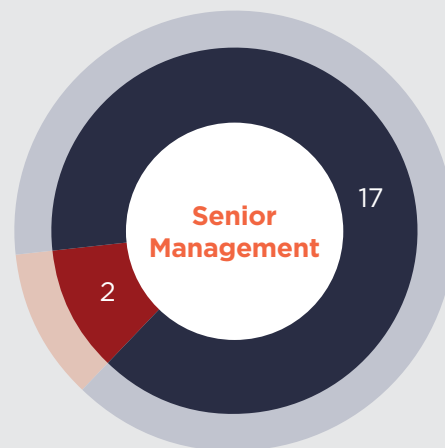


## AGE GROUP



- 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

**Age | Gender** 54 | Male  
**Nationality** Malaysian  
**Date Joined** 22 April 2020

#### Academic/Professional Qualification(s)

- Bachelor's Degree in Business Administration (Finance), Haworth College of Business, Western Michigan University, 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 207 of this Integrated Annual Report.



**BETTY LAU SUI HING**  
Group Chief Financial Officer

**Age | Gender** 62 | Female  
**Nationality** Non-Malaysian  
(Permanent Resident of Malaysia)  
**Date Joined** 3 December 2018

#### 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

- 2017-2018: Chief Financial Officer, Hatten Land Limited, Singapore
- 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



**APPOLLO LEONG YONG KUAN**  
Chief Operating Officer - Township Development

**Age | Gender** 46 | Male  
**Nationality** Malaysian  
**Date Joined** 3 October 2011

#### 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 2024.

#### 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 2024.





**DATUK IR. MOHD IDRIS ABDULLAH**  
Chief Operating Officer -  
Integrated Development

**Age | Gender** 56 | Female  
**Nationality** Malaysian  
**Date Joined** 1 February 2012

#### 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

#### 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.



**AURELIA LEE MAY YOKÉ**  
Chief Operating Officer -  
Investment & Asset Management

**Age | Gender** 40 | Female  
**Nationality** Malaysian  
**Date Joined** 12 May 2020

#### 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

#### 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 2024.



**DATUK LAI SHU WEI**  
Chief Marketing & Sales Officer

**Age | Gender** 52 | Male  
**Nationality** Malaysian  
**Date Joined** 1 April 2021

#### 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

#### 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 2024.

## Executive Leadership Profiles



**MELISSA TAN  
SWEE PENG**  
Chief Operating Officer -  
Operations Support

**Age | Gender** 52 | Female  
**Nationality** Malaysian  
**Date Joined** 20 January 2025

### Academic/Professional Qualification(s)

- Bachelor of Arts in Accounting, University of Bedfordshire, United Kingdom

### Present Directorship(s) In Listed Entity/ Other Public Companies

- Nil

### Working Experience

- 2022-2024: Chief Financial Officer, IOI Properties Group Berhad
- 2016-2022: Chief Financial Officer, Eco World International Group Berhad
- 2014-2016: Head, Corporate Finance, Eco World Development Group Berhad
- 2007-2014: Head, Corporate Finance, S P Setia Berhad
- 2001-2006: Senior Manager, Corporate Finance, Maybank Investment Bank Berhad
- 1997-2000: Senior Executive, Internal Audit, Sunway Berhad



**CHUA ENG IMM**  
Chief People Officer

**Age | Gender** 51 | Female  
**Nationality** Malaysian  
**Date Joined** 1 May 2023

### Academic/Professional Qualification(s)

- Master of Business Administration in Human Resource Management, University of Wales
- Certified Credit Professionals (Consumer), the 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)



**ELMEN TAN YEW SENG**  
Chief Digital &  
Technology Officer

**Age | Gender** 52 | Male  
**Nationality** Malaysian  
**Date Joined** 4 March 2024

### 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

### 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 2024.

### 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 2024.



**ARAVINDAN K. DEVAPALAN**  
Chief Business Officer,  
Business & Ventures

**Age | Gender** 52 | Male  
**Nationality** Malaysian  
**Date Joined** 5 March 2018

#### 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.



**TANG AI LEEN**  
Chief Risk, Integrity &  
Compliance Officer

**Age | Gender** 54 | Female  
**Nationality** Malaysian  
**Date Joined** 24 November 2017

#### 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

#### 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 2024.



**FREDERICK LEE HENG MENG**  
Chief Procurement &  
Cost Officer

**Age | Gender** 57 | Male  
**Nationality** Malaysian  
**Date Joined** 5 January 2021

#### 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

#### 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 2024.

## Executive Leadership Profiles



**NOREEN MELINI MUZAMLI**  
Group Company Secretary

**Age | Gender** 48 | Female  
**Nationality** Malaysian  
**Date Joined** 17 August 2021

### 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
- 2010-2015: Regional Head, Corporate Secretarial Services, Maybank Kim Eng/ Company Secretary, Maybank Investment Bank Berhad
- 2006-2010: Assistant Vice President, Group Secretarial Services, Malayan Banking Berhad
- 2001-2006: Senior Executive, Secretarial Services, United Malaysian Land Berhad



**TS. FAIZAL BIN A HAMID**  
Deputy Chief Operating Officer,  
Township Development

**Age | Gender** 43 | Male  
**Nationality** Malaysian  
**Date Joined** 1 April 2021

### 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



**IR. LYE CHIEN YUNG**  
Deputy Chief Operating Officer,  
Integrated Development

**Age | Gender** 49 | Male  
**Nationality** Malaysian  
**Date Joined** 1 September 2021

### 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

### 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 2024.

### 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 2024.





**DR YASMIN RASYID**  
General Manager, Sustainability

**Age | Gender** 49 | Female  
**Nationality** Malaysian  
**Date Joined** 23 October 2023

**Academic/Professional Qualification(s)**

- PhD in Sustainability Studies, University of Malaya
- Master of Science (M.Sc.) in Biotechnology, University of Malaysia
- Bachelor's Degree, Biology, University of Duke

**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



**ZUHAIDI MOHD SHAHARI**  
General Manager,  
Legal & Commercial Services

**Age | Gender** 49 | Male  
**Nationality** Malaysian  
**Date Joined** 9 September 2024

**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**

- 2002-2024: Deputy Managing Partner, Messrs Azmi & Associates
- 2001-2002: Legal Assistant, Messrs Lee-Panjalingam
- 2001-2001: Pupil-in-Chambers, Messrs A. Azidin & Co.



**JORDAN NG SEAH HEE**  
Head, Corporate Planning &  
Development

**Age | Gender** 41 | Male  
**Nationality** Malaysian  
**Date Joined** 16 July 2007

**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/Acting 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 2024.

**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 2024.

# Executive Leadership Profiles



ADAM CHRISTOPHER  
NATHAN CALVER  
General Manager, Leisure

**Age | Gender** 46 | Male  
**Nationality** Canadian  
**Date Joined** 20 May 2024

**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 2024.

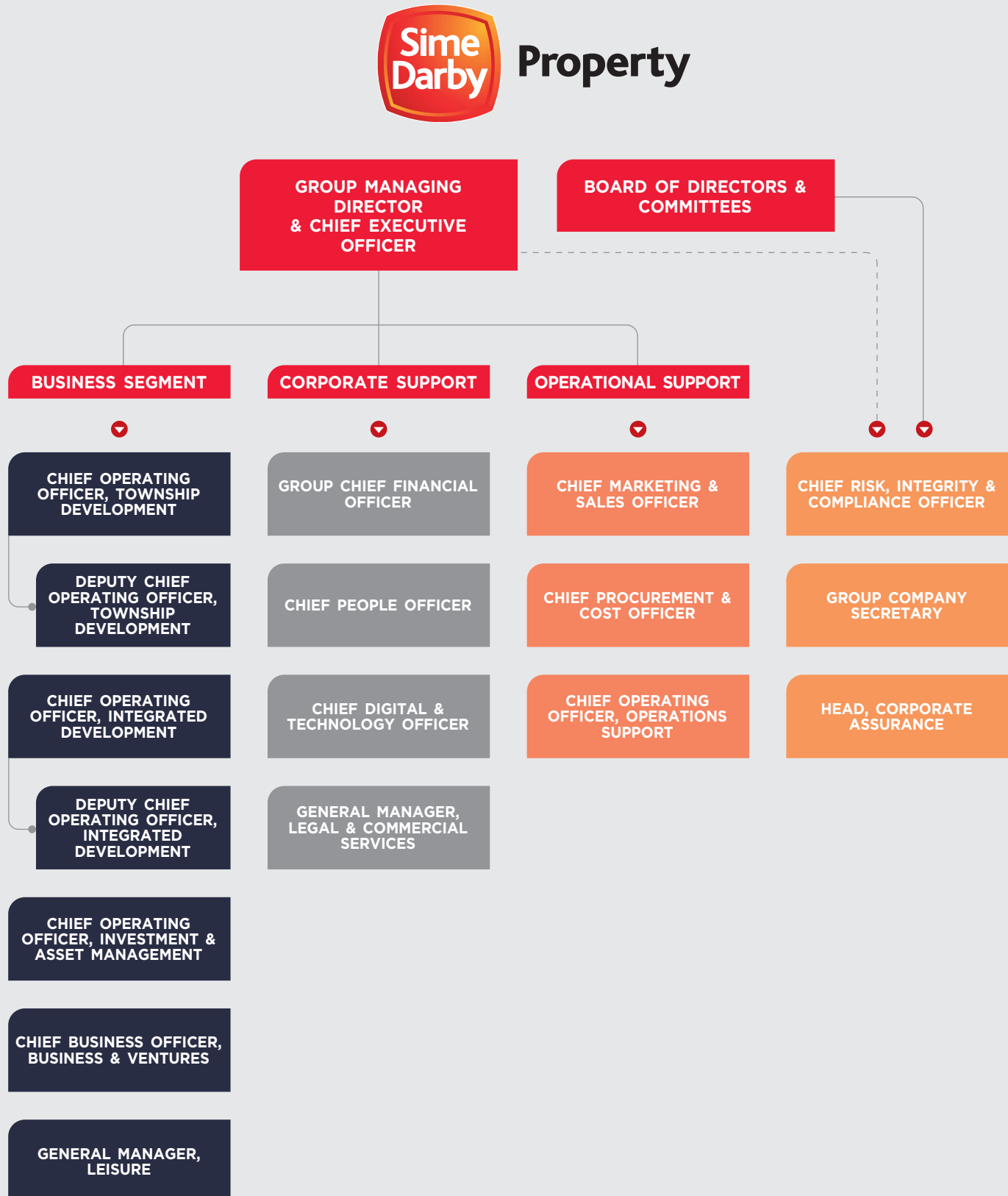
**Shareholdings**

None of the Key Senior Management holds any direct or indirect shares in Sime Darby Property Berhad during the financial year ended 31 December 2024.



# Organisation Structure

as of March 2025



# 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 2024. This Statement provides a comprehensive view of the governance structures, key principles and oversight mechanisms that have guided the Board's responsibilities throughout the year.

In an era where corporate resilience is continuously tested by geopolitical shifts, Environmental, Social and Governance ("ESG") imperatives, digital transformation and evolving stakeholder expectations, the Board remains unwavering in its commitment to strong, transparent and ethical governance. We recognise that good governance is not merely about compliance, but a driver of long-term sustainable growth, risk resilience and stakeholder trust.

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](http://www.simedarbyproperty.com/investor-relations/shareholders).

The Board recognises the intrinsic value and importance of robust corporate governance and the role it plays in supporting the long-term success and sustainability of the business. This Corporate Governance Overview Statement provides vital insights into the corporate governance practices of Sime Darby Property Group ("the Group"), guided by the principles and best practices as set out in the Malaysian Code on Corporate Governance ("MCCG") published by the Securities Commission of Malaysia ("SC").

### GOVERNANCE FRAMEWORK AND BEST PRACTICES

Our corporate governance framework is guided by mandatory regulatory requirements and globally recognised best practices, with ongoing efforts to enhance adoption where necessary. These include:

- MCCG
- Main Market Listing Requirements ("Listing Requirements") of Bursa Malaysia Securities Berhad ("Bursa Securities")
- Corporate Governance Guide 4th Edition issued by Bursa Malaysia Berhad ("Bursa Malaysia")
- Companies Act 2016 ("CA 2016")
- Guidelines on Conduct of Directors of Listed Corporations and their Subsidiaries published by the SC
- Corporate Governance Monitor 2024 published by the SC
- Group of Twenty ("G20")/Organisation for Economic Co-operation and Development ("OECD") Principles of Corporate Governance 2023
- Minority Shareholders Watch Group's ("MSWG") ASEAN Corporate Governance Scorecard ("ACGS")
- Developments in market practice and regulations

### MCCG PRINCIPLES

#### PRINCIPLE A

Board Leadership and Effectiveness

#### PRINCIPLE B

Effective Audit and Risk Management

#### PRINCIPLE C

Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

We strongly believe that sound corporate governance practices serve as a cornerstone for driving shareholder value, fostering business integrity, instilling investors' confidence and realising the Group's corporate objectives and vision.

As Sime Darby Property steadfastly pursues its strategic and sustainability goals and objectives, the Board and Management remain committed to fortifying the Group's 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 novel 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.

## GOVERNANCE FRAMEWORK

The existing Sime Darby Property governance framework ensures orderly and effective discharge of the Board's roles and responsibilities where powers of the Board are delegated to the relevant Board Committees, Group Managing Director & Chief Executive Officer ("GMD & CEO") and Management Committees, as depicted below:



The Group prioritises good governance as fundamental to our long-term success, driven by our responsibility to shareholders and a broad group of stakeholders. The Board views corporate governance as a fundamental process contributing towards achieving long-term shareholder value, taking into account the interests of all other stakeholders.

The Board believes that there are several benefits of implementing a robust governance programme and these include the following:

- improves operational performance and management efficiency
- ensures informed decision-making
- promotes competitive advantage
- promotes transparency and accountability
- improves talent retention and leadership continuity
- enhances investor confidence and market valuation

The Group believes therefore that a healthy corporate culture and robust governance framework ensures that the organisation continues to run smoothly and efficiently.

The governance framework, its structure and processes, are built upon the Terms of Reference ("TOR") of the Board Committees which are complemented by Group Policies and Authorities ("GPA") and supported by the various management committees, policies and procedures. The Framework ensures role clarity by clearly demarcating roles and areas of accountability and recognises the independent roles and duties required to effectively govern the Company with specific powers of the Board delegated to the relevant Board Committees and the GMD & CEO.

When the responsibilities between the Board and Management are clearly defined and functioning well, the organisation is better positioned to meet stakeholder expectations, deliver quality initiatives and comply with laws and regulations.

## KEY GOVERNANCE HIGHLIGHTS ON INVESTMENT & ASSET MANAGEMENT ACTIVITIES

The Board remains highly engaged in assessing and navigating investment opportunities, particularly in development funds and recurring income assets, as part of its long-term growth strategy. Investment proposals are presented and deliberated at full Board meetings, ensuring an inclusive and well-rounded decision-making process. This approach allows all Board members to actively participate, share insights, and collectively evaluate investment structures, risk assessments, and value creation potential. The diverse expertise within the Board fosters dynamic discussions, where Directors with investment experience provide strategic perspectives, while others contribute valuable insights from different areas of expertise, enriching the overall evaluation process.

Management plays a critical role in ensuring strict adherence to the GPA and Limits of Authority ("LOA"), reinforcing discipline, accountability, and compliance in all investment proposals. Every fund-related decision is rigorously evaluated against financial feasibility, risk appetite, ESG considerations, and alignment with the Group's strategic priorities. This governance structure ensures that Sime Darby Property's investment activities are executed prudently, balancing risk and opportunity, while maintaining the highest standards of corporate governance and safeguarding long-term shareholder value.

# Corporate Governance Overview Statement

## Principle A

The Board views corporate governance as a fundamental process contributing towards achieving long-term shareholder value, taking into account the interest of all other stakeholders. The Group believes that a healthy corporate culture and robust governance framework ensures that the organisation continues to run smoothly and efficiently.

Amidst an increasingly challenging business environment, the Board is committed to strengthening the Group's corporate governance practices and processes to effectively meet growing operating challenges.

Sound corporate governance practices are the cornerstone of achieving sustainable long-term performance, maximising returns for the Group's stakeholders, and creating long-term economic value and growth.

The governance framework, its structure and processes, are built upon the TOR of the Board Committees, which are complemented by the GPA and supported by the various management committees, policies and procedures.

The Board works to ensure that the Group's governance structure continues to remain appropriate and that it keeps abreast with relevant corporate governance and regulatory requirements. The structure and associated practices are reviewed when necessary to reflect the changes in the Group's operating environment.

## 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 appropriately delegating its authority to Board Committees or Management, the Board does not abdicate its responsibility and exercises at all times, collective oversight of them. The Board further ensures that it does not leave the management of the Company's affairs to the

Board Committees without committing a breach of duty and that the Directors remain responsible for the exercise of such powers.

The Board Charter is accessible on the Group's corporate website at <https://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.

In addition, Sime Darby Property has in place various ethical policies, which include an enhancement to the Conflict of Interest ("COI") Policy made in November 2023. The COI policy provides guidance to Directors and employees on the following and, to prevent conflicts of interest from compromising the Group's interests or reputation:

- 1) The need to disclose their interest or interest of a person connected to them that might appear to affect their ability to perform their fiduciary duties or interfere, appear to interfere, with the interests of Sime Darby Property Group; and
- 2) Identifying and handling potential, perceived, and actual conflicts of interest, including interest in any competing business, whether in the same geographical location as the Group's business or otherwise, as and when the conflict of interest may arise.

Directors are required to inform the Chairman of the Board as soon as practicable after the relevant facts have come to their knowledge of any conflicts or potential conflicts of interest they may have, including interest in any competing business.

## Board Leadership and Effectiveness

As part of enhancing the Sime Darby Property's ability to manage conflict of interest, the Board has instituted the need for the Board and the Board Tender Committee ("BTC") meeting agenda to be shared with the Directors/BTC Members in advance to enable them to assess whether they are in actual or potential conflict with any of the agendas to be tabled at the meeting. Directors who have disclosed interest in a specific agenda item will have restricted access to the relevant meeting paper(s). At the start of the meetings, the Chairman would notify the Directors whether the Group Company Secretary had received any declaration of conflict of interest or potential conflict of interest prior to the meeting and remind the Directors to disclose any potential COI or COI arising during the course of the meeting.

During meetings, Directors must also disclose the extent and nature of their interests at a Board meeting or as soon as practicable after they become aware of the potential or actual conflict of interest. Further to this, a Director must abstain from participating in the deliberation and Board decision on the matter as he/she is an interested party unless resolved otherwise by the remaining members of the Board solely to provide factual context on the agenda item, clarification of technical or historical aspects of the matter. Directors may only use or disclose information relating to Sime Darby Property to the extent that such use or disclosure is consistent with their duties as directors. All Directors, during the financial year under review, have complied with Sime Darby Property's COI Policy.

In addition, no contracts relating to loans involving the interests of Directors and Major Shareholders were entered into by the Group during FY2024, 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.

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.

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 sets forth 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 related party transactions 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, Tan Sri Jaganath Derek Steven Sabapathy and Dato' Seri Azmir Merican acquired 300,000 and 100,000 ordinary shares, respectively, within open period. The remaining Board members and Principal Officers did not engage in any trading activity during either the closed or open periods.

# Corporate Governance Overview Statement

Principle A

## 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 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
Principal Board Activities on pages 234 to 236   Division of Responsibilities on pages 237 to 239   Board of Directors’ Profiles on pages 206 to 218			

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 critical positions/key management personnel and employees of the Group.
- Reviews the fit and proper assessment of the Board and Executives holding directorship in 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.



## 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 Key Senior Management 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 LOA. 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 and long-term sustainability of the Group. Acting on behalf of shareholders and stakeholders, the Board provides direction, oversight, and accountability across the business.

The Board determines the Group’s strategic objectives and policies and ensures that its decisions support long-term value creation, balancing economic goals with ESG considerations. In doing so, the Board takes into account the interests of 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 is accountable to shareholders for the performance, governance, and sustainability of the Group.

The Board operates within a well-defined governance framework, supported by its Charter and aligned with the Company’s Constitution, Bursa Securities’ Listing Requirements, and the MCCG. This includes delegating specific oversight responsibilities to Board Committees while retaining overall responsibility for strategic direction, risk management, performance monitoring, and compliance. 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.

## Corporate Governance Overview Statement

In exercising its oversight, the Board regularly reviews agenda priorities to ensure it is informed on key risks, challenges, and opportunities affecting the Group. Together with Management, the Board promotes ethical leadership, prudent decision-making, and a culture of integrity and accountability.

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 perspectives to support effective oversight and strategic guidance. The Board is satisfied that all Directors, including NEDs, demonstrate independence of character and judgement and devote sufficient time to discharge their responsibilities effectively.

The Board continues to strengthen the Group's corporate governance practices to remain agile in an evolving regulatory, economic and environmental landscape. It acknowledges its fiduciary duty in safeguarding the Group's reputation, maintaining internal controls, and ensuring compliance across all business activities. Through continuous assessment of emerging risks, Board composition, and governance practices, the Board remains focused on delivering long-term, sustainable value to all stakeholders.

### PRINCIPAL BOARD ACTIVITIES IN 2024

During the financial year under review, the Board spent a considerable amount of time reviewing and discussing with Management on the impact of skilled labour shortage challenges, rise in material prices, as well as market challenges and headwinds. This included discussions on actions taken to fortify the financial and operational performance. At every scheduled Board meeting, the Senior Management and Group Company Secretary apprised the Board on financial matters, operational, strategic activities and governance, respectively. The table below provides examples of significant matters discussed since the financial year ended ("FY") 31 December 2024:

Topic	Activity and Outcome
<b>Strategic Growth and Sustainability Agenda</b>	<ul style="list-style-type: none"> <li>Reviewed and approved the proposed Annual Operating Plan for Financial Year ("FY") 2025 to 2027, presented by all Heads of Business Units and key Departments at the 2025 Board Strategy Session held in November 2024.</li> <li>Received quarterly reports by the GMD, comprising status updates of the Corporate Priorities of the Group.</li> <li>Reviewed the refinements made to the proposed Sustainability Strategy.</li> <li>Received quarterly Sustainability Report, which includes, among others, progress of initiatives relating to the net zero emission goals, urban biodiversity, social sustainability and, disclosures and reporting.</li> <li>Reviewed and approved the Sustainability Statement for FY2023 Integrated Report and Sustainability Report for FY2023.</li> <li>Received quarterly reports on the Health, Safety, Security and Environment of the Group.</li> <li>Reviewed fatality/safety incident investigation report.</li> <li>Reviewed the proposed internal reorganisation by way of Members' Scheme of Arrangement under Sections 336 and 370 of the CA 2016 and recommended to the shareholders for approval at the Court-Convened Meeting ("CCM") on 5 August 2024.</li> <li>Reviewed and approved the establishment of joint venture company with Tenaga Nasional Berhad, through its wholly-owned company, GSPARX Sdn Bhd.</li> <li>Reviewed and approved developments above the RM250 million Gross Development Cost Limit of the GPA.</li> </ul>

Topic	Activity and Outcome
<b>Financial and Business Performance</b>	<ul style="list-style-type: none"> <li>Reviewed and approved the Audited Financial Statements for FY 31 December 2023.</li> <li>Reviewed and approved the Quarterly Results, which cover revenue, profits, cash flow and debt position, for announcement to Bursa Securities.</li> <li>Reviewed and approved the Quarterly Press Releases for announcement to Bursa Securities.</li> <li>Reviewed and approved the Global Statutory Audit Fees for the FY 31 December 2024.</li> <li>Reviewed and approved the first and second single tier dividend for the FY 31 December 2024, which dividends were paid in an equitable and timely manner (within one month from the book closing date).</li> <li>Reviewed and approved Zakat contributions.</li> <li>Approved report/contents of the Annual Report for FY2023, comprising the Corporate Governance ("CG") Overview Statement and CG Report.</li> <li>Received quarterly updates on the progress of the Battersea Power Station project.</li> <li>Received quarterly Investor Relations report.</li> <li>Received the summary of changes in accounting practices.</li> </ul>
<b>Governance, Integrity and Risks</b>	<ul style="list-style-type: none"> <li>Approved amendments to the Board Charter, Board Composition Policy and TOR of the NRC, AC and BSC to align with the MCCG and market best practices.</li> <li>Reviewed and approved the revisions to the Fit and Proper Policy for Sime Darby Property Group.</li> <li>Reviewed the results and findings of the Board Effectiveness Evaluation ("BEE") for FY2023, facilitated by an external consultant.</li> <li>Noted Minutes of Board Committee Meetings and received updates from the Chairman of respective Board Committees.</li> <li>Reviewed quarterly reports on RPTs.</li> <li>Reviewed proposals deemed to be RPT and ensured such RPTs were conducted on a fair and at arms' length basis.</li> <li>Assessed the independence of its Independent Directors.</li> <li>Received quarterly updates on cybersecurity events and risk matters.</li> <li>Received updates on progress on the Group and Sustainability Department's Sustainability scorecard and Nine (9) Material Matters.</li> <li>Reviewed and approved changes to corporate representatives and principal officers of the Group.</li> <li>Reviewed the agenda outline of Board and Board Committees' meetings for 2025.</li> </ul>
<b>People, Leadership and Succession Planning</b>	<ul style="list-style-type: none"> <li>Reviewed the retirement of Directors by rotation and eligibility for re-election and recommended their re-election at the 51st Annual General Meeting.</li> <li>Reviewed and approved changes to the composition of the Board and Board Committees, i.e. appointment of Independent NED and as an additional member of the AC.</li> <li>Reviewed and approved the Performance Scorecards for Corporate/GMD and GMD-1s for FY2023 and scorecard setting for FY2024.</li> <li>Reviewed and approved the appointment, promotions and contract renewal of key critical positions/key management personnel of the Group.</li> <li>Received updates on the succession planning and development of senior critical roles and talents of the Group.</li> <li>Received updates on HR focus for FY2024.</li> <li>Reviewed the training programmes attended by Directors.</li> </ul>

# Corporate Governance Overview Statement

## Principle A

Topic	Activity and Outcome
<b>Remuneration Matters</b>	<ul style="list-style-type: none"><li>Reviewed and recommended the NEDs' Fees and Benefits for shareholders' approval at the 51st AGM.</li><li>Reviewed and approved the New Job Grading and Salary Structure for Sime Darby Property and the Leisure Segment.</li><li>Reviewed and approved salary increments for FY2024 and bonus payout for FY2023, for Group's employees.</li><li>Reviewed and approved "Sustainability" KPI for the long-term variable compensation of key senior management team.</li></ul>

The Board received updates of all matters discussed at the Board Committees as set out in the respective reports:

- \* NRC Report on pages 247 to 248
- \* AC Report on page 263
- \* RMC Report on pages 266 to 267
- \* BSC Report on pages 109 to 112 of the Sustainability Report

## BOARD COMPOSITION

During the financial year under review, the composition of the Board exceeded the requirements of Paragraph 15.02 of the Listing Requirements of Bursa Securities as more than one-third of its members are Independent NEDs. This composition enables an objective and effective check and balance on the Board's deliberation and decision-making.

For Sime Darby Property, the Board's current size of twelve (12) members ensures that the purpose, involvement, participation, harmony and sense of responsibility of the Directors are not compromised and that it achieves the correct balance to realise the Company's strategic objectives.

The current Board's composition is diverse in terms of age, gender, and a blend of skills, experience and knowledge, enabling it to provide effective oversight, strategic guidance and constructive challenge to GMD & CEO and Management. This is to ensure diversity and inclusiveness of views as well as to facilitate effective decision-making and constructive deliberation at its meetings.

The Directors are selected based on their individual merits and experience. This collective mix and diversity add value to Board processes and decisions. The current Board composition comprises individuals of diverse backgrounds with the relevant and right blend of knowledge, experience, skills and expertise.

The tenure of all Independent NEDs does not exceed a term limit of twelve (12) years in line with the requirement of the enhanced Listing Requirements of Bursa Securities announced on 19 January 2022. As at the date of this Statement, none of the Independent NEDs has served the Board for more than nine (9) years pursuant to Sime Darby Property's Board Charter and in compliance with Practice 5.3 of the MCCG.

The Board annually reviews the declarations made by Directors on the number and nature of their external directorships, as well as their assurances on time commitment, to ensure that they are able to effectively continue discharging their duties and responsibilities.

Details of Directors' external directorships and appointments are set out in their respective profiles on pages 206 to 218 of this Integrated Annual Report 2024.

## 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, thereby becoming its public face.
- 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 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.
- Ensures the day-to-day business affairs of the Company are effectively managed.
- Recommends suitable management structure and operating authority levels.

#### 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.

# Corporate Governance Overview Statement

## Principle A

### 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 judgement, 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 FY2024, as reflected below:

	NUMBER OF MEETINGS							
	AGM	CCM <sup>(1)</sup>	BOARD	AC	NRC	RMC	BTC	BSC
<b>CHAIRMAN</b>								
Dato' Rizal Rickman Ramli	1/1	1/1	8/8	-	-	-	-	-
<b>GROUP MANAGING DIRECTOR &amp; CHIEF EXECUTIVE OFFICER</b>								
Dato' Seri Azmir Merican <sup>(2)</sup>	1/1	1/1	8/8	5/5	11/11	7/7	9/9	6/6
<b>SENIOR INDEPENDENT DIRECTOR</b>								
Dato' Soam Heng Choon	1/1	1/1	8/8	-	11/11	7/7	9/9	-
<b>NON-EXECUTIVE DIRECTORS</b>								
<b>INDEPENDENT</b>								
Dato' Seri Ahmad Johan Mohammad Raslan	1/1	1/1	8/8	5/5	10/11	-	-	6/6
Datin Norazah Mohamed Razali	1/1	1/1	8/8	5/5	11/11	-	-	6/6
Mohamed Ridza Mohamed Abdulla	1/1	1/1	8/8	5/5	-	7/7	9/9	-
Dato' Hamidah Naziadin	1/1	1/1	8/8	-	11/11	-	-	6/6
Dr. Lisa Lim Poh Lin	1/1	1/1	8/8	-	-	7/7	-	5/6
<b>NON-INDEPENDENT</b>								
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	1/1	1/1	8/8	-	-	7/7	9/9	-
Tan Sri Jaganath Derek Steven Sabapathy	1/1	1/1	7/8	5/5	-	7/7	8/9	-
Nur Farahbi Shaari	1/1	1/1	8/8	-	-	-	-	6/6
<b>ALTERNATE DIRECTOR</b>								
Khalid Mohammed Noor <sup>(3)</sup>	1/1	1/1	8/8	-	-	-	-	6/6

**Note:**

<sup>(1)</sup> Court-Convened Meeting ("CCM") held on 5 August 2024 as per details in page 234.

<sup>(2)</sup> A permanent invitee of Board Committee meetings.

<sup>(3)</sup> An invitee of Board and BSC meetings.



## 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 supports the Board's ability to provide strategic oversight, foster constructive challenge, and make informed decisions in the best interest 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.

A culture of collaboration and 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 avoid overlap and promote accountability. The NRC considers time commitment during the appointment process and through annual performance evaluations.

The Board is committed to long-term value creation. It ensures that the Company's strategic plan incorporates both economic and ESG considerations and that sustainability is embedded in decision-making processes across operations. This enables the Group to strengthen business resilience, meet stakeholder expectations, and maintain trust in a dynamic operating environment.

The positions of the Chairman and GMD & CEO are held by separate individuals, with clearly delineated roles and responsibilities to preserve 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 the strategies approved by the Board.

The presence of Independent NEDs ensures that no single individual or group dominates Board decisions. The Board considers each Independent NED to be independent in character and judgement and is satisfied that all Directors devote adequate time and attention to their duties.

While the Board delegates specific responsibilities to its Committees, it retains overall accountability. 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.

### 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 224 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 FY2024.

### 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 in a financial year. Meeting dates are 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 prior to the announcement to Bursa Securities.

# Corporate Governance Overview Statement

## Principle A

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 Directors' commitment in carrying out their duties and responsibilities is reflected by their attendance at Board meetings held during the year.

Although some Directors hold multiple directorships, they managed to commit and devote their time for the Board/Board Committee meetings.

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 eight (8) 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 88% of attendance of Board and Board Committee meetings held in 2024, 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 our 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, our Board meetings have historically experienced high attendance rates, averaging above 99% since listing in 2017. This consistent level of attendance and participation at meetings ensures that decisions are made with substantial Directors involvement, mitigating concerns associated with the lower quorum requirement.

The Board remains committed to upholding the highest standards of corporate governance. We regularly review our governance practices and will consider adjustments to our quorum requirements to align more closely with best practices.

## 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 meeting papers relevant to the business of the meeting are distributed to the Board and Board Committees at least several 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.

# Board Leadership and Effectiveness

## 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 FY2024.

#### 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 FY2024.

#### 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 twelve (12) times during FY2024.

#### 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 FY2024.

#### 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 four (4) times during the FY2024.

# Corporate Governance Overview Statement

## Principle A

### PROMOTING GOOD BUSINESS CONDUCT

The Board commits to ethical business and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

All Board members discharge their duties and responsibilities at all times as fiduciaries in the best interest of the Company. They act with integrity, lead by example, and keep abreast of their responsibilities as Directors and of the conduct, business and development of the Company.

In directing or managing the Company's business and affairs, they exercise reasonable care, skill and diligence by applying their knowledge, skill and experience.

The Board ensures that key transactions or critical decisions are deliberated and decided on by the Board in a meeting. The Board also ensures that decisions and the basis for those decisions, including any dissenting views are made known and properly minuted.

The Board has put in place a set of GPAs for implementation and compliance throughout the Group. The GPAs covers various areas such as Ethics and Conduct, Protection of Group Assets, conduct of key functions and processes of the Group and Limits of Authorities addressing various key transactions of the Group.

### BOARD DIVERSITY

In managing the diversity of the Board, the Board is guided by the Board Composition Policy and Framework in ensuring that the mix and profiles of its members provide the necessary range of perspectives, experience and expertise required to achieve effective stewardship and management of Sime Darby Property.

The Directors bring with them years of experience in managing sustainable business growth and collectively represent a strong and capable leadership that supports effective decision-making. In today's rapidly transforming and challenging business environment, diversity and inclusivity are important to ensure Sime Darby Property remains relevant, resilient and sustainable.

The Board believes that a truly diverse and inclusive Board will not only be able to leverage the differences in perspectives, industry experience, knowledge and skill, it will also help the Group retain its competitive industry edge.

In this regard, the Board through the NRC conducts an annual review of its size and composition, to determine if the Board has the right size and adequate diversity that fit the Company's objectives and strategic goals, as well as to assess qualified candidates to occupy Board positions.

For gender diversity, the Board appreciates the benefits of having gender diversity in the boardroom as a mixed gendered Board would offer different viewpoints, ideas and market insights. As at the date of this report, the Board has four (4) women Directors, which constitutes 33% of the Board's composition. This is in line Practice 5.9 of the MCGG.

While it is important to promote diversity, Directors are selected based on various factors, i.e. an effective blend of skills, competencies, experience and knowledge of the industry or other identified areas in order to carry out effective Board functions and duties.

To ensure that there is a healthy talent pipeline, the Board Diversity Policy also includes policies on the participation of women in decision-making/Senior Management positions within the Group.

A Board Skills Matrix was developed through a structured exercise in which each Director completed a self-assessment of their own experience and expertise. The results indicate strong collective competencies across key areas: 83% of Directors have experience in property development, risk management, and leadership; 75% in strategic planning, finance, and entrepreneurship; and 58% in sustainability, investment management, and corporate finance. This diverse skill set enables the Board to exercise effective oversight and guidance in delivering the Group's strategic priorities and long-term value creation.

### SUSTAINABILITY COMMITMENT

The Board serves as the primary governance body responsible for overseeing Sime Darby Property's sustainability strategy, addressing key ESG risks and opportunities, with a specific focus on climate-related matters. Our sustainability approach is driven by our vision of advancing real estate as a catalyst for collective progress while maintaining harmony with the planet's resources. Our vision aligns with our fundamental purpose of acting as a value multiplier for individuals, businesses, economies, and the environment.

## Board Leadership and Effectiveness

The Sustainability Framework delineates the roles and duties of the Board, Management, and the entire organisation in realising our vision and purpose. This framework aims to proactively identify, evaluate, and manage sustainability and climate-related risks in a timely manner, while enhancing transparency through disclosures and reporting to ensure overall accountability. Aligned with eleven (11) of the eighteen (18) UN Sustainable Development Goals, our Sustainability Framework will guide our performance across the business and reinforce our commitment to delivering lasting value to all stakeholders, positioning us as a leader in the real estate industry.

Through our Sustainability Framework, we seek to transcend conventional ESG approaches to generate enhanced long-term returns for our shareholders throughout the value chain, fostering sustainable outcomes and positively impacting the communities in which we operate. We have also identified critical material issues that are essential for enhancing our ESG performance and driving excellence within our organisation.

The Board ensures that the incorporation of ESG considerations is a fundamental aspect of the Company's approach to addressing challenges, risks, and opportunities. Our proactive stance on ESG matters is reflected in the Board's actions and decisions, showcasing a strong commitment to upholding the highest ESG standards.

We maintain stringent processes, controls, and governance measures to ensure the transparency of our disclosures. The Board oversees the effectiveness of policies, procedures, and systems in place for monitoring and reporting on ESG matters.

With a comprehensive understanding of the ESG and climate-related risks that may impact our Group, the Board endeavours to integrate these risks into our corporate strategies to manage a diverse range of environmental challenges.

At Sime Darby Property, we are dedicated to managing our climate-related risks and environmental footprint stemming from our operations. We strive towards achieving net zero emissions, promoting urban biodiversity, and cultivating resilient communities. Our ambitious targets include reducing Scope 1 and Scope 2 emissions by 40% by 2030 and achieving net zero emissions by 2050. These targets will be achieved through various initiatives, such as implementing energy-efficient technologies, increasing our use of renewable energy sources, and incorporating lower-carbon materials into our products.

Our strategic imperatives in sustainability encompass decarbonising our operations and products, observing best biodiversity practices, fostering inclusive and resilient communities, and operating as a socially responsible entity.

In alignment with our sustainability commitment, the Board evaluates the performance of Directors and Management in addressing key sustainability risks and opportunities. Management sets sustainability-related performance indicators, and the Board regularly monitors the progress of various initiatives to ensure alignment with our sustainability goals.

Additionally, our commitment to sustainability extends beyond property development as we endeavor to support the growth of resilient communities. The Sustainability Statement for 2024 can be found in the Integrated Annual Report 2024, reflecting our progress towards sustainability goals, ESG metrics, and potential risks and impacts that the Group may encounter in the present and future.

### 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.



# Corporate Governance Overview Statement

## Principle A

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 judgement. 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 the Listing Requirements. The Board was generally 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 acknowledges its role in establishing a corporate culture with uncompromising ethical conduct. In line with this principle, the Group has in place the COBC and following policies to ensure the conduct of business of the Group and the employees, as well as the Group's vendors and counterparties, are consistently carried out ethically and with integrity.

## NO GIFT POLICY

The No Gift Policy demonstrates the Group's commitment to the highest standards of integrity and good governance in the conduct of its business.

With this commitment, the Group has imposed a 'No Gift Policy', which prohibits the offering, giving, soliciting or accepting directly or indirectly any form of gift to avoid conflict of interest or the appearance of conflict of interest in any ongoing or potential business dealings.

## ANTI-BRIBERY AND CORRUPTION, ANTI-MONEY LAUNDERING, CONFLICT OF INTEREST, SPONSORSHIP AND DONATION, GIFT, ENTERTAINMENT AND TRAVEL POLICY

The Group adopts a zero-tolerance stance against all forms of bribery and corruption and will not tolerate any acts which are in breach of Sime Darby Property's policies.

As part of the Group's efforts to support the implementation of the anti-bribery and corruption and ethical principles articulated in the Group's COBC and to uphold the highest standards of good governance, the Board has adopted the following policies:

- Anti-Bribery and Corruption Policy, which covers facilitation payment.
- Gift, Travel and Entertainment Policy.
- Conflict of Interest Policy.
- Anti-Money Laundering Policy.
- Sponsorship and Donation Policy, including political contribution.
- Anti-Bribery Management System Manual ("ABMS") guided by and designed to reflect the requirements of ISO37001: 2016 Anti-Bribery Management System.

The employees of the Group are required to confirm their understanding and compliance with the Group's Ethical policies via the Group's Annual Integrity and Compliance Pledge. The Annual Integrity and Compliance Pledge reaffirm the Group's zero-tolerance stance against all forms of bribery and corruption where employees are prohibited from committing or directing or instructing any form of bribery and corruption, which benefited them or the Group directly or indirectly.

Various engagement activities continue to be conducted to spread awareness of the policies and address any concerns.



## Board Leadership and Effectiveness

### VENDOR COBC

The Vendor COBC and Vendor Integrity Pledge (“VIP”) sets out the expected standard of behaviours of the vendors and counterparties, covering compliance requirements, governance and management systems, ethical practices, protection of assets and information, environmental protection and employment practice. It is a step up and improvement to the previous practices, which required vendors and counterparties to comply with the employee’s COBC and Vendor’s Letter of Declaration.

The VIP includes compliance with Anti-Bribery & Corruption requirements and the following:

- The Vendor COBC.
- Applicable laws and regulations relating to anti-money laundering, anti-terrorism financing and fraud.
- Vendor’s commitment to have similar values and conduct in their own COBC, if any, and to comply with their own code.

### WHISTLEBLOWING POLICY

The Group’s Whistleblowing Policy (“WP”) provides a transparent mechanism and avenue for all stakeholders to report or raise genuine concerns on any misconduct without fear of retaliation and intimidation.

Confidentiality and anonymity are assured to stakeholders who disclose their concerns in good faith and in doing so, followed the appropriate disclosure procedures, accordingly. The WP sets a clear procedural guide for stakeholders to follow in raising their concerns to ensure that issues are escalated to the appropriate personnel and definitive action can be taken.

### GIFT, ENTERTAINMENT AND TRAVEL POLICY

The Gift, Entertainment and Travel Policy is intended to enable the Directors, Management and employees to be able to provide business hospitality that is appropriate and do not create any appearance of unfair advantage/benefit or impropriety or misconstrued or perceived to be a bribe or gratification.

### CORPORATE LIABILITY

The Malaysian Anti-Corruption Commission Act 2009 (“MACC Act 2009”) has been amended to include a corporate liability provision that imposes liability on a commercial organisation for corruption committed by persons associated with the organisation to obtain a business advantage. Taking cognisance of the enforced provision which came into effect on 1 June 2020, Sime Darby Property has taken proactive actions to ensure that it has adequate procedures in place designed to prevent associated persons from undertaking conduct that would be in breach of Section 17A of the MACC Act 2009.

## NOMINATION AND REMUNERATION COMMITTEE REPORT

The NRC is pleased to present its report for the financial year ended 31 December 2024 in compliance with Paragraph 15.08A (3) of the Listing Requirements of Bursa Securities and the MCGG.

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 the 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 MCGG.

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 critical positions/key management personnel in the 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 plays a crucial role in reviewing the Key Performance Indicator ("KPI") 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 MCGG. 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 <https://www.simedarbyproperty.com/who-we-are/corporate-governance>.

## 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:

Functions	Matters Considered
<b>Nomination</b>	<ol style="list-style-type: none"> <li>1) Reviewed and assessed the performance of and made recommendations to the Board with regard to Directors seeking re-election at the Sime Darby Property's 50th AGM.</li> <li>2) Reviewed the overall composition of the Board and Board Committees, and Board succession planning. This includes recommending the appointment of an Independent NED on the Board and as a AC member.</li> <li>3) Reviewed the update on Succession Management and Learning &amp; Development of Sime Darby Property.</li> <li>4) Reviewed the progress of the People Strategy and Transformation Initiatives.</li> <li>5) Reviewed the Organisational Structure of the Group and Sustainability team.</li> <li>6) Reviewed the progress of Senior Critical Hires.</li> <li>7) Assessed and recommended to the Board the appointment, promotion and contract renewal of key critical positions/key management personnel of the Group.</li> <li>8) Reviewed the updates Project War-on-Waste ("WoW") process optimisation process with selected departments, which include Human Resources ("HR") &amp; Administration, Marketing &amp; Sales, as well as Finance Department.</li> </ol>
<b>Remuneration</b>	<ol style="list-style-type: none"> <li>1) Reviewed and recommended to the Board the payment of Fees and Benefits to the NEDs for the period from the AGM on 21 May 2024 until the next AGM of Sime Darby Property.</li> <li>2) Reviewed and recommended to the Board the Salary Increment for FY2024 and Bonus Payout for FY2023 for Employees and Top Management of Sime Darby Property Group.</li> <li>3) Reviewed and recommended to the Board the Performance Scorecards for Corporate/ GMD and GMD-1s for FY2024.</li> <li>4) Reviewed and recommended to the Board the Performance Assessment for GMD and GMD-1s for the FY 31 December 2024.</li> <li>5) Reviewed New Job Grading and Salary Structure for Sime Darby Property and the Leisure segment.</li> <li>6) Reviewed the short-term and long-term variables compensation.</li> <li>7) Reviewed updates on Staff Purchase Discount for Sime Darby Property Group's Products.</li> <li>8) Reviewed and recommended the "Sustainability" KPI for the long-term variable compensation of key senior management team.</li> </ol>

# Corporate Governance Overview Statement

## Principle A

Functions	Matters Considered
<b>Governance</b>	<ol style="list-style-type: none"> <li>1) Engagement of an independent third-party external consultant to facilitate the conduct of the BEE FY2023 and reviewed its findings.</li> <li>2) Reviewed Sime Darby Property's succession planning for senior critical roles and talent pool demographics.</li> <li>3) Reviewed and endorsed the disclosures in the NRC Report for the financial year under review for inclusion in the Annual Report 2023 to ensure that it was prepared in compliance with the relevant regulatory requirements and guidelines.</li> <li>4) Reviewed and recommended to the Board revisions to the Fit and Proper Policy for Sime Darby Property Group.</li> <li>5) 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.</li> <li>6) Reviewed the results of the 2024 Employee Engagement Survey and monitored the progress of the respective action plans.</li> <li>7) Reviewed the progress of building the desired culture among employees in line with the PVMV and Sime Darby Property's goal to be a real estate company by 2025.</li> <li>8) Reviewed update on Sime Darby Property's Executives on the Board of Key Operating and Joint Venture Entities of Sime Darby Property Group.</li> <li>9) Planned and approved the NRC Annual Outline Agenda for FY2025.</li> <li>10) Reviewed the trainings attended/participated by each Director and assessed the training needs of the Directors for FY2024.</li> <li>11) Reviewed and recommended relevant and appropriate training programmes by regional and global training providers based on Directors' feedback and findings from BEE Report FY2023.</li> </ol>

## KEY FOCUS AREAS FOR FY2025

The key focus areas for the NRC in FY2025 are a continuation of the priorities identified in FY2024, reflecting the Committee's ongoing commitment to Board and leadership effectiveness. These include:

- 1) Continuous enhancement and implementation of robust succession management and development for GMD & CEO and Senior Critical roles.
- 2) Review of Board and Board Committees composition, as well as identification of potential and suitably qualified candidates for an Independent NED role as part of succession planning.
- 3) Continuously identify the Board of Directors' training needs and organise bespoke local/global training solutions aimed at equipping Directors with up-to-date knowledge, skills and insights into emerging trends and challenges.

The NRC successfully completed several key focus areas in FY2024, including the review of the NEDs' remuneration framework, the Group's total rewards benchmarking exercise, and the implementation review of the organisational design ("T2V") exercise.

## 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.

The NRC met ten (11) times during the financial year under review, six (6) of which were special meetings, whilst another one (1) was a continuation meeting of the Quarter 1 FY2024 meeting to provide sufficient time for the NRC to deliberate on the agendas tabled.

## Board Leadership and Effectiveness

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	11/11	100%
Dato' Seri Ahmad Johan Mohammad Raslan	Member/Independent NED	12 July 2017	10/11	91%
Dato' Soam Heng Choon	Member/Independent NED	1 July 2020	11/11	100%
Dato' Hamidah Naziadin	Member/Independent NED	1 October 2021	11/11	100%

During the financial year under review, meetings of the NRC were attended by the GMD and 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. 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 meeting are tabled for confirmation at the next NRC meeting, following which extracts of the decisions are escalated to the relevant process owners for action. The Minutes are 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. 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's status of compliance with the Policy is set out below:

#### 1) Gender Diversity

As of the date of this report, Sime Darby Property has on its Board four (4) women Directors, namely Datin Norazah Mohamed Razali, Dato' Hamidah Naziadin, Dr. Lisa Lim Poh Lin and Nur Farahbi Shaari, constituting 33% of the Board's composition. This is also in line with Practice 5.9 of the MCCG.

#### 2) Age Diversity

The Board is committed to working towards having a generationally-diverse Board to have a balance between maturity and experience as well as a greater level of flexibility and adaptability to reinvigorate Sime Darby Property. Age diversity within the Board enables the Board to better understand the needs of diverse customers, employees and investors. A Board that is diverse according to many intersecting criteria is likely to be stronger than a mostly homogenous Board.

#### 3) Ethnic Diversity

The Board will work towards diversifying the ethnic composition of the Board as and when vacancies arise where suitable candidates are identified. Currently, the Board comprises 67% Malay, 25% Chinese and 8% Indian.

# Corporate Governance Overview Statement

## Principle A

### 4) Independence of Directors

The Board believes that a Board comprising a majority of Independent Directors allows for more effective oversight of Management. Their role broadly includes improving the corporate credibility and governance standards of Sime Darby Property, functioning as a watchdog, playing a vital role in risk management and as active members of Committees set up by the Board to ensure good governance.

Currently, seven (7) out of twelve (12) Directors of Sime Darby Property are Independent NEDs. None of the seven (7) Directors has served on the Board for more than nine (9) years.

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 FY2024, 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:

#### 1) Relevant Expertise & Leadership

Industry knowledge, governance capabilities, and professional experience aligned with the Group's strategic direction.

#### 2) Integrity & Propriety

Must meet the required standard of fitness and propriety, with no conflicts of interest or ethical concerns.

#### 3) Commitment & Availability

Must have the time capacity to discharge duties effectively, without competing commitments or excessive external directorships.

#### 4) Board Diversity

Consideration of age, gender, ethnicity, culture, background, and professional expertise to ensure a balanced and dynamic Board.

#### 5) Collegiality & Team Fit

Ability to work cohesively with other Board members to foster effective decision-making and governance.

#### 6) Governance and Independence

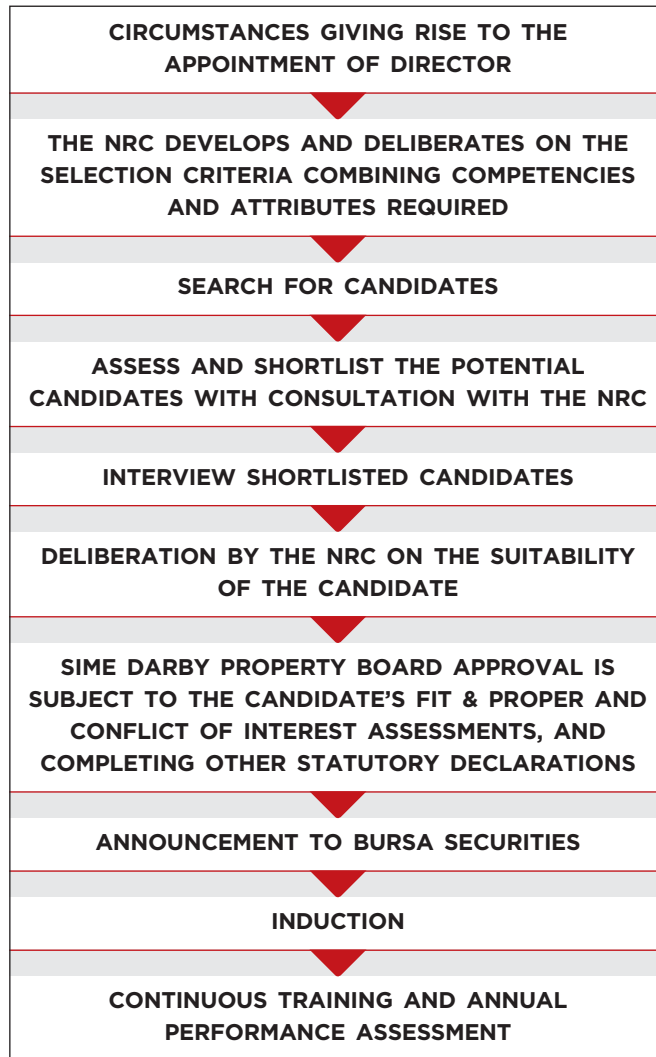
Must not be an active politician and must comply with governance standards, including a three-year cooling-off period for former Company audit partners seeking appointment to the AC.



## 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.

During the financial year under review, the NRC reviewed the composition of the Board and Board Committees taking into consideration the mix of skills, competencies, industry experience, integrity, personal attributes and time commitment required of a Director to effectively fulfil his or her role as a Director and Chairman/Member of the respective Board Committees. This included reference to the Guiding Principles of Board Committee Composition established since 2020 and updated in August 2023, as well as succession planning to ensure a smooth transition in the Board's succession process as existing Directors leave the Board and new ones come on board. The NRC will continue to leverage on various sources, such as referrals from existing Directors, other leadership development programmes and consulting organisations to identify potential candidates for nomination as Directors.

In June 2024, the NRC initiated the process to identify a suitably qualified Independent NED to succeed Tan Sri Jaganath Derek Steven Sabapathy ("Tan Sri Jagan"). The NRC undertook a structured and rigorous selection process, to ensure the incoming Independent NED possesses the necessary expertise, leadership and strategic oversight capabilities. The ideal candidate profile was defined as follows:

- (i) Extensive experience in the property development industry.
- (ii) Deep understanding of regulatory frameworks and policies relevant to the sector.
- (iii) Proven leadership experience in top management roles.
- (iv) International exposure and strategic oversight capabilities.

To maintain a diverse and independent talent pipeline, the candidate search was conducted through multiple channels, including Permodalan Nasional Berhad's ("PNB") database, ICDM's recommendations and referrals from existing Board members. Each candidate underwent an assessment and evaluation process, with careful deliberation by the NRC. The final selection also took into account Board dynamics, ensuring a balanced composition that aligns with Sime Darby Property's strategic direction and governance framework.

# Corporate Governance Overview Statement

## Principle A

Following this process, the Board, upon the recommendation of the NRC, approved the appointment of Datuk Ir. Ho Hon Sang ("Datuk Ho"), effective 1 January 2025. Concurrently, he was also appointed as a Member of the AC. As per the announcement made to Bursa Securities on 20 November 2024, Datuk Ho will succeed Tan Sri Jagan, who is due for retirement by rotation at the upcoming AGM and has offered himself for re-election. Subject to shareholders' approval of his re-election, Tan Sri Jagan is expected to continue serving on the Board until 30 September 2025 to facilitate a smooth transition and knowledge transfer. This structured transition plan ensures leadership continuity while maintaining governance stability and Board effectiveness.

Additionally, Tan Sri Jagan continues to serve as a Director on the Board of Battersea Project Holding Company Limited ("BPHCL"), representing Sime Darby Property. He was redesignated from Chairman to Director effective 1 October 2024, following the appointment of an Independent Chairman. His continued role on the Board of Sime Darby Property supports a smooth transition and continuity in BPHCL's governance and strategic oversight following this leadership change.

With Datuk Ho's appointment, the Board now comprises three (3) NEDs with prior working experience in the property development industry, further reinforcing the Board's industry expertise and strategic capabilities.

## BOARD EFFECTIVENESS & FUTURE COMPETENCY PLANNING

The 2024 BEE confirmed that the Board composition remained well-balanced with the right mix of experience, skill sets, diversity and comprised qualified members. Based on the current composition of the Board, there is a good spread of generational diversity, thus able to potentially bring different life experiences to the boardroom, reducing groupthink and increasing the ability to stay relevant in the market. The NRC will continue to review and refine Board and Board Committees composition throughout the year to align with evolving competency needs 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 pursuant to and in accordance with the Constitution.

Pursuant to Rule 111 of the Constitution, at least one-third (1/3) of the Directors for the time being shall retire from office at each AGM. 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 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. The Board recognises Directors' performance as a basis for recommending their re-election to the shareholders. This, in turn, is determined through their annual evaluation and independence assessment, which are assessed by the NRC before any recommendation is made to the Board for deliberation and approval. The affected Directors are required to give their consent on their re-election prior to the convening of the AGM.

In assessing the retiring Directors, the NRC takes into consideration the following:

- 1) Performance and contribution based on the 2024 BEE results.
- 2) 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 Board.
- 3) Level of independence demonstrated by the Independent Director and the ability to act in the best interests of Sime Darby Property in decision-making.
- 4) Character, integrity, experience and competence, as well as fit and properness in discharging their role effectively. Each Director has signed an annual Fit and Proper declaration.
- 5) Ability to commit and devote adequate time to fulfil their responsibilities effectively.

## Board Leadership and Effectiveness

Based on the aforesaid assessment, the Board approved and the NRC recommended that the Directors who are seeking re-election at the 52nd AGM of Sime Darby Property have satisfied and 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 Sime Darby Property.

The Directors who would be retiring pursuant to Rules 92.3 and 111 of the Constitution of Sime Darby Property at the 52nd AGM are as follows:

### Rule 92.3

Datuk Ir. Ho Hon Sang

### Rule 111

- 1) YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj
- 2) Tan Sri Jaganath Derek Steven Sabapathy
- 3) Datin Norazah Mohamed Razali
- 4) Dato' Hamidah Naziadin

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 52nd 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 generally 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 are also required to give their 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 MCCG. In line with the step-up practice, as recommended under Practice 5.4 of the MCCG, 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")

The effectiveness of the Board, Board Committees and individual Directors is fundamental to Sime Darby Property's long-term success. Since FY2018, the NRC has conducted its annual BEE, facilitated by an independent consultant to ensure an objective and robust assessment.

The evaluation is also important in deciding whether a Director who is subject to re-election as a Director can be recommended to be re-elected at the next AGM and ensure there is continued effective oversight and delegation of responsibilities by the Board.

# Corporate Governance Overview Statement

## Principle A

Since FY2021, the Institute of Corporate Directors Malaysia (“ICDM”) has been engaged to conduct and lend objectivity to the annual BEE. In FY2024, the BEE was conducted with a particular focus on areas for improvement identified in the FY2023 evaluation. Out of the twelve (12) key parameters of Board oversight, the assessment prioritised six (6) identified parameters from the previous year to drive targeted enhancements. These included:

- 1) Cybersecurity Focus
- 2) People & Culture
- 3) Board & Stakeholder Engagement
- 4) Board Crisis Management Response
- 5) Board Sustainability Matters
- 6) Board Committees

The evaluation process included:

- Board and Board Committee surveys (quantitative and qualitative assessments)
- Interviews with six (6) Directors to gain deeper insights
- Self versus peer competency assessments for individual Directors

Each Board Committee was independently evaluated, assessing:

- Committee structure and composition
- Effectiveness in fulfilling delegated responsibilities
- Quality of Committee discussions and decision-making
- Alignment with corporate strategy and stakeholder expectations

Overall, ICDM reported that the Board as a whole, meets expectations of a high-performing board, with no major concerns identified. The FY2024 BEE results across all twelve (12) oversight parameters remained above a 4.00 rating (out of 5.00), demonstrating strong Board performance.

While the Board is satisfied with the overall findings, it remains committed to continuous improvement. For FY2025, the Board will prioritise the following:

- 1) Cybersecurity Oversight: Strengthening governance on cyber risk management, security maturity assessments, and compliance measures.
- 2) Leadership & Succession Planning: Enhancing leadership development and ensuring structured talent pipelines for key roles.

- 3) Board & Stakeholder Engagement: Improving strategic communication, including media and social media engagement.
- 4) Employee Wellbeing: Reviewing resources and initiatives to support a high-performing workforce.

The NRC and Board will oversee the implementation of targeted outcomes and action plans to drive further enhancements in Board and Board Committee effectiveness.

## AC PERFORMANCE REVIEW

Pursuant to Paragraph 15.20 of the Listing Requirements, the NRC, through the BEE for the financial year under review, also reviewed the terms of office 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. The overall rating for the AC has improved progressively from 2021.

## 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.

## BOARD INDUCTION AND DEVELOPMENT

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 Ir. Ho Hon Sang on 7 January 2025.

## Board Leadership and Effectiveness

In line with Paragraph 15.08 of the Listing Requirements, the Board acknowledges the importance of continuing education for Directors and value of attending conferences, training programmes and seminars to ensure that they are well equipped with the necessary skills and knowledge, and kept abreast of the development and challenges in the industry to perform their duties and responsibilities effectively.

During the financial year under review, the Board members attended/participated in external training, workshops, and seminars (also available online) that covered areas considered useful and relevant to the Directors on a continuous basis to ensure they remained updated with the development of the Group's business and that of the industry that was likely to affect the discharge of their duties and responsibilities. While the Directors are expected to have personal development skills to improve themselves, the training needs are assessed on a yearly basis by the NRC and an annual development programme is recommended by the NRC and organised by the Group Company Secretary. This is to ensure the Directors are accorded the appropriate training necessary for them to discharge their responsibilities more effectively.

The Group Company Secretary coordinated five (5) online virtual trainings during the financial year under review on the following topics for the Board and Senior Management of Sime Darby Property:

Date	Training Programme	Organiser
2 February 2024	Directors and Officers Insurance Coverage	Sime Darby Lockton Insurance Brokers Sdn Bhd
3 September 2024	Knowledge-Sharing Session on Human Rights Awareness	KPMG Management & Risk Consulting Sdn Bhd
	Knowledge-Sharing Session on Natural Catastrophic Analysis	Swiss RE
3 October 2024	Board Level Cybersecurity Workshop	ICDM
2 December 2024	Updates by PricewaterhouseCoopers on: (i) Tax (ii) Sustainability (iii) Malaysian Financial Reporting Standards	PricewaterhouseCoopers
6 December 2024	Updates on Occupational Safety and Health Act ("OSHA")	Skrine

The Management team had also, during the financial year under review, organised trainings/knowledge sessions on 19 September 2024 for the Board and Senior Management of Sime Darby Property on property industry-related topics as follows:

Site	Speakers
Macroeconomic Outlook	Socio-Economic Research Centre ("SERC")
Industrial & Logistic Research	Knight Frank and AIMS APAC REIT
Empowering the Future with Generative AI	Google (Australia and Malaysia)
Fireside Chat on Customer Experience	Marriot International

The Board was apprised of the Property market updates during the Board Strategy Session, which was held from 17 to 19 October 2024.

Other than classroom programmes, several NEDs have visited various townships development in 2024 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.

## Corporate Governance Overview Statement

### Principle A

As at FY 31 December 2024, eleven (11) out of twelve (12) on the Board of Sime Darby Property (including Alternate Director) have completed the Mandatory Accreditation Programme Part II: Leading for Impact (“LIP”), an initiative under the SC’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.

The areas of trainings/seminars/conferences/development programmes attended or participated by the Directors during the financial year under review, among others, are set out below:

	KEY AREA OF FOCUS							
	Property Industry/Industrial & Logistics Development	Sustainability	Markets & Investments	Risks and Internal Control	Governance	Finance, Accounting and/or Tax-Related	Leadership Management	Cyber-security/Technology & Innovation
Dato’ Rizal Rickman Ramli	●	●	●	●	●	●	●	●
Dato’ Seri Azmir Merican	●	●	●	●	●	●	●	●
Dato’ Soam Heng Choon	●	●	●	●		●	●	●
YAM Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	●	●	●	●	●	●	●	●
Tan Sri Jaganath Derek Steven Sabapathy	●	●	●	●		●		●
Dato’ Seri Ahmad Johan Mohammad Raslan	●	●	●	●	●	●	●	●
Datin Norazah Mohamed Razali	●	●	●	●	●	●	●	●
Mohamed Ridza Mohamed Abdulla	●	●	●	●		●	●	●
Dato’ Hamidah Naziadin	●	●	●	●	●	●	●	●
Dr. Lisa Lim Poh Lin	●	●	●	●		●		●
Nur Farahbi Shaari	●	●	●	●	●	●	●	●
Khalid Mohammed Noor (Alternate to Nur Farahbi Shaari)	●	●	●	●	●	●	●	●

For full details of the list of trainings, please refer to the CG Report on pages 37 to 44.



## Board Leadership and Effectiveness

### BOARD REMUNERATION

The Board has established a remuneration policy for its NEDs to ensure alignment with the Group's strategy to drive the long-term success of the Group together with a comprehensive and fair remuneration package to continue to attract and retain high-calibre Directors while encouraging value creation for Sime Darby Property and its stakeholders.

The Board has delegated to the NRC the responsibility to set the principles, parameters and governance framework relating to the Group's remuneration matters. The NRC is authorised to formulate, develop and implement formal and transparent procedures for the Group's NEDs and Senior Management ensuring that their compensation remains competitive and consistent with industry standards as well as commensurate with their experience, skills, level of responsibilities and complexity of the business. In this regard, the NRC has established a remuneration framework for the NEDs which is subject to periodic review.

The remuneration of the NEDs consists of fixed directors' fees and other benefits, all of which are subject to the approval of shareholders at the AGM. The fees of the NEDs for their services to the Board and Board Committees are paid to all NEDs on a monthly basis pursuant to the shareholders' mandate obtained at the AGM.

The NEDs' remuneration for FY2024 is shown below:

	Board (RM/Year)	Board Committees (RM/Year)
Chairman	540,000	70,000
Member	220,000	40,000

In the first quarter of FY2025, the NRC engaged an independent external consultant to conduct a review on the NEDs' remuneration structure, benchmarked against industry peers and relative public listed entities. The last external review was conducted in 2019, with the current fee structure unchanged since its adoption at the 2020 AGM. The latest assessment considered market trends, remuneration practices among comparable listed companies, and key factors such as the Group's revenue, size, governance responsibilities and 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 remains appropriate. The Board, upon the NRC's recommendation, agreed that the current fee structure be maintained and to seek shareholders' approval for benefits payable to NEDs to be increased up to RM1,500,000 at the 52nd AGM, from the current RM500,000. While the benefits cap has remain unchanged since the Company's listing in 2017, the proposed increase in the NEDs' benefits cap is intended to accommodate broader participation by NEDs in purchasing the Group/ Company's products, particularly in encouraging those who have not previously utilised the discount benefit. In this regard, higher utilisation of this benefit is anticipated in the future in line with the Group's planned product launches.

The Board remains committed to ensuring a fair and competitive remuneration framework. The Board, through the NRC, will reassess the Board Remuneration and Benefits as and when appropriate, taking into account market developments and industry benchmarks.

*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 70 to 73 and pages 78 to 79, respectively.*

### SUCCESSION PLANNING

Succession planning is an integral part of the Sime Darby Property's corporate governance practices, ensuring leadership continuity and sustainability at both Board and Senior Management levels. The Board has in place a Board Succession Plan Framework that provides a structured and transparent process for identifying, assessing and selecting new NEDs in the event of an opening on the Board by reason of an anticipated retirement, Board expansion or strategic realignment.

The NRC is responsible for overseeing the Board's succession planning, ensuring the appointments maintain an appropriate dynamic of skills, experience, expertise and diversity on the Board and Board Committees, and aligned with the Group's long-term strategic direction.

As part of its ongoing Board succession planning efforts, the NRC has identified two Independent NEDs whose tenure will reach the 9-year tenure in mid-2026. To ensure a structured and seamless transition, the NRC plans to commence the search for suitable successor(s) in FY2025, taking into consideration the required mix of skills,

# Corporate Governance Overview Statement

## Principle A

industry experience and governance expertise. The transition timeline will be carefully planned to support Board continuity and effective knowledge transfer.

Beyond the Board, succession planning for key leadership roles, including GMD & CEO and Senior Management, remains a strategic focus. The NRC in collaboration with HR, conducts periodic reviews of the Group's leadership pipeline, ensuring a structured approach to leadership readiness.

In November 2024, the NRC conducted a review of Sime Darby Property's talent pipeline and succession management framework, focusing on:

- Identifying high-potential successors for key leadership roles.
- Enhancing leadership capabilities through targeted competency development.
- Implementing structured career pathways to accelerate leadership growth.

Succession planning efforts continue to prioritise internal talent development, complemented by external market scanning where necessary. Updates on the leadership pipeline are periodically reviewed by the NRC before being presented to the Board.

Taking cognisance of the need to further strengthen succession readiness, the focus for Succession Management in 2025 would include the following:

- 1) Expanding leadership exposure: Provide opportunities for cross-functional and strategic business experiences.
- 2) Personalised development programmes: Tailor leadership training to specific growth areas.
- 3) Enhancing leadership assessments: Strengthen evaluation tools for succession planning.
- 4) Proactive identification of future leaders: Collaborate with Heads of Departments to identify and develop future successors.

## STRATEGIC ORGANISATIONAL REVIEW

As Sime Darby Property continues to expand its business operations, product offerings and market reach, a strategic organisational review was undertaken to enhance agility, efficiency and governance oversight. This restructuring is aimed at strengthening leadership, optimising operational effectiveness and ensuring readiness for future growth in an increasingly complex and competitive real estate landscape.

With expansion comes increased operational complexity, including regulatory changes, shifting customer expectations and market diversification. The revised organisational structure enhances reporting clarity, span of control, and business segment focus, positioning the Group to better navigate industry challenges and opportunities.

To build leadership bench strength and support long-term succession planning, high-potential individuals were given the exposure to take on different roles and appointed to senior critical roles.

These appointments align with Sime Darby Property's long-term growth strategy, ensuring that key talents develop, progress, and contribute to transformation initiatives.

The NRC played a pivotal role in ensuring a structured and merit-based selection process. The NRC has:

- Reviewed key leadership positions to ensure continuity of the SHIFT25 transformation plan and strategic initiatives.
- Ensured appointments, promotions, and contract renewals were based on merit, performance, and achievements, with due regard for diversity in skills, experience, age, and cultural background.
- Reviewed the organisational realignment to support business scalability, operational efficiency, and succession planning.

The NRC continuously evaluates the organisational structure to ensure it remains fit for purpose, responsive to market demands, and capable of leveraging technology for operational excellence. Updates on the progress of the organisational design review exercise are regularly presented to the NRC, ensuring a robust governance framework in support of the Group's long-term strategic direction.

## SIME DARBY PROPERTY GROUP REMUNERATION POLICY

During the financial year under review, Sime Darby Property engaged an independent external consultant to conduct a review of job grading and salary structure, as the previous review was conducted in 2019. This review was essential to ensure the Company's remuneration framework remains competitive, equitable and aligned with industry benchmarks while also facilitating structured career progression opportunities for employees.

## Board Leadership and Effectiveness

As part of its commitment to fair and equitable compensation, the Company will also continue to analyse the ideal living wage within the real estate industry. This reflects Sime Darby Property's ongoing commitment to employee well-being, enabling the Group to further refine its remuneration structure while remaining competitive in attracting and retaining top talent.

By ensuring that its reward strategy continues to evolve in line with the relevant industry practice, Sime Darby Property remains focused on fostering a high-performing, engaged and future-ready workforce.

### LONG TERM INCENTIVE PLAN ("LTIP")

Sime Darby Property introduced a variable LTIP in 2023 as a strategic initiative to retain key talent and drive the successful execution of its SHIFT25 strategy. The LTIP is structured as a three-year plan with performance metrics that extend beyond annual targets, ensuring alignment with the Group's long-term objectives. The NRC oversees the LTIP to ensure its governance, fairness, and effectiveness in incentivising sustainable performance. This initiative has contributed to the Group's strong financial and operational performance in FY2024, reinforcing Sime Darby Property's commitment to long-term value creation and corporate governance best practices.

### EMPLOYEE ENGAGEMENT SURVEY ("EES")

An EES was conducted in the second quarter of 2024 by the same independent surveyor engaged since 2022. This ensures consistency in methodology and benchmarking, allowing the Group to effectively track progress over time in key engagement areas and gather actionable insights to enhance the employee experience, organisational culture, and leadership effectiveness.

The 2024 EES recorded an all-time high response rate of 98%, up from 94% in 2023, reflecting strong employee participation and a culture of open feedback. This high level of engagement has provided a strong dataset, allowing the Group to identify strengths, address areas for improvement, and implement targeted action plans.

The survey findings were presented to the NRC, Board, Senior Management, and employees, ensuring transparency and accountability. Focus group discussions were conducted to deep dive into key insights, ensuring that employee feedback was not only acknowledged but also translated into meaningful actions. The respective Heads

of Departments have been assigned accountability for implementing and monitoring progress on identified action areas, reinforcing the Group's commitment to continuous improvement in employee engagement and workplace satisfaction.

A key initiative from the survey findings was the "Leaders Turun Padang" sessions, organised by HR to enhance leader-employee engagement. These sessions provided a platform for Senior Leadership to connect with employees across departments, reinforcing TEAM Values, promoting collaboration, and encouraging knowledge sharing. By increasing leadership presence and accessibility, this initiative supports a more engaged, transparent, and values-driven workplace.

### PURPOSE, VISION, MISSION AND VALUES ("PVMV")

Sime Darby Property remains committed to strengthening corporate culture by embedding its PVMV across the organisation. In 2024, key initiatives included T.E.A.M. Houses and Sports Activities, fostering collaboration, and the Long Service Award Ceremony, recognising employees' dedication to the Group's values.

In FY2024, the T.E.A.M. Values and Behaviour Assessment was integrated into the Performance Management framework to ensure alignment between employee behaviours and corporate values.

As part of its culture transformation efforts, Sime Darby Property is focused on establishing a unified work culture, ensuring that employees embrace a shared set of values and behaviours that drive collaboration, accountability, and excellence. The NRC continues to oversee these efforts, recognising that a strong corporate culture is key to resilience, innovation, and sustainable growth.

HR also worked to enhance performance and align strategies with business objectives, earning several notable HR awards and recognitions (see page 41), underscoring the Group's commitment to people development and workplace excellence.

# Corporate Governance Overview Statement

## Principle B

## AUDIT COMMITTEE REPORT

### INTRODUCTION

#### OVERVIEW

A sound internal control system is the backbone of any organisation, regardless of its size or industry. As such, the role of internal auditors cannot be overstated. Sime Darby Property is no exception, with the Audit Committee (“AC”) playing a pivotal role in overseeing internal controls and governance.

The AC of Sime Darby Property is pleased to present the AC Report for the FY 31 December 2024.

### COMPOSITION OF THE AC AND ATTENDANCE AT ITS MEETINGS

During the financial year under review, there were no changes in composition of the AC. 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 210 to 213 of the Integrated Annual Report.

The details of the AC membership and meetings held during the FY 31 December 2024 are as follows:

Members	Membership/Designation	Appointment	Attendance at Meetings	
Dato’ Seri Ahmad Johan Mohammad Raslan (MIA member)	Chairman/Independent NED	12 July 2017	5/5	100%
Tan Sri Jaganath Derek Steven Sabapathy	Member/Non-Independent NED	29 February 2016	5/5	100%
Datin Norazah Mohamed Razali	Member/Independent NED	12 July 2017	5/5	100%
Mohamed Ridza Mohamed Abdulla	Member/Independent NED	1 July 2020	5/5	100%

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, Group Chief Financial Officer (“GCFO”), COO – Township, COO – Integrated, CRICO and the CAO 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.

## Effective Audit and Risk Management

### 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](http://www.simedarbyproperty.com/who-we-are/corporate-governance).

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.

INTERNAL AUDIT

(a) Approved Group Corporate Assurance Department ("GCAD") scope of work, audit plan and budget, as well as made enquiries as to GCAD's resources, 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 the implementation of consequence management by HR department in response to serious audit findings as a continuous effort by Senior Management to enhance the culture of responsibility and accountability.

(d) Reviewed GCAD's reports on how Management's implementation of the internal audit recommendations are being followed up.

(e) One private session were held between AC and CAO without the presence of Management.

(f) Assessed and approved the KPIs for the CAO and appraised the CAO's performance.

(g) Reviewed the whistleblowing matters presented by GCAD.

(h) Monitored and tracked the achievement of audit plan via updates provided by CAO during the AC meeting.

(i) Considered the internal Quality Assurance Improvement Programme ("QAIP") performed by GCAD.

(j) AC had a direct engagement with all GCAD staff.

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 FY2024.

(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 FY 31 December 2023.

(f) Reviewed and approved the AC report for inclusion in the Annual Report for the FY 31 December 2023.

EXTERNAL AUDIT

(a) Reviewed the written assurance provided by external auditors in respect of their independence in relation to the audit engagement for the FY 31 December 2024.

(b) Reviewed the external auditors' group's audit plan, which outlines the scope of work, audit strategy and approach, for the FY 31 December 2024.

(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 2024 areas follows:

Descriptions	Group RM'000	%	Company RM'000	%
Audit fees	2,352	66.0	392	33.1
Other assurance related fees	451	12.7	346	29.2
Non-audit fees	760	21.3	445	37.7
Grand Total	3,563	100	1,183	100

(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.

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 compliance with the amendments to the Bursa Malaysia Main Market Listing Requirement ("MMLR") in relation to COI issued on 26 May 2023, AC and the Board have deliberated on the revised requirements and made the following changes with the input from Management.

(b) The AC TOR have been amended to reflect the additional roles and responsibility in relation to the COI.

(c) The Group's COI policies and related process have been enhanced and updated to include the necessary COI reporting requirements to the AC and the Board. This including approving the definition and grouping of "Key Senior Management" of the Group which is subjected to the monitoring and reporting requirements.

(d) Commence and deliberated the revised COI reporting for the period ended Q4 FY2023. Provided an update to the COI position to the Board as part of AC quarterly reporting to the Board.

(e) For FY2024, a total of 15 COI transactions were presented and reviewed by AC. The COIs arose due to PNB having an interest in the transacting party with SDP (i.e. related party transaction) and directorship of a director in a vendor and service provider company. Actions taken by the affected directors to mitigate the COI position included leaving the meeting room before deliberation, abstaining from deliberation and voting, vacating the chair of the Board meeting and/or did not get involved in the service provider selection and approval process. AC is satisfied with the measures taken to mitigate the COI position.

(f) There is no known COI position involving Key Senior Management for the period under review.



# Corporate Governance Overview Statement

## Principle B

## GROUP CORPORATE ASSURANCE DEPARTMENT

### OVERVIEW

GCAD is the Group's in-house internal audit function and is headed by the CAO.

To ensure appropriate degree of independence and objectivity:

- The CAO reports functionally to the AC and administratively to the GMD to ensure his 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 CAO is subject to final approval of the Board, following recommendation of the NRC and the AC.
- Performance of both the CAO 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 2017 International Professional Practices Framework ("IPPF").

### 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 Institute of Internal Auditors' ("IIA") mandatory guidance, which includes the Core Principles for the Professional Practice of Internal Auditing, the Definition of Internal Auditing, the Code of Ethics and the International Standards for the Professional Practice of Internal Auditing.

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.

### RESOURCES AND COMPETENCIES

The internal audit activities were conducted by a team of 13 internal auditors with the following background and expertise:

Background	No. of Auditors
Accounting and Finance (6 auditors possess professional qualification (ACCA, CPA etc)	8
Engineering	4
Others	1
<b>Total</b>	<b>13</b>

Source: based on the GCAD headcount as of December 2024

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 acquired ESG Certificates "Internal Auditing for Sustainable Organisation" issued by The Institute of Internal Auditor ("IIA"). On average, each GCAD staff achieved 8 learning days.

A total of RM5.2 million was spent in 2024 on internal audit. This comprised mainly of staff payroll and costs associated with audit work.

### RESPONSIBILITIES AND ACTIVITIES

The primary responsibilities and key activities for GCAD are summarised below:

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.

Provides recommendations in improving risk management, governance and internal control processes.

Managed the whistleblowing process to ensure that all complaints received are properly recorded and reported to AC and concluded.



## Effective Audit and Risk Management

The following were the key activities carried out by GCAD during the FY 31 December 2024:

### 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 CAO 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.
- The CAO attended 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.
- The CAO attended quarterly Battersea Project Holding Company Limited ("BPHCL") Board and Audit & Risk Committee ("ARC") meetings as a shareholder representative. The CAO also oversaw the Governance, Risk and Compliance in Battersea Power Station Development Company Limited, under the direction of GMD.
- The CAO 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.
- CAO 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 required their attention.
- GCA conducted special knowledge-sharing sessions with management to discuss past control issues and highlight lessons learned.

### Performance Evaluation

- Both AC and Managements 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

- AC Chair and GMD held a special direct engagement with all GCAD staff during the year.
- AC held an informal engagement with all GCA staff during lunch.
- Published the maiden annual audit newsletter featuring key activities carried out during financial year 2023.
- 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 CAO.

### Chief Audit Executive ("CAE") Roundtable: Exploring Best Practices in Sustainability Audits

- GCA hosted the CAE Roundtable on 27 February 2024 at KLGCC Golf & Country Club. Heads of internal audit from various industries were invited to share ideas and solutions to address the emerging risks, in particularly, the sustainability matters.
- Approximately 20 CAEs and their representatives from 10 listed companies across various industries, including PricewaterhouseCoopers ("PwC") and The Institute of Internal Auditors Malaysia ("IIAM"), participated in the event. Additionally, the General Manager of Sustainability, Group Company Secretary, and Chief Risk, Integrity, and Compliance Officer, along with all GCA staff, were also in attendance.
- There were 3 speakers invited to provide insights on selected topics as well as roundtable discussions for a more intimate and in-depth sharing of ideas between the participants.
- The purpose of the event was to engage other key market players or GLCs to explore and learn exemplary ESG practices adopted by others.
- The ultimate outcomes of this event, inter alia were:
  - a) Sharing of sustainability audit achievement by various organisations.
  - b) Enhancing sustainability awareness and understanding of the core function of internal audit in relation to sustainability.
  - c) Sharing of best sustainability practices adopted by various listed companies.
  - d) Sharing challenges/concerns faced and how to overcome these challenges.
  - e) Training and support needed to address the challenges.
  - f) Building good networking and contacts amongst the participants.
  - g) Creating publicity on Sime Darby Property's strong commitment towards sustainability efforts.

# Corporate Governance Overview Statement

## Principle B

## RISK MANAGEMENT COMMITTEE REPORT

### ROLE OF THE COMMITTEE

The Risk Management Committee (“RMC”) is a Board-level committee set up to support the Board in discharging its responsibilities related to risk management, integrity, and compliance.

The RMC comprises of five (5) experienced non-executive directors, all of whom are independent of Management. Three (3) of the RMC members are independent directors. RMC is chaired by an Independent Director, a practice that is aligned with Principle B, Chapter II of the Malaysian Code on Corporate Governance (“MCCG”), Step Up 10.3.

The primary role of the RMC is to oversee the implementation of the Group’s risk, integrity, and compliance frameworks, along with related key processes. This includes, but is not limited to, ensuring that Management has established sufficient resources, infrastructure, systems, controls, and processes to manage significant risks that could impede the Group’s ability to achieve its strategic objectives and targets, while safeguarding shareholders’ investments 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 266 to 267 of this Integrated 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

The composition of RMC and their related attendance at RMC meetings throughout FY2024 are as follows:

Members	Membership/Designation	Appointment	Attendance at meetings	
Mohamed Ridza Mohamed Abdulla	Chairman/Independent Non-Executive Director	1 July 2020	7/7	100%
Tan Sri Jaganath Derek Steven Sabapathy	Member/Non-Independent Non-Executive Director	12 July 2017	7/7	100%
Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj	Member/Non-Independent Non-Executive Director	12 July 2017	7/7	100%
Dato’ Soam Heng Choon	Member/Independent Non-Executive Director	1 July 2020	7/7	100%
Dr. Lisa Lim Poh Lin	Member/Independent Non-Executive Director	1 October 2021	7/7	100%

The RMC members’ qualifications and experience are outlined on pages 208, 209, 210, 213 and 215 of this Integrated Annual Report and are also available on the Group’s website at [Board of Directors | Sime Darby Property](#).

## Effective Audit and Risk Management

### OPERATIONS OF RMC

In FY2024, a total of seven (7) RMC meetings were held. Of the seven (7) RMC meetings, five (5) were scheduled and approved by the Board in the prior year, while two (2) were ad-hoc meetings called to address and review specific transactions aligned with the RMC's mandate and the Group's investment policies.

To facilitate in-depth discussions during the meetings, the RMC is supported by permanent invitees, including the GMD & CEO, Group Chief Financial Officer, Chief Executive Officer of Property Development, Chief Operating Officer of Township Development, Chief Operating Officer of Integrated Development, and Chief Risk, Integrity, and Compliance Officer. Additionally, other internal and external stakeholders may be invited to provide briefings as needed.

In each quarter, the RMC Chairman reports to the Board on key matters deliberated and decisions made during RMC meetings. This report, a standing agenda item in scheduled Board meetings, ensures that the Board remains informed of critical developments. Further details of the RMC's deliberations are shared with the Board through the circulation of meeting minutes in subsequent quarters.

At the operational level, the RMC is supported by the Chief Risk, Integrity, and Compliance Officer, who oversees the daily operations of both the Group Risk Management ("GRM") and Group Compliance Office ("GCO"). Key activities of the GRM and GCO are detailed on pages 268 to 269.

### ANNUAL PERFORMANCE ASSESSMENT

For the financial year under review, the Board, based on the NRC's recommendation, reviewed the RMC's terms of office, composition, performance, and effectiveness. The Board was satisfied that the RMC and its members had effectively fulfilled their duties in accordance with their Terms of Reference.

### SUMMARY OF RMC'S WORK DURING THE FINANCIAL YEAR

In FY2024, both the global and Malaysian economies experienced modest growth over FY2023, with inflation showing signs of stabilisation. However, persistent geopolitical and trade tensions continued to exert pressure on commodity prices and escalate costs across the supply chain. In Malaysia, the Government's continuous efforts to rationalise subsidies and raise minimum wage in support of lower income groups have also contributed to the rising cost of doing business. The Group anticipates that the current economic conditions will continue in FY2025.

Amidst this dynamic and challenging landscape, Management has proactively assessed and monitored shifts in the Group's operating environment. By identifying and managing key risks at both the enterprise and operational levels, the Group has taken various strategic and operational measures to mitigate risk exposures and minimise its potential impacts on business performance.

In line with the Group's risk management practices, key material risks at both the enterprise and operational levels are assessed, managed and reported to the RMC and the Board for deliberations. Feedback from the RMC and the Board are obtained to ensure that appropriate mitigation strategies and plans are implemented to manage and reduce these risk exposures to an acceptable level.

# Corporate Governance Overview Statement

## Principle B

For FY2024, the RMC carried out its responsibilities as outlined below:

### A) Risk Management

Enterprise Risk Management Framework Elements	Details
Risk Management Activities <ul style="list-style-type: none"> <li>• Assessment</li> <li>• Monitoring and Review</li> <li>• Communication and Consultation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitored the Group's overall risk exposures and the management of critical financial and non-financial risks, including assessing the potential impact of cybersecurity, ESG and sustainability challenges on the Group.</li> <li>• Assessed both existing and emerging enterprise and operational risks identified by Management and/or GRM on a quarterly basis, or as needed.</li> <li>• Reviewed the Group's Key Risk Profile, ensuring that any significant risks falling outside the acceptable range were promptly addressed with appropriate actions taken.</li> <li>• Provided feedback and when necessary, challenged Management on the effectiveness of mitigation plans for key risks affecting the Group.</li> <li>• Evaluated and provided feedback on the material risks associated with major investments and their mitigation strategies, presenting findings and recommendations to the Board.</li> <li>• Obtained updates on the implementation status of the Group's Cybersecurity Framework, and provided feedback as needed.</li> <li>• Obtained status updates on the climate risk assessment (for both transition and physical risks) that is being carried out across the Group.</li> </ul>
Monitoring and Review (Culture and Engagement)	<ul style="list-style-type: none"> <li>• Reviewed progress updates on closing gaps related to the Group's Enterprise Risk Management ("ERM") maturity and the Group's integration of Environmental, Social, and Governance ("ESG") risks.</li> </ul>
Reporting (Internal and External)	<ul style="list-style-type: none"> <li>• Reviewed updates of the GRM's activities on quarterly basis and provided feedback where necessary.</li> <li>• Reviewed the Group's Statement on Risk Management and Internal Control, RMC Report, and write-up on key risks and mitigations, and proposed their inclusion in the 2023 Integrated Report to the Board.</li> </ul>
Other Matters	<ul style="list-style-type: none"> <li>• Deliberated and approved CRICO-based performance results on KPI Scorecards for FY2023.</li> <li>• Reviewed, provided feedback and endorsed CRICO's KPIs for FY2024.</li> <li>• Assessed accomplishments against the FY2024 GRM Annual Plan.</li> <li>• Reviewed and approved the FY2025 Annual Plan for GRM.</li> </ul>

## Effective Audit and Risk Management

### (B) Integrity and Compliance:

Group Compliance Framework Elements	Details
Compliance Management	<ul style="list-style-type: none"> <li>Reviewed and approved the Group's proposed Organisational Anti-Corruption Plan ("OACP") spanning FY2024 to FY2028 (5-year plan) for implementation by the Group.</li> </ul>
Compliance Obligation & Risk Management	<ul style="list-style-type: none"> <li>Reviewed and provided feedback on results of the Vendor Due Diligence – Anti-Bribery &amp; Corruption ("ABC") Risk and Readiness Assessment conducted for key contractors in FY2024.</li> </ul>
Compliance Monitoring	<ul style="list-style-type: none"> <li>Reviewed and provided the necessary counsel and feedback on the implementation status of the Group's ABC programmes as outlined in the approved OACP for FY2024 to FY2028.</li> </ul>
Reporting and Resolution	<ul style="list-style-type: none"> <li>Reviewed updates of the GCO's activities on a quarterly basis and provided feedback where necessary.</li> </ul>
Reporting (Internal and External)	<ul style="list-style-type: none"> <li>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").</li> </ul>
Other Matters	<ul style="list-style-type: none"> <li>Assessed accomplishments against the GCO Annual Plan for FY2024.</li> <li>Reviewed and approved the FY2025 Annual Plan for GCO.</li> </ul>

### GROUP RISK MANAGEMENT

GRM is a dedicated function established to assist the Board, RMC and Management with the coordination and implementation of the Risk Management Framework across the Group.

GRM plays a vital role in supporting Management, business, and operational units by:

- Continuing to embed and strengthen the Group's risk management culture.
- Establishing, maintaining, and overseeing formal risk management processes via integrating risk management into key business processes.
- Assist in identifying, assessing, and managing key material risks that impact business objectives or fall outside the Group's risk appetite. This includes providing an independent view/review of key corporate activities and transactions undertaken by the Group.
- Ensure key material risk are documented, aggregated, evaluated, and reported at the Group level to Management and the RMC.

# Corporate Governance Overview Statement

## Principle B

During the year under review, GRM's key activities were as follows:

Enterprise Risk Management Framework Elements	Details
Monitoring and Review (Culture and Engagement)	<ul style="list-style-type: none"> <li>Closure of Risk Maturity and ESG integration gaps to ensure the Group continues to progress its risk maturity level and integrate ESG risk into the Group's risk processes.</li> </ul>
Risk Management Activities <ul style="list-style-type: none"> <li>Assessment</li> <li>Monitoring and Review</li> <li>Communication and Consultation</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed and provided feedback on:               <ul style="list-style-type: none"> <li>Potential material risks associated with material investments, development projects, and tenders.</li> <li>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.</li> </ul> </li> <li>Identify emerging or new material risks impacting the Group's operations (based on discussions, reports and research information)</li> <li>ESG related risk activities:               <ul style="list-style-type: none"> <li>Facilitated, reviewed and provided feedback on the results of risk assessments conducted by Business and Operating Units for the remaining key Material Matters of the Group.</li> <li>Facilitated, reviewed and provided the necessary feedback on the proposed climate scenarios and timelines that will be adopted by the Group.</li> <li>Commenced climate transition risk assessment for the Group.</li> </ul> </li> </ul>
Training and Communication	<ul style="list-style-type: none"> <li>Delivered risk module training as part of the Group's employee onboarding programme.</li> <li>Facilitated climate risk training and awareness sessions to the Board and Management.</li> </ul>
Reporting (Internal and External)	<ul style="list-style-type: none"> <li>Coordinated and prepared the Group's Quarterly Risk Reporting to the Governance Oversight Management Committee ("GOMC") and RMC.</li> <li>Prepared the Group's Statement on Risk Management and Internal Control ("SORMIC"), RMC Report and Key Risk write-up in the Annual Report 2023.</li> </ul>
Other Matters	<ul style="list-style-type: none"> <li>Developed the FY2025 GRM Annual Plan for approval by the RMC.</li> <li>Obtained feedback from the Board on key Risk, Integrity and Compliance programmes that could be implemented in FY2025 during the Board Annual Strategy Meeting.</li> </ul>

## GROUP COMPLIANCE OFFICE

GCO is a dedicated function set up to assist the Board, RMC and Management in achieving the Group's compliance and integrity strategy and objectives through coordination of key compliance risk management activities across the Group.

The GCO's responsibilities encompass:

- Developing and implementing compliance, ethics, and integrity programmes in line with approved frameworks and plans, aimed at resolving key compliance and integrity issues within the Group.
- Promoting a strong culture of compliance and integrity across the Group by implementing an effective compliance communication programme.



## Effective Audit and Risk Management

During the year under review, GCO's key activities were as follows:

Group Compliance Framework Elements	Details
Compliance Obligation & Risk Management	<ul style="list-style-type: none"> <li>Completed the ABC readiness assessment for key contractors of the Group (Vendor Due Diligence - ABC readiness risk and assessment).</li> </ul>
Compliance Management & Mitigation	<ul style="list-style-type: none"> <li>Completed and obtained approval for the Group's Organisational Anti-Corruption Plan ("OACP") FY2024 to FY2028.</li> <li>Continued with the implementation of Group's ABC programmes as outlined in the approved OACP for FY2024 to FY2028.</li> <li>Managed the Group Conflict of Interest ("COI") program and provided the necessary COI report to the AC on a quarterly basis.</li> <li>Provided various forms of advice in relation to the application of the Group's COBC, GPAs and Group Limits of Authorities.</li> <li>Assisted and provided Management with feedback on compliance risks related to material investments arising from the due diligence review.</li> <li>Managed Personal Data Protection Act ("PDPA") review requests from authorities.</li> </ul>
Compliance Monitoring	<ul style="list-style-type: none"> <li>Managed regulatory compliance reporting, including preparing quarterly reports for Management and the Board, to highlight key non-compliance incidents reported by operations/employees.</li> <li>Completed the Group's mandatory Annual Compliance &amp; Integrity Pledge process.</li> </ul>
Training	<ul style="list-style-type: none"> <li>Managed the COBC e-learning and e-assessment requirement. The COBC e-assessment is a mandatory requirement for all employees of the Group.</li> <li>Delivered modules on governance structures and key policies, including the GPA, COBC, and Whistleblowing Policy, as part of the Group's employee onboarding program.</li> <li>Provided ABC training to new employees joining the Group.</li> <li>Assisted the development of Vendor Code of Business Conduct ("Vendor COBC") e-learning.</li> </ul>
Reporting and Resolution	<ul style="list-style-type: none"> <li>Provided the GOMC and RMC with status updates of GCO's activities on quarterly basis.</li> <li>Prepared the necessary half-yearly status updates on corruption-related activities and programmes for submission to MACC.</li> </ul>
Other Matters	<ul style="list-style-type: none"> <li>Developed the FY2025 GCO Annual Plan for approval by the RMC.</li> </ul>

# Corporate Governance Overview Statement

## Principle C

### 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. The Investor Relations ("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.

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 IR section also offers information on dividends, corporate actions, and key corporate events to ensure transparency and accessibility.

Any enquiries on investor-related matters may be directed to [investor.relations@simedarbyproperty.com](mailto:investor.relations@simedarbyproperty.com) or:

**Sime Darby Property Berhad**

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### 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 51st AGM on 20 May 2024 conducted on a fully virtual basis held at a broadcast venue. The notice of the 51st AGM was issued to the shareholders on 19 April 2024, 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 51st AGM provided details of the resolutions proposed along with relevant information to enable the shareholders to evaluate 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 virtual AGM was in line with the provision of the CA 2016, Sime Darby Property's Constitution and the SC Malaysia's Guidance Note and Frequently Asked Questions ("FAQs") on the Conduct of General Meetings for Listed Issuers.

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 51st AGM. All Directors (save for one Director who attended virtually) and Senior Management together with the external auditors were present at the 51st AGM broadcast venue in order to provide responses to questions raised by the shareholders.

The GMD presented the overall performance and the moving forward plan of the Group at the 51st AGM. In addition, questions raised by the Minority Shareholders Watch Group and Sime Darby Property's responses were presented for the benefit of the shareholders. The questions and responses were also uploaded onto the Group's website prior to the 51st AGM. Thereafter, a copy of the presentation by the GMD was made available on the website upon the conclusion of the 51st AGM, followed by the publication of the Minutes of the 51st AGM on the Corporate website within thirty (30) business days after the meeting.

## Engaging with Our Stakeholders

All resolutions tabled at the 51st 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 an independent scrutineer to verify the poll results.

In addition to the AGM, a CCM was also convened on 5 August 2024 for the Proposed Internal Reorganisation of Sime Darby Property, which was also conducted in a fully virtual mode with similar meeting proceedings, voting by way of poll through Remote Participation and Electronic Voting (“RPEV”) facilities (or voting in absentia) by Boardroom. The voting results of both meetings were announced to Bursa Securities on the same day.

In line with new regulatory requirements announced by the SC on 30 August 2024, all Main Market listed companies must hold hybrid or physical AGMs starting from 1 March 2025. Accordingly, Sime Darby Property will adopt a hybrid format for its 52nd 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 Annual Report 2024.
- 2) E-Lodgement of proxy forms by shareholders for Sime Darby Property’s 52nd AGM.

Shareholders may register as a user with Boardroom Smart Investor Portal (“BSIP”) at <https://investor.boardroomlimited.com> to submit proxy forms electronically. The 52nd 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.

### KEY FOCUS AREAS AND FUTURE PRIORITIES

The Board will continue its efforts to enhance its corporate governance standards and foster the desired T.E.A.M. culture that advocates for ethical conduct, transparency and sustainable value creation towards achieving its strategic and business objectives. The end goal is to realise long-term shareholder value while taking into account the interests of its stakeholders.

### SUMMARY

Sime Darby Property has adopted and applied the Practices as recommended by the MCCG save for the following:

- Practice 8.2: Disclosure on a named basis of the Top Five Senior Management’s remuneration.
- Step-Up Practice 8.3: Fully disclose the detailed remuneration of each member of senior management on a named basis.
- Step-Up Practice 9.4: AC should comprise solely of Independent Directors.

Please refer to the detailed disclosures of the Company’s governance practices in the CG Report including the rationale for the abovesaid departures which is published on the Group’s corporate website.

### 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 FY 31 December 2024. This CG Overview Statement was approved by the Board of Sime Darby Property on 26 March 2025.

# Statement on Risk Management and Internal Control

The Board of Directors of Sime Darby Property (“the Board”) is pleased to provide this Statement of Risk Management and Internal Control (“the Statement”), which encapsulates the key features of the Group’s risk management and internal control framework and system during the financial year under review. 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.

## RESPONSIBILITY AND ACCOUNTABILITY

### AT BOARD LEVEL

#### The Board

The Board recognises its responsibility to establish and maintain risk management, internal control, and accountability framework and systems, that safeguards 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.

To support sustainable growth of the Group, the Board has defined the Group’s risk appetite, ensuring operations remain within acceptable risk parameters while pursuing business and strategic objectives. 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 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 before 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. While 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 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 Group’s risk exposure and related management and internal control systems. While the AC, RMC and BSC support the Board in risk oversight, the Board retains ultimate accountability. 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’s roles and responsibilities can be found in the Corporate Governance Overview Statement on pages 228 to 271 of this Integrated Annual Report.*

#### Audit Committee:

The Audit Committee (“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”), recommendations from external auditors on internal controls, and assessments by external consultants or auditors. 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. This process strengthens governance and safeguards the Group's interests. Additionally, the AC conducts annual private sessions with 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 risk and internal controls, the AC receives quarterly risk reports from Group Risk Management ("GRM"). Furthermore, a summary of key matters discussed, along with AC meeting minutes, is presented to the Board every quarter.

#### **Risk Management Committee:**

Chaired by an independent director, the Risk Management Committee ("RMC") plays a critical role in assisting the Board in developing and overseeing 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.

Recognising the increasing importance of sustainability 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 conducts engagements with internal stakeholders, where required, reviewing quarterly reports on risk, compliance, and integrity. It also holds discussions with the Chief Risk, Integrity, and Compliance Officer, 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 the Chief Risk, Integrity, and Compliance Officer to discuss 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 Board Sustainability Committee ("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, reviewing the effectiveness of the Sime Darby Property Sustainability Policy and recommending positions on emerging sustainability issues, along with their associated risks (including risk appetite and tolerance) and potential opportunities.

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.

# Statement on Risk Management and Internal Control

## 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 Group Corporate Assurance (“GCA”), Group Risk Management (“GRM”), and the Group Compliance Office (“GCO”) are effectively addressed, monitored, and, where possible, resolved at the highest level of Management.

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 risk to the Board.

### Management’s Responsibilities

Management acknowledges its responsibility for risk management and internal controls, which includes:

1. **Risk Identification & Assessment:** Identifying and evaluating risks in alignment with the Group’s business objectives, strategies, and overall risk appetite.
2. **Risk Mitigation & Control Implementation:** Developing, executing, and overseeing controls, policies, and procedures to mitigate key risks and their impact on the Group’s operations.
3. **Continuous Risk Monitoring:** Proactively monitoring shifts in the risk landscape, identifying emerging risks, implementing appropriate mitigation strategies, and promptly informing the Board.
4. **Risk Reporting:** Providing quarterly risk reports outlining key material risks and mitigation measures to the RMC, BSC and the Board for further discussion.
5. **Governance Framework Execution:** Overseeing the implementation of governance frameworks and policies to ensure they achieve intended outcomes.

6. **Resource Allocation:** Ensuring adequate resources are allocated to support effective risk management and a robust control environment.
7. **Remedial Actions:** Implementing corrective measures to address new or emerging risks or deficiencies, as planned and/or as directed by the Board.
8. **Culture of Integrity & Accountability:** Promoting a corporate culture centred on compliance, accountability, and integrity.
9. **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:

The Group Risk Management (“GRM”) and Group Compliance Office (“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 their 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 the Chief Risk, Integrity, and Compliance Officer, who reports directly to the Risk Management Committee (“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 264 to 269 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 Audit Committee (“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 from 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 260 to 263 of this Integrated Annual Report.*

## RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

### Enterprise Risk Management Framework:

The Group recognises that integrating risk management into business operations is fundamental to sound corporate governance. A robust risk management approach provides valuable insights that support informed decision-making, ultimately leading to better business outcomes. To this end, the Group has established an **Enterprise Risk Management (“ERM”) Framework** aligned with the principles of **ISO 31000**, defining the Group’s risk strategy, objectives, governance structure, risk management practices, tools, reporting protocols, and the roles and responsibilities for managing both current and emerging material risks.

The **ERM Framework** is designed to provide a **structured and consistent** approach for identifying, assessing, managing, monitoring, and reviewing risks that may hinder the Group from achieving its strategic objectives. It adopts both a **top-down strategic** and **bottom-up operational/tactical** approach to ensure significant risks across the organisation are effectively addressed. Embedded within the Group’s core business processes, the framework ensures risk assessments remain dynamic

and relevant in an evolving business landscape. It also serves as a critical decision-making tool for Management and is applied in evaluating business and investment proposals, ensuring that potential key risks are identified and mitigated before decisions are made. Risks are consolidated at the operational level before being escalated to Management, the **Risk Management Committee (“RMC”)**, and ultimately, the **Board**.

### 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:

1. **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.
2. **Second Line of Defence: Group Risk Management (“GRM”)** and other relevant supporting functions are responsible for providing governance, oversight, and challenge over risk activities by developing frameworks, policies and procedures, while conducting independent risk assessments to assist Management and the Board in risk management.
3. **Third Line of Defence: Group Corporate Assurance (“GCA”)** provides independent assurance by evaluating, reviewing, and assessing the effectiveness of risk management and governance frameworks, policies, procedures, tools, and related controls.
4. **Fourth Line of Defence: The Risk Management Committee (“RMC”), Audit Committee (“AC”) and Board Sustainability Committee (“BSC”)** oversee the Group’s governance, risk management, and internal control systems, assessing their adequacy and effectiveness.
5. **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.

# Statement on Risk Management and Internal Control

Key risks faced by the Group are continuously monitored, documented, and updated, with formal reports submitted to the **Governance Oversight Management Committee (“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 124 to 135 of this Integrated Annual Report.*

## CONTROL ENVIRONMENT

The following represents key elements of the internal control systems established by the Board and Management to uphold good governance and provide effective internal controls in helping the Group manage various risks.

### 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 needs 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 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 Plan, Budgets and Management Reports

#### Annual Planning and Budgetary Exercise

The Group’s annual business plan and budget are deliberated and approved by the Board. The performance 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 the Group’s 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 continue to guide the direction and behaviour expected of its 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**’:
  - **T** – Together we do what’s right
  - **E** – We lead with Excellence
  - **A** – We embrace new Approaches
  - **M** – We Make things happen

### B) Code of Business Conduct (“COBC”)

The Group remains steadfast in its commitment to upholding the **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 application of ethical standards 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.
- **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, all employees are required to annually 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:

- Anti-Bribery & Corruption Policy
- Gift, Entertainment & Travel Policy
- Conflict of Interest Policy
- Sponsorships and Donations Policy
- Whistleblowing Policy
- Anti-Money Laundering Policy

These policies form part of the broader Group Policies & Authorities ("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.

The Group Corporate Assurance ("GCA") manages the whistleblowing process and oversees investigations, operating under the direct oversight of the Audit Committee ("AC"). The Group Compliance Office ("GCO") is responsible for the operational management of the Whistleblowing Policy, which includes conducting awareness initiatives and training programmes to ensure cognisance of 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 based on investigation findings, which may include closing the case or taking further remedial steps.

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 and 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 services, 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
- 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>.

## Adequacy and Effectiveness of Internal Controls, Policies and Procedures

### 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:

- Group Risk Management ("GRM") and Group Compliance Office ("GCO") - Second Line of Defence
- Group Corporate Assurance ("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 Audit Committee ("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.

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.

### 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 has implemented 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.

## Statement on Risk Management and Internal Control

### Human Capital Management

The Group approaches human capital management and its associated risks based on operational and business needs, focusing on human resource 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 review 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 into 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 programme that prepares 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 a clear understanding of the company's culture and operating environment.

### Insurance

To safeguard its key assets, the Group has implemented 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.

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 Integrated Annual Report of the Group is distributed to shareholders within the time frame specified under Bursa Malaysia's MMLR.



## 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 on 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

This Statement on Risk Management and Internal Control has been reviewed by external auditors pursuant to Paragraph 15.23 of the Bursa Malaysia's MMLR for inclusion in the Group's Integrated Annual Report for the financial year ended 31 December 2024. The limited assurance review was conducted in accordance with Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control issued by the Malaysian Institute of Accountants.

The AAPG 3 does not require external auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group, including the assessments and statements made by the Board and Management. The auditors are also not required to consider whether the processes described to address material internal control issues disclosed in the annual report will, in fact, remedy those 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.

After considering the assurance from the Management and input from relevant assurance providers, the Board is of the view that the Group's risk management and internal control system in place for the financial year under review and up to the date of approval of this statement for inclusion in the Integrated Annual Report, operates adequately and effectively to safeguard the interest of Group's shareholders and assets.

The Board, together with the AC and RMC, is committed to maintaining, as far as practically feasible, a strong system of risk management and internal controls that aligns with the Group's current business requirements and supports the achievements of its strategic objectives.

The Board has approved this statement on 26 March 2025.

# 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 2024.

## 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 2024 are as follows:

	Group RM'000	Company RM'000
- Audit fees	2,352	392
- Other assurance related fees	451	346
- Non-Audit fees	760	445

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 2024 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 (formerly known as Sime Darby Property Industrial Development Fund 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 Bumputera ("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 is a substantial shareholder of Sime Darby Property.

ASB is a major shareholder and also the largest shareholder of Sime Darby Property.

## (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 (formerly known as Sime Darby Plantation 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.

PNB is a person connected with ASB and is a substantial shareholder of Sime Darby Property.

ASB is a major shareholder and also the largest shareholder of Sime Darby Property.

## 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 2024.

## 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 2024.

The Company did not seek the approval of its shareholders on any mandate for its recurrent RPTs during the financial year ended 31 December 2024.

# Financial Statements

8

## FINANCIAL STATEMENTS

- 285** Statement of Responsibility by the Board of Directors
- 286** Directors' Report
- 290** Statement by Directors
- 290** Statutory Declaration
- 291** Independent Auditors' Report
- 299** Statements of Profit or Loss
- 300** Statements of Comprehensive Income
- 301** Statements of Financial Position
- 303** Statements of Changes in Equity
- 305** Statements of Cash Flows
- 308** Notes to the Financial Statements

# Statement of Responsibility by the Board of Directors

In Respect of the Audited Financial Statement for the Financial Year Ended 31 December 2024

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) in Malaysia and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, the financial statements for the financial year ended 31 December 2024, as presented on pages 299 to 403, 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 to prevent and detect fraud and other irregularities.

# Directors' Report

For the financial year ended 31 December 2024

The Directors are pleased to present their Report together with the audited financial statements of the Group and the Company for the financial year ended 31 December 2024.

## PRINCIPAL ACTIVITIES

The Company was principally engaged in the business of investment holding, property development and provision of management services up to 30 November 2024. Following the Group's internal reorganisation during the financial year ended 31 December 2024, all identified assets, liabilities and business undertakings related to the Company's property development and management services businesses were transferred and vested in the Company's wholly owned subsidiaries on 1 December 2024. The Company's principal activity is purely investment holding.

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 44 to the financial statements. There has been no significant change in the principal activities of the Group during the financial year.

## FINANCIAL RESULTS

The results of the Group and the Company for the financial year ended 31 December 2024 are as follows:

	Group RM thousand	Company RM thousand
Profit before taxation	780,049	55,915
Taxation	(262,447)	(51,914)
Profit for the financial year	517,602	4,001
Profit for the financial year attributable to:		
- owners of the Company	502,203	4,001
- non-controlling interests	15,399	-
Profit for the financial year	517,602	4,001

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 2023, second single tier dividend of 1.5 sen per ordinary share which was paid on 8 May 2024	102,013
In respect of the financial year ended 31 December 2024, first single tier dividend of 1.5 sen per ordinary share which was paid on 6 November 2024	102,013
	204,026



# Directors' Report

For the financial year ended 31 December 2024

## DIVIDENDS (CONTINUED)

The Board of Directors had on 26 February 2025, declared a second single tier dividend in respect of the financial year ended 31 December 2024 of 1.5 sen per ordinary share amounting to RM102.0 million. The second single tier dividend is payable on 23 April 2025 to shareholders whose names appeared in the Record of Depositors and Register of Members of the Company at the close of business on 28 March 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 who have held office since the end of the previous financial year 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

Tan Sri Jaganath Derek Steven Sabapathy

Dato' Seri Ahmad Johan Mohammad Raslan

Datin Norazah Mohamed Razali

Mohamed Ridza Mohamed Abdulla

Dato' Hamidah Naziadin

Dr. Lisa Lim Poh Lin

Datuk Ir Ho Hon Sang

Nur Farahbi Shaari

Khalid Mohammed Noor (Alternate Director to Nur Farahbi Shaari)

(Appointed on 1 January 2025)

By way of relief order dated 4 February 2025, 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 2024 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 2024 were RM11.1 million (2023: RM11.7 million) and RM10.5 million (2023: RM11.7 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 RM222,882 (2023: RM213,500) and RM221,381 (2023: RM213,500) respectively. Details of the Directors' remuneration and benefits is disclosed in Note 10 to the financial statements.

# Directors' Report

For the financial year ended 31 December 2024

## DIRECTORS' REMUNERATION AND BENEFITS (CONTINUED)

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 40 to the financial statements.

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 by the Company and the total premium incurred during the financial year amounted to RM158,958 (2023: 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 1.1.2024	Acquired	Disposed	As at 31.12.2024
<b>Direct Interest</b>				
Dato' Seri Azmir Merican bin Azmi Merican	-	100,000	-	100,000
Tan Sri Jaganath Derek Steven Sabapathy	-	300,000	-	300,000

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 the Company were made out, 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, their values 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 2024

## 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

The auditors' remuneration of the Group and the Company for the financial year ended 31 December 2024 amounted to RM3.0 million and RM0.7 million respectively.

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 26 March 2025.

**Dato' Rizal Rickman Ramli**  
Chairman

Petaling Jaya  
26 March 2025

**Dato' Seri Azmir Merican bin Azmi Merican**  
Group Managing Director & Chief Executive Officer

# 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, the financial statements set out on pages 299 to 403 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 2024 and of the financial performance of the Group and 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 26 March 2025.

**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, 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 299 to 403 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 26 March 2025.

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 2024, 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 2024 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 299 to 403.

### 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”), 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.



# 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

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
<p><b>Revenue and cost recognition – property development activities</b></p> <p>The Group and the Company recognise revenue and costs relating to the property development activities using the stage of completion method.</p> <p>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.</p> <p>The Group and the Company recognised revenue of RM3,622.3 million and RM303.5 million respectively and costs of RM2,584.0 million and RM178.0 million respectively from property development activities recognised over time for the financial year ended 31 December 2024.</p> <p>Revenue and cost recognised on property development activities have an inherent risk as it involves judgements and estimates. We focused on this area because there are key judgements involved in determining the following:</p> <ul style="list-style-type: none"> <li>• Stage of completion;</li> <li>• Extent of property development costs incurred to date;</li> <li>• Estimated total property development costs;</li> <li>• Estimation of provision due to liquidated ascertained damages as a reduction of revenue; and</li> <li>• Estimation of common costs allocation to the project phases from the total budgeted common costs attributable to the respective property development projects.</li> </ul> <p><i>Refer to Notes 4(a), 6 and 7 to the financial statements.</i></p>	<p>We performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• We checked the stage of completion of property development projects, on a sample basis, to certifications from professional consultants.</li> <li>• We agreed, on a sample basis, costs incurred to supporting documentation such as contractor claim certificates and invoices from vendors.</li> <li>• We checked the reasonableness of the estimated total property development costs of major projects, allocation of common costs and subsequent changes to the costs by checking to supporting documentation such as approved budgets, letter of awards, contracts, quotations, correspondences, contracts and variation orders with contractors.</li> <li>• We tested as a sample basis, actual sales of development properties to signed sales and purchase agreements.</li> <li>• In instances where projects have been delayed, we tested management's estimates of the liquidated ascertained damages provisions required to supporting documentation such as project progress reports, extension of time approvals, legal opinions, correspondences with the relevant parties, where applicable.</li> <li>• On a test basis, we checked the mathematical accuracy of the percentage of completion and tested the percentage of revenue and costs recognised in the statements of profit or loss is mathematically accurate. We also tested the journal entries to ensure the revenue are recorded appropriately.</li> </ul> <p>Based on the above procedures performed, we noted no material exceptions.</p>





## 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
<p><b>Fair value of Investment Properties</b></p> <p>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.</p> <p>As at 31 December 2024, the Group's investment properties, which are carried at fair value, amounted to RM1,487.1 million. The valuations of the Group's investment properties were performed by independent external valuers. The valuers have considered factors related to the investment properties' overall condition and demand as a whole in arriving at the fair values.</p> <p>We focused on this area due to 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.</p> <p><i>Refer to Notes 4(c) and 20 to the financial statements.</i></p>	<p>We performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• We read the valuation reports issued by independent external valuers from management. Based on these reports, we discussed and assessed the appropriateness of the valuation methodologies and assumptions used in the valuations by the independent external valuers.</li> <li>• We assessed the independent external valuers' competency, capabilities and objectivity by checking the valuers' qualification and their registration to the respective boards.</li> <li>• We carried out the following procedures to assess the inputs underpinning the valuation of the investment properties: <ul style="list-style-type: none"> <li>- Tested the accuracy of rental rates, rental periods, net lettable areas and outgoing expenses to 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;</li> <li>- Benchmarked the term yields, reversion yields and allowances for void used by the valuers to comparable properties;</li> <li>- Discussed with valuers to understand the basis of adjustments made to 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</li> <li>- Challenged the valuers on certain key inputs and estimates used in consideration of the current market conditions.</li> </ul> </li> <li>• For investment properties under construction, we assessed management's justification to support the basis that the properties cannot be measured reliably.</li> <li>• We assessed the adequacy of the disclosure and sensitivity analysis prepared by management on the key parameters underpinning the valuation, where applicable.</li> </ul> <p>Based on the above procedures performed, we did not identify any material exceptions.</p>



# 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
<p><b>Recoverability of properties under development and completed properties held for sale</b></p> <p>The Group have RM6,441.4 million of properties under development respectively, as well as RM134.6 million of completed properties held for sale as at the reporting date.</p> <p>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.</p> <p>The recoverability of properties under development and completed properties held for sale are assessed based on estimation of the net realisable value ("NRV") of the underlying properties. This involves considerable analyses 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.</p> <p>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 RM9.9 million respectively, and a write off of RM4.4 million respectively in respect of inventories during the financial year.</p> <p><i>Refer to Notes 4(b), 7 and 21 to the financial statements.</i></p>	<p>We performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• We discussed with management on the basis used to write-down inventories at period end to its NRV.</li> <li>• 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.</li> <li>• Based on the approved project cost budgets, on a sample basis, we assessed the profitability of the projects for indication of NRV.</li> <li>• For those unsold completed development units which have 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.</li> <li>• 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.</li> </ul> <p>Based on the above procedures performed, we did not identify any material exceptions.</p>



## 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
<p><b>Impairment assessments of non-financial assets with impairment indicators</b></p> <p>Management performed impairment assessments of the non-financial assets of the Group and of the Company, which had impairment indicators.</p> <p>Management prepared projected cash flows for impairment assessment of the non-financial assets of the Group and of the Company, which includes the Group's property, plant and equipment, the Group's investment in joint ventures, and the Company's investment in subsidiaries.</p> <p>An impairment loss on property, plant and equipment of RM1.9 million and an impairment loss on the Company's investment in subsidiaries of RM665.4 million were recorded in the financial statements as at 31 December 2024.</p> <p>We focused on this area as the recoverable amounts of the non-financial assets are determined based on assessment of projected cash flow, in which the computation of the recoverable amount involves significant judgements and estimates.</p> <p><i>Refer to Notes 4(d), 13, 19 and 22 to the financial statements.</i></p>	<p>In determining the recoverable amounts of the property, plant and equipment, we have performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• Checked the appropriateness of management's identification of CGUs and valuation methods used for their impairment assessment;</li> <li>• Compared the discount rates used to comparable industry rates in which the CGU operates;</li> <li>• Considered the latest available external valuations. Based on these reports, discuss and assess the appropriateness of the valuation methodologies and assumptions used in the valuations with the independent external valuers; and</li> <li>• Assess the adequacy of disclosures in the financial statements in accordance with the requirements of the relevant MFRS.</li> </ul> <p>In determining the recoverable amounts of the investments in subsidiaries, we have performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• Compared the detailed cash flows projections prepared by management to business plans, including the timing of the completion of project phases for CGUs involved in property development activities; and</li> <li>• Considered the cash flows available for distribution to the Company;</li> </ul> <p>In determining the recoverable amounts of the investments in joint ventures, we have performed the following audit procedures:</p> <ul style="list-style-type: none"> <li>• Checked the appropriateness of management's identification of CGUs and valuation method used for their impairment assessment;</li> <li>• Compared the detailed cash flows projections prepared by management to business plans, including the timing of the completion of project phases for CGUs involved in property development activities;</li> <li>• Compared the key assumptions used by management in the value in use calculations, in particular, future sales, expenses and operating profit margins in detailed forecast period to historical results or external data;</li> </ul>



# 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
<b>Impairment assessments of non-financial assets with impairment indicators (continued)</b>	<ul style="list-style-type: none"> <li>• Considered the cash flows available for distribution to the Group and the Company;</li> <li>• Compared the discount rate used to comparable industry rates in which the CGU operates;</li> <li>• Checked the sensitivity analysis on critical estimates (e.g. discount rate etc) prepared by management to evaluate the impact on impairment assessment;</li> <li>• Considered the latest available external valuation and benchmarked comparable market price of the surrounding areas;</li> <li>• Examined the reporting deliverables from the component auditors on the appropriateness of impairment assessment and conclusion; and</li> <li>• Assessed the adequacy and reasonableness of the disclosures in the financial statements.</li> </ul> <p>Based on the above procedures performed, we did not identify any material exceptions.</p>

### 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 and Statement on Risk Management and Internal Control, which we obtained prior to the date of this auditors' report, and Audit Committee Report, Corporate Governance Overview Statement, Sustainability Report, Risk Management Committee Report, Chairman's Message, Management Discussion and Analysis and other sections of the 2024 Integrated Annual Report, which is expected to be made available to us after that date. Other information 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 and will 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 on the other information that we obtained prior to the date of this auditors' report, 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:

- 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.
- 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- 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.
- 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.
- 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 44 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  
26 March 2025

#### MAHESH A/L RAMESH

03428/04/2025 J  
Chartered Accountant



# Statements of Profit or Loss

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2024	2023	2024	2023
<b>Revenue</b>	6	<b>4,250,791</b>	3,436,947	<b>1,010,835</b>	781,371
Cost of sales	7	<b>(2,894,305)</b>	(2,427,994)	<b>(180,954)</b>	(138,524)
<b>Gross profit</b>		<b>1,356,486</b>	1,008,953	<b>829,881</b>	642,847
Marketing and selling expenses	8	<b>(160,416)</b>	(149,857)	<b>(21,012)</b>	(19,561)
Administrative and other expenses	8	<b>(330,241)</b>	(242,866)	<b>(254,903)</b>	(250,057)
Other operating income/(expenses)	9	<b>33,932</b>	(9,806)	<b>3,643</b>	2,625
<b>Operating profit</b>		<b>899,761</b>	606,424	<b>557,609</b>	375,854
Share of results of joint ventures	11	<b>(181,231)</b>	(58,051)	-	-
Share of results of associates	12	<b>1,678</b>	5,309	-	-
Other gains/(losses)	13	<b>17,581</b>	16,630	<b>(484,532)</b>	(122,672)
<b>Profit before interest and taxation</b>		<b>737,789</b>	570,312	<b>73,077</b>	253,182
Finance income	14	<b>102,696</b>	113,663	<b>65,136</b>	64,036
Finance costs	15	<b>(60,436)</b>	(73,669)	<b>(82,298)</b>	(64,665)
<b>Profit before taxation</b>		<b>780,049</b>	610,306	<b>55,915</b>	252,553
Taxation	16	<b>(262,447)</b>	(192,776)	<b>(51,914)</b>	(15,056)
<b>Profit for the financial year</b>		<b>517,602</b>	417,530	<b>4,001</b>	237,497
Profit for the financial year attributable to:					
to:					
- owners of the Company		<b>502,203</b>	407,914	<b>4,001</b>	237,497
- non-controlling interests		<b>15,399</b>	9,616	-	-
		<b>517,602</b>	417,530	<b>4,001</b>	237,497
Basic and diluted earnings per share attributable to owners of the Company (Sen)	17	<b>7.38</b>	6.00		

# Statements of Comprehensive Income

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2024	2023	2024	2023
<b>Profit for the financial year</b>		<b>517,602</b>	417,530	<b>4,001</b>	237,497
<b>Other comprehensive (loss)/income</b>					
Items which will subsequently be reclassified to profit or loss (net of tax):					
Currency translation differences		<b>(115,713)</b>	250,820	-	-
Reclassified to profit or loss					
Currency translation differences on repayment of net investments		<b>2,113</b>	(839)	-	-
Items which will not subsequently be reclassified to profit or loss (net of tax):					
Share of other comprehensive (loss) of an associate	12	<b>(1,029)</b>	(2,031)	-	-
Net changes in the fair value of investment at fair value through other comprehensive income ("FVOCI")	23	<b>25,055</b>	(4,192)	<b>25,055</b>	(5,501)
Other comprehensive (loss)/income for the financial year		<b>(89,574)</b>	243,758	<b>25,055</b>	(5,501)
<b>Total comprehensive income for the financial year</b>		<b>428,028</b>	661,288	<b>29,056</b>	231,996
Total comprehensive income for the financial year attributable to:					
- owners of the Company		<b>412,568</b>	651,802	<b>29,056</b>	231,996
- non-controlling interests		<b>15,460</b>	9,486	-	-
		<b>428,028</b>	661,288	<b>29,056</b>	231,996

# Statements of Financial Position

As at 31 December 2024

Amounts in RM thousand unless otherwise stated

		Group		Company	
	Note	2024	2023	2024	2023
NON-CURRENT ASSETS					
Property, plant and equipment	19	575,676	593,345	42	53,292
Investment properties	20	2,085,208	1,201,105	-	-
Inventories	21	4,503,615	4,450,388	-	1,144,629
Subsidiaries	22	-	-	9,243,531	8,354,814
Joint ventures	11	2,757,758	3,135,789	-	-
Associates	12	135,049	136,322	37,063	37,185
Investments	23	68,187	43,132	68,187	43,132
Intangible assets	24	9,320	6,168	-	5,130
Deferred tax assets	25	538,551	549,156	1,824	39,158
Receivables	26	116,956	99,342	2,134,422	1,797,550
Contract assets	27	1,048,181	1,110,987	-	-
		11,838,501	11,325,734	11,485,069	11,474,890
CURRENT ASSETS					
Inventories	21	2,073,341	2,044,587	-	120,764
Receivables	26	657,592	689,748	224,054	271,927
Contract assets	27	1,281,074	1,138,868	-	39,096
Prepayments		9,176	10,232	-	1,319
Tax recoverable		24,089	48,144	-	-
Cash held under Housing Development Accounts	28	359,167	325,946	-	3,133
Bank balances, deposits and cash	29	281,278	276,635	65,233	57,508
		4,685,717	4,534,160	289,287	493,747
Assets held for sale	30	-	68,850	-	-
TOTAL ASSETS		16,524,218	15,928,744	11,774,356	11,968,637

# Statements of Financial Position

As at 31 December 2024

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2024	2023	2024	2023
<b>EQUITY</b>					
Share capital	31	6,800,839	6,800,839	6,800,839	6,800,839
Fair value reserve		44,406	20,380	32,687	7,632
Exchange reserve		98,732	212,393	-	-
Retained profits		3,321,661	3,023,484	2,405,310	2,605,335
<b>ATTRIBUTABLE TO OWNERS OF THE COMPANY</b>		10,265,638	10,057,096	9,238,836	9,413,806
Non-controlling interests	32	231,316	226,416	-	-
<b>TOTAL EQUITY</b>		10,496,954	10,283,512	9,238,836	9,413,806
<b>NON-CURRENT LIABILITIES</b>					
Payables	33	63,658	68,037	-	-
Borrowings	34	1,931,758	2,480,664	1,249,347	1,630,078
Lease liabilities	35	24,116	23,976	-	36,409
Provisions	36	157,411	171,115	-	14,404
Contract liabilities	27	264,052	262,591	-	-
Deferred tax liabilities	25	292,088	306,353	-	-
		2,733,083	3,312,736	1,249,347	1,680,891
<b>CURRENT LIABILITIES</b>					
Payables	33	1,687,494	1,542,493	241,956	589,248
Borrowings	34	1,213,145	413,358	1,041,290	215,316
Lease liabilities	35	19,571	21,458	-	6,609
Provisions	36	86,647	67,911	-	7,086
Contract liabilities	27	215,934	235,674	-	47,129
Tax provision		71,390	51,602	2,927	8,552
		3,294,181	2,332,496	1,286,173	873,940
<b>TOTAL LIABILITIES</b>		6,027,264	5,645,232	2,535,520	2,554,831
<b>TOTAL EQUITY AND LIABILITIES</b>		16,524,218	15,928,744	11,774,356	11,968,637

# Statements of Changes in Equity

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

Group	Note	Share capital	Fair value reserve	Exchange reserve	Retained profits	Attributable to owners of the Company	Non-controlling interests	Total equity
<b>2024</b>								
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
<b>2023</b>								
At 1 January 2023		6,800,839	33,976	(37,718)	2,722,621	9,519,718	125,078	9,644,796
Profit for the financial year		-	-	-	407,914	407,914	9,616	417,530
Other comprehensive (loss)/income for the year		-	(6,223)	250,111	-	243,888	(130)	243,758
Total other comprehensive (loss)/income for the financial year		-	(6,223)	250,111	407,914	651,802	9,486	661,288
Transfer upon liquidation and de-recognition of an investment carried at fair value through other comprehensive income ("FVOCI")		-	(7,373)	-	7,373	-	-	-
Transactions with owners:								
– dividends paid	18	-	-	-	(136,016)	(136,016)	(5,368)	(141,384)
– acquisition of non-controlling interests		-	-	-	21,592	21,592	97,220	118,812
At 31 December 2023		6,800,839	20,380	212,393	3,023,484	10,057,096	226,416	10,283,512

# Statements of Changes in Equity

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

Company	Note	Share capital	Fair value reserve	Retained profits	Total equity
<b>2024</b>					
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
<b>2023</b>					
At 1 January 2023		6,800,839	13,133	2,503,854	9,317,826
Profit for the financial year		-	-	237,497	237,497
Other comprehensive loss for the financial year		-	(5,501)	-	(5,501)
Total comprehensive (loss)/income for the financial year		-	(5,501)	237,497	231,996
Transactions with owners:					
- dividend paid	18	-	-	(136,016)	(136,016)
At 31 December 2023		6,800,839	7,632	2,605,335	9,413,806



# Statements of Cash Flows

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

		Group		Company	
	Note	2024	2023	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES					
Profit for the financial year		517,602	417,530	4,001	237,497
Adjustments for:					
Share of results of:					
– joint ventures		181,231	58,051	–	–
– associates		(1,678)	(5,309)	–	–
Amortisation of intangible assets		2,269	2,134	1,605	1,404
Depreciation of property, plant and equipment		62,566	29,596	9,612	10,774
Write-down of inventories		9,913	8,756	–	–
Write-off of:					
– inventories		4,415	10,451	–	–
– investment properties		14	–	–	–
Gain on dilution of interest in a joint venture		(10,233)	–	–	–
Gain on disposal of:					
– property, plant and equipment		(21)	(49)	–	(2)
– assets held for sale		42	–	–	–
– investment properties		–	12	–	–
Net changes in fair value on investment properties		1,019	33,576	–	–
Net impairment losses on trade and other receivables		12,848	(3,065)	–	–
Provisions		20,398	374	8,019	7,914
Finance income		(102,696)	(113,663)	(65,136)	(64,036)
Finance costs		60,436	73,669	82,298	64,665
Taxation		262,447	192,776	51,914	15,056
Foreign currency exchange (gain)/loss		(9,274)	(8,937)	(8,260)	30,954
Amortisation of contract cost assets		25,643	25,336	2,556	1,627
Forfeiture income		(16,299)	–	–	–
Other items [note (a)]		2,153	879	(9,690)	(254,796)
		1,022,795	722,117	76,919	51,057
Changes in working capital:					
– inventories		(271,955)	(1,082,164)	8,410	(81,150)
– receivables and prepayments		(39,854)	41,052	272,325	5,088
– contract assets and contract liabilities		(20,021)	99,298	(11,035)	(61,268)
– payables and provisions		24,514	281,077	(21,603)	31,923
		715,479	61,380	325,016	(54,350)
Tax paid		(220,313)	(136,495)	(20,205)	(11,385)
Net cash from/(used in) operating activities		495,166	(75,115)	304,811	(65,735)

# Statements of Cash Flows

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

		Group		Company	
	Note	2024	2023	2024	2023
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Finance income received		19,341	25,529	65,072	64,036
Proceeds from sale of:					
– property, plant and equipment		22	59	-	2
– investment properties		-	2,888	-	-
– assets held for sale		16,977	-	-	-
Purchase of:					
– property, plant and equipment		(41,302)	(34,926)	(1,189)	(4,356)
– investment properties		(437,401)	(170,748)	-	-
– intangible assets		(5,421)	(2,706)	(1,532)	(2,458)
Repayment from/(Advances to):					
– subsidiaries		-	-	(895,681)	(49,172)
– an associate		186	12,857	186	12,857
Subscription of shares in subsidiaries		-	-	(164,269)	(439,939)
Subscription of additional interest in joint ventures		(40,001)	(72,051)	-	-
Proceeds from internal reorganisation		-	-	223,290	-
Proceeds from dilution of interest in a joint venture		85,534	-	-	-
Capital repayment from:					
– subsidiaries		-	-	300,883	-
– a joint venture		-	163,986	-	-
– an investment		-	1,309	-	-
Dividends received from investments, subsidiaries, joint ventures and associates		40,231	2,800	212,223	13,682
<b>Net cash (used in)/from investing activities</b>		<b>(361,834)</b>	<b>(71,003)</b>	<b>(261,017)</b>	<b>(405,348)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>					
Finance costs paid		(135,406)	(124,380)	(80,673)	(55,188)
Long-term borrowings:					
– drawdowns	34	-	741,403	-	599,593
– repayments	34	(311,087)	(80,245)	(165,000)	(67,000)
Short-term borrowings:					
– drawdowns	34	1,155,878	408,000	1,155,878	402,000
– repayments	34	(586,920)	(1,016,850)	(539,000)	(600,543)
Repayments of lease liabilities	35	(2,332)	(3,474)	(6,023)	(7,904)
Net advances (to)/from subsidiaries		-	-	(200,358)	229,106
Acquisition of non-controlling interests		-	(31,570)	-	-
Dividends paid on ordinary shares		(204,026)	(136,016)	(204,026)	(136,016)
Dividends paid to non-controlling interests		(10,560)	(5,368)	-	-
<b>Net cash (used in)/from financing activities</b>		<b>(94,453)</b>	<b>(248,500)</b>	<b>(39,202)</b>	<b>364,048</b>

# Statements of Cash Flows

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

	Note	Group		Company	
		2024	2023	2024	2023
Net increase/(decrease) in cash and cash equivalents		38,879	(394,618)	4,592	(103,606)
Foreign exchange differences		(1,015)	11,882	-	-
Cash and cash equivalents at the beginning of the financial year		602,581	985,317	60,641	164,247
Cash and cash equivalents at the end of the financial year [note (b)]		640,445	602,581	65,233	60,641
<b>a. Other items:</b>					
Dividend income		(81)	-	(492,623)	(346,807)
Bad debts recovered		(10)	-	-	-
Gain on internal reorganisation		-	-	(71,998)	-
Net impairment losses on:					
- property, plant and equipment		1,891	529	-	-
- amount due from subsidiaries		-	-	(4,387)	-
- receivables		-	-	(1,767)	-
- investment in subsidiaries		-	-	561,054	93,757
- investment in associates		-	-	-	(1,746)
Write-off on:					
- property, plant and equipment		353	350	31	-
		2,153	879	(9,690)	(254,796)
<b>b. Cash and cash equivalents at the end of the financial year:</b>					
Cash held under Housing					
Development Accounts	28	359,167	325,946	-	3,133
Bank balances, deposits and cash	29	281,278	276,635	65,233	57,508
		640,445	602,581	65,233	60,641

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 1 GENERAL INFORMATION

The Company was principally engaged in the business of investment holding, property development and provision of management services up to 30 November 2024. Following the Group's internal reorganisation during the financial year ended 31 December 2024, all identified assets, liabilities and business undertakings related to the Company's property development and management services businesses were transferred and vested in the Company's wholly owned subsidiaries on 1 December 2024. The Company's principal activity is purely investment holding.

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 44. There has been no significant change in the principal activities of the Group 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 101      Classification of Liabilities as Current or Non-Current and Non-Current Liabilities with Covenants
  - Amendments to MFRS 16      Lease Liability in a Sale and Leaseback
  - Amendments to MFRS 107      Supplier Finance Arrangements
  - and MFRS 7

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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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 2025:

Amendments to MFRS 121	Lack of Exchangeability
Annual Improvements to MFRS Standards for enhanced consistency	
Amendments to MFRS 9 and MFRS 7	Classification and Measurement of Financial Instruments
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity
MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19	Subsidiaries without Public Accountability: Disclosures

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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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.



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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	20% 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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).

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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 2024

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 2024

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 2024

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 2024

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 2024, for activities recognised over time using the stage of completion method, the Group and the Company recognised revenue of RM3,622.3 million (2023: RM2,974.8 million) and RM303.5 million (2023: RM219.7 million) respectively and cost of RM2,584.0 million (2023: RM2,066.9 million) and RM178.0 million (2023: RM137.5 million) respectively.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENT IN APPLYING ACCOUNTING POLICIES (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 2024, the Group and the Company recognised write-down of RM9.9 million (2023: RM8.8 million) and RM Nil (2023: RM Nil) respectively, and write-off of RM4.4 million (2023: RM10.5 million) and RM Nil (2023: RM Nil) 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 early stage of 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 2024

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, JOINT VENTURES, ASSOCIATES, AND PROPERTY, PLANT AND EQUIPMENT

The Group and/or the Company assesses whether there is any indication that the cost of investment in subsidiaries, joint ventures, associates and property, plant and equipment 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 impairment assessments of the non-financial assets of the Group and of the Company during the financial year, an impairment loss on property, plant and equipment of RM1.9 million (2023: RM0.5 million) and net impairment loss on investment in subsidiaries of RM665.4 million (2023: RM125.3 million) were recorded in the financial statements of the Group and Company respectively for the financial year ended 31 December 2024.

## 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 42(a).



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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 2024

Amounts in RM thousand unless otherwise stated

## 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 monitored closely by the Group and the Company. The Group and the Company are of the view that the carrying amounts as at the reporting date are recoverable.

The Group's and the Company's maximum credit risk exposure are disclosed in Note 42(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 2024, the Group and the Company have unutilised Islamic Medium Term Notes of RM3,100.0 million (2023: RM3,100.0 million). The Group and the Company also have unutilised credit facilities of RM788.1 million (2023: RM1,764.3 million) and RM788.1 million (2023: RM1,764.3 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	
	2024	2023	2024	2023
Cash held under Housing Development Accounts [Note 28]	359,167	325,946	-	3,133
Bank balances, deposits and cash [Note 29]	281,278	276,635	65,233	57,508
	640,445	602,581	65,233	60,641

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 42(b).

# Notes to the Financial Statements

For the financial year ended 31 December 2024

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 has significant exposure to foreign currency translation risk due to its 40% interest in Battersea Project Holding Company Limited group in the United Kingdom. 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<sup>+</sup><sub>IS</sub> 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	
	2024	2023	2024	2023
Borrowings				
- principal	3,129,769	2,878,261	2,278,764	1,833,920
- interest	15,134	15,761	11,873	11,474
Total borrowings	3,144,903	2,894,022	2,290,637	1,845,394
Lease liabilities	43,687	45,434	-	43,018
Total debt	3,188,590	2,939,456	2,290,637	1,888,412
Total equity	10,496,954	10,283,512	9,238,836	9,413,806
Gearing ratio	30.4%	28.6%	24.8%	20.1%

Given the moderate 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 2024

Amounts in RM thousand unless otherwise stated

## 6 REVENUE

	Group		Company	
	2024	2023	2024	2023
Revenue from contracts with customers	<b>4,159,057</b>	3,366,988	<b>515,178</b>	430,920
Revenue from other sources:				
- rental income from investment properties and other assets	<b>91,734</b>	69,959	<b>3,034</b>	3,644
- dividend income from subsidiaries	-	-	<b>490,742</b>	345,007
- dividend income from associates	-	-	<b>1,800</b>	1,800
- dividend income from an investment	-	-	<b>81</b>	-
	<b>4,250,791</b>	3,436,947	<b>1,010,835</b>	781,371
Disaggregation of the revenue from contract with customers:				
Property development	<b>3,991,846</b>	3,218,967	<b>303,509</b>	219,697
Concession arrangement:				
- maintenance service charges	<b>29,275</b>	30,039	-	-
- supply of chilled water	<b>6,992</b>	6,995	-	-
- supply of equipment	<b>13,902</b>	3,947	-	-
Parking fees, utilities and others	<b>19,835</b>	15,987	-	-
Leisure:				
- golf club activities	<b>66,287</b>	61,553	-	-
- food and beverages	<b>29,895</b>	27,660	-	-
- others	<b>1,025</b>	1,840	-	-
Management fee charged to subsidiaries	-	-	<b>211,669</b>	211,223
	<b>4,159,057</b>	3,366,988	<b>515,178</b>	430,920

	Group		Company	
	2024	2023	2024	2023
<b>Geographical markets</b>				
Malaysia	<b>4,159,057</b>	3,366,988	<b>514,787</b>	430,678
Singapore	-	-	<b>205</b>	89
United Kingdom	-	-	<b>154</b>	153
Australia	-	-	<b>32</b>	-
	<b>4,159,057</b>	3,366,988	<b>515,178</b>	430,920
<b>Timing of revenue recognition</b>				
Over time	<b>3,714,738</b>	3,062,609	<b>515,178</b>	430,920
At a point in time	<b>444,319</b>	304,379	-	-
	<b>4,159,057</b>	3,366,988	<b>515,178</b>	430,920

Revenue from contracts with customers of the Group and of the Company include RM235.7 million (2023: RM332.9 million) and RM47.1 million (2023: RM88.3 million) respectively that were included in contract liabilities at the beginning of the reporting period.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 7 COST OF SALES

	Group		Company	
	2024	2023	2024	2023
Property development costs	2,583,971	2,066,946	178,032	137,548
Cost of completed development units sold	19,142	107,262	-	-
Site maintenance	51,331	52,548	-	-
Write-down of inventories	9,913	8,756	-	-
Write-off of inventories	4,415	10,451	-	-
Other direct expenses	83,824	58,967	(80)	(593)
Cost under concession arrangement	33,927	23,611	-	-
Employee costs	99,844	91,408	2,826	1,551
Depreciation of property, plant and equipment	6,653	6,546	14	18
Amortisation of intangible assets	322	238	-	-
Rental of land and buildings	259	27	162	-
Hire of plant and machinery	704	1,234	-	-
	2,894,305	2,427,994	180,954	138,524

## 8 MARKETING, SELLING, ADMINISTRATIVE AND OTHER EXPENSES

	Group		Company	
	2024	2023	2024	2023
Marketing and selling expenses	160,416	149,857	21,012	19,561
Administrative and other expenses	330,241	242,866	254,903	250,057
	490,657	392,723	275,915	269,618
Marketing, selling, administrative and other expenses comprise the following:				
<b>Depreciation, amortisation, impairment losses and write-off</b>				
Depreciation of property, plant and equipment	55,913	23,050	9,598	10,756
Amortisation of intangible assets	1,947	1,896	1,605	1,404
Impairment losses on:				
- amount due from subsidiaries*	-	-	-	2,939
- receivables	15,991	3,364	-	490
Reversal of impairment losses on:				
- amount due from subsidiaries*	-	-	(4,387)	-
- receivables	(3,143)	(6,429)	(1,767)	-
Write-off on:				
- property, plant and equipment	353	350	31	-
	71,061	22,231	5,080	15,589

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 8 MARKETING, SELLING, ADMINISTRATIVE AND OTHER EXPENSES (CONTINUED)

	Group		Company	
	2024	2023	2024	2023
Marketing, selling, administrative and other expenses comprise the following: (continued)				
<b>Auditors' remuneration</b>				
Fees for statutory audits				
- PricewaterhouseCoopers PLT, Malaysia	1,832	1,623	392	360
- member firms of PricewaterhouseCoopers International Limited	520	626	-	-
- other firm	175	150	-	-
Fees for other assurance-related services				
- PricewaterhouseCoopers PLT, Malaysia	451	357	346	270
	2,978	2,756	738	630
Fees for non-audit services				
- PricewaterhouseCoopers PLT, Malaysia	580	30	265	10
- member firms of PricewaterhouseCoopers International Limited	180	37	180	-
	3,738	2,823	1,183	640

\* During the financial year, the Company recognised net reversal of impairment loss on amount due from subsidiaries of RM4.4 million. The net reversal of impairment loss on amount due from subsidiaries of RM4.4 million (2023: impairment loss on amount due from subsidiaries of RM2.9 million) represents a reversal of impairment loss on amount due from subsidiaries of RM108.7 million (2023: RM28.6 million) (Note 26) offset by an impairment loss on an investment in a subsidiary of RM104.3 million (2023: RM31.6 million) (Note 22).



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 8 MARKETING, SELLING, ADMINISTRATIVE AND OTHER EXPENSES (CONTINUED)

	Group		Company	
	2024	2023	2024	2023
Marketing, selling, administrative and other expenses comprise the following: (continued)				
<b>Employee and Directors costs</b>				
Employee costs	206,914	176,336	195,112	189,095
Directors' fees and allowances	3,825	3,671	3,825	3,671
	210,739	180,007	198,937	192,766
<b>Others</b>				
Advertising and promotion	86,017	80,650	18,456	17,934
Amortisation of contract cost assets	25,643	25,336	2,556	1,627
IT related expenses	17,717	16,987	15,477	16,225
Contribution to Yayasan Sime Darby	12,237	9,476	(3,400)	-
Hire of plant and machinery	1,135	777	304	363
Management fees	-	-	7,921	-
Rental of buildings	108	112	-	-
Other operating expenses	62,262	54,324	29,401	24,474
	205,119	187,662	70,715	60,623
<b>Total</b>	<b>490,657</b>	<b>392,723</b>	<b>275,915</b>	<b>269,618</b>

## 9 OTHER OPERATING INCOME/(EXPENSES)

	Group		Company	
	2024	2023	2024	2023
Net changes in fair value on investment properties	(1,019)	(33,576)	-	-
Forfeiture income	19,370	13,674	1,243	80
Interest from stakeholders, customers and others	8,050	2,674	623	44
Recoveries and claims	-	1,125	-	1,122
Rental income	1,110	1,182	849	491
Non-refundable tender deposits	1,227	1,061	70	76
Maintenance charges	1,278	1,328	203	55
Other miscellaneous income	3,916	2,726	655	757
	33,932	(9,806)	3,643	2,625

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 10 EMPLOYEE AND DIRECTORS COSTS

	Group		Company	
	2024	2023	2024	2023
Employee and Directors costs included in:				
- cost of sales	99,844	91,408	2,826	1,551
- selling, marketing, administrative and other expenses	210,739	180,007	198,937	192,766
	310,583	271,415	201,763	194,317
<b>Staff:</b>				
- salaries, allowances, overtime and bonus	224,682	194,843	145,140	134,958
- defined contribution plan	34,263	29,716	22,143	21,443
- long-term employee benefit	10,098	8,173	5,608	8,173
- training, insurance and other benefits	30,451	26,953	18,388	18,013
	299,494	259,685	191,279	182,587
<b>Executive Directors:</b>				
- salaries, allowances and bonus	3,994	5,193	3,661	5,193
- defined contribution plan	640	753	587	753
- long-term employee benefit	2,630	2,113	2,411	2,113
	7,264	8,059	6,659	8,059
<b>Non-Executive Directors:</b>				
- fees	3,825	3,671	3,825	3,671
<b>Total</b>	<b>310,583</b>	<b>271,415</b>	<b>201,763</b>	<b>194,317</b>

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 RM18,014 (2023: RM17,030) and RM204,868 (2023: RM196,470) and the Company amounted to RM16,513 (2023: RM17,030) and RM204,868 (2023: RM196,470) respectively. The Directors did not receive any benefits from the subsidiaries.

During the financial year, the Directors of the Company purchased properties amounting to RM3.8 million (2023: RM0.5 million).

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 2024 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 11 JOINT VENTURES

The Group's interest in the joint ventures, their respective principal activities and countries of incorporation are shown in Note 44.

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 2024	Material joint ventures	Others	Total
Share of results	(204,060)	19,354	(184,706)
Group adjustments	3,475	-	3,475
<b>Share of results after group adjustments</b>	<b>(200,585)</b>	<b>19,354</b>	<b>(181,231)</b>
Share of other comprehensive loss	(119,301)	(1,735)	(121,036)
<b>Share of total comprehensive (loss)/income for the financial year</b>	<b>(319,886)</b>	<b>17,619</b>	<b>(302,267)</b>
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
<b>Carrying amount as at 31 December 2024</b>	<b>2,537,847</b>	<b>219,911</b>	<b>2,757,758</b>
<b>Dividend income</b>	<b>-</b>	<b>38,350</b>	<b>38,350</b>
<b>Unrecognised share of loss:</b>			
- 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

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 11 JOINT VENTURES (CONTINUED)

The Group's investments in joint ventures are as follows: (continued)

<b>Group 2023</b>	<b>Material joint ventures</b>	<b>Others</b>	<b>Total</b>
Share of results	(110,260)	(9,669)	(119,929)
Group adjustments	61,878	-	61,878
<b>Share of results after group adjustments</b>	<b>(48,382)</b>	<b>(9,669)</b>	<b>(58,051)</b>
Share of other comprehensive income	277,673	2,977	280,650
<b>Share of total comprehensive income/(loss) for the financial year</b>	<b>229,291</b>	<b>(6,692)</b>	<b>222,599</b>
Unquoted shares, at costs	3,190,143	125,788	3,315,931
Group adjustments	(10,457)	-	(10,457)
Share of post-acquisition reserves	(283,979)	49,898	(234,081)
Shareholder's advances	-	64,396	64,396
<b>Carrying amount as at 31 December 2023</b>	<b>2,895,707</b>	<b>240,082</b>	<b>3,135,789</b>
<b>Dividend income</b>	<b>-</b>	<b>1,000</b>	<b>1,000</b>
<b>Unrecognised share of loss:</b>			
- At 1 January 2023	-	39,015	39,015
- Loss for the financial year	-	5,543	5,543
- At 31 December 2023	-	44,558	44,558

The Company's investment in a joint venture is as follows:

	<b>Company</b>	
	<b>2024</b>	<b>2023</b>
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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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	
	2024	2023	2024	2023
Revenue	1,116,177	1,484,102	5,914	-
Write-down of inventories	(7,129)	(149,169)	-	-
Depreciation and amortisation	(2,491)	(5,582)	(2)	-
Finance income	11,427	3,193	123	20
Finance cost	(101,504)	(119,988)	(12,649)	(1,157)
Loss before taxation	(500,724)	(265,702)	(9,937)	(4,667)
Taxation	-	(3,531)	(3,822)	-
<b>Loss for the financial year</b>	<b>(500,724)</b>	<b>(269,233)</b>	<b>(13,759)</b>	<b>(4,667)</b>
<b>Share of results</b>	<b>(200,290)</b>	<b>(107,693)</b>	<b>(3,770)</b>	<b>(2,567)</b>

- ii. The summarised statements of financial position of the material joint ventures are as follows:

	Battersea		IDF	
	2024	2023	2024	2023
<b>Non-current assets</b>	<b>6,219,802</b>	<b>5,960,483</b>	<b>948,469</b>	<b>708,416</b>
<b>Current assets</b>				
Cash and cash equivalents	256,125	421,562	41,193	9,394
Other current assets	2,775,858	5,599,196	127,083	13,309
	<b>3,031,983</b>	<b>6,020,758</b>	<b>168,276</b>	<b>22,703</b>
<b>Non-current liabilities</b>				
Financial liabilities (excluding payables)	2,322,890	2,506,092	496,842	263,218
Other non-current liabilities	65,648	38,778	3,791	-
	<b>2,388,538</b>	<b>2,544,870</b>	<b>500,633</b>	<b>263,218</b>
<b>Current liabilities</b>				
Financial liabilities (excluding payables)	298,098	1,798,081	-	669
Other current liabilities	490,149	764,314	206,304	182,552
	<b>788,247</b>	<b>2,562,395</b>	<b>206,304</b>	<b>183,221</b>
<b>Net assets</b>	<b>6,075,000</b>	<b>6,873,976</b>	<b>409,808</b>	<b>284,680</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 11 JOINT VENTURES (CONTINUED)

### A. MATERIAL JOINT VENTURES OF THE GROUP (CONTINUED)

Summarised financial information (continued)

Reconciliation of share of net assets:

	Battersea		IDF	
	2024	2023	2024	2023
<b>Net assets</b>				
At 1 January	<b>6,873,976</b>	6,556,772	<b>284,680</b>	187,754
Capital injection during the financial year	-	-	<b>138,887</b>	101,593
Total comprehensive loss for the financial year	<b>(500,724)</b>	(269,233)	<b>(13,759)</b>	(4,667)
Capital repayment during the financial year	-	(107,746)	-	-
Exchange differences	<b>(298,252)</b>	694,183	-	-
At 31 December	<b>6,075,000</b>	6,873,976	<b>409,808</b>	284,680
Group's interest in the joint venture	<b>40.0%</b>	40.0%	<b>27.4%</b>	55.0%
Group's share of net assets	<b>2,430,000</b>	2,749,590	<b>112,287</b>	156,574
Group adjustments	-	-	<b>(4,440)</b>	(10,457)
Carrying amount at the end of the financial year	<b>2,430,000</b>	2,749,590	<b>107,847</b>	146,117

On 30 January 2024 and 30 April 2024, IDF held its second and final closing, respectively. With additional commitments totalling RM305.5 million from new limited partners, IDF has reached its target fund size of RM1.0 billion. Accordingly, the Group's interest in IDF was diluted from 55.0% to 27.4%. The Group recorded a gain on dilution of interest in a joint venture of RM10.2 million during the financial year (Note 13).

#### 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 RM194.7 million (2023: RM177.3 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 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 RM29.4 million. Additionally, a postponement of timing of distribution by one year would result in a reduction of recoverable amount by RM212.6 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 2024 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 2024.



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 12 ASSOCIATES

The Group's interest in the associates, their respective principal activities and countries of incorporation are shown in Note 44.

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 2024.

The Group's and the Company's investments in associates are as follows:

	Group	
	2024	2023
Share of results	1,678	5,309
Share of other comprehensive loss	(1,029)	(2,031)
<b>Share of total comprehensive income for the financial year</b>	<b>649</b>	<b>3,278</b>
<b>Dividend income</b>	<b>1,800</b>	<b>1,800</b>

	Group		Company	
	2024	2023	2024	2023
Unquoted shares, at costs	36,000	36,203	36,000	36,000
Share of post-acquisition reserves	97,986	99,101	-	-
Shareholder's advance	1,063	1,185	1,063	1,185
Accumulated impairment losses	-	(167)	-	-
<b>Carrying amount at the end of the financial year</b>	<b>135,049</b>	<b>136,322</b>	<b>37,063</b>	<b>37,185</b>
<b>Dividend income</b>	<b>-</b>	<b>-</b>	<b>1,800</b>	<b>1,800</b>

The shareholder's advance to an associate is unsecured and bears interest at a rate of 7.65% (2023: 7.65%) per annum. 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 13 OTHER GAINS/(LOSSES)

	Group		Company	
	2024	2023	2024	2023
Gain/(Loss) on disposal of:				
- property, plant and equipment	21	49	-	2
- investment properties	-	(12)	-	-
- assets held for sale	(42)	-	-	-
Gain on internal reorganisation	-	-	71,998	-
Gain on dilution of interest in a joint venture	10,233	-	-	-
(Impairment losses)/Reversal of impairment losses on:				
- property, plant and equipment	(1,891)	(529)	-	-
- investment in subsidiaries*	-	-	(561,054)	(93,757)
- investment in an associate	-	-	-	1,746
Loss from liquidation of subsidiaries	-	(1,516)	-	-
Write-off of investment properties	(14)	-	-	-
Reversal of provision on obligation for a property disposed	-	9,701	-	-
Foreign currency exchange gains/(losses)	9,274	8,937	4,524	(30,663)
	17,581	16,630	(484,532)	(122,672)

\* During the financial year, the Company recognised net impairment loss on investment in subsidiaries amounting to RM561.1 million. The net impairment loss on investment in subsidiaries of RM561.1 million (2023: RM93.8 million) represents impairment on investment in subsidiaries of RM665.4 million (2023: RM125.3 million) (Note 22) and a reversal of impairment loss on amount due from subsidiaries of RM104.3 million (2023: RM31.6 million) (Note 26).

## 14 FINANCE INCOME

	Group		Company	
	2024	2023	2024	2023
Finance income arising from:				
- accretion of interest on:				
- contract assets [Note 27(a)]	77,658	83,351	-	-
- receivables	928	80	-	-
- banks and other financial institutions	19,341	23,467	1,277	2,240
- subsidiaries	-	-	59,090	55,031
- joint ventures	4,705	4,704	4,705	4,704
- an associate	64	2,061	64	2,061
	102,696	113,663	65,136	64,036

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 15 FINANCE COSTS

	Group		Company	
	2024	2023	2024	2023
Finance costs charged by:				
- banks and other financial institutions	16,144	21,860	1,793	-
- lease liabilities [Note 35]	1,156	1,493	1,413	141
- non-controlling interest	-	5,472	-	-
Accretion of interest on:				
- payables	3,936	4,134	-	-
- provisions [Note 36]	-	4,542	-	-
	21,236	37,501	3,206	141
Islamic financing distribution payment:				
- Syndicated Islamic term financing	29,710	35,660	-	-
- Islamic Medium Term Notes	52,468	36,251	52,468	36,251
- Term loans and revolving credits	37,198	37,159	26,624	28,273
	119,376	109,070	79,092	64,524
Total finance costs	140,612	146,571	82,298	64,665
Interest capitalised in:				
- investment properties [Note 20(a)]	(3,614)	(8,970)	-	-
- inventories [Note 21]	(76,562)	(63,932)	-	-
Net finance costs	60,436	73,669	82,298	64,665

The Group's weighted average capitalisation rate in determining interest eligible for capitalisation is 4.3% (2023: 4.6%) per annum.

## 16 TAXATION

	Group		Company	
	2024	2023	2024	2023
Current income tax:				
- current financial year	271,735	160,615	14,380	17,700
- prior financial years	(5,706)	(8,210)	200	1,016
Total current income tax	266,029	152,405	14,580	18,716
Deferred tax: [Note 25]				
- current financial year	(2,210)	40,302	33,007	(3,259)
- prior financial years	(1,372)	69	4,327	(401)
Total deferred tax (credit)/expense	(3,582)	40,371	37,334	(3,660)
Total taxation	262,447	192,776	51,914	15,056

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 16 TAXATION (CONTINUED)

### Tax reconciliation

Reconciliation from tax at applicable tax rate to tax expense are as follows:

	Group		Company	
	2024	2023	2024	2023
Profit before taxation	<b>780,049</b>	610,306	<b>55,915</b>	252,553
Less:				
Share of results of:				
- joint ventures [Note 11]	<b>181,231</b>	58,051	-	-
- associates [Note 12]	<b>(1,678)</b>	(5,309)	-	-
	<b>959,602</b>	663,048	<b>55,915</b>	252,553
Tax at the domestic rates applicable to profits in the country concerned	<b>252,440</b>	169,124	<b>13,420</b>	60,613
Effect of tax incentives and income not subject to tax:				
- single tier and tax exempt dividends	-	-	<b>(118,230)</b>	(83,234)
- foreign currency exchange gains (net)	<b>(2,884)</b>	(1,424)	<b>(1,086)</b>	-
- gain on dilution of interest in a joint venture	<b>(2,456)</b>	-	-	-
- gain on internal reorganisation	-	-	<b>(17,280)</b>	-
- reversal of impairment losses on amounts due from subsidiaries	-	-	<b>(1,052)</b>	-
- others	<b>(5,847)</b>	(4,655)	-	-
Effect of expenses not deductible for tax purposes:				
- impairment losses on amounts due from subsidiaries	-	-	-	705
- impairment losses on investment in subsidiaries and an associate (net)	-	-	<b>134,653</b>	22,083
- depreciation and amortisation	<b>15,446</b>	6,660	<b>2,692</b>	1,076
- foreign currency exchange losses (net)	-	-	-	7,359
- arising from internal reorganisation	<b>10,727</b>	-	<b>10,727</b>	-
- others	<b>22,541</b>	11,806	<b>6,263</b>	5,839
Different tax rates arising from fair value of investment properties at real property gains tax rate	<b>1,874</b>	288	-	-
Movement in unrecognised deferred tax assets	<b>(22,316)</b>	19,118	-	-
Reversal of deferred tax arising from assets transferred to subsidiaries	-	-	<b>17,280</b>	-
(Over)/Under provision in prior years	<b>(7,078)</b>	(8,141)	<b>4,527</b>	615
Taxation for the financial year	<b>262,447</b>	192,776	<b>51,914</b>	15,056
Applicable tax rate (%)	<b>17-30</b>	17-24	<b>24</b>	24
Effective tax rate (%)	<b>27.3</b>	29.1	<b>92.8</b>	6.0

The applicable tax of the Group represents the applicable taxes of all companies under the Group based on their respective domestic tax rate.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 17 EARNINGS PER SHARE

Basic earnings per share attributable to owners of the Company are computed as follows:

	Group	
	2024	2023
Profit for the financial year attributable to the owners of the Company	<b>502,203</b>	407,914
Number of ordinary shares in issue (thousand)	<b>6,800,839</b>	6,800,839
Basic earnings per share (sen)	<b>7.38</b>	6.00

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	
	2024	2023
In respect of the financial year ended 31 December 2024, first single tier dividend of 1.5 sen per ordinary share which was paid on 6 November 2024	<b>102,013</b>	-
In respect of the financial year ended 31 December 2023, second single tier dividend of 1.5 sen per ordinary share which was paid on 8 May 2024	<b>102,013</b>	-
In respect of the financial year ended 31 December 2023, first single tier dividend of 1.0 sen per ordinary share which was paid on 19 October 2023	-	68,008
In respect of the financial year ended 31 December 2022, second single tier dividend of 1.0 sen per ordinary share which was paid on 28 March 2023	-	68,008
	<b>204,026</b>	136,016

The Board of Directors had on 26 February 2025, declared second single tier dividend in respect of the financial year ended 31 December 2024 of 1.5 sen per ordinary share amounting to RM102.0 million. The second single tier dividend is payable on 23 April 2025 to shareholders whose names appeared in the Record of Depositors and Register of Members of the Company at the close of business on 28 March 2025.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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
<b>2024</b>							
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)
Write-off	-	-	(740)	-	927	(540)	(353)
Disposal	-	-	-	-	(1)	-	(1)
Reclassification	7,057	-	24,655	-	1,836	(33,548)	-
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
<b>2023</b>							
At 1 January 2023	58,619	51,088	413,592	996	43,863	18,185	586,343
Additions	-	-	3,044	1,559	15,480	17,404	37,487
Impairment losses	-	-	(529)	-	-	-	(529)
Write-off	-	-	-	-	-	(350)	(350)
Disposal	-	-	-	-	(10)	-	(10)
Reclassification	-	14,860	(14,860)	-	3,153	(3,153)	-
Depreciation [Notes 7 & 8]	-	(1,030)	(16,086)	(387)	(12,093)	-	(29,596)
At 31 December 2023	58,619	64,918	385,161	2,168	50,393	32,086	593,345
Cost	58,619	84,614	656,369	42,237	219,027	32,086	1,092,952
Accumulated depreciation	-	(16,331)	(264,592)	(40,019)	(168,214)	-	(489,156)
Accumulated impairment losses	-	(3,365)	(6,616)	(50)	(420)	-	(10,451)
Carrying amount at the end of the financial year	58,619	64,918	385,161	2,168	50,393	32,086	593,345



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 19 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Buildings	Renovation, fixtures, equipment and vehicles	Work in progress	Total
<b>2024</b>				
At 1 January 2024	42,911	10,381	-	53,292
Additions	-	1,189	-	1,189
Write-off	-	(31)	-	(31)
Depreciation [Notes 7 & 8]	(6,556)	(3,056)	-	(9,612)
Transfer to subsidiaries	(36,355)	(8,441)	-	(44,796)
At 31 December 2024	-	42	-	42
Cost	-	210	-	210
Accumulated depreciation	-	(168)	-	(168)
Carrying amount at the end of the financial year	-	42	-	42
<b>2023</b>				
At 1 January 2023	7,625	6,182	2,992	16,799
Additions	42,911	4,196	160	47,267
Disposal	-	*	-	*
Reclassification	-	3,152	(3,152)	-
Depreciation [Notes 7 & 8]	(7,625)	(3,149)	-	(10,774)
At 31 December 2023	42,911	10,381	-	53,292
Cost	42,911	52,596	-	95,507
Accumulated depreciation	-	(42,215)	-	(42,215)
Carrying amount at the end of the financial year	42,911	10,381	-	53,292

\* less than RM1,000

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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	Total
<b>2024</b>				
At 1 January 2024	64,918	260,052	1,290	326,260
Additions	5,345	2,283	1,010	8,638
Depreciation	(1,159)	(34,877)	(1,608)	(37,644)
Impairment losses	-	(565)	-	(565)
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
<b>2023</b>				
At 1 January 2023	51,088	266,809	2,749	320,646
Additions	-	1,753	117	1,870
Reclassification	14,860	203	-	15,063
Depreciation	(1,030)	(8,713)	(1,576)	(11,319)
At 31 December 2023	64,918	260,052	1,290	326,260
Cost	84,614	413,587	7,436	505,637
Accumulated depreciation	(16,331)	(149,835)	(6,146)	(172,312)
Accumulated impairment losses	(3,365)	(3,700)	-	(7,065)
Carrying amount at the end of the financial year	64,918	260,052	1,290	326,260

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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
<b>2024</b>			
At 1 January 2024	42,911	6	42,917
Reclassification	-	(6)	(6)
Depreciation	(6,556)	-	(6,556)
Transfer to subsidiaries	(36,355)	-	(36,355)
At 31 December 2024	-	-	-
Cost	-	-	-
Accumulated depreciation	-	-	-
Carrying amount at the end of the financial year	-	-	-
<b>2023</b>			
At 1 January 2023	7,625	86	7,711
Additions	42,911	-	42,911
Depreciation	(7,625)	(80)	(7,705)
At 31 December 2023	42,911	6	42,917
Cost	42,911	297	43,208
Accumulated depreciation	-	(291)	(291)
Carrying amount at the end of the financial year	42,911	6	42,917

The Company's right-of-use building is leased from a subsidiary company.

### B. ASSETS PLEDGED AS SECURITY

As at 31 December 2024, property, plant and equipment of certain subsidiaries with a total carrying amount of RM63.4 million (2023: RM65.3 million) were pledged as security for borrowings of the Group (see Note 34).

### C. ADDITIONS OF PROPERTY, PLANT AND EQUIPMENT

	Group		Company	
	2024	2023	2024	2023
Additions	47,142	37,487	1,189	47,267
Financed by lease liabilities	(1,416)	(141)	-	(42,911)
Movement in accruals	(4,424)	(2,420)	-	-
Total cash outflow	41,302	34,926	1,189	4,356

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 20 INVESTMENT PROPERTIES

Group	Freehold land and buildings	Leasehold land and buildings	Work in progress	Total
<b>2024</b>				
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
Transfer from 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
<b>2023</b>				
At 1 January 2023	816,591	61,860	206,749	1,085,200
Additions	119,429	1,791	75,403	196,623
Transfer from inventories	22,307	-	-	22,307
Transfer to assets held for sale	(68,850)	-	-	(68,850)
Reclassification	-	3,874	(3,874)	-
Disposal	(2,900)	-	-	(2,900)
Net changes in fair value on investment properties	(7,606)	(1,084)	(24,886)	(33,576)
Exchange differences	-	2,301	-	2,301
At 31 December 2023	878,971	68,742	253,392	1,201,105

Included in the above are:

	Group	
	2024	2023
Investment properties at fair value	1,487,052	1,136,088
Investment properties at cost	598,156	65,017
At end of the financial year	2,085,208	1,201,105

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 20 INVESTMENT PROPERTIES (CONTINUED)

Movements in investment properties which are measured at cost are as follows:

	Group	
	2024	2023
At 1 January	65,017	59,214
Additions	482,382	60,935
Transfer from inventories	163,695	-
Transfer to investment properties at fair value	(112,938)	(55,132)
At 31 December	598,156	65,017

### A. ADDITIONS OF INVESTMENT PROPERTIES

	Group	
	2024	2023
Additions	524,616	196,623
Financed by lease liabilities	(344)	-
Movement in accruals	(83,257)	(16,905)
Interest capitalised [Note 15]	(3,614)	(8,970)
Total cash outflow	437,401	170,748

### 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
<b>2024</b>			
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
<b>2023</b>			
At 1 January 2023	61,860	151,192	213,052
Additions	1,791	13,452	15,243
Reclassification	3,874	(3,874)	-
Net changes in fair value on investment properties	(1,084)	(23,653)	(24,737)
Exchange differences	2,301	-	2,301
At 31 December 2023	68,742	137,117	205,859

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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 either the fair value becomes reliably determinable.

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	
	2024	2023
Investment properties:		
- Retail	725,985	521,007
- Commercial buildings	483,332	356,353
- Others	277,735	258,728
	1,487,052	1,136,088



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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*	
			2024	2023
Retail	Investment method	Term and reversion yield	64,000	49,000
Commercial buildings	Comparison method	Price per square foot	4,268	10,260
	Investment method	Term and reversion yield	34,916	21,459
Others	Comparison method	Price per square foot	22,627	22,752
	Investment method	Term and reversion yield	4,000	4,000

\* Changes in term and reversion yield rates by 50 basis points (2023: 50 basis points) and price per square foot by 10% (2023: 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
<b>2024</b>				
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
Others	Investment method	4.75	5.25	N/A
	Comparison method	N/A	N/A	3-22
<b>2023</b>				
Retail	Investment method	5.00-6.50	5.50-6.50	N/A
Commercial buildings	Investment method	5.75-6.25	6.00-6.50	N/A
	Comparison method	N/A	N/A	205-556
Others	Investment method	4.75	5.25	N/A
	Comparison method	N/A	N/A	3-93

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 20 INVESTMENT PROPERTIES (CONTINUED)

### D. ASSETS PLEDGED AS SECURITY

As at 31 December 2024, investment properties of certain subsidiaries with a total carrying amount of RM148.9 million (2023: RM286.8 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	
	2024	2023
Rental income	<b>79,419</b>	61,537
Direct operating expenses	<b>(42,629)</b>	(38,783)

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	
	2024	2023
Lease payments due:		
- not later than 1 year	<b>70,876</b>	45,899
- later than 1 year and not later than 2 years	<b>141,330</b>	37,383
- later than 2 years and not later than 3 years	<b>142,641</b>	21,998
- later than 3 years and not later than 4 years	<b>125,100</b>	8,986
- later than 4 years and not later than 5 years	<b>128,339</b>	6,313
- later than 5 years	<b>2,224,349</b>	90,187
	<b>2,832,635</b>	210,766

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 24 years (2023: ranging from 1 to 25 years).

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 21 INVENTORIES

	Group		Company	
	2024	2023	2024	2023
<b>Non-current</b>				
Land held for property development [note (a)]	<b>4,503,615</b>	4,450,388	-	1,144,629
<b>Current</b>				
Cost:				
- completed development units	<b>44,658</b>	165,899	-	6,001
- finished goods, raw materials and consumables	<b>911</b>	1,020	-	-
Net realisable value:				
- completed development units	<b>89,965</b>	77,467	-	-
	<b>135,534</b>	244,386	-	6,001
Property development costs [note(b)]	<b>1,937,807</b>	1,800,201	-	114,763
	<b>2,073,341</b>	2,044,587	-	120,764
Total inventories	<b>6,576,956</b>	6,494,975	-	1,265,393

During the financial year, the Group and the Company recognised inventories cost of RM2,617.4 million (2023: RM2,193.4 million) and RM178.0 million (2023: RM137.5 million), respectively, as cost of sales.

The cost of sales included write-down of inventories to net realisable value by the Group and the Company of RM9.9 million (2023: RM8.8 million) and RM Nil (2023: RM Nil), and write-off of inventories of RM4.4 million (2023: RM10.5 million) and RM Nil (2023: RM Nil) respectively.

As at 31 December 2024, certain inventories of the Group with a total carrying amount of RM33.7 million (2023: RM161.6 million) were pledged as security for borrowings of the Group (see Note 34).

### A. LAND HELD FOR PROPERTY DEVELOPMENT

	Group		Company	
	2024	2023	2024	2023
At 1 January	<b>4,450,388</b>	4,016,559	<b>1,144,629</b>	1,076,741
Additions	<b>737,209</b>	1,507,001	<b>62,576</b>	125,303
Write-down	-	(5,744)	-	-
Write-off	<b>(1,619)</b>	(5,552)	-	-
Acquisition of non-controlling interests	-	(147,048)	-	-
Transfer to property development costs [note (b)]	<b>(682,350)</b>	(914,828)	<b>(153,688)</b>	(57,415)
Transfer to subsidiaries	-	-	<b>(1,053,517)</b>	-
Exchange differences	<b>(13)</b>	-	-	-
At 31 December	<b>4,503,615</b>	4,450,388	-	1,144,629

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 21 INVENTORIES (CONTINUED)

### A. LAND HELD FOR PROPERTY DEVELOPMENT (CONTINUED)

Land held for property development is analysed as follows:

	Group		Company	
	2024	2023	2024	2023
Freehold land, at cost	<b>2,098,066</b>	2,134,856	-	893,966
Leasehold land, at cost	<b>417,310</b>	417,985	-	-
Development costs	<b>1,988,239</b>	1,897,547	-	250,663
	<b>4,503,615</b>	4,450,388	-	1,144,629

### B. PROPERTY DEVELOPMENT COSTS

	Group		Company	
	2024	2023	2024	2023
At 1 January	<b>1,800,201</b>	1,249,389	<b>114,763</b>	101,501
Development costs incurred during the financial year	<b>2,196,334</b>	1,814,277	<b>103,895</b>	93,395
Costs recognised during the financial year [Note 7]	<b>(2,583,971)</b>	(2,066,946)	<b>(178,032)</b>	(137,548)
Transfer (to)/from:				
- investment properties	<b>(116,280)</b>	-	-	-
- land held for property development [note (a)]	<b>682,350</b>	914,828	<b>153,688</b>	57,415
- completed development units	<b>(38,031)</b>	(106,448)	-	-
Transfer to subsidiaries	-	-	<b>(194,314)</b>	-
Write-off	<b>(2,796)</b>	(4,899)	-	-
At 31 December	<b>1,937,807</b>	1,800,201	-	114,763

Property development costs is analysed as follows:

	Group		Company	
	2024	2023	2024	2023
Freehold land, at cost	<b>51,659</b>	178,345	-	18,780
Leasehold land, at cost	<b>101,001</b>	100,345	-	-
Development costs	<b>1,785,147</b>	1,521,511	-	95,983
	<b>1,937,807</b>	1,800,201	-	114,763

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 RM76.6 million (2023: RM63.9 million) (see Note 15).

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 22 SUBSIDIARIES

The Group's effective equity interest in the subsidiaries, their respective principal activities and countries of incorporation are shown in Note 44.

	Company	
	2024	2023
Unquoted shares:		
At cost	<b>11,332,975</b>	9,778,858
Accumulated impairment losses	<b>(2,089,444)</b>	(1,424,044)
Carrying amount at the end of the financial year	<b>9,243,531</b>	8,354,814

During the financial year ended 31 December 2024, movement in the carrying amount of subsidiaries include, amongst others, capital injections in subsidiaries of RM1,855.0 million (2023: RM439.9 million) and capital repayment from subsidiaries of RM300.9 million (2023: RM Nil). Capital injection of RM1,855.0 million includes RM1,022.4 million, which relates to a capital injection resulting from internal reorganisation within the Group, as detailed in Note 37.

Movements in accumulated impairment losses are as follows:

	Company	
	2024	2023
At 1 January	<b>1,424,044</b>	1,298,717
Net impairment losses [note (a)]	<b>665,400</b>	125,327
At 31 December	<b>2,089,444</b>	1,424,044

- a. During the financial year, the Company recognised impairment losses of RM665.4 million (2023: RM125.3 million), of which RM104.3 million (2023: RM31.6 million) relates to capitalisation of amounts due from a subsidiary.

The impairment losses mainly arises from a subsidiary where the cost of investment of the subsidiary exceeds the recoverable amount. The recoverable amount is determined after considering the estimated future distributions from the subsidiary. The estimated future distributions are, in turn, funded by future profits from the ongoing developments, sale of inventories and properties of the subsidiary's underlying investment. 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 are discounted at cost of equity of 9% in deriving the recoverable amount. A reasonably possible increase in discount rate by 20 basis points would result in additional impairment loss of RM29.4 million (2023: RM37.0 million). Additionally, a postponement of timing of distribution by one year would result in a reduction of recoverable amount by RM212.6 million.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 23 INVESTMENTS

Group/Company	Quoted shares*	Unquoted shares	Total
<b>2024</b>			
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
<b>2023</b>			
At 1 January 2023	-	48,633	48,633
Net changes in fair value recognised in other comprehensive income	-	(4,192)	(4,192)
Proceeds from repayment of capital from an investment	-	(1,309)	(1,309)
At 31 December 2023	-	43,132	43,132

\* Quoted shares were fully written down to RM Nil fair value in prior years (2023: RM Nil).

## 24 INTANGIBLE ASSETS

	Group		Company	
	2024	2023	2024	2023
At 1 January	6,168	6,577	5,130	5,057
Amortisation [Notes 7 & 8]	(2,269)	(2,134)	(1,605)	(1,404)
Additions	5,421	1,725	1,532	1,477
Transfer to subsidiaries	-	-	(5,057)	-
At 31 December	9,320	6,168	-	5,130
Cost	42,576	37,155	219	32,347
Accumulated amortisation	(33,256)	(30,987)	(219)	(27,217)
Carrying amount at the end of the financial year	9,320	6,168	-	5,130

The intangible assets for the Group and the Company comprise mainly computer software.

### A. ADDITIONS OF INTANGIBLE ASSETS

	Group		Company	
	2024	2023	2024	2023
Additions	5,421	1,725	1,532	1,477
Movement in accruals	-	981	-	981
Total cash outflow	5,421	2,706	1,532	2,458



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 25 DEFERRED TAX

	Group		Company	
	2024	2023	2024	2023
Deferred tax assets	<b>538,551</b>	549,156	<b>1,824</b>	39,158
Deferred tax liabilities	<b>(292,088)</b>	(306,353)	-	-
	<b>246,463</b>	242,803	<b>1,824</b>	39,158

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	
	2024	2023 Restated	2024	2023
Unutilised tax losses	<b>893,954</b>	792,244	-	-
Deductible temporary differences	<b>575,867</b>	770,559	-	-
	<b>1,469,821</b>	1,562,803	-	-
Deferred tax assets not recognised	<b>352,757</b>	375,073	-	-

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.

Unutilised tax losses for which no deferred tax asset is recognised:

	Group	
	2024	2023 Restated
- expiring in 2028	<b>179,513</b>	240,872
- expiring in 2029	<b>247,058</b>	274,639
- expiring in 2030	<b>75,031</b>	97,786
- expiring in 2031	<b>60,159</b>	75,222
- expiring in 2032	<b>24,660</b>	26,057
- expiring in 2033	<b>76,471</b>	77,668
- expiring in 2034	<b>231,062</b>	-
	<b>893,954</b>	792,244

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 25 DEFERRED TAX (CONTINUED)

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
<b>2024</b>								
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
<b>2023</b>								
At 1 January 2023	5,254	(28,496)	318,265	(273,894)	138,700	90,638	34,673	285,140
Recognised in profit or loss: [Note 16]								
- temporary differences	163	(4,120)	(16,506)	(13,187)	11,828	(13,689)	(4,791)	(40,302)
- (under)/over provision in prior financial years	(179)	-	(3,746)	1,350	833	1,574	99	(69)
- acquisition of non- controlling interests	-	-	(1,802)	-	-	-	-	(1,802)
Exchange differences	-	(164)	-	-	-	-	-	(164)
At 31 December 2023	5,238	(32,780)	296,211	(285,731)	151,361	78,523	29,981	242,803

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 25 DEFERRED TAX (CONTINUED)

The components and movements of the deferred tax assets and liabilities during the financial year are as follows:  
(continued)

Company	Property, plant and equipment	Inventories	Contract assets	Allowance and provision	Total
<b>2024</b>					
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
<b>2023</b>					
At 1 January 2023	(1,161)	9,235	9,005	18,419	35,498
Recognised in profit or loss: [Note 16]					
- temporary differences	83	4,501	(3,840)	2,515	3,259
- over provision in prior financial years	9	392	-	-	401
At 31 December 2023	(1,069)	14,128	5,165	20,934	39,158

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 26 RECEIVABLES

	Group		Company	
	2024	2023	2024	2023
<b>Non-current</b>				
Trade receivables	43,902	47,552	-	-
Deposits	32,178	-	-	-
Amounts due from:				
- joint ventures [note (b)]	89,000	89,000	89,000	89,000
- subsidiaries [note (c)]	-	-	2,082,632	1,850,104
	165,080	136,552	2,171,632	1,939,104
Accumulated impairment losses on: [note (d)]				
- trade receivables	(10,914)	-	-	-
- amount due from a joint venture	(37,210)	(37,210)	(37,210)	(37,210)
- amounts due from subsidiaries	-	-	-	(104,344)
	(48,124)	(37,210)	(37,210)	(141,554)
	116,956	99,342	2,134,422	1,797,550
<b>Current</b>				
Trade receivables	561,123	506,047	-	29,070
Other receivables	70,170	50,276	4,166	5,484
Contract cost assets [note (a)]	18,893	20,835	-	1,448
Deposits	107,368	98,965	-	9,186
Amounts due from:				
- joint ventures [note (b)]	12,199	124,211	10,043	124,205
- subsidiaries [note (c)]	-	-	215,127	115,922
	769,753	800,334	229,336	285,315
Accumulated impairment losses on: [note (d)]				
- trade receivables	(72,907)	(69,832)	-	-
- other receivables	(34,718)	(36,218)	(120)	(3,839)
- amounts due from joint ventures	(4,536)	(4,536)	(4,536)	(4,536)
- amounts due from subsidiaries	-	-	(626)	(5,013)
	(112,161)	(110,586)	(5,282)	(13,388)
	657,592	689,748	224,054	271,927
<b>Total receivables</b>	<b>774,548</b>	<b>789,090</b>	<b>2,358,476</b>	<b>2,069,477</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 26 RECEIVABLES (CONTINUED)

### 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 RM25.6 million (2023: RM25.3 million) and RM2.6 million (2023: RM1.6 million), respectively.

### B. AMOUNTS DUE FROM JOINT VENTURES

The amounts due from joint ventures are unsecured, repayable on demand and are non-interest bearing except for the following:

	Group/Company	
	2024	2023
<b>Amounts due from joint ventures</b>		
Interest bearing	89,000	205,125
<b>Accumulated impairment losses</b>		
At 1 January/31 December	(37,210)	(37,210)
	51,790	167,915
<b>Non-current</b>		
Due later than 1 year	51,790	51,790
<b>Current</b>		
Due not later than 1 year	-	116,125
	51,790	167,915

The amounts due from joint ventures of the Group and the Company bear interest at fixed rates ranging from 4.25% to 5.0% (2023: 4.25% to 5.0%) per annum.

### 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 RM2,245.6 million (2023: RM1,719.5 million) which bears effective interest at rates ranging from 3.08% to 3.75% (2023: 3.90%) per annum.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 26 RECEIVABLES (CONTINUED)

### D. MOVEMENTS IN ACCUMULATED IMPAIRMENT LOSSES

Movements in accumulated impairment losses on receivables are as follows:

Group	12-month ECL	Lifetime ECL	Total
<b>2024</b>			
At 1 January 2024	6,947	140,849	147,796
Impairment losses on trade and other receivables	-	15,991	15,991
Reversal of impairment 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
<b>2023</b>			
At 1 January 2023	6,240	146,457	152,697
Impairment losses on trade and other receivables	726	2,638	3,364
Reversal of impairment losses on trade and other receivables	(19)	(6,410)	(6,429)
Write-off	-	(1,836)	(1,836)
At 31 December 2023	6,947	140,849	147,796
Gross carrying amount at the end of the financial year	13,154	923,732	936,886
Carrying value net of ECL at the end of the financial year	6,207	782,883	789,090



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 26 RECEIVABLES (CONTINUED)

### D. MOVEMENTS IN ACCUMULATED IMPAIRMENT LOSSES (CONTINUED)

Movements in accumulated impairment losses on receivables are as follows: (continued)

Company	12-month ECL	Lifetime ECL	Total
<b>2024</b>			
At 1 January 2024	2,963	151,979	154,942
Reversal of impairment losses on amount due from:			
- subsidiaries [note (i)]	-	(108,731)	(108,731)
- other receivables	(1,063)	(704)	(1,767)
Reclassification	(1,393)	1,393	-
Write-off	(507)	-	(507)
Transfer to subsidiaries	-	(1,445)	(1,445)
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
<b>2023</b>			
At 1 January 2023	2,473	180,610	183,083
Reversal of impairment losses on amount due from subsidiaries	-	(28,631)	(28,631)
Impairment losses on other receivables	490	-	490
At 31 December 2023	2,963	151,979	154,942
Gross carrying amount at the end of the financial year	9,186	2,215,233	2,224,419
Carrying value net of ECL at the end of the financial year	6,223	2,063,254	2,069,477

- (i) During the financial year, the Company recognised a reversal of ECL amounting to RM104.3 million (2023: RM31.6 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 RM4.4 million (2023: ECL on amount due from subsidiary of RM2.9 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 27 CONTRACT ASSETS AND CONTRACT LIABILITIES

	Group		Company	
	2024	2023	2024	2023
<b>Contract Assets</b>				
Contract assets from concession arrangement [note (a)]	1,194,099	1,247,165	-	-
Contract assets from property development [note (b)]	1,135,156	1,002,690	-	39,096
Carrying amount at the end of the financial year	2,329,255	2,249,855	-	39,096
<b>Non-current</b>				
Due later than 1 year	1,048,181	1,110,987	-	-
<b>Current</b>				
Due not later than 1 year	1,281,074	1,138,868	-	39,096
	2,329,255	2,249,855	-	39,096
<b>Contract Liabilities</b>				
Contract liabilities from property development [note (b)]	207,983	227,862	-	47,129
Golf club activities and golf club membership fees [note (c)]	272,003	270,403	-	-
Carrying amount at the end of the financial year	479,986	498,265	-	47,129
<b>Non-current</b>				
Due later than 1 year	264,052	262,591	-	-
<b>Current</b>				
Due not later than 1 year	215,934	235,674	-	47,129
	479,986	498,265	-	47,129

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 27 CONTRACT ASSETS AND CONTRACT LIABILITIES (CONTINUED)

### A. CONCESSION ARRANGEMENT

	Group	
	2024	2023
Revenue recognised to date	1,591,643	1,577,741
Accretion of interest to date	842,277	764,619
Progress billings to date	(1,239,821)	(1,095,195)
Carrying amount at the end of the financial year	1,194,099	1,247,165
<b>Non-current</b>		
Construction contract	1,048,181	1,110,987
<b>Current</b>		
Construction contract	136,179	136,178
Supply of equipment	9,739	-
	145,918	136,178
<b>Total</b>	<b>1,194,099</b>	<b>1,247,165</b>

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).

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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.

The Group's and the Company's contract assets and contract liabilities relating to the sale of properties as of each reporting period are as follows:

	Group		Company	
	2024	2023	2024	2023
Contract assets	<b>1,135,156</b>	1,002,690	-	39,096
Contract liabilities	<b>(207,983)</b>	(227,862)	-	(47,129)
	<b>927,173</b>	774,828	-	(8,033)
At 1 January	<b>774,828</b>	685,690	<b>(8,033)</b>	(69,301)
Revenue recognised during the financial year	<b>3,991,846</b>	3,218,967	<b>303,509</b>	219,697
Progress billings during the financial year	<b>(3,839,501)</b>	(3,129,829)	<b>(292,474)</b>	(158,429)
Transfer to subsidiaries	-	-	<b>(3,002)</b>	-
At 31 December	<b>927,173</b>	774,828	-	(8,033)

### C. GOLF CLUB ACTIVITIES AND GOLF CLUB MEMBERSHIP FEES

	Group	
	2024	2023
At 1 January	<b>270,403</b>	261,894
Revenue recognised during the financial year	<b>(9,700)</b>	(13,774)
Advance payment received	<b>11,300</b>	22,283
At 31 December	<b>272,003</b>	270,403

### 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		Company	
	2024	2023	2024	2023
Within 1 year	<b>2,081,681</b>	2,090,756	-	196,623
More than 1 year	<b>1,887,124</b>	1,776,871	-	146,303
	<b>3,968,805</b>	3,867,627	-	342,926

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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 fulfillment 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 1.3% to 2.5% (2023: 1.6% to 2.5%) per annum.

## 29 BANK BALANCES, DEPOSITS AND CASH

	Group		Company	
	2024	2023	2024	2023
Deposits placed with licensed banks	103,121	45,911	50,000	-
Cash at banks and in hand	178,157	230,724	15,233	57,508
Carrying amount at the end of the financial year	281,278	276,635	65,233	57,508
Effective interest rate per annum as at the end of the financial year:	%	%	%	%
Deposits with licensed banks	3.32	4.09	3.25	-

- Bank balances, deposits and cash of certain subsidiaries with carrying amount of RM63.4 million (2023: RM78.5 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 RM10.2 million (2023: RM12.1 million) as part of the security obligations relating to certain borrowings, of which, RM10.2 million (2023: RM11.0 million) was included in (a) above.

## 30 ASSETS HELD FOR SALE

	Group	
	2024	2023
Assets held for sale:		
- Investment properties	-	68,850

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 31 SHARE CAPITAL

	Group/Company			
	Number of shares (thousand)		Share capital	
	2024	2023	2024	2023
Issued and fully paid up:				
<b>Ordinary shares with no par value</b>				
At the beginning/end of the financial year	<b>6,800,839</b>	6,800,839	<b>6,800,839</b>	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 2024 are as follows:

Name of subsidiaries	Proportion of equity held by non-controlling interests		Place of business
	2024	2023	
Sime Darby Property Selatan Sdn Bhd ("SDPS")	<b>40%</b>	40%	Malaysia

On 8 December 2023, the Group completed the settlement agreement with Brunsfield Metropolitan Sdn Bhd to acquire the remaining equity interest of 40% in Sime Darby Property Oasis (Holding) Sdn Bhd ("SDBH"). Following the completion of the settlement agreement, SDBH has become a wholly-owned subsidiary of the Company. Consequently, SDBH ceased to be a non-controlling interest of the Group.

Total non-controlling interests of the Group are as follows:

	2024	2023
SDPS	<b>220,546</b>	215,401
Others	<b>10,770</b>	11,015
	<b>231,316</b>	226,416

The other non-controlling interests are individually not significant.



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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:

	SDBH	SDPS	
	2023	2024	2023
Summarised statements of comprehensive income:			
Revenue	69,250	50,198	40,981
(Loss)/Profit for the financial year	(22,829)	39,233	43,651
Total comprehensive (loss)/income for the financial year	(22,829)	39,233	43,651
Attributable to non-controlling interests:			
- (loss)/profit for the financial year	(9,132)	15,693	17,460
- total comprehensive (loss)/income	(9,132)	15,693	17,460
Dividends paid to owners of non-controlling interests	-	(10,560)	(5,368)

### Summarised statements of cash flows:

	SDPS	
	2024	2023
Net cash from/(used in):		
- Operating activities	111,509	143,068
- Investing activities	2,441	2,062
- Financing activities	(137,756)	(130,060)
Net (decrease)/increase in cash and cash equivalents	(23,806)	15,070
Cash and cash equivalents at the beginning of the financial year	84,002	68,932
Cash and cash equivalents at the end of the financial year	60,196	84,002

### Summarised statements of financial position:

	SDPS	
	2024	2023
Non-current assets	1,065,679	1,135,903
Current assets	233,996	244,373
Non-current liabilities	(619,950)	(721,077)
Current liabilities	(128,361)	(120,696)
Net assets	551,364	538,503

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 33 PAYABLES

	Group		Company	
	2024	2023	2024	2023
<b>Non-current</b>				
Trade payables [note (a)]	63,658	67,875	-	-
Other payables	-	162	-	-
	63,658	68,037	-	-
<b>Current</b>				
Trade payables [note (a)]	1,265,615	1,213,160	11,519	87,101
Other payables	188,235	151,574	4,750	15,921
Accruals	233,644	176,408	1,273	61,454
Amounts due to:				
- subsidiaries [note (b)]	-	-	224,414	424,772
- related parties of non-controlling interest	-	1,351	-	-
	1,687,494	1,542,493	241,956	589,248
Total payables	1,751,152	1,610,530	241,956	589,248

### A. TRADE PAYABLES

Credit terms of trade payables range from 30 days to 45 days (2023: 30 days to 45 days) except for the following amount owing to a contractor of Pagoh Education Hub, which is on a deferred payment term.

	Group	
	2024	2023
Work performed to date	99,601	99,601
Accretion of interest	33,737	29,801
Progress billing to date	(61,628)	(53,574)
	71,710	75,828
<b>Non-current</b>		
Due later than 1 year	63,658	67,875
<b>Current</b>		
Due not later than 1 year	8,052	7,953
	71,710	75,828

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 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	
	2024	2023
At 1 January	424,772	195,666
(Repayment to)/Advances from subsidiaries	(200,358)	229,106
At 31 December	224,414	424,772

## 34 BORROWINGS

	Group		Company	
	2024	2023	2024	2023
<b>Non-current</b>				
<u>Secured</u>				
Term loans [note (a)]	209,218	238,989	-	-
Syndicated Islamic term financing [note (b)]	288,766	371,590	-	-
Islamic financing [note (c)]	184,427	471,038	-	231,031
<u>Unsecured</u>				
Islamic Medium Term Notes [note (d)]	1,249,347	1,399,047	1,249,347	1,399,047
	1,931,758	2,480,664	1,249,347	1,630,078
<b>Current</b>				
<u>Secured</u>				
Term loans [note (a)]	29,968	19,957	-	-
Syndicated Islamic term financing [note (b)]	85,241	83,535	-	-
Islamic financing [note (c)]	56,646	161,954	-	67,404
<u>Unsecured</u>				
Islamic Medium Term Notes [note (d)]	161,033	11,003	161,033	11,003
Revolving credits [note (e)]	880,257	136,909	880,257	136,909
	1,213,145	413,358	1,041,290	215,316
Total borrowings	3,144,903	2,894,022	2,290,637	1,845,394
Secured	854,266	1,347,063	-	298,435
Unsecured	2,290,637	1,546,959	2,290,637	1,546,959
Total borrowings	3,144,903	2,894,022	2,290,637	1,845,394

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 34 BORROWINGS (CONTINUED)

Movements in the borrowings are as follows:

	Group		Company	
	2024	2023	2024	2023
At 1 January	<b>2,894,022</b>	3,037,845	<b>1,845,394</b>	1,470,913
Long-term borrowings:				
- drawdowns	-	741,403	-	599,593
- repayments	<b>(311,087)</b>	(80,245)	<b>(165,000)</b>	(67,000)
Short-term borrowings:				
- drawdowns	<b>1,155,878</b>	408,000	<b>1,155,878</b>	402,000
- repayments	<b>(586,920)</b>	(1,016,850)	<b>(539,000)</b>	(600,543)
Finance costs	<b>135,520</b>	136,402	<b>80,885</b>	64,524
Finance costs paid	<b>(134,250)</b>	(122,887)	<b>(79,260)</b>	(55,047)
Exchange differences	<b>(8,260)</b>	30,954	<b>(8,260)</b>	30,954
Settlement upon acquisition of non-controlling interests	-	(240,600)	-	-
At 31 December	<b>3,144,903</b>	2,894,022	<b>2,290,637</b>	1,845,394

### A. TERM LOANS - SECURED

	Group	
	2024	2023
The maturity periods are as follows:		
- Less than 1 year	<b>29,968</b>	19,957
- Between 1 and 2 years	<b>29,771</b>	29,771
- Between 2 and 5 years	<b>179,447</b>	149,313
- More than 5 years	-	59,905
Total	<b>239,186</b>	258,946

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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 34 BORROWINGS (CONTINUED)

### 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	
	2024	2023
The maturity periods are as follows:		
- Less than 1 year	85,241	83,535
- Between 1 and 2 years	85,063	82,825
- Between 2 and 4 years	203,703	288,765
Total	374,007	455,125

The Syndicated Islamic term financing are secured by way of:

- 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 2024 is RM1,291.3 million (2023: RM1,369.4 million);
- legal assignment over all of the four subsidiaries' rights, titles, interest and benefits of the pre-completion and post-completion as and when executed;
- legal assignment over all of the four subsidiaries' rights, titles, interest and benefits under Takaful and insurance;
- legal assignment over all of the four subsidiaries' rights, titles, interests and benefits under the performance bonds/guarantees for the project;
- second legal charge over the shares of the four subsidiaries; and
- 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 34 BORROWINGS (CONTINUED)

### C. ISLAMIC FINANCING - SECURED

	Group		Company	
	2024	2023	2024	2023
The maturity periods are as follows:				
- Less than 1 year	56,646	161,954	-	67,404
- Between 1 and 2 years	55,471	121,964	-	66,515
- Between 2 and 5 years	18,000	232,262	-	164,516
- More than 5 years	110,956	116,812	-	-
Total	241,073	632,992	-	298,435

The Islamic financing facilities of the Group and the Company are secured by way of:

- legal charge over certain property, plant and equipment, investment properties, bank balances and inventories of the subsidiaries;
- specific debenture incorporating fixed and floating charges over project assets and properties of certain subsidiaries;
- assignment of rights, titles, profits and benefits under project contracts, rental proceeds, and proceeds from projects and insurance; and
- subordination of shareholders advances of certain subsidiaries.

### 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.

Details of the IMTNs issued on 3 December 2020 and 21 August 2023, and the outstanding balances as at 31 December 2024 are as follows:

Issuance Type	Date of issuance	Tenor (Years)	Maturity Date	Periodic distribution rate (per annum)	Nominal Value (RM thousand)
ASEAN Sustainability SRI Sukuk Musharakah	3 December 2020	5	3 December 2025	3.10%	150,000
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

The Sukuk Musharakah Programme has been assigned a final credit rating of AA+<sub>IS</sub> with a stable outlook by Malaysian Rating Corporation Berhad.



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 34 BORROWINGS (CONTINUED)

### E. REVOLVING CREDITS

The Group and the Company have a total unsecured revolving credit facilities of RM1.98 billion. The facilities have an availability period of 5 years from the date of the availability of the facilities and the outstanding balances is payable within a year.

### F. OTHER INFORMATION ON BORROWINGS

	Group		Company	
	2024 % per annum	2023 % per annum	2024 % per annum	2023 % per annum
<b>i. Islamic financing</b>				
The average effective distribution payments by currency profile are as follows:				
<u>Ringgit Malaysia</u>				
- Islamic financing	4.51	4.53	-	4.48
- Syndicated Islamic term financing	7.00	7.00	-	-
- Islamic Medium Term Notes	3.72	3.72	3.72	3.72
- Revolving credits	3.86	-	3.86	-
<u>Sterling Pound</u>				
- Revolving credits	5.35	5.88	5.35	5.88
<u>Australian Dollar</u>				
- Revolving credits	4.85	-	4.85	-
<b>ii. Conventional financing</b>				
The average effective interest rates by currency profile are as follows:				
<u>Ringgit Malaysia</u>				
- Term loans	4.30	4.44	-	-
- Revolving credits	3.99	-	3.99	-

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 34 BORROWINGS (CONTINUED)

### F. OTHER INFORMATION ON BORROWINGS (CONTINUED)

#### iii. Secured financing

As at 31 December 2024, borrowings amounting to RM854.3 million (2023: RM1,347.1 million) and RM Nil (2023: RM298.4 million) were secured by fixed and floating charges over the assets of the Group and the Company, respectively.

The carrying amounts of assets that the Group and the Company have pledged as collateral for the borrowings are as follows:

	Group	
	2024	2023
Property, plant and equipment [Note 19]	63,421	65,281
Investment properties [Note 20]	148,931	286,781
Inventories [Note 21]	33,745	161,621
Contract assets [Note 27]	1,189,229	1,247,165
Bank balances, deposits and cash [Note 29]	63,416	78,483
Other assets	47,621	46,344
	<b>1,546,363</b>	<b>1,885,675</b>

## 35 LEASE LIABILITIES

	Group		Company	
	2024	2023	2024	2023
At 1 January	45,434	45,596	43,018	8,011
Addition	1,760	1,947	-	42,911
Finance costs [Note 15]	1,156	1,493	1,413	141
Payments	(3,488)	(4,967)	(7,436)	(8,045)
Transfer to subsidiaries	-	-	(36,995)	-
Exchange differences	(1,175)	1,365	-	-
At 31 December	<b>43,687</b>	<b>45,434</b>	<b>-</b>	<b>43,018</b>
<b>Non-current</b>				
Due later than 1 year	24,116	23,976	-	36,409
<b>Current</b>				
Due not later than 1 year	19,571	21,458	-	6,609
	<b>43,687</b>	<b>45,434</b>	<b>-</b>	<b>43,018</b>

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 42(b).

The lease liabilities of the Company mainly is in relation to a rental of office building from its subsidiary.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 35 LEASE LIABILITIES (CONTINUED)

### 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	
	2024	2023	2024	2023
Short-term leases	1,797	1,614	166	136
Leases of the low-value assets	409	536	138	227
	2,206	2,150	304	363

### B. TOTAL CASH OUTFLOW

The total cash outflow for leases are as follows:

	Group		Company	
	2024	2023	2024	2023
<u>Included in cashflow used in operating activities</u>				
Lease payments associated with:				
- short-term leases	1,797	1,614	166	136
- leases of low-value assets	409	536	138	227
<u>Included in cashflow used in financing activities</u>				
Finance cost paid	1,156	1,493	1,413	141
Repayment of lease liabilities	2,332	3,474	6,023	7,904
Total cash outflow	5,694	7,117	7,740	8,408

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 36 PROVISIONS

Group	Obligation in relation to a property disposed	Relocation, rectification and construction costs	Long-term employee benefit	Total
<b>2024</b>				
At 1 January 2024	178,950	49,790	10,286	239,026
Provisions made during the financial year	-	7,671	12,727	20,398
Transfer from/(to) accruals	-	6,370	(5,921)	449
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
<b>2023</b>				
At 1 January 2023	172,167	62,928	-	235,095
(Reversal of provisions)/Provisions made during the financial year	(9,701)	(211)	10,286	374
Accretion of interest [Note 15]	4,542	-	-	4,542
Utilised	-	(12,984)	-	(12,984)
Exchange differences	11,942	57	-	11,999
At 31 December 2023	178,950	49,790	10,286	239,026
Non-current	151,147	9,682	10,286	171,115
Current	27,803	40,108	-	67,911
	178,950	49,790	10,286	239,026

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 36 PROVISIONS (CONTINUED)

Company	Relocation, rectification and construction costs	Long-term employee benefit	Total
<b>2024</b>			
At 1 January 2024	11,204	10,286	21,490
Provisions made during the financial year	-	8,019	8,019
Transfer to accruals	-	(5,921)	(5,921)
Utilised	(114)	-	(114)
Transfer to subsidiaries	(11,090)	(12,384)	(23,474)
At 31 December 2024	-	-	-
Non-current	-	-	-
Current	-	-	-
	-	-	-
<b>2023</b>			
At 1 January 2023	13,576	-	13,576
(Reversal of provisions)/Provisions made during the financial year	(2,372)	10,286	7,914
At 31 December 2023	11,204	10,286	21,490
Non-current	4,118	10,286	14,404
Current	7,086	-	7,086
	11,204	10,286	21,490

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 RM142.4 million (2023: RM148.5 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. Relocation, rectification and construction costs

The provision for relocation, rectification and construction costs 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 37 INTERNAL REORGANISATION OF SIME DARBY PROPERTY BERHAD (“THE COMPANY”)

On 6 June 2024, the Company announced a Proposed Internal Reorganisation involving the transfer of the Company’s property development and management services businesses to its wholly-owned subsidiaries, by way of a members’ scheme of arrangement pursuant to Sections 366 and 370 of the Companies Act 2016 (“Scheme”). On the same date, the Company entered into six Reorganisation Agreements with the following six wholly-owned subsidiaries (“the Transferees”) respectively:

- (i) Sime Darby Property (Bukit Jelutong) Sdn Bhd
- (ii) Sime Darby Property (City of Elmina) Sdn Bhd
- (iii) Sime Darby Property (Lagong) Sdn Bhd
- (iv) MVV Holdings Sdn Bhd
- (v) Sime Darby Property (H&L) Sdn Bhd
- (vi) Sime Darby Property (Management Services) Sdn Bhd

The Proposed Internal Reorganisation aims to streamline the structure of the Company into separate identifiable business streams, to better reflect our Group’s diverse operations and to achieve an effective corporate structure. This allows the Company to operate purely as an investment holding company of the Group, while the property development and management services businesses are transferred to the respective Transferees.

On 5 August 2024, the Proposed Internal Reorganisation was approved by the shareholders of the Company at a Court-Convened Meeting (“CCM”) held by an order of the High Court of Malaya (“Court”).

On 5 September 2024, the Court approved and sanctioned the Scheme pursuant to Section 366 of the Companies Act 2016 and granted the Company a Vesting Order (“VO”) for the Proposed Internal Reorganisation.

On 15 November 2024, the Company entered into six Supplemental Reorganisation Agreements with the Transferees, the Court granted a supplemental order to effect these agreements on 26 November 2024. The VO and the Supplemental VO were lodged with the Registrar of Companies on 29 November 2024.

On 1 December 2024 being the Transfer Date, all identified assets, liabilities and business undertakings related to the Company’s property development and management services businesses were transferred and vested in the Transferees, in accordance with the Reorganisation Agreements and the Supplemental Reorganisation Agreements.

The settlement of the final purchase consideration and the lodgement of the amended constitution of the Transferees was finalised on 20 January 2025.



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 37 INTERNAL REORGANISATION OF SIME DARBY PROPERTY BERHAD (“THE COMPANY”) (CONTINUED)

The following identified assets and liabilities were transferred and vested in the Transferees by the Company, which was settled by way of cash and/or intercompany balances.

	On 1 December 2024
<b>NON-CURRENT ASSETS</b>	
Property, plant and equipment	44,796
Inventories	1,053,517
Intangible assets	5,057
	1,103,370
<b>CURRENT ASSETS</b>	
Inventories	203,466
Receivables	54,315
Contract assets	17,442
Prepayments	1,415
	276,638
<b>TOTAL ASSETS</b>	1,380,008
<b>NON-CURRENT LIABILITIES</b>	
Lease liabilities	36,408
Provisions	12,384
	48,792
<b>CURRENT LIABILITIES</b>	
Payables	131,370
Lease liabilities	587
Provisions	11,090
Contract liabilities	14,440
	157,487
<b>TOTAL LIABILITIES</b>	206,279
<b>NET ASSET TRANSFERRED</b>	1,173,729
Total consideration settled by the way of:	
- cash	223,290
- capital injection	1,022,437
	1,245,727
<b>Gain on internal reorganisation</b>	71,998

This transaction has no impact to the financial statements of the Group, other than as disclosed in Notes 16.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 38 MATERIAL LITIGATIONS, CONTINGENT LIABILITIES AND COMMITMENTS

### A. MATERIAL LITIGATIONS

#### (i) Claim against Sime Darby Property (Ara Damansara) Sdn Bhd (“SDPAD”)

A civil suit was commenced by 72 purchasers of Ara Hill (“Plaintiffs”) 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 Plaintiffs alleged that the breaches by SDPAD have, amongst others, caused the delay in delivery of strata titles, which caused the Plaintiffs to suffer loss and damage, including indirect losses (which have not been proven by the Plaintiffs). The trial commenced on 16 April 2018. On 28 April 2021, the court allowed the Plaintiffs’ application to add the Joint Management Body of Ara Hill as a co-defendant to this suit. A total of 33 trial dates were fixed between April 2018 to March 2025 and further trial dates have been fixed in April 2025, November 2025, December 2025, January 2026 and March 2026.

The Plaintiffs’ claim is divided into various allegations leveled against SDPAD. These claims and allegations have yet to be proven by the Plaintiffs and it would be speculative, at this juncture, to ascertain SDPAD’s potential liability to the Plaintiffs in respect of this civil suit.

#### (ii) Arbitration between Bumimetro Construction Sdn Bhd (“BCSB”) v Sime Darby Property (KL East) Sdn Bhd (“SDPKE”)

BCSB (“Claimant”), the main contractor of a development in Melawati, Kuala Lumpur (“Project”) has referred disputes arising from the Project and the construction contract with SDPKE (“Respondent”) to arbitration by issuing a notice of arbitration on 20 September 2018.

The Claimant is claiming for specific damages of approximately RM42.0 million. The Respondent had disputed the claims by the Claimant and had counterclaimed for an approximate sum of RM40.0 million relating to incomplete works/defects rectification costs incurred, liquidated damages and recoupment of advance payments.

The hearing was concluded on 2 July 2024. As part of the course of the arbitral proceedings, both Claimant and Respondent are now in the process of complying with the Tribunal’s post hearing directions, which includes the exchange of submissions between the parties. Respondent shall put forward its position with regards to the claims and cross-claims in the arbitration. The oral submissions, if required, shall be called upon by the Tribunal in the fourth quarter of 2025. Thereafter, the matter shall be determined by the Tribunal.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 38 MATERIAL LITIGATIONS, CONTINGENT LIABILITIES AND COMMITMENTS (CONTINUED)

### A. MATERIAL LITIGATIONS (CONTINUED)

#### (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 by the Land Administrator ("Respondent") 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, LLM's land reference was remitted by the Court of Appeal to the High Court to be re-heard before a new Judge ("Re-Hearing"). The Re-Hearing which was initially fixed for July 2023 has been postponed in view of LLM's application to the High Court ("LLM's Application") to adduce Additional Affidavit in Reply and/or Additional Rebuttal. The LLM's Application was subsequently dismissed by the High Court. On 3 October 2023, LLM filed an appeal to the Court of Appeal against the High Court's dismissal of LLM's Application ("LLM's New Appeal"). LLM's New Appeal is now fixed for hearing on 22 May 2025 and the Re-Hearing is now fixed for further case management on 26 May 2025 pending the outcome of LLM's New Appeal.

Subject to the outcome of LLM's New Appeal, SDP Klang's solicitors are of the view that there is an even chance that the High Court Judge in the Re-Hearing may arrive at a similar decision as the First High Court Decision at this juncture.

### B. CONTINGENT LIABILITIES

	Group	
	2024	2023 Restated
Claims pending against the Group	45,677	44,355

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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 38 MATERIAL LITIGATIONS, CONTINGENT LIABILITIES AND COMMITMENTS (CONTINUED)

### C. CAPITAL COMMITMENTS

	Group		Company	
	2024	2023	2024	2023
Contracted capital commitments:				
- investment properties	925,448	20,815	-	-
- property, plant and equipment	7,972	20,084	-	800
- intangible assets	612	880	-	880
	934,032	41,779	-	1,680

## 39 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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION – GROUP (CONTINUED)

### A. SEGMENT RESULTS

2024	Property development	Investment and asset management	Leisure	Elimination	Total
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)
<b>Gross profit</b>	<b>1,407,577</b>	<b>61,871</b>	<b>45,825</b>	<b>(158,787)</b>	<b>1,356,486</b>
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
<b>Operating profit/(loss)</b>	<b>1,060,445</b>	<b>11,868</b>	<b>(29,777)</b>	<b>(142,775)</b>	<b>899,761</b>
Share of results of joint ventures and associates	(102,626)	(76,927)	-	-	(179,553)
<b>Segment results</b>	<b>957,819</b>	<b>(65,059)</b>	<b>(29,777)</b>	<b>(142,775)</b>	<b>720,208</b>
Other gains/(losses)	9,238	10,215	(1,872)	-	17,581
<b>Profit/(Loss) before interest and taxation</b>	<b>967,057</b>	<b>(54,844)</b>	<b>(31,649)</b>	<b>(142,775)</b>	<b>737,789</b>
Finance income	23,764	83,517	3,452	(8,037)	102,696
Finance costs	(27,333)	(40,046)	(1,094)	8,037	(60,436)
<b>Profit/(Loss) before tax</b>	<b>963,488</b>	<b>(11,373)</b>	<b>(29,291)</b>	<b>(142,775)</b>	<b>780,049</b>
Tax expense	(267,473)	(8,467)	(784)	14,277	(262,447)
<b>Profit/(Loss) for the year</b>	<b>696,015</b>	<b>(19,840)</b>	<b>(30,075)</b>	<b>(128,498)</b>	<b>517,602</b>

There is no single customer who contributed 10% or more of the Group's total revenue.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION – GROUP (CONTINUED)

### A. SEGMENT RESULTS (CONTINUED)

2024	Property development	Investment and asset management	Leisure	Elimination	Total
Included in profit for the year:					
Depreciation and amortisation	(16,041)	(3,930)	(44,864)	-	(64,835)
Impairment losses on receivables	(14,700)	(194)	(1,097)	-	(15,991)
Reversal of impairment 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
(Loss)/Gain on disposal of:					
- property, plant and equipment	-	-	21	-	21
- investment properties	-	-	-	-	-
- assets held for sale	(42)	-	-	-	(42)
Impairment of property, plant and equipment	-	-	(1,891)	-	(1,891)



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION - GROUP (CONTINUED)

### A. SEGMENT RESULTS (CONTINUED)

2023	Property development	Investment and asset management	Leisure	Elimination	Total
Segment revenue:					
External	3,235,370	107,813	93,764	-	3,436,947
Inter-segment	40,355	7,994	3,106	(51,455)	-
	3,275,725	115,807	96,870	(51,455)	3,436,947
Cost of sales	(2,341,381)	(69,027)	(58,072)	40,486	(2,427,994)
<b>Gross profit</b>	934,344	46,780	38,798	(10,969)	1,008,953
Marketing and selling expenses	(146,985)	(2,363)	(509)	-	(149,857)
Administrative and other expenses	(190,182)	(21,034)	(42,974)	11,324	(242,866)
Other operating income/(expenses)	12,403	(26,005)	2,615	1,181	(9,806)
<b>Operating profit/(loss)</b>	609,580	(2,622)	(2,070)	1,536	606,424
Share of results of joint ventures and associates	(92,294)	(29,410)	-	68,962	(52,742)
<b>Segment results</b>	517,286	(32,032)	(2,070)	70,498	553,682
Other gains/(losses)	7,568	9,551	(489)	-	16,630
<b>Profit/(Loss) before interest and taxation</b>	524,854	(22,481)	(2,559)	70,498	570,312
Finance income	32,054	86,789	2,802	(7,982)	113,663
Finance costs	(32,070)	(48,536)	(1,045)	7,982	(73,669)
<b>Profit/(Loss) before tax</b>	524,838	15,772	(802)	70,498	610,306
Tax expense	(174,566)	(18,202)	113	(121)	(192,776)
<b>Profit/(Loss) for the year</b>	350,272	(2,430)	(689)	70,377	417,530

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION – GROUP (CONTINUED)

### A. SEGMENT RESULTS (CONTINUED)

2023	Property development	Investment and asset management	Leisure	Elimination	Total
Included in profit for the year:					
Depreciation and amortisation	(12,125)	(3,397)	(16,208)	-	(31,730)
Impairment losses on receivables	(3,040)	(309)	(15)	-	(3,364)
Reversal of impairment losses on receivables	2,478	3,886	65	-	6,429
Write-down of inventories	(8,756)	-	-	-	(8,756)
Write-off of inventories	(10,451)	-	-	-	(10,451)
Net changes in fair value on investment properties	(6,570)	(28,377)	-	1,371	(33,576)
Reversal of provision on obligation in relation to a property disposed	-	9,701	-	-	9,701
Gain/(Loss) on disposal of:					
- property, plant and equipment	9	-	40	-	49
- investment properties	(12)	-	-	-	(12)
Impairment of property, plant and equipment	-	-	(529)	-	(529)

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION - GROUP (CONTINUED)

### B. SEGMENT ASSETS AND LIABILITIES AND ADDITIONS TO NON-CURRENT ASSETS

	Property development	Investment and asset management	Leisure	Elimination	Total
<b>2024</b>					
<b>Segment assets:</b>					
Operating assets	10,064,995	3,478,519	525,917	(1,000,660)	13,068,771
Joint ventures and associates	2,480,673	414,844	-	(2,710)	2,892,807
	12,545,668	3,893,363	525,917	(1,003,370)	15,961,578
<b>Segment liabilities:</b>					
Liabilities	1,909,803	1,190,637	375,416	(1,000,660)	2,475,196
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	-	617,180
<b>2023</b>					
<b>Segment assets:</b>					
Operating assets	9,523,515	2,670,211	548,867	(752,110)	11,990,483
Joint ventures and associates	2,777,468	502,961	-	(8,318)	3,272,111
Assets held for sale	68,850	-	-	-	68,850
	12,369,833	3,173,172	548,867	(760,428)	15,331,444
<b>Segment liabilities:</b>					
Liabilities	1,801,499	938,756	359,676	(752,110)	2,347,821
Additions to non-current assets are as follows:					
- capital expenditure	15,107	208,062	12,666	-	235,835
- additions to interests in joint ventures	-	72,051	-	-	72,051
	15,107	280,113	12,666	-	307,886

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION – GROUP (CONTINUED)

Capital expenditure consists of the following:

	2024	2023
Property, plant and equipment	47,142	37,487
Investment properties	524,616	196,623
Intangible assets	5,421	1,725
	577,179	235,835

### Segment by geography

Revenue by location of customers and the Group's operations are analysed as follows:

	2024	2023
Malaysia	4,250,204	3,435,084
United Kingdom	587	553
Singapore	-	1,310
	4,250,791	3,436,947

Non-current assets, other than financial instruments and deferred tax assets, by location of the Group's operations are analysed as follows:

	2024	2023
Malaysia	8,635,726	7,830,485
United Kingdom	2,453,060	2,773,184
Singapore	25,846	30,435
Australia	175	-
	11,114,807	10,634,104

Reconciliation of non-current assets, other than financial instruments and deferred tax assets to the total non-current assets are as follows:

	2024	2023
Non-current assets other than financial instruments and deferred tax assets	11,114,807	10,634,104
Investments	68,187	43,132
Deferred tax assets	538,551	549,156
Receivables	116,956	99,342
	11,838,501	11,325,734

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 39 SEGMENT INFORMATION – GROUP (CONTINUED)

Reconciliation of segment assets and liabilities to total assets and total liabilities are as follows:

	Segment assets	
	2024	2023
Segment total	15,961,578	15,331,444
Tax assets	562,640	597,300
Total	16,524,218	15,928,744

	Segment liabilities	
	2024	2023
Segment total	2,475,196	2,347,821
Tax liabilities	363,478	357,955
Borrowings	3,144,903	2,894,022
Lease liabilities	43,687	45,434
Total	6,027,264	5,645,232

## 40 RELATED PARTIES

Significant related party transactions and balances other than as disclosed elsewhere in the financial statements are set out below:

	Group	
	2024	2023
<b>a. Transactions between subsidiaries and their non-controlling interests ("NCI") or related parties of the NCI</b>		
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	(15,513)	(16,375)
Turnkey works rendered by Brunsfield Engineering Sdn Bhd ("BESB") to Sime Darby Property Oasis (Holding) Sdn Bhd (previously known as Sime Darby Brunsfield Holding Sdn Bhd) group, companies in which Tan Sri Dato' Ir Gan Thian Leong and Encik Mohamad Hassan Zakaria are substantial shareholders	-	(6,154)
BESB ceased to be a related party of the Group as of 8 December 2023.		
<b>b. Transactions with an associate</b>		
<u>Yayasan Sime Darby</u>		
Donation expense to Yayasan Sime Darby	(12,237)	(9,476)

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 40 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 50.5% (2023: 57.6%) as at 31 December 2024 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	
	2024	2023	2024	2023
SD Guthrie Berhad group (formerly known as Sime Darby Plantation Berhad group)				
Rental income	11,661	10,489	3,034	3,644

### d. Transactions with Directors, other key management personnel (“KMP”) and their close family members

	Group		Company	
	2024	2023	2024	2023
Remuneration of Directors and other KMP:				
– salaries, fees and other emoluments	25,180	23,648	23,400	23,648
– defined contribution plan	3,263	3,078	2,991	3,078
– long-term employee benefits	8,121	6,268	7,444	6,268
– estimated monetary value of benefits by way of usage of the Group’s and of the Company’s assets	398	614	382	614
Sale of properties to Directors of the Company	3,759	486	-	-
Sale of properties to KMP and their close family members	2,686	3,957	-	-

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 2024, KMP comprised of 22 individuals (2023: 22 individuals).



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 40 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

	Group	
	2024	2023
Amount due to related party of non-controlling interest included in payables		
Tunas Cool Energy Sdn Bhd	-	1,351

Other than as disclosed above, the significant outstanding balance with related parties are shown in Notes 11, 12, 22, 26 and 33.

## 41 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	
	2024	2023
Level 3 - unquoted shares	68,187	43,132

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.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 41 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
<b>2024</b>				
Payables	1,751,152	1,755,105	241,956	241,956
Borrowings	3,144,903	3,161,097	2,290,637	2,285,391
<b>2023</b>				
Payables	1,610,530	1,613,741	589,248	589,248
Borrowings	2,894,022	2,913,693	1,845,394	1,836,446

## 42 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	
	2024	2023	2024	2023
Fixed rate borrowings	1,784,387	1,865,175	1,410,380	1,410,050
Floating rate borrowings	1,360,516	1,028,847	880,257	435,344
Total borrowings	3,144,903	2,894,022	2,290,637	1,845,394
Percentage of fixed rate borrowings over total borrowings	56.7%	64.4%	61.6%	76.4%

The following table demonstrates the effect of changes in interest rate of floating rate borrowings. If the interest rate increased by 25 basis points (2023: 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	
	2024	2023	2024	2023
Higher interest expense	2,585	1,955	1,672	827

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 42 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
<b>2024</b>						
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
	<b>2,902,919</b>	<b>336,445</b>	<b>1,602,106</b>	<b>503,693</b>	<b>5,345,163</b>	<b>4,939,742</b>
<b>2023</b>						
Payables	1,467,561	59,468	47,942	67,116	1,642,087	1,610,530
Borrowings	538,903	485,875	1,840,681	472,159	3,337,618	2,894,022
Lease liabilities	2,923	1,405	4,122	59,644	68,094	45,434
	<b>2,009,387</b>	<b>546,748</b>	<b>1,892,745</b>	<b>598,919</b>	<b>5,047,799</b>	<b>4,549,986</b>
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
<b>2024</b>						
Payables	223,862	-	-	-	223,862	241,956
Borrowings	1,130,403	44,032	1,065,839	257,499	2,497,773	2,290,637
	<b>1,354,265</b>	<b>44,032</b>	<b>1,065,839</b>	<b>257,499</b>	<b>2,721,635</b>	<b>2,532,593</b>
<b>2023</b>						
Payables	581,895	5,849	1,504	-	589,248	589,248
Borrowings	277,696	275,615	1,265,838	267,095	2,086,244	1,845,394
Lease liabilities	8,102	7,994	23,983	7,994	48,073	43,018
	<b>867,693</b>	<b>289,458</b>	<b>1,291,325</b>	<b>275,089</b>	<b>2,723,565</b>	<b>2,477,660</b>

As at the end of reporting year, the Company's current liabilities exceed its current assets by RM996.9 million (2023: RM380.2 million). Included in current liabilities is revolving credits borrowings of RM880.3 million (2023: RM136.9 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 has Islamic Medium Term Notes and unutilised credit facilities as disclosed in Note 5(a)(iii) which it can utilised upon at an appropriate time. In addition, the future dividend distribution from its subsidiaries are expected to alleviate the liquidity position of the Company.

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 42 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
<b>2024</b>				
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	-
	<b>3,744,248</b>	<b>1,772,456</b>	<b>2,423,709</b>	<b>-</b>
<b>2023</b>				
Receivables	789,090	479,437	2,069,477	29,070
Contract assets	2,249,855	1,002,690	39,096	39,096
Cash held under Housing Development Accounts	325,946	-	3,133	-
Bank balances, deposits and cash	276,635	-	57,508	-
	<b>3,641,526</b>	<b>1,482,127</b>	<b>2,169,214</b>	<b>68,166</b>

### 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	
	2024	2023	2024	2023
Borrowings denominated				
- Sterling Pound (GBP)	130,585	136,909	130,585	136,909
- Australian Dollar (AUD)	34,008	-	34,008	-
- functional currency	2,980,310	2,757,113	2,126,044	1,708,485
	<b>3,144,903</b>	<b>2,894,022</b>	<b>2,290,637</b>	<b>1,845,394</b>

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 42 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% (2023: 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	
	2024	2023	2024	2023
Higher foreign currency exchange losses	-*	-*	(8,230)	(6,845)

\* 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.

## 43 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.

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2024	2023	
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
MVV Holdings Sdn Bhd	Property development	Malaysia	100.0	100.0	1

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company	Principal activities		2024	2023	Auditors
Subsidiaries (continued)					
Seed Homes Sdn Bhd	Property development and investment holding	Malaysia	100.0	100.0	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	-	4
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 (BBR3 Asset 1) Sdn Bhd	Property investment	Malaysia	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



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2024	2023	
Subsidiaries (continued)					
Sime Darby Property (Bukit Tunku) 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 Capital Partners Sdn Bhd	Fund management services	Malaysia	100.0	-	4
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	-	4
Sime Darby Property (Elmina East Asset I) Sdn Bhd	Property investment	Malaysia	100.0	100.0	1
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 (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

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company	Principal activities		2024	2023	Auditors
Subsidiaries (continued)					
Sime Darby Property (Golftek) Sdn Bhd	Property investment and property development	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 (Ironwood) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
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
Sime Darby Property (Lagong) Sdn Bhd	Property development	Malaysia	100.0	100.0	1
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	-	1
Sime Darby Property (Lukut) Sdn Bhd	Property development	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 (Management Services) Sdn Bhd	Provision of management services	Malaysia	100.0	-	1
Sime Darby Property (MVV Central) 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

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2024	2023	
Subsidiaries (continued)					
Sime Darby Property (Nilai Realty) Sdn Bhd	Property development	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 Pasir Gudang (Holdco) Sdn Bhd	Investment holding	Malaysia	100.0	-	1
Sime Darby Property Pasir Gudang (Lot 1) Sdn Bhd	Property development and property investment	Malaysia	100.0	-	1
Sime Darby Property Pasir Gudang (Lot 2) Sdn Bhd	Property development and property investment	Malaysia	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	-	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
Sime Darby Property (Senada) Sdn Bhd	Property development and property investment	Malaysia	100.0	100.0	1
Sime Darby Property (Senada Mall Power) Sdn Bhd	Distribution and sell electricity	Malaysia	100.0	-	1
Sime Darby Property Sepang DC (Holdco) Sdn Bhd	Investment holding	Malaysia	100.0	-	1

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company	Principal activities		2024	2023	Auditors
Subsidiaries (continued)					
Sime Darby Property Sepang DC (Lot 1) Sdn Bhd	Property investment	Malaysia	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 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
Sime Darby Property Selatan Tiga Sdn Bhd	Construction and assets management services under the concession arrangement	Malaysia	60.0	60.0	1

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company	Principal activities		2024	2023	Auditors
Subsidiaries (continued)					
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 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	-	4
SDEX Investment Management Pte Ltd	Investment holding	Singapore	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	-	4
Sime Darby Property (Queen Street) Land Pty Ltd	Acquisition and holding of land	Australia	100.0	-	4
Sime Darby Property (Queen Street) Development Pty Ltd	Property development	Australia	100.0	-	4

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company	Principal activities		2024	2023	Auditors
Joint ventures					
PJ Midtown Development Sdn Bhd	Property development	Malaysia	50.0	50.0	1
SDPLOG1 (MY Holdings) Sdn Bhd	Investment holding	Malaysia	55.0	55.0	1
SDPLOG1 (Property Holdings) Sdn Bhd	Management of real estate on a fee or a contract basis	Malaysia	51.0	-	4
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	-	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	55.0	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



# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries, material joint ventures and associates which are active as at 31 December 2024 are as follows:  
(continued)

		Principal place of business/ Country of incorporation	Group's effective interest (%)		Auditors
Name of company	Principal activities		2024	2023	
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 2024 are as follows:

	Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company		2024	2023	Auditors
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 (BBR Industrial I) 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 (Sabah) 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

# Notes to the Financial Statements

For the financial year ended 31 December 2024

Amounts in RM thousand unless otherwise stated

## 44 LIST OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTINUED)

Subsidiaries which are dormant/inactive as at 31 December 2024 are as follows: (continued)

	Principal place of business/ Country of incorporation	Group's effective interest (%)		
Name of company		2024	2023	Auditors
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	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 and associates placed under members' voluntary liquidation or deregistered during the financial year are as follows:

			Group's effective interest (%)		
Name of company	Principal activities	Country of incorporation	2024	2023	Auditors
Subsidiary					
The Glengowrie Rubber Company Sdn Berhad	Property development	Malaysia	78.7	78.7	4
Associate					
Mostyn Development Sdn Bhd	Property development	Malaysia	-	30.0	3

### 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 2024

Amounts in RM thousand unless otherwise stated

## 45 SIGNIFICANT EVENT SUBSEQUENT TO THE FINANCIAL YEAR

On 6 January 2025, Sime Darby Property Berhad (“SDPB”) and its 50% owned joint venture, Sime Darby Property MIT Development Sdn Bhd (“SDP MIT”), entered into a share sale agreement (“SSA”) to acquire the remaining 50% equity interest in SDM Assets I Sdn Bhd (“SDMA I”) and SDM Asset V Sdn Bhd (“SDMA V”). The completion of the SSA is contingent upon the fulfilment of key conditions outlined in the agreement.

Upon completion of the SSA, following the fulfilment of key conditions outlined in the agreement, on 11 March 2025, the Group’s ownership in SDMA I and SDMA V increased from 50% joint ventures to wholly owned subsidiaries.

## 46 APPROVAL OF FINANCIAL STATEMENTS

The financial statements have been approved for issue in accordance with a resolution of the Board of Directors dated 26 March 2025.

# Analysis of Shareholdings

as at 28 March 2025

Issued and Paid-Up Share Capital : 6,800,839,377  
 Class of Shares : Ordinary Shares  
 Number of Shareholders : 29,566  
 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	2,954	9.991	72,114	0.001
100 to 1,000 shares	6,956	23.527	4,031,707	0.059
1,001 to 10,000 shares	14,317	48.424	55,099,059	0.810
10,001 to 100,000 shares	4,311	14.581	122,785,960	1.805
100,001 to less than 5% of issued shares	1,024	3.463	3,055,826,477	44.933
5% and above of issued shares	4	0.014	3,563,024,060	52.391
<b>TOTAL</b>	<b>29,566</b>	<b>100.00</b>	<b>6,800,839,377</b>	<b>100.00</b>

## 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	23,029	77.890	198,852,904	2.924
Bank/Finance Companies	59	0.200	3,892,461,641	57.235
Investment Trusts/Foundation/Charities	20	0.068	633,399	0.009
Industrial and Commercial Companies	504	1.705	109,655,937	1.612
Government Agencies/Institutions	2	0.007	11,065,890	0.163
Nominees	5,950	20.124	2,588,064,331	38.055
Others	2	0.007	105,275	0.002
Trustee	-	-	-	-
<b>TOTAL</b>	<b>29,566</b>	<b>100.00</b>	<b>6,800,839,377</b>	<b>100.00</b>

## 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/Deemed Interest)	% of Issued Shares
1	Amanahraya Trustees Berhad - Amanah Saham Bumiputera	2,497,700,000	36.726	-	-
2	Employees Provident Fund Board	566,410,100	8.329	187,152,900	2.752
3	Kumpulan Wang Persaraan (Diperbadankan)	376,549,412	5.537	48,532,400	0.714
4	Permodalan Nasional Berhad	355,764,074	5.231	-	-
5	Yayasan Pelaburan Bumiputra <sup>1</sup>	-	-	355,764,074	5.231

**Note:**

<sup>1</sup> Deemed interested by virtue of its interest in Permodalan Nasional Berhad pursuant to Section 8 of the Companies Act 2016.

## DIRECTORS' SHAREHOLDINGS AS PER REGISTER OF DIRECTORS' SHAREHOLDINGS

No.	Name of Directors	No. of Shares Held			
		Direct	%	Indirect	%
1	Dato' Seri Azmir Merican	100,000	0.001	-	-
2	Tan Sri Jaganath Derek Steven Sabapathy	300,000	0.004	-	-

## 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>	2,497,700,000	36.726
2	Kumpulan Wang Persaraan (Diperbadankan)	363,640,646	5.347
3	Permodalan Nasional Berhad	355,764,074	5.231
4	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board</i>	345,919,340	5.086
5	Citigroup Nominees (Tempatan) Sdn Bhd <i>Exempt An for AIA Bhd</i>	229,136,700	3.369
6	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (Islamic)</i>	219,596,560	3.229
7	Amanahraya Trustees Berhad <i>Amanah Saham Malaysia 2 - Wawasan</i>	155,660,600	2.289
8	Amanahraya Trustees Berhad <i>Amanah Saham Malaysia</i>	119,605,300	1.759
9	Amanahraya Trustees Berhad <i>Amanah Saham Bumiputera 2</i>	99,514,300	1.463
10	Amanahraya Trustees Berhad <i>Amanah Saham Malaysia 3</i>	62,546,037	0.920
11	HSBC Nominees (Asing) Sdn Bhd <i>HSBC BK PLC for Kuwait Investment Office (KIO)</i>	58,699,140	0.863
12	DB (Malaysia) Nominee (Tempatan) Sendirian Berhad <i>Deutsche Trustees Malaysia Berhad for Hong Leong Value Fund</i>	57,200,000	0.841
13	HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Total International Stock Index Fund</i>	53,495,876	0.787
14	Citigroup Nominees (Tempatan) Sdn Bhd <i>Great Eastern Life Assurance (Malaysia) Berhad (PAR 1)</i>	52,782,849	0.776
15	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (Nomura)</i>	48,740,900	0.717
16	HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Emerging Markets Stock Index Fund</i>	48,655,655	0.715
17	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (ASIANISLAMIC)</i>	40,482,000	0.595
18	Amanahraya Trustees Berhad <i>Amanah Saham Bumiputera 3 - Didik</i>	40,450,000	0.595
19	DB (Malaysia) Nominee (Asing) Sdn Bhd <i>Exempt An for State Street Bank &amp; Trust Company (West CLT OD67)</i>	40,308,400	0.593
20	Cartaban Nominees (Tempatan) Sdn Bhd <i>Prudential Assurance Malaysia Berhad for Prulink Strategic Fund</i>	35,205,200	0.518
21	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (CGS CIMB)</i>	34,004,000	0.500
22	Cartaban Nominees (Tempatan) Sdn Bhd <i>PBTB for Takafulink Dana Ekuiti</i>	33,309,788	0.490
23	HSBC Nominees (Asing) Sdn Bhd <i>JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II</i>	27,833,680	0.409
24	Cartaban Nominees (Tempatan) Sdn Bhd <i>PAMB for Prulink Equity Fund</i>	26,478,827	0.389
25	Amanahraya Trustees Berhad <i>ASN Umbrella for ASN Equity 3</i>	25,000,000	0.368
26	CIMB Group Nominees (Tempatan) Sdn Bhd <i>CIMB Commerce Trustee Berhad for Kenanga Shariah Growth Opportunities Fund (50156 TR01)</i>	23,907,400	0.352
27	CIMB Group Nominees (Tempatan) Sdn Bhd <i>CIMB Commerce Trustee Berhad - Kenanga Growth Fund</i>	23,722,800	0.349
28	Citigroup Nominees (Tempatan) Sdn Bhd <i>Kumpulan Wang Persaraan (Diperbadankan) (Kenanga)</i>	22,823,300	0.336
29	Citigroup Nominees (Tempatan) Sdn Bhd <i>Great Eastern Life Assurance (Malaysia) Berhad (Par 3)</i>	20,767,002	0.305
30	Citigroup Nominees (Tempatan) Sdn Bhd <i>Employees Provident Fund Board (CIMB Prin)</i>	20,700,000	0.304
TOTAL		5,183,650,374	76.221

# List of Material Properties Held by the Group

Location	Tenure	Remaining land area (acres)	Year of acquisition	Net book value (RM' thousand)
<b>LAND HELD BY THE GROUP</b>				
<b>MALAYSIA</b>				
<b>Selangor Darul Ehsan</b>				
Subang Jaya City Centre, Subang Jaya	Freehold	24	1964-2013	162,688
Melawati Development, Hulu Kelang	Freehold	119	1978	141,305
Elmina West, Sungai Buloh	Freehold	861	1985	669,090
Elmina Business Park, Rawang	Freehold	1,161	1985	281,712
Bukit Jelutong, Shah Alam	Freehold	123	1985	129,370
Bukit Lagong, Rawang	Freehold	1,487	1985	79,964
Ara Damansara, Petaling Jaya	Freehold	43	1985	61,844
Taipan City, Subang	Freehold	35	1992	294,484
Putra Heights, Subang Jaya	Freehold	46	1992	290,577
Bandar Bukit Raja, Klang	Freehold	2,002	1995-2023	1,221,172
Serenia City, Sepang	Freehold	595	2008	291,067
<b>Negeri Sembilan Darul Khusus</b>				
Nilai Impian/Utama, Nilai	Freehold	344	1992-1996	357,597
New Labu/Labu/Kirby, Nilai	Freehold	1,897	} 1995-2017	783,759
Bandar Ainsdale, Seremban	Freehold	110		295,432
Bandar Hamilton Nilai City, Nilai	Freehold	473		55,320
MVV Central, Seremban	Freehold	682	2023	320,917
<b>Kuala Lumpur</b>				
Bukit Kiara	Leasehold expiring 2111	35	1991	529,028
<b>Johor Darul Takzim</b>				
Pagoh, Muar	Leasehold expiring 2111	2,148	2012	372,093
<b>Kedah Darul Aman</b>				
Jerai, Kuala Muda	Freehold	555	1985-2007	30,346



Title/Location	Tenure	Land area (acres)	Year of acquisition/ completion	Age of building (Years)	Existing Use	Net book value (RM' thousand)
<b>INVESTMENT PROPERTIES &amp; OFFICES</b>						
<b>MALAYSIA</b>						
<b>Selangor Darul Ehsan</b>						
Commercial land Rawang	Freehold	126	1985	-	Commercial land earmarked for recurring income	473,447
Commercial land Sungai Buloh	Freehold	17	1985	-	Commercial land earmarked for recurring income	81,570
Commercial building Bukit Jelutong	Freehold	7	1999	26	3-storey commercial building	60,060
Hospital building District of Petaling	Leasehold expiring 2059	3	2000	32	7-storey building for medical facilities	37,125
Office Tower, Oasis Square Ara Damansara	Freehold	3	2010	15	12-storey office building with carparks	212,352
The Glades Plaza Subang Jaya	Freehold	2	2014	10	3-storey commercial building with carparks	21,885
Oasis Corporate Park Ara Damansara	Freehold	10	2017	8	Carparks	37,000
Four plots of development land Kapar	Freehold	122	2023	-	Land temporarily leased for plantation purposes	124,470
Elmina Lakeside Mall District of Petaling	Freehold	15	2024	1	Shopping mall with carparks	165,119
Commercial land Pasir Gudang	Freehold	17	2024	-	Commercial land earmarked for recurring income	43,138
Integrated Operations Office and Sales Gallery District of Petaling	Freehold	2	2024	1	2-storey commercial building accomodating sales gallery and office	31,842
<b>Kuala Lumpur</b>						
Office building Damansara Heights	Freehold	1	1985	42	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	5	4-storey shopping mall with carparks	370,960
Menara KLGCC Bukit Kiara	Leasehold expiring 2111	4	2023	2	21 stratified commercial lots	130,651
KLGCC Mall (f.k.a Senada Mall) Bukit Kiara	Leasehold expiring 2111	6	2023	2	5-storey shopping mall with carparks	167,831
<b>LEISURE PROPERTIES</b>						
<b>MALAYSIA</b>						
<b>Kuala Lumpur</b>						
Kuala Lumpur Golf & Country Club Bukit Kiara	Leasehold expiring 2087	279	1991	14-32	36-hole golf course and clubhouse	209,649
Sime Darby Convention Centre Bukit Kiara	Leasehold expiring 2111	4	2006	19	5-storey multi-purpose convention centre and business centre	78,483
<b>Selangor Darul Ehsan</b>						
Impian Golf & Country Club Kajang	Freehold	142	1997	28	18-hole golf course and country club	51,596
Bayuemas Sports and Event Complex Kota Bayuemas	Freehold	22	2004	14-21	Criket club and lawn bowl sports facilities	32,200

# Independent Assurance Report



## Independent Limited Assurance Report to the Board of Directors of Sime Darby Property Berhad on the selected sustainability information disclosed in the Sustainability Report 2024

We have been engaged by Sime Darby Property ("the Company") to perform an independent limited assurance engagement on the selected sustainability information (together the "Subject Matter Information") for the year ended 31 December 2024 (the "Subject Matter Information") as defined below and marked with the symbol "^" in the Company's Sustainability Report for the year ended 31 December 2024 (the "Sustainability Report 2024").

Our assurance conclusion does not extend to information in respect of earlier periods or to any other information included in the Sustainability Report 2024.

### Our Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been prepared, in all material respects, in accordance with the Reporting Criteria referenced in the "Subject Matter Information and Reporting Criteria" section below.

### Subject Matter Information and Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which the Company is solely responsible for selecting and applying.

The Subject Matter Information and the Reporting Criteria are set out below:

Subject Matter Information	Measurement Unit	2024	Reporting criteria
<b>Bursa's prescribed common indicators ("Common Indicators")</b>			
C1 (b) Percentage of operations assessed for corruption-related risks	Percentage (%)	100	The Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad
C4(a) Total energy consumption	Gigajoules (GJ)	91,995	
C5 (c) Number of employees trained on health and safety standards	Number	983	
C9 (a) Total volume of water used	Megalitres (Ml)	1,933	
C10 (a) Total waste generated, and a breakdown of the following	Tonnes	30,633	
(i) Total waste diverted from disposal		15,445	
(ii) Total waste diverted to disposal		15,188	
C11 (a) Scope 1 emissions	tCO <sub>2</sub> e	852	

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## Independent Limited Assurance Report to the Board of Directors of Sime Darby Property Berhad on the selected sustainability information disclosed in the Sustainability Report 2024 (cont'd)

### Subject Matter Information and Reporting Criteria (cont'd)

Subject Matter Information	Measurement Unit	2024	Reporting criteria
Bursa's prescribed common indicators ("Common Indicators") (cont'd)			
C11 (b) Scope 2 emissions	tCO2e	17,027	The Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad
C11 (c) Scope 3 emissions	tCO2e	2,775	
Cat 6: Business travel		2,124	
Cat 7: Employee commuting		651	
Bursa's prescribed sector-specific indicators ("Sector-specific Indicators")			
S1 (a) Percentage of existing operations or projects assessed for biodiversity risks	Percentage (%)	90.3	The Sustainability Reporting Guide (3rd Edition) issued by Bursa Malaysia Securities Berhad
S1 (c) Total number of International Union for Conservation of Nature ("IUCN" Red List of Threatened Species) and national conservation list species with habitats in areas affected by the operations of the company	Number	71	

### Responsibilities of the Directors and management

Management of the Company is responsible for the preparation of the Subject Matter Information included in the Company's Sustainability Report 2024 in accordance with the Reporting Criteria.

This responsibility includes the selection and application of appropriate methods to prepare the Subject Matter Information reported in the Company's Sustainability Report 2024 as well as the design, implementation and maintenance of internal control relevant for the preparation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error. Furthermore, the responsibility includes the use of assumptions and estimates for disclosures made by the Company which are reasonable in the circumstances.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

### Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure the Subject Matter Information allows for different, but acceptable, measurement basis and can affect comparability between entities and over time. In addition, Greenhouse Gas ("GHG") quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.

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# Independent Assurance Report



## **Independent Limited Assurance Report to the Board of Directors of Sime Darby Property Berhad on the selected sustainability information disclosed in the Sustainability Report 2024**

### **Our Responsibility**

Our responsibility is to express a limited assurance conclusion on the Subject Matter Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, ISAE 3000 (Revised) for Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement under consideration of materiality to express our conclusion with limited assurance about whether the Subject Matter Information is free from material misstatement.

### **Our Independence and Quality Management**

We have complied with the independence and other ethical requirements of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("MIA") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Summary of work performed**

Our work included the following procedures. We:

- Evaluated the suitability in the circumstances of the Company's Reporting Criteria as the basis for preparing the Subject Matter Information;
- Obtained an understanding of the Company's control environment, processes and systems relevant to the preparation of the Subject Matter Information at the consolidated level and operating unit level. Our procedures did not include evaluating the suitability of design or operating effectiveness of control activities;
- Evaluated the appropriateness of measurement and evaluation methods, reporting policies used and estimates made by the Company, noting that our procedures did not involve testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates;
- Performed analytical procedures for consistency of data with trends and our expectation;
- Performed limited substantive testing on a sampling basis on transactions included in the Subject Matter Information at the Company's which involved agreeing data points to/from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported;

*PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), Chartered Accountants, Level 10, Menara TH 1 Sentral, Jalan Rakyat, Kuala Lumpur Sentral, P.O. Box 10192, 50706 Kuala Lumpur, Malaysia  
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## Independent Limited Assurance Report to the Board of Directors of Sime Darby Property Berhad on the selected sustainability information disclosed in the Sustainability Report 2024

### Summary of work performed (continued)

Our work included the following procedures. We: (continued)

- Undertook site visits at Sime Darby Convention Centre to assess the completeness of the emissions sources, data collection methods, source data and relevant assumptions applicable to the sites. The sites selected for testing were chosen taking into consideration their emissions in relation to total emissions, emissions sources, and sites selected in prior periods. Our procedures did not include testing information systems to collect and aggregate facility data, or the controls at these sites.
- Checked mathematical formulas, proxies and default values used in the Subject Matter Information against the Company's Reporting Criteria; and
- Evaluated the appropriateness of the disclosures and presentation of the Subject Matter Information based on the Reporting Criteria.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Subject Matter Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

### Restriction on Distribution and Use and Disclaimer of Liability to Third Parties and For Any Other Purpose

Our report, including our conclusion, has been prepared solely for the Board of Directors of the Company in accordance with the agreement between us dated 17 January 2025 (the "agreement"). We consent to the inclusion of this report in the Sustainability Report 2024 of the Company which will be accessible at [www.simedarbyproperty.com](http://www.simedarbyproperty.com) in connection with the Company's responsibilities under paragraph 6.2(e) of Practice Note 9 of the Main Market Listing Requirements in respect of the disclosure of a statement on whether the listed issuer has sought independent assurance on the Subject Matter Information. To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Company for our work or this report except where terms are expressly agreed between us in writing. Any reliance on this report by any third party is entirely at its own risk.

PRICEWATERHOUSECOOPERS PLT  
LLP0014401-LCA & AF 1146  
Chartered Accountants

Kuala Lumpur  
24 April 2025

PricewaterhouseCoopers PLT (LLP0014401-LCA & AF 1146), Chartered Accountants, Level 10, Menara TH 1 Sentral, Jalan Rakyat, Kuala Lumpur Sentral, P.O. Box 10192, 50706 Kuala Lumpur, Malaysia  
T: +60 (3) 2173 1188, F: +60 (3) 2173 1288, [www.pwc.com/my](http://www.pwc.com/my)

# 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](mailto:elmmmo@simedarbyproperty.com)

### Melawati Mall

UP2-01, 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](mailto: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

### Sime Darby 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 Development Company

No. 1 Village Courtyard  
Circus West Village  
Battersea Power Station  
London, SW11 8AH  
Tel: (+44) 20 7501 0688

## 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 KLGCC 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-Second Annual General Meeting (“52nd AGM”) of Sime Darby Property Berhad (“Sime Darby Property” or “Company”) will be held at the Grand Ballroom, First Floor, 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 Tuesday, 10 June 2025 at 10.00 a.m. for the transaction of the following Ordinary Business:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 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) Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj
- (ii) Tan Sri Jaganath Derek Steven Sabapathy
- (iii) Datin Norazah Mohamed Razali
- (iv) Dato' Hamidah Naziadin

Refer to Explanatory Note 2

3. To re-elect Datuk Ir. Ho Hon Sang who retires in accordance with Rule 92.3 of the Constitution of the Company and being eligible, offers himself for re-election.

*Refer to Explanatory Note 2*

4. To approve the payment of fees to the Non-Executive Directors for the period from 11 June 2025 until the next AGM of the Company to be held in year 2026:

- (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 2025 until the next AGM of the Company to be held in year 2026.

*Refer to Explanatory Note 4*

6. To re-appoint PricewaterhouseCoopers PLT as the Auditors of the Company for the financial year ending 31 December 2025 and to authorise the Directors to fix their remuneration.

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 52nd 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 30 May 2025. Only a depositor whose name appears on the Record of Depositors as at 30 May 2025 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  
30 April 2025

# Notice of Annual General Meeting

## NOTES:

### 1. 52nd AGM

The 52nd 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 52nd 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 52nd 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 52nd AGM remotely, the virtual 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 52nd AGM prior to the meeting via BSIP at <https://investor.boardroomlimited.com> not later than Sunday, 8 June 2025. The responses to these questions will be shared at the 52nd AGM.
- 2.2 During the 52nd 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 Meeting Venue (i.e. one hour before the 52nd AGM from 9.00 a.m. on

Tuesday, 10 June 2025). 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 52nd 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.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com) (kindly refer to the Administrative Details).

All instruments appointing a proxy must be deposited with Boardroom no later than Sunday, 8 June 2025 at 10.00 a.m.

3.8 Only Members registered in the Record of Depositors as at 30 May 2025 shall be entitled to attend, speak and vote at the 52nd 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 2024

The Audited Financial Statements are laid in accordance with 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 5:

#### 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 4.

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 5.

For the purpose of determining the eligibility of the Directors to stand for re-election at the 52nd 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 2024<sup>(i)</sup>;
- (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.

<sup>(i)</sup> Not applicable to Datuk Ir. Ho Hon Sang, who was appointed on 1 January 2025, after the completion of the Financial Year ("FY") 2024 assessment.

## 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. Accordingly, the Board recommends the re-election of Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj, Tan Sri Jaganath Derek Steven Sabapathy, Datin Norazah Mohamed Razali, Dato' Hamidah Naziadin and Datuk Ir. Ho Hon Sang at the 52nd 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 in the Company's Integrated Annual Report.

### 3. Ordinary Resolution 6:

#### **Payment of Directors' Fees to the NEDs for the period from 11 June 2025 until the next AGM of the Company to be held in year 2026**

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-First AGM ("51st AGM") held on 20 May 2024, obtained approval from the shareholders in respect of the payment of Directors' fees to the NEDs for the period from 21 May 2024 until the 52nd AGM.

In the first quarter of FY2025, the NRC engaged an independent external consultant to conduct a review on the NEDs' remuneration structure, benchmarked against industry peers and relative public listed entities. The last external review was conducted in

FY2019, with the current fee structure unchanged since its adoption at the 2020 AGM. The latest assessment 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 remains appropriate. The Board, upon the NRC's recommendation, agreed that the current fee structure be maintained as set out in the table below:

	<b>Board (RM/Year)</b>	<b>Board Committees (RM/Year)</b>
Chairman	540,000	70,000
Member	220,000	40,000

Shareholders' approval is hereby sought under Resolution 6 on the payment of NEDs' fees for the period from 11 June 2025 until the next AGM of the Company to be held in year 2026. 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 6 concerning the remuneration to the NEDs at the 52nd AGM.

The remuneration of each Director is set out in the Corporate Governance Report on page 79.

### 4. Ordinary Resolution 7:

#### **Payment of Benefits Payable to the NEDs up to an amount of RM1,500,000 for the period from 11 June 2025 until the next AGM of the Company to be held in year 2026**

The Company had, at its 51st AGM, obtained approval from the shareholders in respect of the payment of benefits to the NEDs up to an amount of RM500,000 for the period from 21 May 2024 until the 52nd 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 payment of benefits for the NEDs for the said period did not exceed RM500,000.

Based on the review of the current Remuneration Framework by an external consultant, there are no proposed amendments to the current Remuneration Framework as it is still relevant and competitive to market.

The Company is seeking shareholders' approval of up to RM1,500,000 at the 52nd AGM. While the benefits cap has remain unchanged since the Company's listing in 2017, the proposed increase in the NEDs' benefits cap is intended to accommodate broader participation by NEDs in purchasing the Group/ Company's products, particularly in encouraging those who have not previously utilised the discount benefit. In this regard, higher utilisation of this benefit is anticipated in the future in line with the Group's planned product launches.

If the proposed Resolution 7 is passed, the payment of benefits to the NEDs will be made as and when incurred.

Any NEDs who are shareholders of the Company will abstain from voting on Resolution 7 concerning the remuneration to the NEDs at the 52nd AGM.

## 5. Ordinary Resolution 8: Re-appointment of Auditors

The Audit Committee ("AC") at its meeting held on 21 March 2025, had 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 the Paragraph 15.21 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. The said assessment focused on seven (7) key dimensions as follows:

- Calibre of External Auditor Firm
- Quality Processes/Performance
- Audit Team
- Independence and Objectivity
- Audit Scope and Planning

- Audit Fees
- Audit Communication

The AC also took into account the several factors, among others, openness in communication as well as access and interactions with key leadership partners of PwC Malaysia including the Executive Chairman, Managing Partner, Head of Assurance and Head of Tax. These interactions were over and above the regular meetings and engagement with the Audit Partner and his/her audit team. In addition, the AC also considered the comparison between three (3) big accounting firms, namely PwC, Ernst & Young PLT and KPMG PLT based on their key Audit Quality Indicators and Annual Transparency Report findings and disclosures.

The AC recommended the re-appointment of PwC based on the following justifications:

- Adequacy of experience and resources, in terms of capacity, qualification and competencies of the audit partners and team assigned to the audit.
- Adequacy in audit coverage, effectiveness in planning and conduct of audit.
- Independence of PwC and the level of non-audit services rendered by PwC.

The AC was satisfied with the suitability of PwC based on the quality of audit, performance, competency and sufficiency of resources the external audit team provided to the Sime Darby Property Group. The AC was also satisfied in its review that the provisions of non-audit services by PwC to the Company for the FY2024 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 26 March 2025, approved the AC's recommendation for the shareholders' approval to be sought at the 52nd AGM on the re-appointment of PwC as external auditors of the Company for the financial year ending 31 December 2025, under Resolution 8. The present external auditors, PwC, have indicated their willingness to continue their services for the next financial year.

# Statement Accompanying Notice of the Fifty-Second 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 28 March 2025 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 5 as stated above) at the Fifty-Second 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-Second Annual General Meeting of Sime Darby Property Berhad

<b>Date</b>	: Tuesday, 10 June 2025
<b>Time</b>	: 10.00 a.m.
<b>Meeting Venue</b>	: Grand Ballroom, First Floor Sime Darby Convention Centre 1A, Jalan Bukit Kiara 1 60000 Kuala Lumpur, Malaysia
<b>Online Meeting</b>	: <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a> with Remote Participation Platform and Electronic Voting Facilities (provided by Boardroom Share Registrars Sdn Bhd)

## 1. FIFTY-SECOND ANNUAL GENERAL MEETING (“52ND AGM”)

The Securities Commission and Bursa Malaysia Berhad had announced that all public listed companies on Bursa Malaysia must hold hybrid or physical general meetings effective 1 March 2025.

Following the above announcement, the 52nd 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 (MCCG) 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 52nd AGM to exercise your right to attend, participate and vote at the meeting **either**:

- in person or physically at the Meeting Venue (“**Physical Attendance**”); or
- 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 30 May 2025 shall be eligible to attend, speak and vote at the 52nd AGM or appoint a proxy(ies) to attend and vote on his/her behalf.

If you are unable to participate at the 52nd AGM, you may:

- Appoint proxy/proxies to participate and vote on your behalf; or
- 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 52nd AGM, you must not submit any Proxy Form. Otherwise, you will not be permitted to attend the meeting alongside with proxy/proxies appointed by your goodself.

Please refer to item 4.2(i) for further information in relation to the appointment of proxy.

## Administrative Details

for the Fifty-Second 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 52nd AGM physically are required to register for the meeting at the Meeting Venue.

Please refer to item 7 for other information in relation to Physical Attendance at the 52nd AGM.

#### II) VIRTUAL ATTENDANCE

The RPEV facilities will open for registration from **Wednesday, 30 April 2025 until such time before the poll voting session ends at the 52nd AGM on Tuesday, 10 June 2025.**

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 virtual AGM
- ii) Submit proxy form electronically
- iii) Submit questions prior to the virtual AGM

Your login to BSIP on the day of the 52nd AGM will indicate your presence at the virtual 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 52nd 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 in relation to registration for remote participation.

## 4. REGISTRATION PROCEDURES FOR 52ND AGM




### 4.1 REGISTRATION FOR REMOTE PARTICIPATION

For shareholders who wish to attend the 52nd AGM remotely by using the RPEV facilities, kindly refer to the following steps:

PROCEDURES		ACTIONS
<b>Before the day of the AGM</b>		
Step (1)	Register online with BSIP for <b>Individual and Corporate Shareholder</b>	<p>(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)</p> <ol style="list-style-type: none"> <li>Access the website <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a></li> <li>Click <b>'Register'</b> to sign up as a user</li> <li>Select 'Account Type' to <b>'Sign Up As Shareholder'</b> or <b>'Sign Up As Corporate Holder'</b></li> <li>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</li> <li>Enter a valid mobile number and email address</li> <li>You will receive an email from BSIP for email address verification. Click 'Verify Email Address' in the email received to continue with the registration</li> <li>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</li> <li>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</li> </ol>
Step (2)	Submit request for remote participation and submission of proxy form	<p>(Note : You must be a registered BSIP user. Otherwise, please refer to Step (1))</p> <p>The registration for RPEV facilities will open on Wednesday, 30 April 2025 until such time before the voting session ends at the 52nd AGM on Tuesday, 10 June 2025 (<b>"Registration Deadline"</b>).</p> <p>The instrument appointing a proxy must be received latest by Sunday, 8 May 2025 at 10.00 a.m. (<b>"Proxy Lodgement Deadline"</b>)</p> <p><b>For Individual and Corporate Shareholders</b></p> <ol style="list-style-type: none"> <li>Login to <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a></li> <li>Click 'Meeting Event(s)' and select the list of companies - <b>'SIME DARBY PROPERTY BERHAD 52ND ANNUAL GENERAL MEETING'</b> and click 'Enter'</li> <li>To attend the virtual AGM remotely <ul style="list-style-type: none"> <li>Click <b>'Register for RPEV'</b></li> <li>Read and accept the General Terms and Conditions and enter your CDS account no. to submit your request</li> </ul> </li> <li>To appoint proxy <ul style="list-style-type: none"> <li>Click <b>'Submit eProxy Form'</b></li> <li>For Corporate Shareholder, select the company you would like to represent (if more than one)</li> <li>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'</li> </ul> </li> </ol>

## Administrative Details

for the Fifty-Second Annual General Meeting of Sime Darby Property Berhad

PROCEDURES		ACTIONS
<b>Before the day of the AGM (continued)</b>		
Step (2)	Submit request for remote participation and submission of proxy form	<p><b>For Authorised Nominees and Exempt Authorised Nominees</b></p> <ol style="list-style-type: none"> <li>Login to <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a></li> <li>Click 'Meeting Event(s)' and select the list of companies - <b>'SIME DARBY PROPERTY BERHAD 52ND ANNUAL GENERAL MEETING'</b> and click 'Enter'</li> <li>Click <b>'Submit eProxy Form'</b></li> <li>Select the company you would like to represent (if more than one)</li> <li>Proceed to download the file format for <b>'Submission of Proxy Form'</b></li> <li>Prepare the file for appointment of proxy(ies) by inserting the required data</li> <li>Proceed to upload the duly completed Proxy Appointment file</li> <li>Review and confirm your proxy(ies) appointment(s) and click <b>'Submit'</b></li> <li>Download or print the eProxy form as acknowledgement</li> </ol> <p>For Corporate Shareholders, Authorised Nominees/Exempt Authorised Nominees and Attorneys, you may also write to <a href="mailto:bsr.helpdesk@boardroomlimited.com">bsr.helpdesk@boardroomlimited.com</a> 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</p>
Step (3)	Verification and email notification	<p>For Individual Shareholders, Corporate Shareholders, Authorised Nominees/Exempt Authorised Nominees and Attorneys</p> <ol style="list-style-type: none"> <li>An email notification will be sent by Boardroom to notify that your request for remote participation has been received for system verification</li> <li>Upon verification against the General Meeting Record of Depositors, you will receive an email from Boardroom on the day prior to the 52nd AGM, i.e. Monday, 9 June 2025 either approving or rejecting your request for remote participation</li> </ol>
<b>On the day of the AGM</b>		
Step (4)	Login	<ol style="list-style-type: none"> <li>Login to <a href="https://investor.boardroomlimited.com">https://investor.boardroomlimited.com</a> with your registered email address and password</li> <li>Meeting platform will be made available at any time from 9.00 a.m. i.e. one hour before the commencement of the 52nd AGM at 10.00 a.m. on Tuesday, 10 June 2025</li> <li>Click into 'Meeting Event(s)' and go to <b>'SIME DARBY PROPERTY BERHAD 52ND ANNUAL GENERAL MEETING'</b> and then click 'Join Live Meeting' to join the proceedings of the 52nd AGM remotely</li> </ol>
	Participate	<ol style="list-style-type: none"> <li>Please follow the user guides in BSIP to view the live webcast, submit questions and vote</li> <li>To view the live webcast, select the broadcast icon </li> <li>To ask a question during the 52nd AGM, select the messaging icon </li> <li>Type your question in the chat box and click the send button to submit</li> </ol>
	Vote	<ol style="list-style-type: none"> <li>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</li> <li>To vote, select your voting preference from the options provided. A confirmation message will appear to indicate that your vote has been received</li> <li>To change your vote, re-select your voting preference</li> <li>If you wish to cancel your vote, please press 'Cancel'</li> </ol>
	End	Upon declaration by the Chairman of the closure of the 52nd 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 52nd 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 Sunday, 8 June 2025 at 10.00 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 notorially 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.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com)

Kindly refer to the Procedures under item 4.1 (Step 2).

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 52nd AGM and subsequently decides to appoint another person or wishes to participate in the virtual AGM by himself/herself, please revoke the appointment of proxy/proxies at least forty-eight (48) hours before the 52nd AGM. Please find the below step for revocation on eProxy form or physical Proxy Form:

eProxy Form
<ul style="list-style-type: none"> <li>Click 'Meeting Event(s)' and select the list of companies - <b>'SIME DARBY PROPERTY BERHAD 52ND ANNUAL GENERAL MEETING'</b> from the list of companies and click 'Enter'.</li> <li>Go to <b>'PROXY'</b> and click on <b>'Submit Another eProxy Form'</b>.</li> <li>Go to <b>'Submitted eProxy Form List'</b> and click <b>'View'</b> for the eProxy form.</li> <li>Click <b>'Cancel/Revoke'</b> at the bottom of the eProxy form.</li> <li>Click <b>'Proceed'</b> to confirm.</li> </ul>
Physical Proxy Form
Please write in to <a href="mailto:bsr.helpdesk@boardroomlimited.com">bsr.helpdesk@boardroomlimited.com</a> to revoke the appointment of proxy/proxies.

Upon revocation, proxy/proxies appointed earlier will not be allowed to participate at the 52nd AGM. In such event, shareholders should advise their proxy/proxies accordingly.

## Administrative Details

for the Fifty-Second Annual General Meeting of Sime Darby Property Berhad

### 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 Sunday, 8 June 2025 at 10.00 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 52nd 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 52nd AGM at 10.00 a.m. on Tuesday, 10 June 2025 (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 52nd AGM and the results of the voting will be announced at the 52nd AGM and subsequently via an announcement made by the Company through Bursa Securities at [www.bursamalaysia.com](http://www.bursamalaysia.com).

## 6. SUBMISSION OF QUESTIONS FOR THE 52ND AGM

The Board recognises that the 52nd AGM is a valuable opportunity for the Board to engage with shareholders. In order to enhance the efficiency of the proceedings of the 52nd AGM, shareholders may in advance, before the 52nd 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 52nd AGM which is from 9.00 a.m. on Tuesday, 10 June 2025.
- c) You may also speak or raise questions during the meeting.



## II) VIRTUAL ATTENDANCE

### a) Prior to 52nd AGM

Shareholders may submit questions in relation to the agenda items for the 52nd AGM via BSIP at <https://investor.boardroomlimited.com> **not later than Sunday, 8 June 2025 at 10.00 a.m.** Click 'Submit Questions' after selecting 'SIME DARBY PROPERTY BERHAD 52ND ANNUAL GENERAL MEETING' from 'Meeting Event(s)'. The responses to these questions will be shared at the 52nd AGM.

### b) During the meeting

During the 52nd 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 Meeting Platform (i.e. one hour before the 52nd AGM from 9.00 a.m. on Tuesday, 10 June 2025). 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 Sime Darby Convention Centre ("SDCC") and multi-storey visitor parking at Kuala Lumpur Golf & Country Club ("KLGCC"), subject to availability. Shuttle service will be provided between the multi-storey visitor parking at KLGCC and SDCC, commencing at 7.15 a.m. onwards.
- You are encouraged to use public transportation to reach the Meeting Venue, as parking spaces are limited. A shuttle service will be available at regular intervals (subject to traffic conditions) from the TTDI-Deloitte (Mass Rapid Transit) Station (Entrance B). To access this service, please take the Sungai Buloh - Kajang MRT Line to the TTDI-Deloitte MRT station (Entrance B). Upon arrival, kindly exit the station via Entrance B before boarding the shuttle. The shuttle service will commence at 7.00 a.m. and will operate throughout the duration of the 52nd AGM. Following the conclusion of the AGM, the shuttle will be available to transport shareholders back to the TTDI-Deloitte MRT station.

#### Map to SDCC



## Administrative Details

for the Fifty-Second Annual General Meeting of Sime Darby Property Berhad

### II) REGISTRATION

- a) Registration will commence at 7.00 a.m. at Ballroom 3, First Floor, SDCC 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 national Identification Card (I/C) or Passport (for foreign shareholder) during registration for verification. Please ensure you collect your I/C 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, SDCC 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, i.e. phones/pagers/other sound emitting devices are put on 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 SDCC building. Your co-operation is much appreciated.

### VII) WI-FI

Free Wi-Fi is available at SDCC for the convenience of shareholders/proxies.

### VIII) SURAU/PRAYER ROOM

The Surau is located at First Floor, SDCC.

### 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 SDCC will not be held responsible for any missing items.

## XI) BREAKFAST AND GIFT VOUCHER

- a) After registration, shareholders/proxies at Meeting Venue are advised to proceed to Banyan Room (Ground Floor) to redeem your breakfast pack on the same day.
- b) Breakfast will be served from 7.00 a.m. to 11.30 a.m.
- c) Shareholders/proxies at the Meeting Venue will be given breakfast coupon 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 and LG2 of SDCC.
- 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 52nd AGM. If you have symptoms of being unwell with Covid-19 or influenza, you are advised not to attend the 52nd AGM physically. If you still wish to attend the 52nd 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 52nd AGM is strictly prohibited without the prior written consent of the Company.

## Administrative Details

for the Fifty-Second Annual General Meeting of Sime Darby Property Berhad

### 9. INTEGRATED ANNUAL REPORT 2024 AND OTHER DOCUMENTS

The following documents can be downloaded from the Company's website [www.simedarbyproperty.com](http://www.simedarbyproperty.com):

- i) Integrated Annual Report 2024
- ii) Sustainability Report 2024
- iii) Corporate Governance Report 2024
- iv) Notice of 52nd AGM
- v) Proxy Form
- vi) Administrative Details
- vii) Request Form
- viii) Notice to Shareholders and Proxies under the PDPA 2010

The Integrated Annual Report is also available on Bursa Securities website at [www.bursamalaysia.com](http://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, in the event that you still require a hard copy, you may request for a copy by completing the Request Form and sending it to the Share Registrar, Tricor Investor & Issuing House Services Sdn Bhd ("Tricor") at the address as stated in the Request Form. Alternatively, you may submit your request through online website of Tricor at <https://tiih.online> by selecting "Request for Annual Report/Circular" under the "Investor Services".

### 10. ENQUIRY

If you have any enquiry prior to the 52nd AGM or require technical assistance to participate in the virtual 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](mailto: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](mailto:is.enquiry@vistra.com)
- iv) Officers : Zakiah Wardi (+603-2783 9287/[Zakiah@vistra.com](mailto:Zakiah@vistra.com))  
Jiang Shen Tew (+603-2783 9281/[Jiang.Shen.Tew@vistra.com](mailto: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 Notice to Shareholders and Proxies under the Personal Data Protection Act 2010 as set out in <https://www.simedarbyproperty.com/investor-relations/shareholders> and warrant that consent of the proxy(ies) and/or representative(s) whose personal data you have provided has also been obtained accordingly and that they have been informed of 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-Second Annual General Meeting (“52nd AGM”) of Sime Darby Property Berhad (“Sime Darby Property” or “the Company”) at the Grand Ballroom, First Floor, 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 Tuesday, 10 June 2025 at 10.00 a.m. and at any adjournment thereof for the following resolutions as set out in the Notice of 52nd AGM:**

NO.	AGENDA
1	To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and the Auditors thereon
<b>ORDINARY BUSINESS</b>	
2	To re-elect Tengku Datuk Seri Ahmad Shah Alhaj ibni Almarhum Sultan Salahuddin Abdul Aziz Shah Alhaj who retires in accordance with Rule 111 of the Constitution of the Company
3	To re-elect Tan Sri Jaganath Derek Steven Sabapathy who retires in accordance with Rule 111 of the Constitution of the Company
4	To re-elect Datin Norazah Mohamed Razali who retires in accordance with Rule 111 of the Constitution of the Company
5	To re-elect Dato’ Hamidah Naziadin who retires in accordance with Rule 111 of the Constitution of the Company
6	To re-elect Datuk Ir. Ho Hon Sang who retires in accordance with Rule 92.3 of the Constitution of the Company
7	To approve the payment of fees to the Non-Executive Directors for the period from 11 June 2025 until the next Annual General Meeting of the Company to be held in year 2026
8	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 2025 until the next Annual General Meeting of the Company to be held in year 2026
9	To re-appoint PricewaterhouseCoopers PLT as Auditors of the Company for the financial year ending 31 December 2025 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 notice to Shareholders under the Personal Data Protection Act 2010 (“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 of your personal data for the purpose of the Company’s General Meeting(s).

You hereby declare that you have read, understood and accepted the statements and terms contained in the Privacy Notice.

In disclosing the proxy's personal data, you as a shareholder, warrant and undertake that the proxy(ies) has/have given his/her/their explicit consent for his/her/their personal data being disclosed to and processed by the Company in accordance with the notice to Proxies under the Personal Data Protection Act 2010 published on the Company’s website under the Shareholders & Dividend Info section at <https://www.simedarbyproperty.com/investor-relations/shareholders>.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2025  
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. 52nd AGM

The 52nd 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 52nd 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 52nd 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 52nd AGM remotely, the virtual 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 52nd AGM prior to the meeting via BSIP at <https://investor.boardroomlimited.com> not later than Sunday, 8 June 2025. The responses to these questions will be shared at the 52nd AGM.
- 2.2 During the 52nd 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 Meeting Venue (i.e. one hour before the 52nd AGM from 9.00 a.m. on Tuesday, 10 June 2025). 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 52nd 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.helpdesk@boardroomlimited.com](mailto:bsr.helpdesk@boardroomlimited.com) (kindly refer to the Administrative Details).
- All instruments appointing a proxy must be deposited with Boardroom no later than Sunday, 8 June 2025 at 10.00 a.m.
- 3.8 Only Members registered in the Record of Depositors as at 30 May 2025 shall be entitled to attend, speak and vote at the 52nd 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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