LBS
BELIEVE • BECOME • BEHOLD

DEVELOPING WITH A **DIFFERENCE**

INTEGRATED
ANNUAL REPORT 2024

DEVELOPING WITH A **DIFFERENCE**

Developing with a Difference draws from LBS Bina Group Berhad's ("LBS" or "the Group") distinctive approach to property development, which sees the continued integration of social and environmental considerations into the value creation narrative. In essence, the Group's focus is not just to build market-oriented products that deliver affordability, connectivity and quality, but to also progressively deliver lifestyle propositions that meet the evolving and dynamic needs of society while preserving natural capitals such as physical environments and enabling resource efficiency.

This is in keeping with the Group's corporate ethos which is "to be the best, and to keep progressing". Developing with a Difference reflects this passion and commitment to remain relevant through innovation and to stay humble by continuing to feel the pulse of the market and to reinvent and remodel strategies to serve stakeholders.

Developing with a Difference is about listening to stakeholders, to prioritise innovation, quality, and community, and beyond financial values, to create positive outcomes centred on thriving, united communities.

LBS develops with the aim of preserving and integrating the environment as part of the overall project or masterplan, and emphasizes positive community impacts and cohesion as being a key aspect of value creation. Developing with a Difference is pursued and achieved by leveraging the Group's business strengths, its understanding of market forces, and external trends is continuously reinvigorated by our corporate ethos, centered on our tagline: Believe. Become. Behold.

Abbreviation:

LBS or **the Group** refers to the listed entity of LBS Bina Group Berhad and its subsidiaries.

Note:
For the purposes of IAR2024, all references to the "Board of Directors" refer specifically to the Board of Directors of LBS.

WWW.LBS.COM.MY

LBS VISION STATEMENT

WE BELIEVE

in the life-changing impact of our pursuits. To us, it's a force for wellbeing of the society. At LBS, this is our calling.

WE BECOME

the trusted champion of our communities. Where every space we create nurtures your spirit and fosters belonging, where sustainable living becomes a way of life.

WE BEHOLD

the transformative power of communities uplifted, where progress is balanced with care for future generations to flourish. Where we build a better tomorrow, one delightful story at a time.

CORPORATE MISSION

To consistently deliver exceptional performance through progressive creations, realising value to all stakeholders, and enriching communities at large.

THE INTERWEAVING LINES WITHIN THE LBS LOGO REPRESENT THE ENDURING BONDS between our founder, the late Dato' Seri Lim Bock Seng, and his four sons. These connections are the foundation upon which LBS was built—a legacy of unity, trust, and shared purpose.

AT THE HEART OF THE LOGO LIES A LEAF-SHAPED EMBLEM, a symbol of our founder's vision and the company's unwavering commitment to wellbeing and sustainability. It reflects our dedication to creating spaces that nurture communities, foster belonging, and embrace a balanced way of life—where progress and care go hand in hand.

THIS EMBLEM IS MORE THAN A DESIGN—IT IS A PROMISE. A promise to build not just homes, but thriving communities; to shape not just spaces, but experiences; and to leave behind a legacy where future generations can flourish.

WHAT'S INSIDE

INTEGRATED ANNUAL REPORT 2024

artist impression

PROGRESSING THROUGH AN INTEGRATED PERSPECTIVE

"Sustainability has always been a core philosophy for LBS, as reflected in its focus on serving the affordable housing segment. Progressively, Developing with a Difference now emphasises the preservation and conservation of natural capital to drive climate action, supported by enhanced Integrated Thinking.

Integrated Thinking drives the Group's evolving business model. In October 2024, LBS launched the 315-acre eco-conscious township Rimbawan, in Genting Highlands, Pahang. Rimbawan embodies novel approaches to safeguard the natural environment of the land and the creation of environmental awareness among local communities and other stakeholders.

Further reflecting its commitment to environmental preservation, LBS has supported the nation's objective in achieving Net Zero Carbon Emissions by 2050 with an aspirational roadmap developed to drive an effective decarbonisation pathway.

MATERIAL MATTERS	OPPORTUNITIES AND STRATEGIES
PRODUCT QUALITY AND CUSTOMER EXPERIENCE	• To improve design and build quality, shorten construction times, improve defect rectification and develop customer brand loyalty
ENERGY MANAGEMENT AND CLIMATE ACTION	• To reduce carbon footprint through the generation of renewable energy and to reduced energy consumption cost with reduced reliance on grid sourced electricity • Generation of Renewable Energy Certificates • Progressing towards decarbonisation goals and ultimately realisation of Net Zero Emissions
LABOUR PRACTICES AND HUMAN RIGHTS	• To develop more sustainable and resilient supply chains to mitigate disruption impacts that can impact product quality and completion progress • To strengthen internal controls and practices towards supporting ability to hire and retain employees as well as enhance brand reputation with regulatory stakeholders
LANDBANK	• Re-strategisation of landbank use through joint venture partnerships. This includes eco-tourism
CORPORATE GOVERNANCE AND BUSINESS ETHICS	• Improving financial, business and operational performance by strengthening oversight on internal processes and controls. This includes matters related to selection of vendors, procurement strategies. • Focusing on corporate governance promotes a culture of meritocracy and professionalism, which enables improved performance across the business model, notably in terms of talent management and development

ABOUT THIS REPORT

artist impression

Artist's Impression of Rimbawan, LBS' latest project that places nature at the heart of the development masterplan.

INTRODUCTION

LBS Bina Group Berhad ("LBS" or "the Group") is pleased to publish its 4th consecutive Integrated Annual Report ("IAR2024") in respect of financial year ended 31 December 2024 (IAR2024). LBS' IAR2024 aims to provide stakeholders, particularly capital providers, with a comprehensive overview of the Group's continued efforts to create and enhance both financial and non-financial value.

In essence, IAR2024 seeks to harness and reflect Integrated Thinking by connecting financial and non-financial capitals with external trends, developments, and other key considerations, including the outputs and outcomes generated from a multi-capital perspective.

BASIS OF PREPARATION

In response to the launch of the National Sustainability Reporting Framework ("NSRF"), LBS continues to enhance its integrated reporting by improving disclosures on general sustainability risks and opportunities, as well as climate-related risks and opportunities. These are provided in the Matters Material to Value Creation section of IAR2024 on pages 39-55.

Given that LBS publishes its standalone Sustainability Report 2024 ("SR2024"), This Report focuses on pertinent matters that have a direct and indirect impact on financial, business, and operational performance over the short-, medium-, and long-term horizons of the Group. This is consistent with the principle of financial materiality and is aligned with the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Disclosure ("S1") and IFRS Climate Related Disclosures ("S2").

For detailed sustainability information and disclosures, including performance data, readers are encouraged to refer to SR2024. The Report has been developed in accordance with local and international reporting frameworks and standards such as the Bursa Malaysia Sustainability Reporting Guide (Third Edition), Global Reporting Initiative ("GRI") Standards, and others.

LBS will continue to improve its disclosures in subsequent reports based on the Integrated Reporting framework, as well as the disclosure requirements for IFRS S1 and S2.

ABOUT THIS REPORT

APPROACH TO IAR2024 DEVELOPMENT

Preparation of IAR2024 commenced with the formation of a cross-functional Central Working Committee ("CWC") comprising key LBS personnel from Investor Relations, Sustainability, Branding and Communications, and other strategic functions of the Group. Also part of the CWC was LBS' external Sustainability Advisory and Integrated Reporting specialist firm. The CWC collectively developed reporting criteria and a strategy for IAR2024 based on the following considerations:

- Updates to the corporate reporting narrative for LBS amidst ongoing company rebranding.
- Launch of new property projects i.e. Rimbawan as well as overseas business ventures undertaken in 2024.
- Emergence of new reporting frameworks and requirements, particularly the NSRF and IFRS S1 and S2.
- Determination of information material to investors, regulators, and other stakeholders.
- Objective of improving FTSE4Good ESG Rating scores and to leverage corporate reporting towards enhancing social capital (brand reputation and industry recognition, etc.).
- Content relevant to LBS' value creation model centred on innovation, quality, and community.

Based on the abovementioned criteria, the CWC held an Integrated Thinking workshop comprising key decision makers such as department heads and C-suites, held on 18 October 2024 and facilitated by LBS' Sustainability Advisory and Integrated Reporting specialist firm.

The session served as the basis for the collation of strategic information for inclusion, including the Group's core business model as a property developer, material risks and opportunities, future prospects and priorities, and more.

Insights developed from the workshop provided the strategic direction for the determination of content in IAR2024.

REPORTING SCOPE AND BOUNDARY

Both IAR2024 and SR2024 are developed based on management control approach. Hence, IAR2024 covers all Group subsidiaries in which LBS retains management control.

Management control is defined as having direct control in decision making; in budget allocation and spending, capital expenditure ("CAPEX") and determination and execution of business strategies.

Excluded are associates which the Group does not have management control of. For more information on the Group's organisational structure, please refer to the Corporate Structure Section.

LBS' Integrated Thinking Workshop

FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements discussing targets, future plans, operations, and performance of the Group based on current assumptions and projections. These assumptions and projections have been made based on existing information, and the present external operating landscape.

While every care and precaution has been taken to ensure the accuracy of these forward-looking statements, they involve assumptions, expectations, forecasts, and projections that may change in response to shifts in the operating environment—factors beyond the control of LBS.

New information that becomes available to the Group may also necessitate changes in its forward-focus planning. As such, readers are advised to conduct their own due diligence and to not rely solely on the forward-looking statements provided in IAR2024. Readers are encouraged to seek clarification from the Group on any matters by contacting the designated investor relations personnel.

FEEDBACK

Feedback, suggestions, or enquiries on this report may be sent to: cs@lbs.com.my

DIRECTORS' STATEMENT OF RESPONSIBILITY

The Board of Directors of LBS has applied its collective mind to present a balanced and comprehensive Integrated Annual Report based on good governance practices and guided by the Integrated Reporting framework. The Board also provides assurance that the Group financial statements, audited by Messrs. UHY Malaysia PLT, were prepared in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

ABOUT LBS

THE LBS STORY

LBS
BELIEVE • BECOME • BEHOLD

FOUNDED IN THE EARLY 1960S BY THE LATE DATO' SERI LIM BOCK SENG, IN PETALING JAYA, LBS STARTED WITH A SINGULAR VISION: TO PROVIDE AFFORDABLE, HIGH-QUALITY HOMES AND TO BRING LIFE-CHANGING POSITIVE IMPACT TO THE COMMUNITIES IT SERVES. OVER THE DECADES, THE COMPANY HAS EVOLVED FROM A SMALL CONSTRUCTION BUSINESS INTO ONE OF MALAYSIA'S MOST RESPECTED PROPERTY DEVELOPERS, KNOWN FOR DEVELOPING SUCCESSFUL TOWNSHIPS AND ENRICHING COMMUNITIES.

Since its inception, LBS has successfully delivered more than 53,000 homes. In January 2002, LBS was listed on the Main Board (now known as Main Market) of Bursa Malaysia Securities Berhad and continues to achieve multiple milestones of progress.

Developing with a Difference has remained a mainstay of the Group's business philosophy. The focus has always extended beyond the provision of homes, houses, or buildings, but rather in how the built environment unlock possibilities and unleash promise and potential. In essence, the philosophy has centred on providing a better build, to deliver better living, better communities, better socio-economic opportunities and ultimately, a better world.

At the heart of LBS' Developing with a Difference is the corporate ethos: "to be the best, and to keep progressing." This belief has guided our journey from humble beginnings to becoming a premier developer committed to innovation, quality, and community. Through perseverance and dedication, the Group has created spaces that foster wellbeing, bringing people together and nurturing thriving communities. Every project LBS undertakes reflects its core principle that true success is built on people and their quality of life.

LBS does more than just develop houses. It shapes the landscapes and enhances communities of the future. It creates inspiring and delightful spaces that cater to all Malaysians. Be it residential, commercial, retail, leasing or hospitality, LBS ensures that its homes, townships, and premises give its residents a platform to experience a quality and balanced lifestyle that meets their needs of today's ever-growing market. Believe. Become. Behold. That is the Group's ongoing commitment to improving overall community wellbeing. It has enabled LBS to progress and become the company it is today.

LBS stands as a testament to visionary leadership, commitment to excellence, and a deep-rooted passion for building homes that meet the diverse needs of Malaysians. The foundation of LBS' philosophy is encapsulated in our corporate tagline: **BELIEVE. BECOME. BEHOLD.**

BELIEVE

LBS believes in the power of vision and the possibilities of a brighter future. This belief drives the company to push boundaries, embrace innovation, and overcome challenges while remaining firmly committed to environmental responsibility and sustainable development. Each project serves as a building block, representing LBS' unwavering dedication to creating homes that inspire and enrich lives.

BECOME

As LBS believes, it evolves. This transformation is reflected in its expanding portfolio and numerous industry accolades, including Deloitte's prestigious Best Managed Companies award from 2022 to 2024. LBS' commitment to continuous improvement, both within the organisation and in the communities it serves, has been central to its growth. The company recognises that its people are its greatest assets, and their development fuels its success. By fostering a culture of innovation and sustainability, LBS strengthens its foundation for greater opportunities.

BEHOLD

The final pillar of LBS' philosophy, Behold, invites stakeholders to witness the tangible impact of its dedication. From integrating sustainable technologies, such as solar panels, to creating vibrant, community-focused developments, the Group strives to bring visionary ideas to life. Its customer-centric approach ensures high satisfaction, and every achievement reflects the company's commitment to building a future worth beholding—one where every effort, like each brick, contributes to a lasting legacy of progress.

LBS' journey is one of purpose, transformation, and realisation. Driven by a passion to exceed expectations, the company ensures that every project reflects its unwavering commitment to quality, sustainability, and community enhancement. As LBS continues to build a legacy of progress, it looks toward a future that new generations will behold with pride, one brick at a time.

LBS AT A GLANCE
AS AT 11 APRIL 2025

DIVIDEND *
4.70
SEN
PER ORDINARY SHARE

BUILT
MORE THAN
53,000
HOMES

MORE THAN
1,200^
EMPLOYEES

LANDBANK
MORE THAN
3,700
ACRES

REVENUE #
RM1.43
BILLION
IN YEAR 2024

SALES
RM1.3
BILLION
IN YEAR 2024

* *Comprises :*

Special single-tier dividend of 2.60 sen per ordinary share paid on 30 December 2024;

First Interim single-tier dividend of 1.00 sen per ordinary share has been declared by the Board of Directors on 11 April 2025 and to be paid on 10 July 2025; and

Final single-tier dividend of 1.10 sen per ordinary share to be approved by shareholders at the forthcoming 25th AGM.

\# *The figures excluded discontinued operations*

^ *This figure is at the Group level*

*Please refer to the **Investor Relations section** on pages 22-25 and the **Management Discussion and Analysis section** on pages 78-85 for more information on financial and business performance including dividends.*

CORPORATE INFORMATION
AS AT 11 APRIL 2025

REGISTERED OFFICE & BUSINESS ADDRESS

Head Office

Plaza Seri Setia Level 1-4
No. 1 Jalan SS9/2
47300 Petaling Jaya
Selangor Darul Ehsan
Malaysia

T + 603 7877 7333
F + 603 7877 7111
E sca@lbs.com.my

REGISTRAR

Tricor Investor & Issuing House Services Sdn Bhd

Unit 32-01, Level 32 Tower A
Vertical Business Suite Avenue 3
Bangsar South
No. 8 Jalan Kerinchi
59200 Kuala Lumpur
Malaysia

T + 603 2783 9299
F + 603 2783 9222
E is.enquiry@vistra.com

SALES OFFICES & GALLERIES

KITA @ Cybersouth

LBS Discovery Gallery KITA @ Cybersouth
Cybersouth
43800 Dengkil
Selangor Darul Ehsan
Malaysia

Hotline: 1700 81 8998

LBS Alam Perdana

LBS Discovery Gallery Alam Perdana
Persiaran Alam Perdana
Bandar Puncak Alam
42300 Selangor Darul Ehsan
Malaysia

Hotline: 1700 81 8998

Bandar Saujana Putra

LBS Discovery Gallery Bandar Saujana Putra
No. 2 & 6, Jalan SPU 1
Bandar Saujana Putra
42610 Jenjarom, Kuala Langat
Selangor Darul Ehsan
Malaysia

Hotline: 1700 81 8998

CORPORATE INFORMATION
AS AT 11 APRIL 2025

D' Island Residence
LBS Discovery Gallery, D' Island
No. 2A Jalan Timur 9
D' Island Residence
47130 Puchong
Selangor Darul Ehsan
Malaysia
Hotline: 1700 81 8998

Astella
LBS Sales Gallery Astella
No.1, Jalan Utara 1
D' Island Residence
47310 Puchong
Selangor Darul Ehsan
Malaysia
Hotline: 1700 81 8998

Prestige Residence
LBS Sales Gallery Prestige Residence
C-UG-2 & C-1-2 to C-UG-6 & C-1-6
Jalan LP 7/4 Taman Lestari Perdana
Bandar Putra Permai
43300 Seri Kembangan
Selangor Darul Ehsan
Malaysia
Hotline: 1700 81 8998

Ipoh Office
LBS Sales Gallery Ipoh
No. 17 Jalan Medan Ipoh 1A
Medan Ipoh Bistari
31400 Ipoh
Perak Darul Ridzuan
Malaysia
T + 605 545 8520
F + 605 545 5111

Cameron Highlands Office and Sales Gallery
LBS Sales Gallery Brinchang
B3-31-G Brinchang Square
Jalan Besar Brinchang
39100 Cameron Highlands
Pahang Darul Makmur
Malaysia
T + 605 491 5018

Centrum Iris
LBS Sales Gallery Centrum Iris
C-2-48 & C-2-49 Presint 1
Cameron Centrum
39100 Brinchang
Cameron Highlands
Pahang Darul Makmur
Malaysia
Hotline: 1700 81 8778

Bayu Hills, Genting Highlands
LBS Sales Gallery Bayu Hills
Lot 15360, Jalan Meranti
69000 Genting Highlands
Pahang Darul Makmur
Malaysia
Hotline: 1700 81 8855

LBS Discovery Gallery Rimbawan
SCAPES Hotel, Midhills
Jalan Jaya Permai
69000 Genting Highlands
Pahang Darul Makmur
Malaysia
T +019 206 7810

Batu Pahat Office
LBS Sales Gallery Batu Pahat
No. 27-29, Jalan Putera Indah 12/1
Bandar Putera Indah
Tongkang Pechah
83000 Batu Pahat
Johor Darul Takzim
Malaysia
T + 607 445 8899
F + 607 445 8888

Imperial Garden
LBS Sales Gallery Imperial Garden
No. 1, Jalan Putera Indah 8/5
Bandar Putera Indah
Tongkang Pechah
83000 Batu Pahat
Johor Darul Takzim
Malaysia
Hotline: 1700 81 8899

Pangsapuri Saujana Indah, Molek
LBS Sales Gallery Molek
G-15 & 01-15
Jalan Masai Jaya 1
Plentong
81750 Johor Bahru
Johor Darul Takzim
Malaysia
T +607-355 5511

AUDITORS
UHY Malaysia PLT
(formerly known as UHY)

PRINCIPAL BANKERS/ FINANCIERS
Affin Bank Berhad
Alliance Bank Malaysia Berhad
AmBank (M) Berhad
Bank Kerjasama Rakyat Malaysia Berhad
Bank of China (Malaysia) Berhad
Bank Pembangunan Malaysia Berhad
CIMB Bank Berhad
Hong Leong Bank Berhad
HSBC Bank Malaysia Berhad
Industrial and Commercial Bank of China (Malaysia) Berhad
Malayan Banking Berhad
Public Bank Berhad
RHB Bank Berhad
United Overseas Bank (Malaysia) Berhad

STOCK EXCHANGE LISTING
Main Market,
Bursa Malaysia Securities Berhad
since 30 January 2002

Stock Code : 5789
Stock Name : LBS
Sector : Property

WEBSITE
www.lbs.com.my

CUSTOMER SERVICE
https://helpdesk.lbs.com.my/tickets/open

SOCIAL MEDIA
LBS Bina Group Berhad
lbsbinagroup
LBS Bina Group
lbsbinagroup
LBS Bina Group
@lbsbinagroup

CORPORATE STRUCTURE
AS AT 11 APRIL 2025

LBS

- 100% Dragon Hill Corporation Limited *HK*
- 100% Intellplace Holdings Limited *BVI*
- 100% LBS Bina Holdings Sdn Bhd
- 100% LBS Landscape Sdn Bhd
- 100% KITA Sejati Sdn Bhd
- 100% Saujana Tunggal Sdn Bhd
  - 100% Gerbang Mekar Sdn Bhd
- 100% Setara Armada Sdn Bhd
  - 51% Suria Hijauan Sdn Bhd

LBS Bina Holdings Sdn Bhd:

- 100% Adil Restu Sdn Bhd
- 100% Alunan Prestasi Sdn Bhd
- 100% Angsana Abadi Sdn Bhd
- 100% Astana Modal (M) Sdn Bhd
- 100% Azam Perspektif Sdn Bhd
- 100% Bendera Berlian Sdn Bhd
- 100% Business Park Development Sdn Bhd *(Formerly known as STP Desa Pembangunan Sdn Bhd)*
- 100% Cergas Asal (M) Sdn Bhd
- 100% Equal Alliance Sdn Bhd
- 100% Equal Sign Sdn Bhd
- 100% Focal Remedy Sdn Bhd
- 100% Fokus Awana Sdn Bhd
- 100% Generasi Nostalgia Sdn Bhd
- 100% Generasi Simbolik Sdn Bhd
- 100% Getstyle Sdn Bhd
- 100% Green Technology Solar Sdn Bhd
- 100% Inderaloka Impian Sdn Bhd
- 100% Intellview Sdn Bhd
- 100% Jatidiri Gigih Sdn Bhd
- 100% Jauhari Unggul Sdn Bhd
- 100% Kalimah Jaya Sdn Bhd
  - 100% Utuh Sejagat Sdn Bhd
- 100% Kemudi Ehsan Sdn Bhd
- 100% Kilatlima Sdn Bhd
- 100% LBS Capital Sdn Bhd
- 100% LBS South Sphere Sdn Bhd
- 100% Lestari Angkasa Sdn Bhd *(Formerly known as Duta Abadi Sdn Bhd)*
- 100% Misi Aktif Sdn Bhd
- 100% MITC Sdn Bhd
- 100% Pelangi Homes Sdn Bhd
  - 100% Restu Bidara Sdn Bhd
  - 51.92% Biz Bena Development Sdn Bhd
- 100% Pelangi Kolonel Sdn Bhd
- 100% Pembangunan Primer Sdn Bhd
- 100% Puncak Gama Sdn Bhd
- 100% Saga Megah Sdn Bhd
- 100% Sepadan Maju Sdn Bhd
- 100% Seribu Baiduri Sdn Bhd
- 100% Sejuta Bina Sdn Bhd
- 100% Seloka Sinaran Sdn Bhd
- 100% Sinaran Restu Sdn Bhd
  - 100% Juaraplex Sdn Bhd
  - 100% Kenderong Sdn Bhd
  - 100% Keranji Bina Sdn Bhd
  - 100% Lingkaran Semangat Sdn Bhd
  - 100% Pacific Grant Sdn Bhd
  - 100% Silibin Jaya Sdn Bhd
- 100% Utuh Aspirasi Sdn Bhd
- 85% Johan Anggun Sdn Bhd
- 85% Koleksi Sigma Sdn Bhd
- 70% Central Valley Ventures Sdn Bhd
- 70% Iringan Kejora Sdn Bhd
- 70% Alam Central Sdn Bhd
- 69% Casa Inspirasi Sdn Bhd
  - 100% Seri Aliran Sdn Bhd
- 70% Dataran Enigma Sdn Bhd
- 60% Bimbingan Sumber Sdn Bhd
- 51% Kirana Emas Sdn Bhd
- 51% LBS Borneo Sdn Bhd
- 51% Mayang Jelatek Sdn Bhd
- 51% Panglima Riang Sdn Bhd
- 51% Wirama Era Baru Sdn Bhd
- 35% Usaha Semarak Sdn Bhd
- 20% Tarikan Puncak Sdn Bhd

BVI - The British Virgin Islands
HK - Hong Kong
KSA - The Kingdom of Saudi Arabia

CORPORATE STRUCTURE
AS AT 11 APRIL 2025

- **100% Galeri Cekap Sdn Bhd**
  - 70% Leaptec Engineering Sdn Bhd
    - 100% Maju Kamabisa Sdn Bhd
- **100% LBS Agro Farm Sdn Bhd**
  - 100% Sinaran Gerbang Sdn Bhd
- **100% LBS Wellness Holdings Sdn Bhd**
  - 60% LBS Healthcare Sdn Bhd
  - 60% LBS Healthcare (AP) Sdn Bhd
- **57.83% MGB Berhad**
  - 100% MGB Construction Sdn Bhd
    - 100% MGB International For Industry (KSA)
      - 50% MGB Alameriah Contracting Company (KSA)
  - 100% MGB Land Sdn Bhd
    - 100% Delta Gallery Sdn Bhd
    - 100% Idaman Aktif Sdn Bhd
    - 100% Idaman Elegan Sdn Bhd
    - 100% Idaman Kukuh Sdn Bhd
    - 100% Idaman Living Sdn Bhd
    - 100% Idaman Rawang Sdn Bhd
    - 100% MGB Development Sdn Bhd
    - 100% Multi Court Developers Sdn Bhd
    - 100% Prisma Kasturi Sdn Bhd
    - 100% Retro Court Sdn Bhd
    - 100% Sinaran Kencana Sdn Bhd
  - 100% MGB Construction & Engineering Sdn Bhd
    - 100% Top Ace Solutions Sdn Bhd
    - 81% MGB Sany (M) IBS Sdn Bhd
    - 30% MGB JPC Consultancy Sdn Bhd
  - 100% Vintage Roofing & Construction Sdn Bhd
  - 100% Vintage Tiles Holdings Sdn Bhd
  - 80% Newsteel Building Systems Sdn Bhd
  - 70% MGB Water Solution Sdn Bhd
  - 51% Alunan Warta Sdn Bhd
- **60% SPJ Construction Sdn Bhd (In Liquidation)**

OUR PORTFOLIO
AS AT 11 APRIL 2025

PROPERTY

D' ISLAND RESIDENCE
PUCHONG, SELANGOR


artist impression

D' Island Residence is a resort-inspired township in Puchong, offering an exclusive lakeside living experience. Unveiled in 2011 with an impressive GDV of RM2.5 billion, this 175-acre development is set against the backdrop of a 1,000-acre tranquil lake, creating a serene yet well-connected residential enclave.

Designed for luxury and lifestyle, D' Island Residence features a diverse mix of bungalow lots, semi-detached homes, super link houses, double-storey terrace homes, condominiums, serviced apartments, and commercial centres. Residents enjoy seamless connectivity via SKVE, LDP, KESAS, ELITE, and MEX, ensuring easy access to Puchong town centre, Putrajaya, Cyberjaya, and Seri Kembangan, while being just 30 km southwest of Kuala Lumpur City Centre.

Complementing its tranquil lakeside setting, the development is conveniently surrounded by essential amenities, including schools, hospitals, shopping centres, and lifestyle hubs, enhancing everyday convenience for residents. As the township expands, future phases will introduce more landed homes, high-rise residential towers, and commercial establishments, further enriching the community's landscape.

Committed to sustainability, D' Island Residence integrates eco-friendly innovations, such as rainwater harvesting, LED lighting, and low-flow fixtures, ensuring a greener and more efficient living environment.

With its prestigious residences, modern amenities, and seamless connectivity, D' Island Residence offers an unparalleled blend of tranquillity and urban convenience, redefining waterfront living in Puchong.

Nestled within the award-winning 175-acre D' Island Residence, **SkyRia Residences** is a RM457 million resort-inspired high-rise development that seamlessly blends modern living with nature. Comprising two residential towers, this Green RE certified development offers residents breathtaking lakeside vistas alongside vibrant lifestyle amenities and thoughtfully designed living spaces. With 29 lifestyle facilities, SkyRia fosters a dynamic, community-driven environment where residents can relax, socialize, and rejuvenate daily.

SKYRIA RESIDENCES
PUCHONG, SELANGOR


artist impression

OUR PORTFOLIO
AS AT 11 APRIL 2025

PROPERTY

KITA @ CYBERSOUTH
DENGKIL, SELANGOR

KITA @ Cybersouth is a gated and guarded, family-centric township set amidst 633 acres of Malay Reserve land in the mature township of Dengkil. With an estimated GDV of RM7 billion, this vibrant and fast-growing development is strategically positioned near Putrajaya, Cyberjaya, and Kuala Lumpur International Airport ("KLIA"), offering both convenience and connectivity. KITA @ Cybersouth is well-connected via major expressways including MEX and ELITE, ensuring effortless travel to key urban centres.

Inspired by traditional Malay culture, KITA @ Cybersouth blends heritage with modern urban living, catering to a diverse range of homebuyers. Designed as a self-sustaining township, it features terraced homes, townhouses, serviced apartments, and shop lots, with each phase experiencing strong market demand. Residents enjoy seamless access to shopping destinations, local eateries, recreational parks, and essential public amenities within the southern corridor of the Greater Klang Valley. Popular attractions such as the Dengkil and Putrajaya night markets, Mitsui Outlet Park KLIA Sepang, Putrajaya Challenge Park, and Paya Indah Wetlands are all within easy reach.

As the township continues to expand, it has added **KITA Bestari**, a landed residential development featuring single-storey terraces, double-storey terraces and townhouses, with a GDV of RM419 million. Designed to encourage family bonding and foster community interaction, it offers a range of facilities that promote an inclusive and community-driven environment. KITA Bestari is the ideal choice for families seeking an affordable yet well-connected place to call home.

KITA BESTARI
DENGKIL, SELANGOR

artist impression

OUR PORTFOLIO
AS AT 11 APRIL 2025

PROPERTY

KEHIDUPAN KOMUNITI BERINSPIRASI LBS ALAM PERDANA

LBS ALAM PERDANA
BANDAR PUNCAK ALAM, SELANGOR


artist impression

With a significant GDV of RM4.4 billion, **LBS Alam Perdana** is a 469.8-acre township in Bandar Puncak Alam, designed to foster community engagement and sustainable living. The development integrates recreational gardens that connect every home, recreational facilities, educational facilities, communal centres, offering a harmonious and well-connected living environment.

The township consists of five distinct neighbourhoods—Irama Perdana, Melodi Perdana, Rentak Perdana, Ritma Perdana, and Simfoni Perdana—each catering to different lifestyle needs. Housing options include terraced houses, semi-detached dwellings, townhouses, apartments, commercial plots, Perumahan Penjawat Awam Malaysia ("PPAM") housing, and Rumah Idaman MBI, meeting the demand for both affordability and quality living.

LBS Alam Perdana enjoys seamless connectivity via major expressways such as Guthrie Corridor Expressway, KL-Kuala Selangor Expressway ("LATAR"), Damansara-Shah Alam Expressway ("DASH"), North-South Expressway ("PLUS"), and West Coast Expressway ("WCE") (to be completed soon) ensuring convenient access to key destinations.

Further enhancing the township's appeal is the **Alam Perdana Industrial Park ("APIP")** designed to spur economic growth. This hub, which has an estimated GDV of RM992 million, features a range of factory types, including terraced factories, semi-detached factories, and detached factories, creating new opportunities for businesses and entrepreneurs.

With its emphasis on flexibility and versatility, APIP caters to a wide range of industries, including light industries, offices, service centres, manufacturing, logistics, warehousing, showrooms, and more. The hub's competitive pricing and low entry point make it an ideal choice for businesses of all sizes. By choosing APIP, businesses can benefit from a prime location, seamless connectivity, sustainable infrastructure, and a supportive business environment.

ALAM PERDANA INDUSTRIAL PARK
TAMAN PERINDUSTRIAN ALAM PERDANA

ALAM PERDANA INDUSTRIAL PARK
(PREVIOUSLY KNOWN AS ALAM PERDANA CENTRAL HUB)
PUNCAK ALAM, SELANGOR


artist impression

OUR PORTFOLIO

AS AT 11 APRIL 2025

PROPERTY

BSP

BANDAR SAUJANA PUTRA (BSP)
SELANGOR

Bandar Saujana Putra (BSP) is an award-winning flagship township, that has evolved into a thriving self-contained community since its launch in 2003. Spanning 850 acres with a remarkable GDV of RM7.75 billion, BSP is home to a diverse mix of serviced residences, landed homes, commercial units, and affordable housing under the Rumah Idaman scheme.

Strategically positioned between USJ, Putrajaya, Cyberjaya, and Shah Alam, BSP enjoys seamless connectivity via major expressways, including MEX, ELITE, SKVE, and LDP, ensuring effortless access to the Klang Valley's key destinations. This matured township currently accommodates more than 40,000 residents. The township offers a serene suburban atmosphere complemented by a wide array of modern amenities.

The latest addition to the BSP township is **BSP Sutera**, a low-density high-rise and townhouse residential development with a GDV of RM207 million. This Green RE certified project, which was launched in April 2024, comes with a plethora of facilities, including outdoor fitness facilities, jogging track/walkway, community garden, futsal court, and much more.

Future expansions in BSP will introduce more high-rise residences and landed homes, further enriching its vibrant landscape. More than just a township, BSP symbolises sustainable, community-centric living, setting a benchmark for integrated townships in Malaysia.

BSP Sutera

BSP SUTERA
SELANGOR

OUR PORTFOLIO

AS AT 11 APRIL 2025

PROPERTY

CAMERON CentruM
金马仑·中环
@BRINCHANG

CAMERON CENTRUM

BRINCHANG, CAMERON HIGHLANDS

artist impression

With a GDV of RM1.31 billion, **Cameron Centrum** redefines the idyllic town of Brinchang, Cameron Highlands. Cameron Centrum injects vibrance and a new hive of activity and appeal across the highland enclave.

The mixed development features a blend of residential, commercial, hotel, and retail facilities characterised by Tudor-style architecture. The development is a catalyst for the continued transformation of Brinchang and Cameron Highlands as a whole, providing fresh allure and momentum that stimulates much-needed retail, commercial and leisure activities to support local communities and local tourism.

Launched in 2017, Precinct 1 is the cornerstone of Cameron Centrum, comprising 58 units of shop offices and a hotel. Settled within landscaped streets and a modern sheltered boulevard, Precinct 1 provides visitors with a unique shopping and dining experience amidst the invigorating climes of the highlands.

Expanding further, Centrum Orkedia was introduced in 2022, offering 24 vacant bungalow lots, while a joint venture led to the launch of Centrum Pinewood, a collection of 3-storey semi-detached shop offices, in 2024.

The development continues to accelerate with **Centrum Iris**, featuring 734 units of apartments, serviced apartments, 1-storey shops, 2-storey shops, cafes, and restaurant. Among these, Centrum Iris offers 705 modern apartments that are uniquely designed to provide a throwback to yesteryear colonial charm. The development draws inspiration from classic styles that exude a sense of distinctiveness and appeal. Yet, it continues to ensure relevance and modernity, replete with carefully curated facilities designed to cater to every facet of contemporary living.

CENTRUM IRIS

CENTRUM IRIS

CAMERON HIGHLANDS, PAHANG

artist impression

OUR PORTFOLIO
AS AT 11 APRIL 2025

PROPERTY

云顶·云森新城
RIMBAWAN
@GENTING HIGHLANDS BY LBS

RIMBAWAN
GENTING HIGHLANDS, PAHANG

artist impression

With a substantial GDV of RM9.5 billion, **Rimbawan** township is strategically located in Genting Highlands. Situated 821 meters above sea level, the 315-acre township offers cooler climes and unique attraction of being an eco-conscious project centred on the development concept of sustainability and posterity for future generations.

Guided by LBS' commitment to progress and preservation, Rimbawan integrates eco-friendly practices such as the Miyawaki method for native plant growth, permeable pathways for rain absorption, and sponge city features for flood prevention. Features include more than 50 acres of Eco Haven, more than 11 acres of Riverways, more than 9km of jungle trekking and more than 6 km jogging and cycling tracks. Rimbawan's product mix comprises a combination of landed and high-rise residences, commercial lots, and bungalow lots, along with community spaces that reflect environmentally friendly living. The township launched its first serviced apartment - **Bayu Hills**, Rimbawan @ Genting Highlands in October 2024.

Comprising 642 units of serviced apartment, Bayu Hills offers a serene, modern living in the cool heights of Genting Highlands. The Green RE certified development is nestled amidst the lush greenery of the highlands, located just 7 km from the Awana Skyway Station, 8 km from Awana Genting Highlands Golf Course, 11 km from Chin Swee Temple and 14 km from Amphitheatre Arena of Stars. The RM453 million GDV project offers a sanctuary for those seeking to reconnect with nature, while enjoying a life of tranquility, scenic nature and comfort. The development is in proximity to Genting Highlands Premium Outlets and the Awana Genting Golf Course. Bayu Hills landscape and facilities are precisely crafted based on the concept of "Where Wind Whispers Home - The wind carries more than just a breeze", ensuring residents can enjoy rejuvenating, fresh air amidst the luxury of nature.

云顶雅苑
BAYUHILLS
@GENTING BY LBS

BAYU HILLS
GENTING HIGHLANDS, PAHANG


artist impression

OUR PORTFOLIO
AS AT 11 APRIL 2025

PROPERTY

BANDAR PUTERA INDAH 皇子城

BANDAR PUTERA INDAH
BATU PAHAT, JOHOR


artist impression

Launched in 2002 with a substantial GDV of RM2.28 billion, this 1,288-acre freehold integrated township in Johor features over 11,000 units of residential and commercial properties, of which 3,686 units have been successfully handed over to purchasers. Situated in the southern region of Batu Pahat, **Bandar Putera Indah** represents LBS' major development in Johor. Its strategic location near the key towns of Muar and Yong Peng places it within the KL-JB-Iskandar-Singapore growth corridor, positioning it for future expansion and economic opportunities.

Residents enjoy convenient access to a variety of amenities, including mini markets, eateries, and essential services within the township. The single-storey terraced homes in Magma Garden and Emerald Garden 2 and 3, as well as the double-storey terraced homes in Ivory Garden and Ivory Garden 2, and the double-storey semi-detached houses in Royal Garden, have all been fully sold, reflecting strong market demand. In 2024, two additional projects - a landed residential and a commercial development - were launched in Bandar Putera Indah.

Imperial Garden, which features 336 units of double-storey semi-D at an estimated GDV of RM237 million, will be built on 37.11 acres of freehold land. This development aims to redefine urban living with a focus on simplicity, family-oriented design, and easy access to essential amenities for growing families and empty nesters.

To enhance the township's commercial vibrancy, LBS launched Pusat Komersial Putera Indah, combining 112 units of two-storey and three-storey shop offices with an estimated GDV of RM94.7 million.

With its strategic location, well-planned residential offerings, and growing commercial presence, Bandar Putera Indah continues to thrive as a key development in Johor, catering to the evolving needs of homeowners and businesses alike.

御园林 IMPERIAL GARDEN

IMPERIAL GARDEN
BATU PAHAT, JOHOR


artist impression

OUR PORTFOLIO

AS AT 11 APRIL 2025

PROPERTY

PRESTIGE RESIDENCE
SERI KEMBANGAN, SELANGOR

Prestige Residence is a modern serviced apartment development in Seri Kembangan, thoughtfully designed to offer urban convenience and a well-rounded lifestyle. With a GDV of RM617 million, the development features two 29-storey towers within this established district, providing a secure and vibrant living environment.

Strategically located, Prestige Residence enjoys excellent accessibility, with seamless connections to schools, malls, expressways, and the Ayer Hitam Forest Reserve. Designed for comfort and community living, it offers 40 diverse facilities set amidst lush greenery, catering to sports, wellness, relaxation, and social interaction.

The development features three layout options ranging from 600 to 850 sq ft, making it an attractive choice for young professionals, first-time homebuyers, and small families looking for an affordable yet well-connected home. With its combination of modern amenities, security, and accessibility, Prestige Residence provides a sanctuary in the city, where residents can live, work, and unwind with ease.

OUR PORTFOLIO

AS AT 11 APRIL 2025

PROPERTY

IDAMAN
SOLUSI PEMILIKAN
KEDIAMAN TERUNGGUL

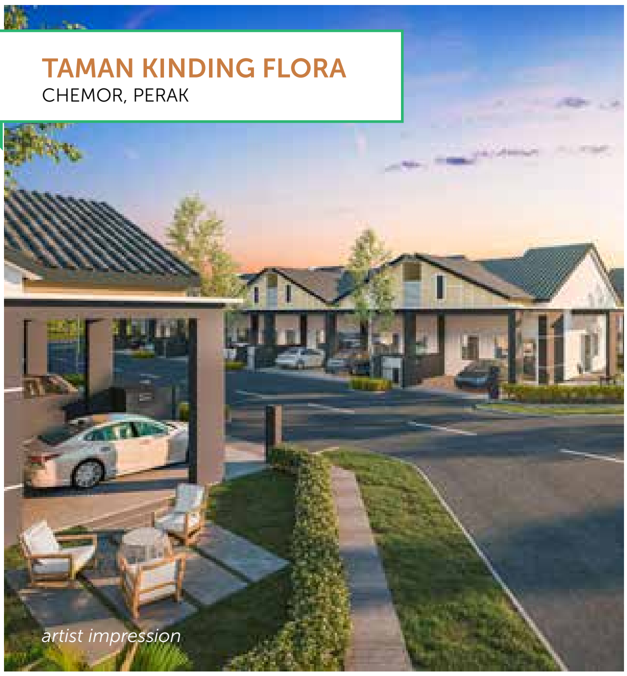
Rumah Idaman MBI is an affordable homeownership initiative spearheaded by LBS in collaboration with the Selangor State Government. Introduced by Menteri Besar Selangor Incorporated ("MBI") in 2019, the program aims to provide quality housing solutions for middle-income homebuyers, combining affordability with modern living.

With a total GDV of RM2.1 billion, the initiative will deliver 7,416 high-rise residential units across five strategic locations in Selangor, including Shah Alam (Idaman Cahaya 1, Cahaya 2 and Cahaya 3), Bandar Saujana Putra (Idaman BSP), Dengkil (Idaman Melur and Idaman KITA), Puncak Alam (Idaman Perdana), and Puchong (Idaman Sari).

Each 1,000 and 1,022 sq ft unit, priced from RM250,000 features 3 bedrooms and 2 to 3 bathrooms, offering generous space and thoughtful design for comfortable living. Residents enjoy a comprehensive range of family-centric facilities, including multi-purpose halls, playgrounds, basketball, and takraw courts. Every home is also move-in ready, equipped with two parking bays and essential amenities, such as a television and TV cabinet, refrigerator, kitchen cabinet, air conditioners, water heaters, and wardrobes.

Through Rumah Idaman MBI, LBS remains committed to shaping vibrant, well-equipped communities, ensuring that affordable housing does not compromise on quality, comfort, or accessibility.

Taman Kinding flora



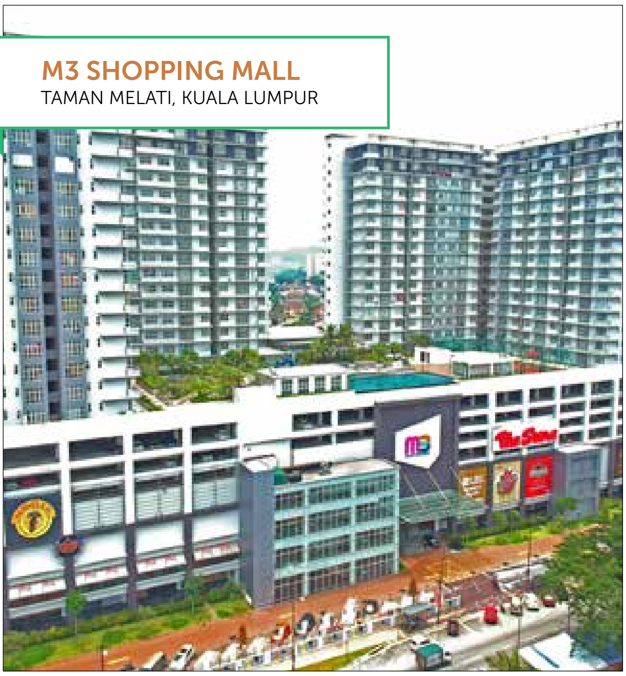
With a GDV of RM210 million, **Taman Kinding Flora** is located in Tanah Hitam, Mukim Hulu Kinta, Daerah Kinta, Perak Darul Ridzuan. Launched in April 2019, this development comprises 789 units of affordable single-storey cluster houses, single-storey terraced houses, bungalow lots, and shops, catering to the needs of middle-income homebuyers. Situated in a well-connected area,

Taman Kinding Flora is conveniently served by a hypermarket, hospital, schools, and clinics. It is positioned north of Ipoh, the capital city of Perak, renowned for its culinary delights and natural limestone hills, caves, and cave temples. Additionally, Tanjung Rambutan, Klebang Ria, and Aman Jaya are effortlessly reachable from this location.

OUR PORTFOLIO
AS AT 11 APRIL 2025

RETAIL

M3 SHOPPING MALL
melati mesra moments



M3 SHOPPING MALL
TAMAN MELATI, KUALA LUMPUR

Strategically located in Taman Melati, Kuala Lumpur, **M3 Shopping Mall** has become a bustling retail destination designed to serve the growing communities of Taman Melati, Gombak, and Ampang. Spanning a gross built-up area of 560,000 sqft with a nett lettable area of 177,000 sqft, the mall features 152 retail outlets, offering a diverse mix of shopping, dining, and lifestyle experiences.

Positioned within a rapidly developing residential hub, M3 Shopping Mall enjoys a potential population catchment of 1 million shoppers and consumers, reinforcing its role as a key retail and lifestyle hub for the surrounding neighborhoods. The mall's strategic location, strong accessibility, and evolving retail mix have contributed to a steady increase in footfall, making it an attractive destination for both shoppers and businesses.

With a commitment to enhancing customer experience and tenant diversity, M3 Shopping Mall continues to evolve, catering to the modern shopping preferences and lifestyle needs of the vibrant communities it serves.

HOSPITALITY

SCAPES
HOTEL | GENTING HIGHLANDS

SCAPES HOTEL
GENTING HIGHLANDS, PAHANG

Nestled in the scenic enclave of Genting Highlands, **SCAPES Hotel** is LBS' flagship venture into the high-potential hospitality sector, reinforcing the Group's strategy to diversify into recurring income assets. As a 4-star, 176-room hotel, it offers a perfect blend of modern comfort and nature-inspired tranquility, appealing to discerning travelers seeking an escape from the city.

Designed for those who appreciate affordable luxury and personalized service, SCAPES Hotel provides panoramic views of lush highland landscapes while ensuring seamless access to Genting Highlands' world-class attractions, entertainment hubs, and shopping destinations. Thoughtfully curated amenities, contemporary interiors, and a welcoming atmosphere create an immersive stay, whether for leisure or business travelers.

SCAPES Hotel represents more than just a hospitality offering—it is a strategic expansion that aligns with evolving consumer travel trends. By capturing the growing demand for experiential getaways, the hotel solidifies LBS' position in the hospitality sector while enhancing the broader Genting Highlands experience.

INVESTOR RELATIONS

INVESTOR RELATIONS

250
company announcements to Bursa Malaysia and on the Group's website

FOUR
financial results briefings

20
investor non-deal roadshows

1 AGM held on
13 JUNE 2024
in respect of financial year 2023

THREE
coverages by research houses and investment banks,
THREE
buy calls received in 2024

INVESTOR RELATIONS

A KEY ELEMENT OF THE GROUP'S STRATEGY TO ENHANCE AND DEVELOP SOCIAL CAPITAL IS STAKEHOLDER ENGAGEMENT, WITH AN INCREASING FOCUS ON INVESTOR RELATIONS ("IR"). LBS CONTINUED IN 2024, TO EXTENSIVELY ENGAGE THE FINANCIAL AND INVESTOR COMMUNITY, COMPRISING INSTITUTIONAL AND RETAIL INVESTORS, LENDERS AND FINANCIERS, LARGE AND MEDIUM SIZED PENSION AND INVESTMENT FUNDS, AND OTHERS.

Throughout 2024, LBS engaged in a wide range of direct and indirect engagement towards ensuring timely and accurate dissemination of information material to the Group's business, operational, and financial performance. Engagements comprised voluntary as well as mandatory engagements and communication as prescribed by the listing or other requirements.

Investor Relations in 2024 has continued to enable LBS to provide a true and fair representation of the Group. This includes not just past performance-based information, but also information related to future prospects and plans. Investor Relations is undertaken with the intention to not just ensure regulatory compliance, but as a strategic and proactive engagement strategy in developing a desired but accurate perception of the Group. Similar to previous years, Investor Relations activities in 2024, were undertaken by the Group's dedicated Investor Relations unit.


artist impression

Among information shared in 2024 were the following:

- Mandatory disclosures such as quarterly announcements of financial results, changes in Board or Senior Management personnel, changes in equity ownership, and other developments deemed material for disclosure. Such information was disseminated to regulatory authorities such as Bursa Malaysia and also made available on the Group's corporate website: www.lbs.com.my
- Use of media relations strategies such as dissemination of press releases, press conferences and interviews.
- Participation in investor / industry roadshows.
- One-on-one briefings with research houses, investment bankers, and investment analysts.
- Other communication mediums and engagement strategies.

As mandated by the Main Market Listing Requirements, LBS' past Annual General Meeting ("AGM") was held on 13 June 2024. The AGM was a physical, in-person engagement consistent with the regulators' requirements for AGMs of public listed entities to revert to physical, in-person meetings or hybrid meetings.

LBS will hold a physical AGM in respect of its financial year ended 31 December 2024 accordingly on 26 June 2025.

At the previous AGM, all attendees were provided information packs detailing AGM agenda and proposed resolutions, and supporting information such as corporate presentations, financial information, and more. The Chairman of the AGM encouraged all shareholders to take the opportunity to pose questions on all proposed resolutions and to query the Board and Senior Management in attendance on any company matters.

SHARE PRICE PERFORMANCE

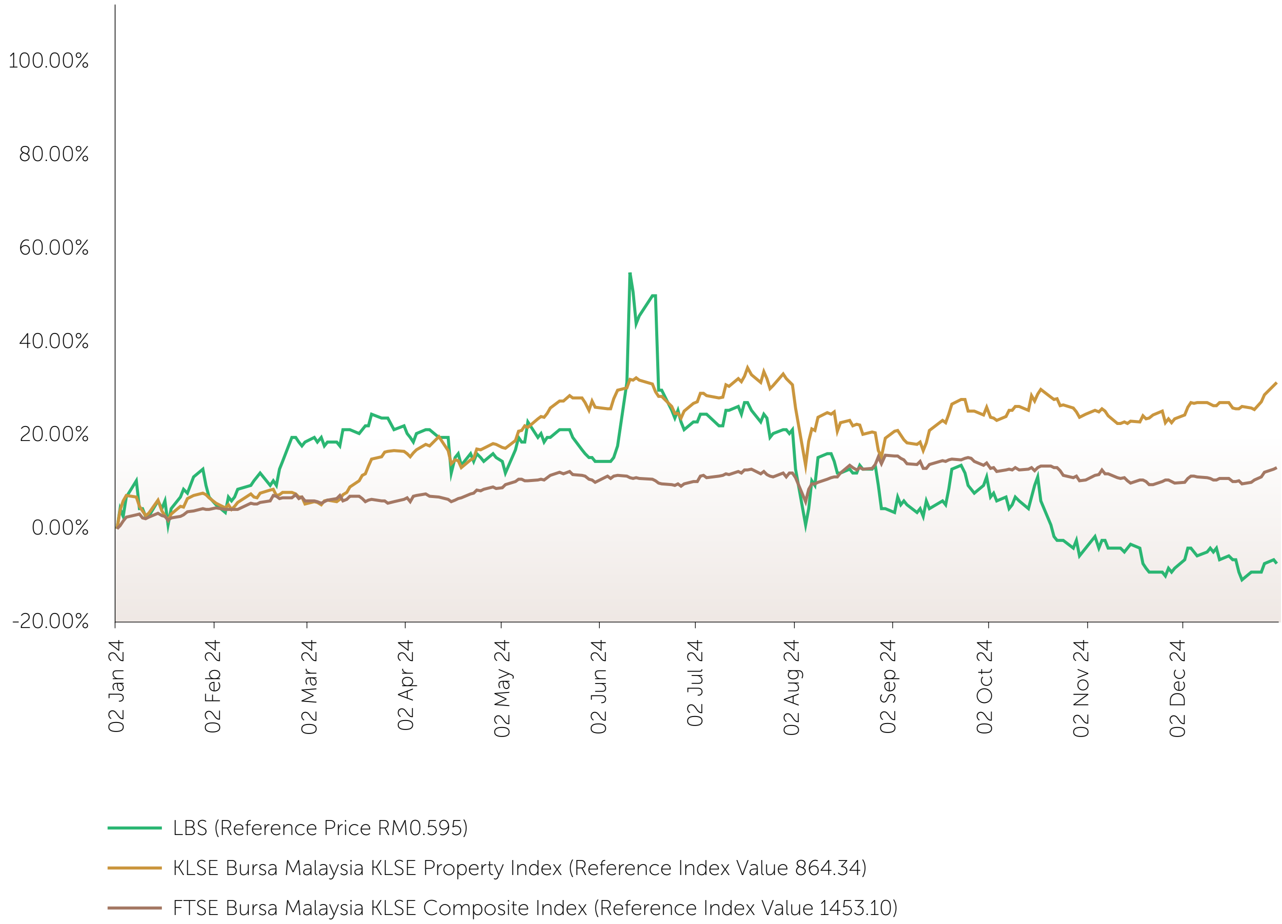
Market Capitalisation as of 31 December 2023 = RM885.5 million

Market Capitalisation as of 31 December 2024 = RM850.2 million

Highest Share Price = RM0.92 (11 June 2024)

Lowest Share Price = RM0.53 (20 December 2024)

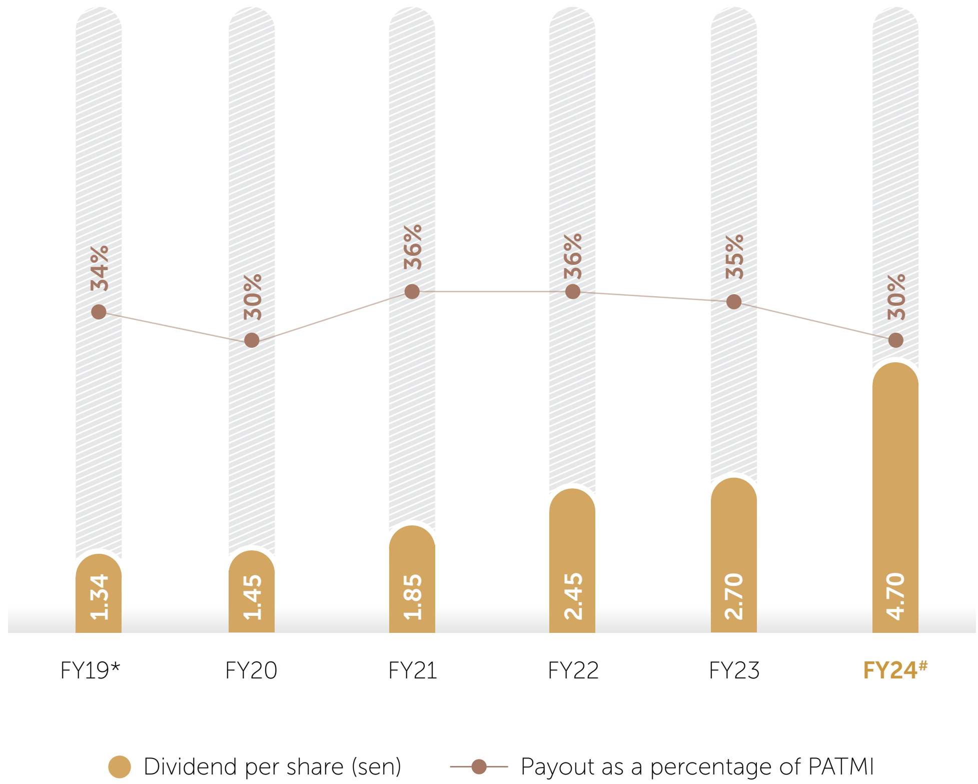
No. of Shareholders (as of 31 December 2024) = 11,120 shareholders



YEAR-ON-YEAR CHANGE (%)	
LBS	-4.4%
KLSE Property Index	31.5%
KLSE Composite Index	12.9%

DIVIDEND PERFORMANCE

- Dividend per share = 4.70 sen per ordinary share #
- Total dividend payout for 2024 = 30% (2023: 35%)
- Dividend payout policy = 30%



* *Single-Tier First and Final Dividend via share dividend distribution on the basis of 3 treasury shares for every 100 existing ordinary shares.*

\# *First interim single-tier dividend of 1.00 sen per ordinary share has been declared by the Board of Directors on 11 April 2025 and to be paid on 10 July 2025*

\# *Final single-tier dividend of 1.10 sen per ordinary share to be approved by the shareholders at the forthcoming 25th AGM.*

\# *Special Single-tier Dividend of 2.60 sen per ordinary share has been declared by the Board of Directors on 29 November 2024 and has been paid on 30 December 2024*

INVESTOR RELATIONS CONTACT DETAILS

Feedback or enquiries can be sent to:

Name : Investor Relations
Tel : +603 7877 7333
Email : ir@lbs.com.my

HIGHLIGHTS AND ACHIEVEMENTS:

EVENT HIGHLIGHTS

4 January 2024	Media Briefing 2024
23 January 2024	LBS issues its first tranche of ASEAN Social SRI Sukuk Wakalah
27 April 2024	LBS celebrates big at LBS Fabulous Extra 2022-23 Grand Finale
15 August 2024	LBS collaborates with Maybank for the integration of Maybank MyDeco Financing
23 September 2024	LBS announced a strategic collaboration with RHB Banking Group to introduce green financing solutions for SkyRia @ D' Island Residence Puchong
9 October 2024	LBS expands into renewable energy, awarding Solarvest with RM104 Million CGPP EPCC contract
15 October 2024	LBS launched Rimbawan Township and Bayu Hills, its first eco-conscious township and high-rise residential project.
14 November 2024	LBS signed a Memorandum of Understanding ("MoU") to explore the development of a 10GW green hydrogen facility in Sabah

JANUARY

24 JANUARY 2024

ROYALTY GRACES MAJLIS MENJUNJUNG KASIH

The King and Queen graced the special function (Majlis Menjunjung Kasih) and Chinese New Year high-tea hosted by LBS at Shangri-La Kuala Lumpur.

His Majesty, Yang di-Pertuan Agong Al-Sultan Abdullah Ri'ayatuddin Al-Mustafa Billah Shah was accompanied by Raja Permaisuri Agong Tunku Azizah Aminah Maimunah Iskandariah.

The joyous occasion was complemented with the presence of HRH Crown Prince of Pahang Tengku Mahkota Tengku Hassanal Ibrahim Alam Shah, former Melaka governor Tun Mohd Khalil Yaakob, Dewan Rakyat Speaker Tan Sri Johari Abdul, Investment, Trade and Industry Minister Tengku Datuk Seri Zafrul Abdul Aziz, Melaka Chief Minister Datuk Seri Ab Rauf Yusoh, and Dewan Rakyat deputy speaker Alice Lau Kiong Yieng, alongside 500 guests.

EVENT HIGHLIGHTS

FEBRUARY

9 FEBRUARY 2024

LBS TOWN HALL MEETING 2024 – CELEBRATING DIVERSITY AND UNITY WITHIN THE LBS COMMUNITY

Dato' Cynthia Lim, alongside the best dressed talents of LBS, leads in celebrating diversity, fostering unity among employees from diverse backgrounds and cultures.

Tan Sri Dato' Sri Ir (Dr) Lim Hock San, the Group Executive Chairman of LBS and MGB Berhad alongside the esteemed board of directors, senior management and staff gathered at the Annual Town Hall celebration. Under the central theme of 'Celebrating Diversity and Strengthening Unity,' the occasion represented a significant milestone in fostering an inclusive community. Employees adorned themselves in traditional attire, emphasizing the sense of unity within the LBS family.

JULY

7 JULY 2024

CHIEF MINISTER OF SELANGOR INAUGURATES BANDAR SAUJANA PUTRA FLYOVER DEVELOPED BY LBS

Dato' Seri Amirudin bin Shari, Chief Minister of Selangor (centre), Tan Sri Dato' Sri Ir (Dr) Lim Hock San, Group Executive Chairman of LBS (6th from right), and YM Raja Ahmad Shahrir Iskandar bin Raja Salim, CEO of Permodalan Negeri Selangor Berhad (3rd from left); alongside Selangor government officials at the BSP Flyover 'flag-off' ceremony, symbolizing its inauguration.The BSP flyover project, announced in 2019, is now open for public use. It links to the North-South Expressway Central Link ("ELITE") and South Klang Valley Expressway ("SKVE") highways.

Dato' Seri Amirudin Bin Shari, Chief Minister of Selangor, and Tan Sri Dato' Sri Ir (Dr) Lim Hock San, Group Executive Chairman of LBS, along with other distinguished guests, mingling with the residents of Bandar Saujana Putra at the BSP flyover inauguration ceremony.

AWARDS

1
PUTRA ARIA BRAND AWARDS 2023
Property Category: Silver Award
18 January 2024

2
KSI AWARD
2024 Outstanding Corporate Excellence & Sustainability Leadership Award
31 January 2024

3
DES PRIX INFINITUS ASEAN PROPERTY AWARDS
Best Developer Award
13 June 2024

4
KSI STRATEGIC INSTITUTE FOR ASIA PACIFIC (KSI)
World Sustainable Property Icon Leadership Lifetime Achievement Award
25 June 2024

Shany Lim, Head of Group Sustainability at LBS (centre), represented Tan Sri Dato' Sri Ir (Dr.) Lim Hock San, in receiving the World Sustainability Property Icon Leadership Lifetime Achievement Award from H.E. Tun Dato' Seri Utama Ahmad Fuzi bin Haji Abdul Razak, Yang di-Pertua Negeri Pulau Pinang (second from left), alongside Tan Sri Michael Yeoh, President of the World Digital Chamber & KSI Strategic Institute for Asia Pacific (left).

5
DELOITTE BEST MANAGED COMPANIES 2024 (MALAYSIA)
Malaysia's Best Managed Companies
22 August 2024

LBS has been named one of Malaysia's Best Managed Companies for the third consecutive year. The Group Managing Director & CEO of LBS, Datuk Wira Joey Lim Hock Guan (fourth from left), received the Deloitte Malaysia Best Managed Companies 2024 Award from the CEO of Deloitte Malaysia, Yee Wing Peng (third from left).

This prestigious award, presented by Deloitte Private, recognizes exceptional Malaysian companies for their organizational excellence, sustained growth, and entrepreneurial spirit.

Group Managing Director & CEO of LBS, Datuk Wira Joey Lim Hock Guan (left), alongside Executive Director of LBS, Dato' Cynthia Lim (centre), and Deputy Chief Executive Officer of LBS, Lucas Lim Kim Kiat (right), proudly showcase three Deloitte Malaysia Best Managed Companies trophies, marking LBS' achievement of this prestigious recognition for three consecutive years.

6
THE EDGE BILLION RINGGIT CLUB 2024
Highest Growth in Profit After Tax Over Three Years
28 August 2024

LBS has won the award for 'Highest Growth in Profit After Tax Over Three Years' under the property sector category at The Edge Billion Ringgit Club Awards 2024.

The award, presented to Lucas Lim Kim Kiat, Deputy Chief Executive Officer of LBS, recognises the Group's remarkable achievement in delivering stellar financial performance over the three-year evaluation period.

Deputy Chief Executive Officer of LBS, Lucas Lim Kim Kiat (left) with Head of Group Sustainability at LBS, Shany Lim (right) at The Edge Billion Ringgit Club 2024 Award ceremony.

7
THE STAR MALAYSIA DEVELOPER AWARDS (MDA)
Top 10 Under Market Cap Above 1 Billion
18 November 2024

GROUP FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 DECEMBER

		2020 [1]	2021	2022	2023 [2]	2024
Revenue	(RM'000)	1,096,331	1,365,757	1,723,857	1,806,134 #	**1,434,658 #**
Profit before tax	(RM'000)	123,037	176,808	216,927	249,403 #	**190,880 #**
Profit after tax and non-controlling interests	(RM'000)	43,741	95,619	128,539	140,977	**244,058**
Share capital	(RM'000)	922,887	922,887	922,887	922,887	**922,887**
Equity attributable to owners of the parent	(RM'000)	1,291,594	1,307,866	1,378,741	1,455,621	**1,629,672**
Basic earnings per share	(sen)	2.15	5.16	6.87	7.75	**14.45**
Gross dividend per share						
- ordinary share	(sen)	1.45	1.85	2.45	2.70	**4.70 ***
- redeemable convertible preference shares ("RCPS")	(sen)	6.60	6.60	6.60	6.60	**6.60**
Net assets per share	(sen)	82.71	83.80	88.81	94.52	**105.43**

Remarks

[1] *The comparative figures have been restated following the adoption of IFRIC Agenda Decision on MFRS 123 Borrowing Costs.*

[2] *The comparative figures have been restated in accordance with MFRS5 Non-current Assets Held for Sale and Discontinued Operations.*

\# *The figures excluded discontinued operations.*

* *Special single-tier dividend of 2.60 sen per ordinary share had been declared on 29 November 2024 and paid on 30 December 2024.*

* *First interim single-tier dividend of 1.00 sen per ordinary share has been declared by the Board of Directors on 11 April 2025 and to be paid on 10 July 2025.*

* *Final single-tier dividend of 1.10 sen per ordinary share to be approved by the shareholders at the forthcoming 25th Annual General Meeting.*

FINANCIAL CALENDAR

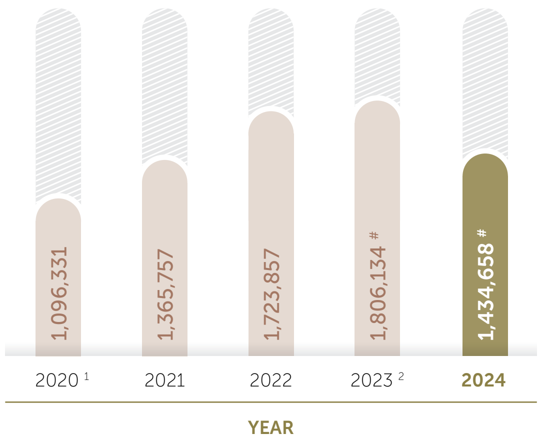
FINANCIAL YEAR ENDED 31 DECEMBER 2024

1	2	3	4
FIRST QUARTER ended 31 March 2024	**SECOND QUARTER** ended 30 June 2024	**THIRD QUARTER** ended 30 September 2024	**FOURTH QUARTER** ended 31 December 2024
Announcement of Quarterly Results:	**Announcement of Quarterly Results:**	**Announcement of Quarterly Results:**	**Announcement of Quarterly Results:**
21 MAY 2024	**22 AUGUST 2024**	**29 NOVEMBER 2024**	**20 FEBRUARY 2025**

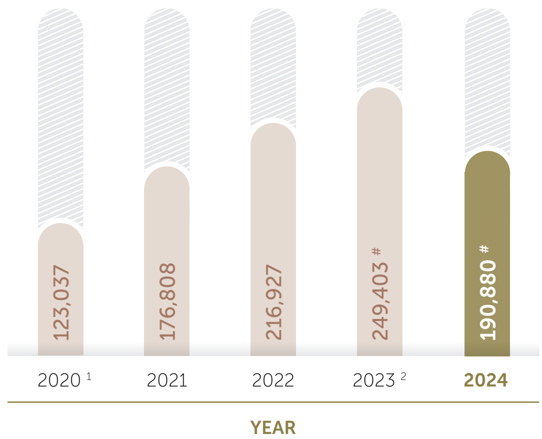
GROUP FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 DECEMBER

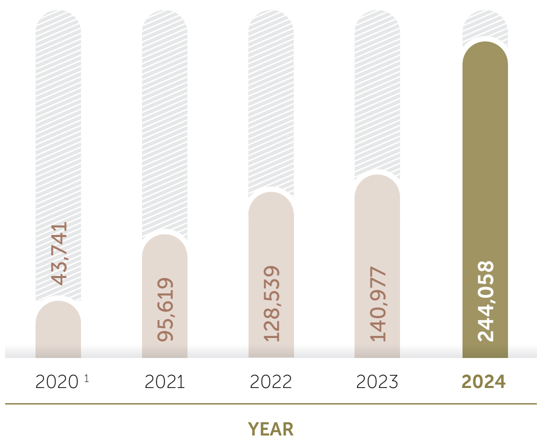
REVENUE
(RM'000)



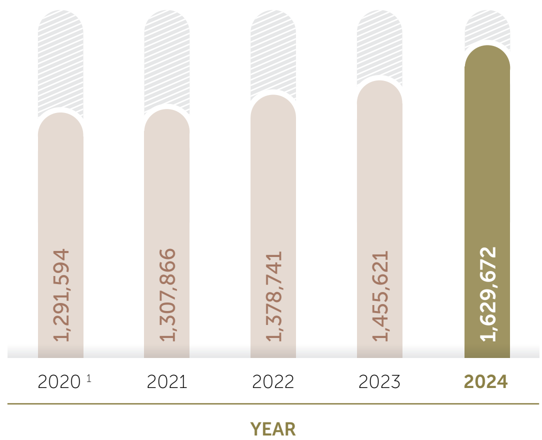
PROFIT BEFORE TAX
(RM'000)



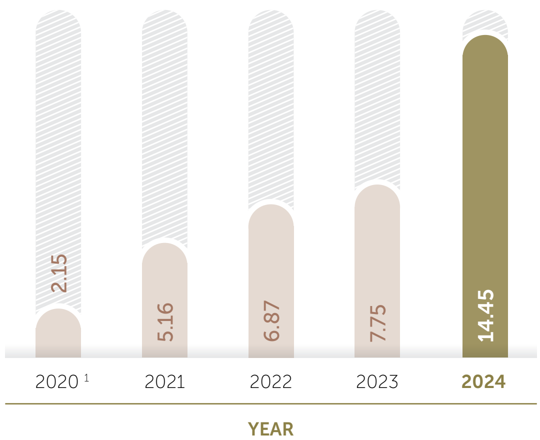
PROFIT AFTER TAX AND NON-CONTROLLING INTERESTS
(RM'000)



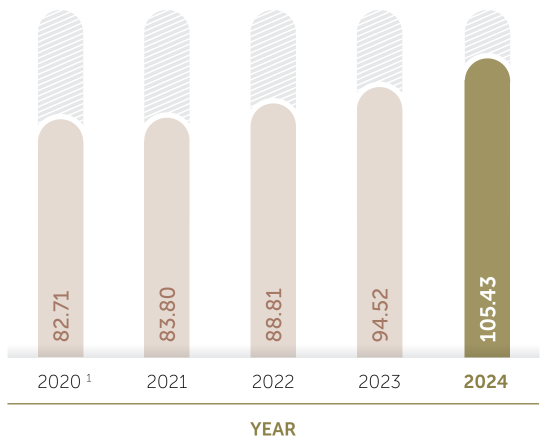
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT
(RM'000)



BASIC EARNINGS PER SHARE
(SEN)



NET ASSETS PER SHARE
(SEN)



STATEMENT OF VALUE ADDED DISTRIBUTION & SIMPLIFIED FINANCIAL STATEMENTS

LBS presents its Value Added Distribution & Simplified Financial Statements towards demonstrating how the Group through its business model has created a wide range of direct and indirect financial values for stakeholders. The statement presents a concise and condensed view of financial performance, as well as how financial capital created has resulted in positive outputs and outcomes for the Group's stakeholders.

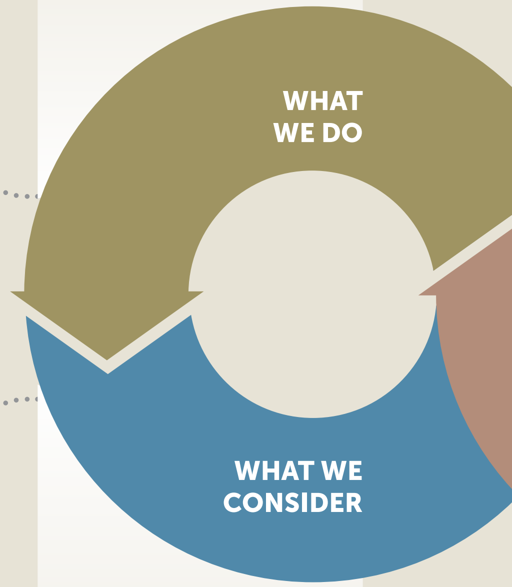
ITEMS	2022 RM'000	2023 RM'000	2024 RM'000
VALUE CREATED AND DISTRIBUTED			
Economic value generated	1,742,739	1,853,264	**1,648,725**
Economic value distributed	1,678,881	1,767,991	**1,488,131**
Direct and operating costs	1,367,403	1,425,039	**1,096,817**
Community investments	1,576	2,968	**5,263**
Employee salaries and benefits	101,249	118,647	**122,370**
Corporate taxation	98,880	95,521	**95,309**
Finance costs	59,521	66,642	**65,559**
Dividend expenses	35,059	43,953	**87,554**
Distribution to holders of Perpetual Sukuk	15,193	15,221	**15,259**
Economic value retained	63,858	85,273	**160,594**
SIMPLIFIED STATEMENT OF ASSETS			
Property, plant and equipment	44,228	53,820	**104,017**
Right-of-use assets	349,550	351,854	**170,274**
Investment properties	191,822	189,824	**187,087**
Deferred tax assets	75,611	88,872	**95,669**
Trade and other receivables	552,673	455,208	**510,014**
Deposits, cash, and bank balance	365,111	707,662	**567,808**
Inventories - property development costs	1,716,236	1,768,182	**2,066,682**
Inventories - completed properties and others	122,703	95,659	**99,078**
SIMPLIFIED STATEMENT OF LIABILITIES AND SHAREHOLDERS' EQUITY			
Total debts	917,329	768,223	**957,716**
Share capital	922,887	922,887	**922,887**
Trade and other payables	1,395,980	1,587,359	**1,223,835**
Deferred tax liabilities	35,957	34,944	**5,739**
Retained earnings	672,930	754,733	**895,978**
Other reserves	(210,418)	(210,083)	**(173,972)**

VALUE CREATION MODEL

VALUE CREATION MODEL

CAPITALS	INPUTS
FINANCIAL Paid-up and authorised capital, share equity, assets, retained profits, as well as cash and cash equivalents.	• Share Capital: **RM922.89 million** • Retained Profits: **RM754.73 million** • Cash and cash equivalents: **RM554.83 million** • Total assets: **RM4.27 billion** • Total liabilities: **RM2.42 billion** • Total borrowings: **RM768.22 million** • Unbilled sales: **RM1.99 billion**
MANUFACTURED Physical assets owned or leased deployed to execute the business model across the value chain towards the creation of financial and non-financial outputs and outcomes.	• SCAPES Hotel • M3 Shopping Mall • IBS factories and related machinery • Onsite construction machinery • Zhuhai International Circuit (China) - disposed in mid-2024
INTELLECTUAL All business and operational strategies, collective knowledge, skills, competencies and experience of the Board and Executive Directors as well as subsidiary and associate companies and the supply chain.	• IBS construction capabilities • Innate market understanding and property knowledge • Established, trusted brand • Township developer and market phaseability capabilities
HUMAN The collective skills, talents, experience and capabilities of the workforce (excluding the Board and Executive Directors) comprising Management, executive and non-executive staff – responsible for day-to-day operations.	• More than **498-strong** workforce • More than **RM296,000** for learning & development expenditure • **RM59.9 million** in employee compensation • Continued development of a high-performance organisational culture
SOCIAL Comprising the diverse network of relationships and engagements with various stakeholders. The understanding of stakeholders needs, concerns and aspirations and the implementation of appropriate engagement strategies.	• Multiple investor briefings • **25** media events and activities • Perks and Plusses and various marketing and branding campaigns • Engagements with regulatory bodies and industry and professional associations
NATURAL The pursuit of resource efficiency in the consumption of natural resources and materials required for the business model.	• **3,789 acres** of landbank • **7,000 MWh** electricity consumption • **56 MWh** solar produced • **930 MWh** fuel and petrol consumption • **90,225 m³** of water consumption

- Property Development
- Other Business Segments (Construction, Retail, Hospitality, Trading, etc.)

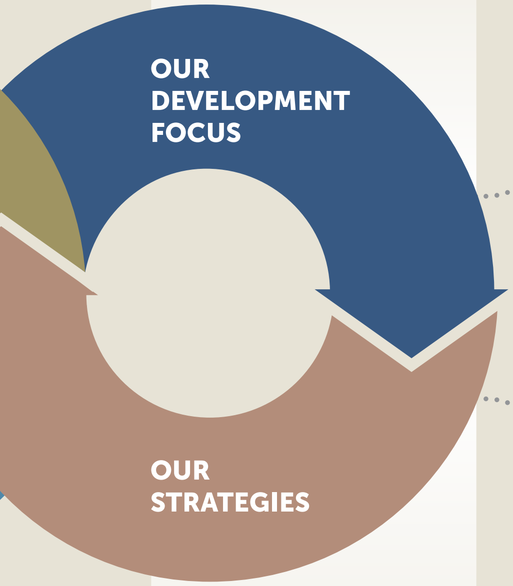


- Market Trends (PESTLE)
- Risks and Opportunities
- Financial and Impact Materiality

VALUE CHAIN PROCESSES

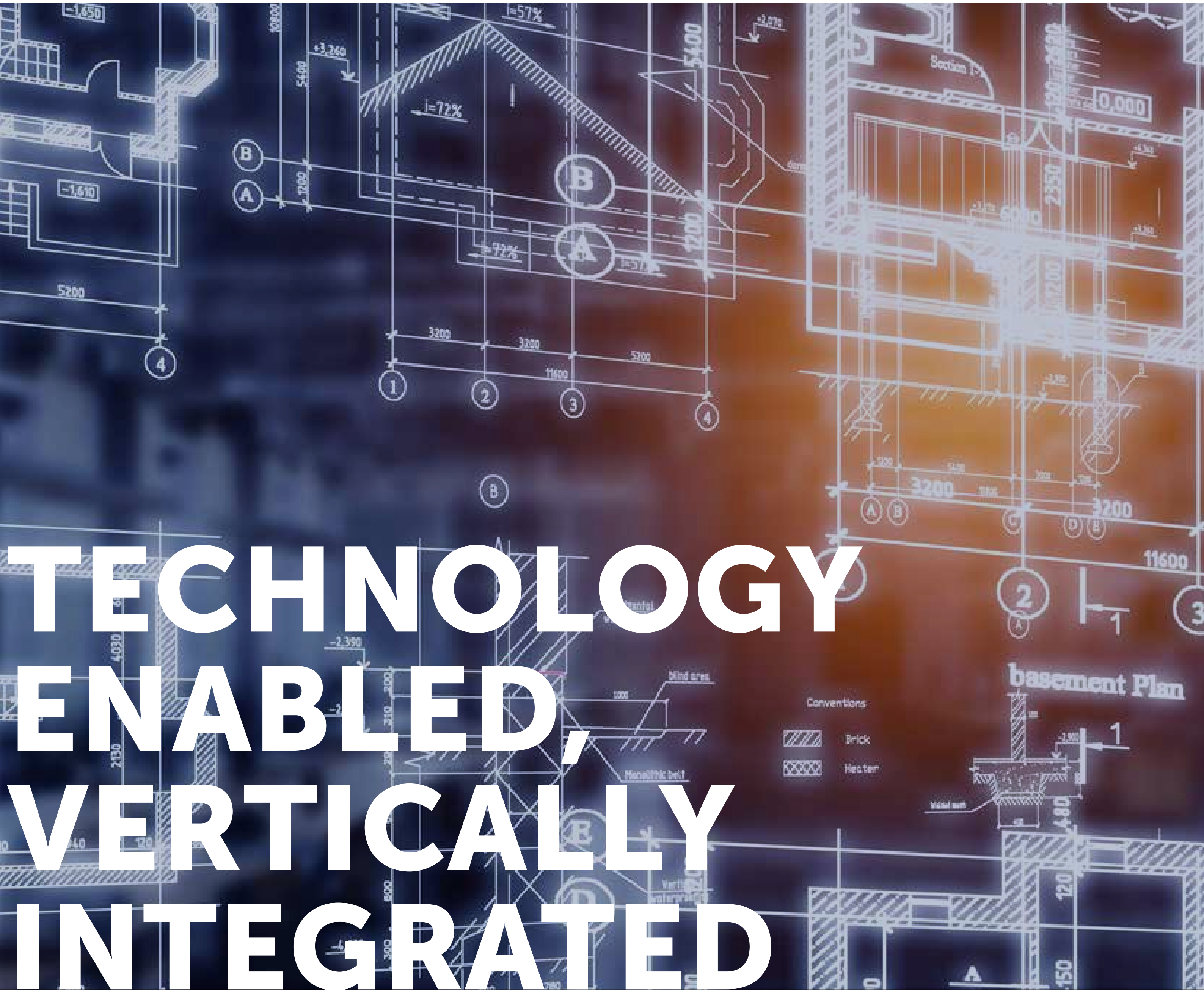
VALUE CREATION MODEL

- Townships and Standalone Developments
- Commercial and Industrial Projects



- Landbanking
- Meeting Real Market Demand
- Cost Optimisation and Production Efficiencies
- Design Enhancement and improvements
- Digitalisation and Automation
- ESG Pivot
- Talent Management

OUTPUTS	OUTCOMES
• Revenue: **RM1.43 billion** • PAT: **RM265.94 million** • Cash and cash equivalents: **RM511.49 million** • Total assets: **RM4.35 million** • Total liabilities: **RM2.25 million** • Total borrowings: **RM957.72 million**	• Unbilled sales: **RM1.68 billion** • **RM91.58 million** dividend payout • **RM15.26 million** paid to Perpetual Sukuk Holders • **RM101.09 million** paid in taxes • **RM122.37 million** paid/payable in wages • **RM5.26 million** paid in community investments • **RM43.53 million** paid in finance costs • Market capitalisation: **RM850.2 million** as at end 2024
• **9** property launches. • Average QLASSIC score levels of **72** • **2.7 million** mall footfall • Strong M3 Shopping Mall occupancy rate of **98%** • **56%** hotel occupancy rate	• GDV of units achieved VP: **RM1.9 billion** • **85%** customer experience index • Enabling more middle-income Malaysians to own a home • Provision of enhanced lifestyle and improved quality of living
• Continued business growth as reflected in property sales, revenues and earnings performance. • Strengthening of the risk management and mitigation framework • **100%** of new suppliers assessed environmental and social criteria • Employee engagement score	• Continued growth and progress in the creation of financial and non-financial values for LBS and/or its stakeholders.
• More than **476-strong** workforce. • Implemented **3-pillar** talent strategy • Approximately **27.59 average training hours** per employee • **RM121,943** for employee engagement activities • **93% participation rate** in Employee Engagement Survey	• High employee engagement score **79%**, high retention rates, development of local talents, creation of higher-income jobs as well as providing opportunities for career advancement. Progressive realisation of diversity in workforce composition • Clinched the **Graduates' Choice Award (GCA)** for consecutive three years
• Improved stakeholder relationships • **3 buy calls** from analysts and research houses • **8 awards** attained • **100%** supplier compliance to ABAC Policy • **Zero fines** for social/labour non-compliance • Over **RM2.1 million** donated to community via LBS Foundation • Rollout of **8x8 Strategy** (2025-2027) growth plan • Rebranding exercise to resonate better with target audience	• Strengthened positive brand perception among multiple stakeholder groups which contribute to robust sales, positive media publicity and investor interest • Recognised as one of Malaysia's 'Best Managed Companies 2024' • Awarded 'Malaysia Deal of the Year' and 'Sustainability Deal of the Year' for Islamic Financial and Sustainability excellence
• **3,789 acres** of landbank • **279 tonnes** CO_2e Scope One Emissions • **5,418 tonnes** CO_2e Scope Two Emissions • **743 tonnes** CO_2e Scope Three Emissions • **58 tonnes** of total waste • Set up first **43-MWp** solar farm project • **Zero** reported fines for environmental non-compliance	• Improved environmental oversight and implementation of practices with progressive integration of ESG into the Group's business strategies and its operations • Launch of Rimbawan, our maiden eco-conscious development • In support of the nation's objective of achieving Net Zero Carbon Emissions by 2050 • **25.63 tonnes** of disposed waste • **32.46 tonnes** of diverted waste



TECHNOLOGY ENABLED, VERTICALLY INTEGRATED

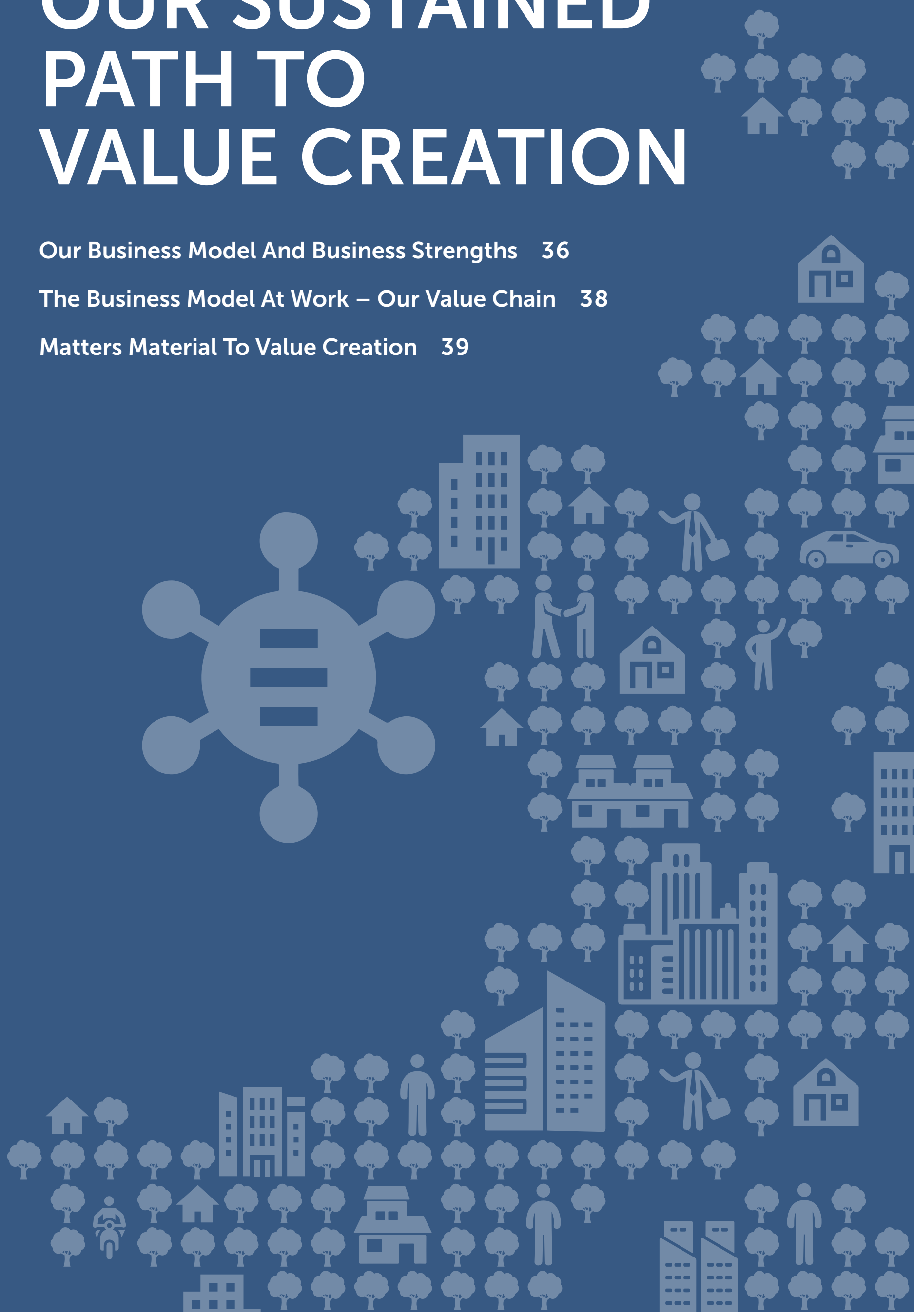
“

LBS’ distinctive ability to continuously innovate and create quality property products is driven by deep market understanding as well as its inherent and expanding technological capabilities. Advanced Industrial Building Systems are augmented with Digital Monitoring Solutions, Building Information Modelling (“BIM”), and other digital and automated capabilities for precise project oversight and control.

Technologically enhanced vertical integration capabilities empower real-time monitoring and improved project visualisation for more strategic project management, which translates into cost effectiveness, improved productivity and operational flexibility.

4

OUR SUSTAINED PATH TO VALUE CREATION



RISKS AND MATERIAL MATTERS

- Product Quality and Customer Experience
- Economic Performance
- Governance
- Responsible Supply Chain
- Thriving Townships

OPPORTUNITIES AND STRATEGIES

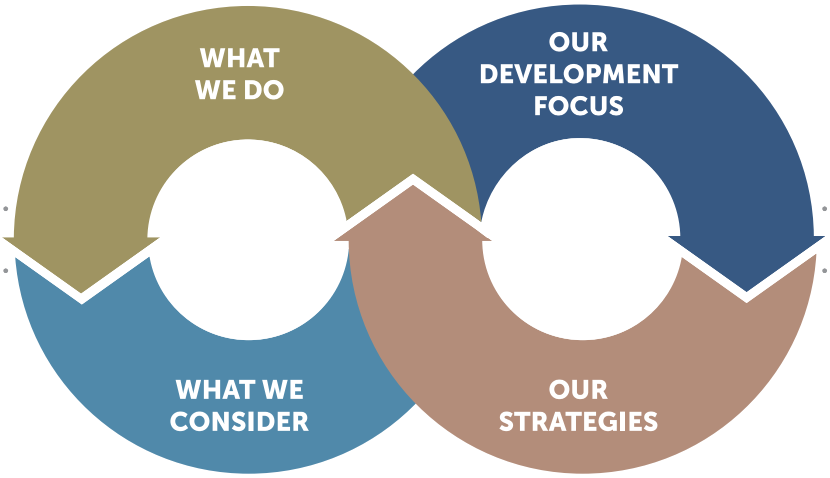
- Expansion of existing technologies such as IBS and BIM, and incorporation of new technologies. The latter includes digital applications and automation towards enabling improvements in build quality.
- Technology also continues to be leveraged towards facilitating more effective and targeted branding and marketing strategies and to drive further seamlessness in internal processes for optimised productivity.

OUR BUSINESS MODEL AND BUSINESS STRENGTHS

LBS

- Property Development
- Other Business Segments (Construction, Retail, Hospitality, Trading, etc.)

- Townships and Standalone Developments
- Commercial and Industrial Projects
- Affordable Housing



- Market Trends
- Risks and Opportunities
- Financial and Impact Materiality

- Landbanking
- Meeting Real Market Demand
- Cost Optimisation and Production Efficiencies
- Design Enhancement and Improvements
- Digitalisation and Automation
- ESG Pivot
- Talent Management

Values created directly and indirectly contribute to the realisation of selected UNSDGs:

OUR BUSINESS MODEL AND BUSINESS STRENGTHS

LBS' business model is structured towards realising the value creation aspiration of Developing with a Difference.

While the business model includes conventional aspects of the property development value chain—such as land acquisition, design and construction, marketing, sales, project management, and asset management—strategic considerations are integrated at every stage to achieve the Developing with a Difference aspiration.

This is reflected in consideration for environmental and social impacts, in generating positive multiplier effects which dovetail with the production of cost competitive, high-quality, market centric products. Kindly refer to the **Business Model At Work** subsection for further information on the Group's value chain.

In terms of product mix, the development of affordable properties continues to be a priority, and hence, such products comprise a large portion of the Group's portfolio in 2024. This is in keeping with the Vision and Mission of LBS, which can be traced to its founder, the late Dato' Seri Lim Bock Seng. Our Vision and Mission remains to address the issue of homeownership, notably among lower and middle-income Malaysians. Despite rising costs and other challenges, LBS remains committed to tackling the shortage of affordable homes.

	2021	2022	2023	2024
No of properties launched for priced below RM500,000	69%	77%	85%	**71%**

LBS is also well positioned to target other market segments aside from affordable properties. This provides LBS with opportunities to develop higher-margin products and to diversify its offerings.

Kindly refer to the **Corporate Profile section** for more information on the Group's projects. The business model is supported by LBS' inherent business strengths:

Kindly refer to the **Business Model At Work section** for more information on how LBS executes its business model based on a well-defined property industry value chain.

THE BUSINESS MODEL AT WORK – OUR VALUE CHAIN

The following is a simplified flowchart that demonstrates how LBS executes its property development business model.

1. Prior to acquiring land, the Business Development Department, supported by a dedicated working team, conducts comprehensive pre-screening and risk assessments. These assessments also include evaluations for existing (and future) public transportation access, surrounding facilities, environmental factors, flood and landslide risks, biodiversity impact, and potential land contamination. Commercial considerations include landbank valuation, ratio of development and acquisition cost against GDV potential and land value appreciation potential.

2. Prior to project conceptualisation, market research studies are conducted to ensure product masterplan and concept are aligned to market preferences. Market research also takes into account local logistical considerations such as availability of suppliers, contractors, and more.

3. Product design and master planning are guided by identified market conditions and the unique characteristics of the landbank. Effective master planning requires attention to every detail, including project type, density, plot ratio, unit sizes, competitive positioning, height restrictions, physical conditions, and key features such as sun path, crosswind direction, scenic views, natural landscapes, and existing road infrastructure, where applicable.

4. Project plans are submitted for regulatory approval. The priority is to ensure compliance with regulatory authorities, enabling the timely launch of properties as scheduled.

5. Sales and Marketing Department commences utilising both conventional and digital mediums as well as various promotions and ownership packages and programmes. This includes tie-ups with financiers.

6. Construction commences and the use of IBS enables the Group to achieve higher consistency of building quality and reduced wastage and manpower dependencies. Environmental and social considerations include ensuring fair treatment of workers, occupational health and safety, regulatory compliance with regard to management of waste, effluents, emissions, as well as focus on energy consumption and carbon emissions. With the onset of climate change, LBS also considers how climate related impacts could impact operational sites.

7. Upon completion of construction, LBS prioritises the smooth handover of properties to owners through the vacant possession ("VP") process. If required, defect rectification is managed via a dedicated app.

8. LBS continues to act as the developer's representative in the Joint Management Body until the full handover to the Management Corporation upon its formation.

9. Alternatively, upon completion, certain properties and commercial units are retained by the Group to generate recurring income.

MATTERS MATERIAL TO VALUE CREATION

In 2022, LBS conducted a comprehensive materiality assessment exercise – engaging both internal and external stakeholders towards soliciting their views in determining significant material topics from a financial and impact materiality perspective. In particular, LBS has identified and prioritised material ESG matters that could have a significant impact on financial, business, or operational performance. This materiality lens is applied in addition to the customary impact materiality lens which the Group utilises to identify ESG topics which would have significant effect on the environment and society.

LBS continues to progressively refine its approach drawing from insights attained from stakeholder engagement activities, referencing the Group's existing Risk register and matrix, as well as ongoing data collection and measurement of a wide range of ESG topics and indicators. Where necessary, the Group has also drawn from the ISSB and SASB frameworks and developed its own metrics to measure performance.

LBS will continue to refine its methodologies and approaches going forward to further developing its ability to fathom and mitigate against financial material risks, and to also leverage on emerging opportunities.

LEGEND:

NATURE OF RISK

Acute
Chronic

TIMEFRAME

Short-Term (0-2 years)
Medium-Term (2-5 years)
Long-Term (6-10 years)

LIKELIHOOD

Low
Medium
High

SEVERITY

Minimal
Moderate
Significant
Catastrophic

MATERIAL TOPICS

1 BUILD QUALITY AND PRODUCT DESIGN

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
LBS continues to adopt a no-compromise approach towards build quality as it is imperative to customer satisfaction and credibility. Emphasising quality also ensures continued compliance with regulatory requirements and avoids the possibility of fines and punitive measures.	• Continued delivery of excellent product quality reduces rework costs, safeguards brand reputation, and instils customer confidence. • Emphasising high product quality also enables the Group to build up a quality value chain of suppliers and contractors, and to progressively develop a strong core of reliability and professionalism within its supply chain.	• Operational • Financial • Compliance and Legal • Reputational	Given LBS' stringent quality control processes, build quality is primarily viewed as an acute risk likely caused by external issues rather than the quality of raw materials, workmanship of contractors, weather conditions and other factors, largely beyond the Group's control. The risk varies but typically remains well under control through effective project management. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:**

APPLIED METRICES

- 2,767 homes certified by a third-party multi-attribute green building standard
- Presently in progress (under construction):
  SkyRia - 999 service apartments
  Bayu Hills - 642 service apartments
  BSP Sutera - 337 apartments & 84 townhouses
  Centrum Iris - 705 apartments
- Average density: 1:4 plot ratios

MATTERS MATERIAL TO VALUE CREATION

LBS continues to strengthen its quality control processes. Quality control is undertaken throughout the development process - from procurement of materials, design, and construction, as well as assessment of build quality and during the handover process. In addition, a new hotline system has been implemented to increase call-taking rates and reduce response times. The enhanced system ensures quicker connections and minimises delays in handling customer inquiries.

LBS is increasingly considering how climate change may have an impact on the number of defects as well as the severity of defects. This includes assessing whether additional costs are needed for defect rectification or more durable construction material are necessary to minimise future defects.

Costs of construction and defect rectification is expected to increase incrementally over time due to inflationary pressures and rising costs of labour and materials. As to how much this expected rise in costs can be attributed to climate or other environmental effects remains to be determined.

However, the Group's costs of defects is limited solely to the defect liability of finished units, which is typically for a period of 24 months. Hence, risk exposure is generally limited in terms of timeframe. One of the focus areas is to provide an avenue for customers to report on defects -- that is through the defect management app. This channel enables more reports to come in, and thus, allows a more effective resolution of defects and improved customer satisfaction.

With regards to customer experience, LBS' present customer experience index remains generally high at 85%. Customer satisfaction surveys conducted to assess satisfaction across all aspects of the property purchase process indicate generally positive sentiments. Presently, it is evidenced that customer satisfaction is closely linked to defects management and resolution, especially for specific projects. The focus going forward is to further establish customer satisfaction with other financial, business and operational or metrics such as specific marketing campaigns, after sales services, extent of training provided to sales and customer service staff, and more.

Presently customer feedback is only solicited at the vacant possession stage but there are opportunities to expand the feedback solicitation exercise to defect resolution and more.

MATERIAL TOPICS

2 PRODUCT QUALITY AND CUSTOMER EXPERIENCE (INCLUDING DEFECT MANAGEMENT)

RISK

The speed and effectiveness of defect management directly impact brand reputation, cost efficiency, regulatory compliance, and customer satisfaction, driving referrals and repeat purchases.

Inefficiencies in defect rectification—whether in speed, quality, or overall process management—pose risks to brand reputation, regulatory compliance, and customer satisfaction, potentially impacting referrals and repeat purchases.

OPPORTUNITY

- Effective defect rectification and overall product quality are crucial in building stakeholder trust and reinforcing brand credibility. Beyond addressing defects, LBS remains committed to continuous improvement across the entire product quality spectrum.
- Product quality extends beyond defect rectification to include design, facilities and amenities, building materials, lifestyle features, and other key attributes. Integrating defect management and product quality into the design and development process allows for a comprehensive review of the property value chain, identifying opportunities for improvement.
- This includes opportunities to enhance cost and production efficiency through process re-engineering and the adoption of new technologies.
- Opportunities also include understanding how physical climate risks may increase defects or affect product quality, influencing building design and material choices.

TYPE OF RISK

- Operational
- Financial
- Compliance and Legal
- Reputational

NATURE OF RISKS AND TIME FRAME

LBS' ongoing efforts have steadily reduced defects. However, since defects cannot be fully eliminated, a robust management process ensures effective resolution.

Defects are considered an ongoing challenge, varying by project. Climate change, with rising temperatures and increased rainfall, may further worsen these issues.

TIMEFRAME:

LIKELIHOOD:

SEVERITY:

APPLIED METRICS

- 18 employees managed defect rectification in 2024 (2023: 18 employees)
- 99% customer enquiry resolution rate based on resolution within seven days from receipt of enquiry (2023: 99%)
- Customer Experience Index score upon VP: 85% (2023: 81%)

MATTERS MATERIAL TO VALUE CREATION

BUILD QUALITY

The Group adopts a multi-faceted approach to quality, focusing on the structural integrity of its properties, service delivery, and overall customer satisfaction. By adhering to the CIDB's Quality Assessment System in Construction ("QLASSIC"), LBS ensures that all completed units meet or exceed strict industry standards.

QLASSIC sets the standard for construction quality in Malaysia, assessing workmanship, materials, and compliance with building regulations. LBS consistently meets or exceeds its targeted QLASSIC scores for projects. Adopting QLASSIC not only ensures high-quality construction but also reinforces stakeholder confidence and enhances the LBS brand reputation.

LBS maintains high QLASSIC scores, with a minimum target of 70%. The Industrialised Building System ("IBS") enhances precision and consistency in construction quality. LBS achieved the following QLASSIC scores in 2024:

QLASSIC SCORES			
	2022	2023	2024
PROJECTS	• KITA Harmoni • KITA Impian • LBS SkyLake Residence	• KITA Ria • Melodi Perdana • Mercu Jalil • Residensi Bintang Bukit Jalil	• Idaman BSP • KITA Mekar • Ritma Perdana
AVERAGE ANNUAL SCORE	68	75	72

Since MGB's commencement of operations, over 12,696 properties have been developed using IBS. In 2024, alone, 4,583 units were built using the system.

The IBS is a cornerstone of LBS innovative approach to construction, enhancing efficiency while minimising labour and material wastage. Leveraging cutting-edge technology, the Group's construction arm, MGB, has achieved the capacity to produce over 6,000 houses annually. This initiative supports the Group's mission to provide affordable housing solutions while championing sustainability.

In essence, LBS' approach to developing resource, energy and water efficiency into the design and build of properties is guided by the REHDA GreenRE requirements. These efforts include installing energy-efficient LED lighting, implementing rainwater harvesting systems, and prioritising the use of eco-friendly materials. Additionally, waste reduction strategies and community-oriented projects, like Pedestrian Networks and Community Gardens, were seamlessly integrated into its designs, creating spaces that encourage inclusivity and harmony with nature.

Idaman BSP is one of the affordable residential developments spearheaded by LBS in collaboration with the Selangor State Government.

MATTERS MATERIAL TO VALUE CREATION

In 2024, four LBS projects achieved provisional GreenRE certifications. These were Bayu Hills (Silver), BSP Sutera (Bronze), Centrum Iris (Silver) and SkyRia @ D' Island Residence (Silver).

Incorporating green features may increase costs, potentially reducing margins or raising property prices. This is especially significant in a price-sensitive market, particularly for affordable housing. However, incorporating green features not only reduces the project's environmental footprint over its lifecycle but also serves as a branding and market differentiator in a competitive landscape.In this regard, the ability to leverage the REHDA GreenRE status enables the creation of an added value narrative when marketing projects to customers. It also serves as a source of pride and satisfaction to customers and provides an opportunity to attract more environmentally conscious customers, which is expected to increase over time.

With the growing presence of sustainability information in the media, customer awareness, interest, and demand for ESG-compliant products are expected to increase.

The focus on GreenRE certification not only supports sustainable property development but also aligns with future market trends.

BROWNFIELD (INFILL DEVELOPMENTS)

As a community-oriented developer, LBS has played the role of a white knight – reviving abandoned property projects which includes Bandar Putera Indah ("BPI") located in Johor. Revived by the Group in 2006, BPI has matured into a thriving development which is highly sought after, even after two decades. The development is home to an approximately 8,000-strong population and continues to be a catalyst for socio-economic development for local communities.

Taman Kinding Flora ("TKF"), located at Chemor, Perak is a Greenfield development within a fast expanding high-growth area in the Kinta Valley of Perak. LBS' TKF not only provides homes for the growing local population but also drives infrastructure development by attracting various urban amenities and facilities. These include shops, businesses, petrol stations, medical facilities, and more.

Taman Kinding Flora: Expanding modern urban housing to new areas, allowing more communities to enjoy an improved quality of life.

MATTERS MATERIAL TO VALUE CREATION

At the hill station of Cameron Highlands, LBS has developed Cameron Centrum, which is a commercial development that has helped to stimulate local economic activity and growth. The development fosters new retail and commercial possibilities to revive the economic prospects of the hill station. This in turn, supports local businesses, attracts domestic and foreign tourists, and serves to position Cameron Highlands as a vibrant holiday destination.

Spanning seven precincts, this initiative integrates residential areas, retail spaces, a commercial hub, a hotel, and various community facilities. By introducing modern infrastructure and amenities, the project breathes new life into Cameron Highlands, offering innovative accommodation options for residents, weekend tourists, and long-term visitors.

Cameron Centrum: a hive of bustling commercial activity that has provided a socio-economic catalyst for the sustainability of Cameron Highlands.

MATERIAL TOPICS

3 ECONOMIC PERFORMANCE (TIMELY PROJECT COMPLETION)

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
Revenue recognition is linked to the pace of project completion.Therefore, the timely delivery of projects is crucial for maintaining steady cash flows. Projects completed on time also mitigates against exposure to Liquidated Ascertained Damages ("LAD"). Factors which can impact timely project completion include labour shortages, OSH incidents, and physical climate risks.	• Continued delivery of excellent product quality reduces rework costs, safeguards brand reputation, and instils customer confidence. • Emphasising high product quality allows the Group to cultivate a reliable network of suppliers and contractors while strengthening professionalism within its supply chain.	• Financial • Compliance and Legal • Reputational	This risk is considered persistent, as project works must commence and conclude within fixed timeframes set by the relevant authorities. However, it remains low due to stringent project management methodologies and the option to apply for extensions of time ("EOT"). **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:**

APPLIED METRICES

- 100% on time project completion rate and vacant possession handover to buyers
- Zero amounts paid in LAD for 2024

MATTERS MATERIAL TO VALUE CREATION

With effective project management, LBS consistently ensures the timely completion of all its projects. Leveraging on the Group's internal capabilities and experience, LBS is able to allocate sufficient buffers in terms of time, resources, manpower, and other requirements to ensure on-time project completion. This includes considering any adaptation measures necessary to prepare for inclement weather or rising material, transport, or energy costs.

In 2024, LBS has once again successfully completed and handed over all constructed projects on time.

VACANT POSSESSION 2024

NO	REGION	TOWNSHIP	PROJECT	PROPERTY TYPE	UNITS	VP DATE
1	Perak	Chemor, Perak	Taman Kinding Flora	Landed	64	February
2	Klang Valley	LBS Alam Perdana	Ritma Perdana	Landed	1,151	March
3	Klang Valley	KITA @ Cybersouth	KITA Mekar	Landed	1,162	March
4	Klang Valley	LBS Alam Perdana	Melodi Perdana	Highrise	642	June
5	Johor	Bandar Putera Indah	Emerald Garden	Landed	79	June
6	Klang Valley	Rumah Idaman MBI	Idaman BSP	Highrise	1,312	August
7	Pahang	Cameron Golden Hills	SomerHomes	Landed	14	December
				TOTAL	**4,424**	

MATERIAL TOPICS

4 RESPONSIBLE SUPPLY CHAIN (TIMELY PROJECT COMPLETION)

WHY IS IT IMPORTANT

LBS is increasingly evaluating the impact of supplier non-compliance with ESG requirements, particularly the potential correlation between non-compliance and disruptions to production and construction. This includes access to resources, workers and more, which may lead to delayed timelines or added cost.

Other considerations include the potential impact of climate change on suppliers and their adaptability to the ongoing shift towards greener construction and development methodologies.

OPPORTUNITY

- A stronger focus on the supply chain allows LBS to develop more sustainable and resilient sourcing practices. This creates opportunities to gradually reduce carbon emissions across the supply chain, supporting the goal of achieving net-zero emissions by 2050. It also facilitates a more accurate assessment of embodied carbon in products, ultimately supporting the procurement of ESG-compliant goods and services.
- Continued supply chain focus would also support efforts towards diversifying the supplier base, increasing the pool of available vendors for specific products and services. This would reduce the risk of disruption due to over reliance on a single or smaller base of suppliers.

TYPE OF RISK

- Operational
- Financial
- Compliance and Legal
- Reputational

NATURE OF RISKS AND TIME FRAME

The risk is both acute and chronic as suppler non-compliance can be a one-off incident or a consistent challenge.

TIMEFRAME:

LIKELIHOOD:

SEVERITY:

Minimal to Moderate depending on procured products

MATTERS MATERIAL TO VALUE CREATION

Group Sustainable Procurement Policy enables a more strategic approach to vendor selection. This includes conducting thorough assessments of vendors' resilience and capabilities, particularly in identifying potential vulnerabilities related to human rights issues, pollution, and corruption. LBS has also prioritised supplier engagement and education to drive responsible sourcing practices.

As part of this commitment, all new suppliers are required to adhere to ESG principles and maintain high ethical business standards. Suppliers must also declare any potential conflicts of interest before participating in tenders. In 2024, 100% of new suppliers were screened using environmental and social criteria, reinforcing LBS' commitment to sustainable and responsible procurement.

MATERIAL TOPICS

5 GOVERNANCE

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
LBS' zero-tolerance, no compromise position on corruption has enabled the Group to achieve a strong track record of continued zero incidents of corruption. LBS advocates strong vigilance towards maintaining a corruption-free operation at all levels reducing its exposure to reputational risks, fines, legal action, defective product quality, reduced ability to recruit talent, and other impacts.	• Maintaining—and where possible, enhancing—the current zero-incident record and high vigilance levels would further strengthen LBS' corporate reputation. This proactive approach reinforces relationships with institutional stakeholders while minimising potential disruptions or inefficiencies within the Group's business model and value chain.	• Strategic • Operational • Financial • Compliance and Legal • Reputational	The risk is both acute and chronic as a single incident can have varying extent of impacts and at the same time, the risk is chronic as it can reside within the supply chain or with external stakeholders. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:** Moderate to Significant depending on the nature and type of corruption.

APPLIED METRICES

- Zero whistleblowing reports received annually
- Zero substantiated incidents of corruption
- Zero fines incurred related to corruption cases
- All LBS suppliers had in their submitted Supplier Registration Form declared that they acknowledged, read, and understood LBS' ABC policy as part of their onboarding process.
- All suppliers engaged since the implementation of the KYS process have undergone KYS assessment
- 100% of employees have received anti-corruption training in 2024 (2023: 100%, 2022: 84%)

LBS has adopted a strict zero-tolerance approach to all forms of bribery and corruption across its operations and value chain. LBS has aligned its management approach with Section 17A of the Malaysia Anti-Corruption Commission (Amendment) Act 2018 and Whistleblowing ("WB") Policies. All directors and staff have received training and knowledge on the matter of corruption across the Group.

MATTERS MATERIAL TO VALUE CREATION

MATERIAL TOPICS

6 CLIMATE ACTION

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
In October 2023, LBS conducted its first Climate Risk Assessment ("CRA") and Scenario Planning Workshop, facilitated by an external guidance and advisory firm. In 2024, the CRA was followed up with several on-site inspections to determine the physical risks with greater precision. This was supported by the use of geomapping and technical tools to corroborate risk findings and impacts. Presently, the physical risks identified include exposure to adverse weather conditions such as incessant rainfall and exposure to higher temperatures. Other risks include the possibility of exposure to flash floods and landslides. Transition risks are primarily driven by exposure to any imposition of carbon taxes as well as risks arising from the ongoing transition to renewable energy.	• Opportunities include business diversification into new sectors, such as renewable energy and supply chain decarbonisation. Reducing dependence on grid-sourced energy can lower energy consumption costs while enabling the generation of Renewable Energy Certificates ("RECs"). Additionally, these initiatives contribute to improved business resilience, particularly in defect management and timely project completion.	• Strategic • Operational • Financial • Compliance and Legal	Depending on the nature of the risks—whether physical or transition-related—they may be classified as acute or chronic. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:** Minimal to significant depending on nature of risk and type.

APPLIED METRICS

- 279 tonnes of CO_2e Scope One Emissions emitted (2022: 274, 2023: 288)
- 5,418 tonnes of CO_2e Scope Two Emissions emitted (2022: 5,394, 2023: 5,173)
- 743 tonnes of CO_2e Scope Three Emissions emitted (2022: 674, 2023: 832)
- 42 tonnes of emissions avoided by the use of solar panels

The identification of LBS' climate risks from its inaugural Climate Risk Assessment ("CRA") exercise has enabled both the Group and operational levels to take a more informed approach to managing physical climate risks. This includes general and site-specific mitigation measures. The 2023 CRA led to the development of a climate risk profile document for the Group and in 2024, four specific sites were deemed to be more susceptible to physical risks, and were further assessed.

The four specific sites were:
1) Emerald Garden, Batu Pahat Johor
2) Cameron Centrum, Pahang
3) Astella, Puchong, Selangor
4) Prestige Residence, Seri Kembangan, Selangor

MATTERS MATERIAL TO VALUE CREATION

Presently, the Group has increased its utilisation of renewable energy namely solar, which is expected to generate a reduction in electricity costs and avoidance of 42 CO_2e tonnes in emissions. The full climate risk profile for these sites are provided in SR2024.

In 2024, The Group's M3 Shopping Mall invested RM508,725 CAPEX for the installation of a Dynamic Voltage Controller (TX) integrated with a transformer, to regulate voltage fluctuations and improve energy efficiency. At SCAPES Hotel, the Building Management System ("BMS") implemented to manage electricity consumption including air conditioning usage has resulted in monthly savings of RM600 (a reduction of 1200kwh of electricity usage per month).

Similarly, the installation of minimum watt of LED light bulbs in all common areas of the Hotel and use of variable speed drive ("VSD") for the air conditioning and water pump system has also rendered savings of RM800 per month (a reduction of 1,666kwh per month).

ENERGY KPIs AND TARGETS

2025 Key Performance Indicators	2024 Performance
To achieve **5%** **REDUCTION IN ENERGY INTENSITY** by **Gross Floor Area ("GFA") (Scope 2)** Baseline Year: 2022	Achieved **4.13%** decrease compared to 2022 levels
To achieve **5%** **REDUCTION IN CARBON INTENSITY** by **Revenue (Scope 1, 2 and 3)** Baseline Year: 2022	Achieved **79.95%** increase compared to 2022 levels due to a drop in revenue, despite a reduction in Scope 1, 2, and 3 emissions compared to the 2022 baseline year

Aside from utilising renewable energy, LBS progressively intends to explore how waste recycling will further reduce the emissions profile of the Group and to expand its GHG inventory by including more aspects of Scope 3 emissions aside from employee commuting and business travel. This includes using the spend based model or the lifecycle analysis method or a hybrid combination of both.

This is in line with developing a more comprehensive understanding of direct and indirect emissions, which will enable identification of opportunities to truly reduce and manage the carbon footprint. The Group is cognisant that the construction and development of properties from land clearing right to consumption of resources and construction of properties and across the lifecycle of the built structure can lead to significant resource consumption and the production of waste products, including emissions.

Hence, LBS continues to focus on using greener materials where feasible, and incorporate building and project designs that minimise resource consumption, waste energy and water consumption. The use of IBS enables significant reduction in resource and energy consumption and waste production.

MATTERS MATERIAL TO VALUE CREATION

Long-term strategic thinking: Consideration of environmental and social impacts extends beyond design and construction to the entire project lifecycle.

Increased focus on how properties shall be used by stakeholders, focusing on climate resilience, waste management, and energy consumption, given that energy costs continue to increase.

Leveraging IBS, GreenRE, and other frameworks to minimise resource and energy use by adopting more sustainable approaches throughout the design and construction phases.

Incorporating passive cooling strategies, optimising building orientation to suit terrain and contours, expanding the use of green materials, and enhancing collaboration with consultants to drive sustainability in design and construction.

Focusing on reducing environmental footprint on operational site.

Improving site management to reduce day-to-day impacts such as energy consumption and emissions, waste production, water consumption, and more. This includes, where possible, increasing electrification on sites as opposed to use of diesel vehicles.

CLIMATE RISK PROFILE

Following is LBS' climate risk profile:

	POTENTIAL RISKS AND IMPACTS	POTENTIAL OPPORTUNITIES
OPERATIONAL SITES	• Some of the Group's operational sites may need additional safeguards to protect against possible flooding. • Hotter temperatures and increased rainfall may necessitate additional measures to protect workers from higher OSH risks. • Increased defect incidences, which may require more defect rectification works, which could lead to higher associated costs.	• Development of specific site profiles through more localised climate assessment and analysis. • Measures undertaken in relation to climate change namely the use of centralised labour quarters ("CLQ") to reduce worker exposure to climate risks may strengthen human rights compliance, improve worker morale and enable cost efficiency. • Expedited transition to technology driven approaches such as drones and robotics to reduce dependence on manual labour.
SUPPLY CHAIN	• Potential impacts on the supply of materials, goods and services procured by LBS.	• Development of more robust and "greener" supply chains. • Potential improvements in efficiency, productivity and costs via supply chain revamp and diversification. • Promotion of climate change awareness and spurring decarbonisation among small medium enterprises.

MATTERS MATERIAL TO VALUE CREATION

	POTENTIAL RISKS AND IMPACTS	POTENTIAL OPPORTUNITIES
BRAND REPUTATION	• Potential climate related impacts that may impact product and service quality. • Specific focus areas are finished quality of properties, timely completion of projects and delivery of vacant possession. • Changing perception of significant stakeholders towards LBS' corporate brand as a result of climate change, i.e. appeal of company as an investment target.	• Enhanced brand credibility as LBS pursues decarbonisation, green financing, and more. Leveraging ESG initiatives to strengthen LBS' credentials as a sustainable property developer.
ACCESS TO FINANCING / CAPITAL	• The potential impact of loan portfolio decarbonisation by banks and how this affects access to financing.	• Wider access to financing options with LBS Sukuk Wakalah Programme as one example of how green financing can be leveraged.
LANDBANKING	• Physical climate risks i.e. flash floods, rising temperatures, rising sea levels, water stressed locations, etc. may need to be considered as part of landbanking strategies.	• Development of a more evolved criteria for land acquisition (beyond commercial considerations). • Redesignating landbank with no specific development plans for agriculture and solar energy generation.
ACQUISITIONS AND DIVESTMENTS	• Greater consideration for the carbon profile or GHG inventory of the targeted companies when assessing acquisition targets and joint venture partners, locally and overseas.	• Strong "green" credentials of targeted companies may provide additional value not captured by financial valuations. • Exposure to new, lucrative business sectors.
ABILITY TO TENDER FOR PROJECTS	• Increased "green" as prerequisites for projects, for joint ventures with public sector stakeholders and others.	• New infrastructure development opportunities such as green buildings, green data centres, and more.
OTHERS	• The workforce's ability to commute, along with a greater emphasis on research, development, and technological advancements.	• Opportunities to change the ways of working for employees, by introducing hybrid or work from home arrangements to reduce Scope 3 emissions. • May also support higher employee productivity and satisfaction reduced employee turnover.

MATTERS MATERIAL TO VALUE CREATION

In determining the aforementioned, the following scenario plans were applied:

RCP 3.4	NGFS Net Zero 2050
• Intermediate pathway between the "very stringent" RCP2.6 and less stringent RCP4.5. • Radiative forcing level of 3.4 watts per square metre by the year 2100. • Projects a 2.0–2.4 Celsius warming by 2100 from pre-industrial levels. • Moderate to high physical risks.	• Limits global warming to 1.5 °C via stringent climate policies and innovation. • Achieves net zero CO_2 emissions around 2050. • Transition risks are high.

Utilising the above scenarios, the Group has reasonably identified its potential physical and transition risks – determining whether these risks have a direct or indirect financial impact on LBS. The assessment was primarily conducted to ascertain Group level risks and impacts. In 2024, LBS has undertook a site-specific climate risk assessment and scenario analysis at 4 project sites. For more information, please refer to SR2024, Climate Resilience Section.

MATERIAL TOPICS

7 TALENT MANAGEMENT

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
The Group recognises that competent talent is essential for optimum productivity, effective execution of business strategies, succession planning, seamless technological adoption, and more. A highly competitive talent market due to talent scarcity, brain drain, and other factors lead to an industry-wide challenge to recruit and retain talent.	• Focusing on talent fosters a stronger organisational culture, boosts employee morale and satisfaction, and can lead to lower attrition rates, higher productivity, and greater success in attracting and retaining top talent.	• Strategic • Operational • Financial	Chronic given that talent acquisition and retention is a perennial challenge in Malaysia due to a small talent pool and constant brain drain of existing talents to other industries or countries. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:** Minimal to Moderate Depending on the type of talent and specific employment positions, severity ranges from minimal to moderate

APPLIED METRICS

- 104 new employee hires
- 476 employees
- 23.6% employee turnover rate
- More than RM296,000 annual employee training spend
- 13,131 total number of employee training hours
- Achieved 27.59 training hours per employee
- 79% employee engagement score

MATTERS MATERIAL TO VALUE CREATION

LBS, through Group Human Resources, continues to implement comprehensive talent management programmes covering hiring, rewarding, training, and retention. In 2024, LBS reinforced its commitment to workforce development by investing in talent acquisition, retention, and upskilling. This ensures a highly skilled team capable of maintaining high standards in project execution and customer service. Notably, the Group's Star Talent II programme continues to expand, fostering the development of internal talents into future company leaders. In 2024, 27 individuals were selected to participate in the programme.

Employee engagement through townhalls and other initiatives is also undertaken to ensure that management is able to gauge employee sentiments. This includes employee engagement survey, typically conducted on an annual basis. One notable engagement highlight is the Group-wide Idea Pitch, held once every two years.

The Idea Pitch programme was initially introduced based on a proposal to institutionalise a streamlined, consistent process for idea generation from within the Group. Among the successful ideas implemented in 2024 was the refinement of the existing SharePoint system, which has enabled improvements in data accuracy and significantly reducing processing time. The new system is projected to handle 50 titles in just 1 hour (as opposed to before where it took seven hours to process 50 titles). The improvement included the implementation of a barcode verification feature.

MATERIAL TOPICS

8 LANDBANK

TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
• Strategic • Operational • Financial • Compliance and Legal	Chronic given that land is a finite resource and strategic land parcels are limited and the suitability of land is tied to external trends and developments. However, presently, land availability remains sufficient. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:** Minimal to Moderate Depending on the type of talent and specific employment positions, severity ranges from minimal to moderate

Landbank replenishment and management is well aligned with socio-economic development trends, demographic changes, national housing aspirations and policies, property price dynamics, and present and future property market scenarios. Landbank management relies on research, market studies, and risk mitigation to ensure strategic replenishment in key development areas, supporting sustainability and business growth.

Climate change and environmental considerations, particularly biodiversity, increasingly influence landbank management, shaping decisions on land acquisition and development. This includes physical climate risks such as exposure to flash floods and rising temperatures, as well as access to water (water scarcity). The growing focus on sustainability considerations is integrated with traditional financial, business, and operational factors such as land pricing, valuation, and potential capital appreciation. These include accessibility to public transport, surrounding facilities, other project developments in the vicinity, existing population base, and potential population growth over the next 5-20 years. Assessments are under the purview of the Group's Business Development Department which is supported by a working team as well as external consultants.

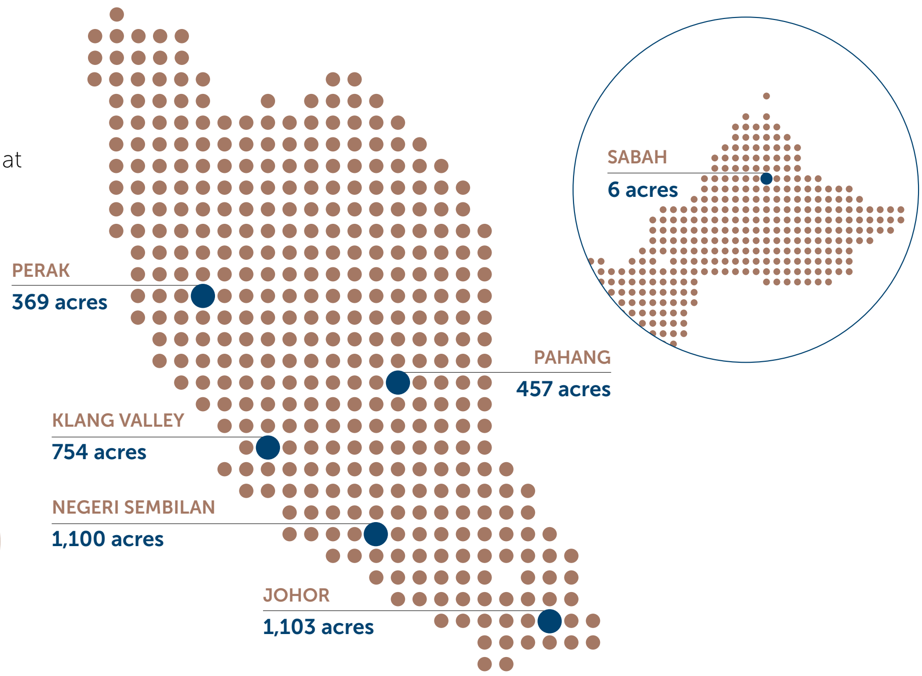
LBS conducts environmental impact assessments for required projects to integrate environmental and social considerations effectively. If required, social and traffic impact assessments are also conducted. After the evaluation, all identified prospective land parcels were identified as being suitable for purchase, and in 2024, LBS purchased over 136.99 acres of land with a total development value. As of 31 December 2024, LBS' landbank spans a total of 3,789 acres, with a substantial portion situated in well-established urban areas.

MATTERS MATERIAL TO VALUE CREATION

As part of its development approach for landbank, LBS undertakes all necessary assessments including environmental impact assessments which require regulatory approval, prior to development.

FUTURE DEVELOPMENT LANDBANK

Remaining landbank as at 31 December 2024



TOTAL ACREAGE

3,789 ACRES

MATERIAL TOPICS

9 OCCUPATIONAL SAFETY AND HEALTH ("OSH")

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
LBS maintains a zero-incident track record for major OSH incidents (incidents that result in significant injuries or disruption to work progress, and fatalities). The vigilance in preventing such incidents has reduced the exposure to fines, stop loss orders, reputational loss, and higher insurance premiums.	• A continued focus on OSH, incorporating both leading and lagging indicators, has enhanced operational site safety. This translates into improved productivity and employee morale, and subsequently enables faster completion time for projects.	• Operational • Financial • Compliance and Legal • Reputational	Acute, as OSH incidents can happen across any timeframe. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:** Minimal to significant depending on type of incident, location, timing, and affected stakeholders

APPLIED METRICS

- Zero fatalities
- Six lost-time incidents
- Zero fatalities rate for (a) direct employees and (b) contract employees
- Lost-time Incident Rate ("LTIR")
- Two recordable work-related injuries
- 993,631 total number of hours worked

MATTERS MATERIAL TO VALUE CREATION

As highlighted under the Risks and Opportunities category in the above table, OSH retains relatively high financial materiality to the Group. The risk is chronic over the short-, medium-, and long-term horizons and constant vigilance is necessary. However, given the Group's exemplary performance as measured in our lost time incident rate is 1.22 and fatalities, while the severity ranges from mild to high, likelihood remains low.

At present, LBS' construction sites—where OSH risks are higher—are supervised by its subsidiary and construction arm, MGB. As of 31 December 2024, 86% of project sites in Klang Valley were certified under the ISO 45001:2018 Occupational Health and Safety Management System.

Full disclosures on LBS' and MGB's management approach with regard to OSH is provided in their respective SR2024. In addition to the ISO 45001 best practices, LBS adheres to the regulations set by the Department of Occupational Safety and Health ("DOSH"), the guidelines recommended by the National Institute for Occupational Safety and Health ("NIOSH"), and CIDB.

LBS has implemented key OSH measures to strengthen workplace safety across its operations. This includes the development of Group-wide Safety and Health in Workplace Guidelines, with direct oversight from the Board and senior management through a robust governance structure. OSH Committees have been established at all operational sites, ensuring representation from both management and workers. Regular toolbox meetings are conducted to reinforce safety protocols, while Hazard Identification, Risk Assessment, and Risk Control ("HIRARC") exercises are undertaken to proactively manage risks. Monthly statistics are compiled and submitted to DOSH.

MATERIAL TOPICS

10 DIGITALISATION AND TECHNOLOGY

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
• Ongoing digitalisation increases exposure to cybersecurity threats, data privacy concerns, and potential system disruptions. • There is also a risk of technology dependency and challenges in change management, including the need to upskill staff and adapt existing workflows for effective adoption.	• Enables greater efficiency and productivity, streamlines processes, improves collaboration, sharing of information and drives reduced customer acquisition costs while supporting business and cost efficiency improvements	• Strategic • Operational • Financial	The nature of the risk can vary from acute to chronic based on the specific type of technological deployment. **TIMEFRAME:** **LIKELIHOOD:** **SEVERITY:** Minimal to Medium

The Group focuses on sustainable digitalisation across its business model. This involves utilising technology to enhance interactions from suppliers to customers. These include investments to further expand the IBS and BIM capabilities. Technological investments in marketing, branding, and talent development—such as access to e-learning—have also been made and will remain a priority. The Group intends to consider if calculating ROI from these investments is feasible as well as useful.

MATTERS MATERIAL TO VALUE CREATION

MATERIAL TOPICS

11 DATA PRIVACY AND CYBERSECURITY

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
LBS receives and manages significant digital content including private and personal information such as financial and identity details. Increasing sophistication in cyberattacks warrant continuous vigilance and continuous enhancements in data protection measures. The Group continues to guard against the risk of data loss, theft, or misuse which could lead to reputational or commercial impacts, including loss of customer confidence and brand trust.	• Strong data security measures enable effective data utilisation, including data mining and intelligence, which support more strategic marketing, targeted campaigns, and the development of personalised customer profiles. • Information can also be easily provided to financiers (with data owners' prior consent) to streamline and expedite the property ownership process.	• Compliance and Legal • Reputational	NATURE OF RISK: TIMEFRAME: LIKELIHOOD: SEVERITY: Minimal to significant depending on type of incident, location, timing, and affected stakeholders.

APPLIED METRICS

- Zero incidents of data breaches or stakeholder complaints
- No quantification provided as IT expenditure is viewed as a whole and a breakdown on costs pertaining to data privacy and cybersecurity is unavailable at the time.

LBS continues to assess its existing IT infrastructure and systems, as well as protocols and procedures for potential vulnerabilities and opportunities for strengthening security protocols. This includes a regular review by management on the Group's IT policy, undertaking regular maintenance works and updates to software and hardware, and providing training to all staff as part of their onboarding process as employees.

MATERIAL TOPICS

12 BIODIVERSITY

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
The development may impact biodiversity, including potential pollution to existing rivers during construction and a reduction in existing trees, which could affect local habitats and lead to a decrease in species. However, LBS plans to implement nature-based solutions to stabilise soil near rivers, preserving the natural slope to support habitat conservation. Additionally, Rimbawan township, LBS employs the Miyawaki method to replant forest species within the design. This fosters a new habitat for local flora and fauna. i. Species affected - Existing trees and wildlife ii. Extent of areas impacted - 315 acres iii. Duration of impacts - 20 years	• Reversibility or irreversibility of the impacts. - Reversible Impacts: The impacts that can be mitigated, remediated, or naturally recovered from. Temporary construction noise may disturb local wildlife, but once construction ends, the environment may return to its original state, making the impact reversible.	• Compliance and Legal • Reputational	NATURE OF RISK: TIMEFRAME: LIKELIHOOD: SEVERITY:

APPLIED METRICES

- 45% of existing projects assessed for biodiversity risks.

MATTERS MATERIAL TO VALUE CREATION

LBS complies with environmental regulations in the development of projects and these include national and regional biodiversity and environmental protection regulations. LBS has also developed Biodiversity Management Plans ("BMP"). Further information on the BMP is provided in **SR2024**.

HABITAT RESTORATION AND TREE-PLANTING INITIATIVES

As part of its biodiversity enhancement strategy, LBS has invested significantly in habitat restoration to support tree-planting programmes and ecosystem conservation efforts. These initiatives not only enhance green spaces within LBS projects but also contribute to carbon sequestration, air quality improvement, and urban cooling effects.

	2022	2023	2024
Trees Planted	2,199	1,965	**5,783**

PROTECTION OF IUCN-LISTED SPECIES

As part of its commitment to biodiversity conservation, the Group replants, preserves, and restores the International Union for Conservation of Nature ("IUCN") Red List species within its project areas. Through strategic reforestation and green infrastructure initiatives, the Group actively integrates native and at-risk plant species into its developments to ensure that biodiversity is not only protected but also enhanced. With this effort, LBS supports habitat regeneration, strengthens ecosystem resilience, and contributes to the restoration of natural landscapes.

	2022	2023	2024
IUCN-listed Trees Planted	393	1,241	**1,944**

Pertaining to the Rimbawan project, LBS utilises the Miyawaki Method. Following any necessary tree removal, the Miyawaki method will be applied to replant a diverse mix of native forest species. This fast-growing reforestation technique enables a quicker recreation of habitats that support a wide range of flora and fauna, ultimately restoring biodiversity in the area. Where required, LBS works with third parties to protect and restore biodiversity in its projects. These include a landscape consultant and an environmental consultant, in the case of Rimbawan. Consultants are responsible for studying the existing flora and fauna, identifying key biodiversity areas, and proposing design solutions aimed at preserving and protecting the native ecosystem. Through their expertise, these third parties ensure that the project aligns with biodiversity conservation goals and enhances habitat restoration beyond standard protection measures.

OPTIMISING PEOPLE POTENTIAL

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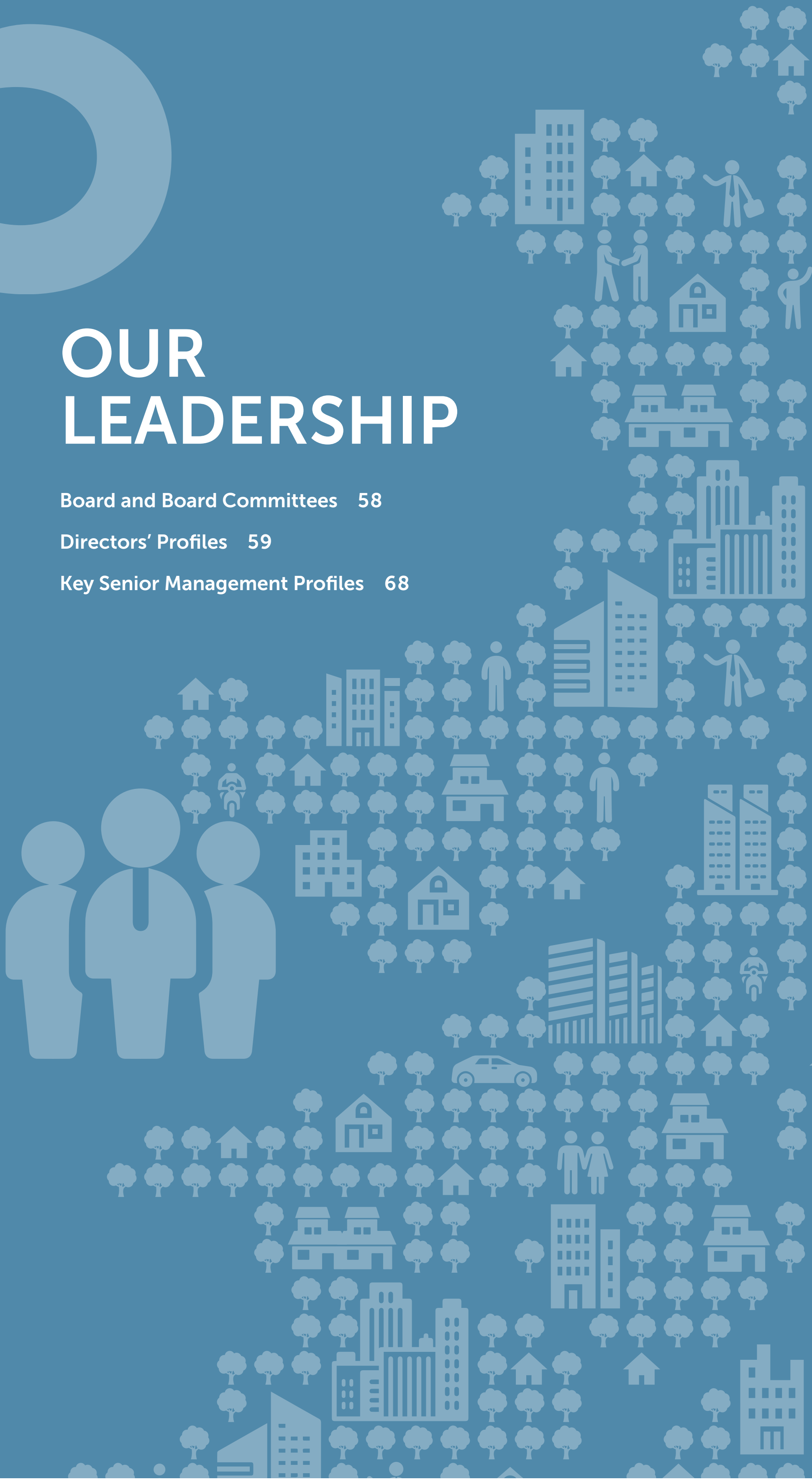
A fundamental aspect of Developing with a Difference is LBS’ increasing focus on leveraging human capital. Prioritising people, fostering a high-performing organisational culture, and strengthening efforts in talent acquisition, retention, and development are key to LBS’ growing reputation as a people-centric employer.

The Group’s efforts in optimising its people’s potential is well evidenced in the various talent highlights achieved and the awards secured in 2024. These firmly exemplify LBS as a talent driven organisation, that prioritises human capital.

5

OUR LEADERSHIP



RISKS AND MATERIAL MATTERS

- Talent Management
- Labour Practices and Human Rights
- Economic Performance
- Business Ethics and Integrity
- Governance

OPPORTUNITIES AND STRATEGIES

- Strategic efforts to further develop employees towards not just meeting human capital requirements, but to ensure effective succession planning to sustain growth momentum and to drive improved employee morale, productivity, and lower attrition rates.

BOARD AND BOARD COMMITTEES

AS AT 11 APRIL 2025

TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN
PSM, SSAP, DSSA, JP

Non-Independent Group Executive Chairman

DATUK WIRA LIM HOCK GUAN
DCSM, DMSM, PJK, JP

Non-Independent Group Managing Director/ Chief Executive Officer

MAJ (HON) DATO' SRI LIM HOCK SING
SSAP, DIMP, JP

Non-Independent Executive Director

DATO' LIM MOOI PANG
DIMP

Non-Independent Executive Director

DATO' LIM HAN BOON
DIMP

Senior Independent Non-Executive Director

DATO' YONG LEI CHOO
DIMP

Independent Non-Executive Director

DATO' AMINUDIN ZAKI BIN HASHIM
CGMA, ACMA, DPMP, AMP

Independent Non-Executive Director

NURAINI BINTI ISMAIL
Independent Non-Executive Director

AUDIT COMMITTEE

Dato' Lim Han Boon (Chairman)

Dato' Aminudin Zaki Bin Hashim

Nuraini Binti Ismail

NOMINATION AND REMUNERATION COMMITTEE

Dato' Yong Lei Choo (Chairperson)

Dato' Aminudin Zaki Bin Hashim

Nuraini Binti Ismail

RISK MANAGEMENT COMMITTEE

Maj (Hon) Dato' Sri Lim Hock Sing (Chairman)

Dato' Lim Mooi Pang

Dato' Lim Han Boon

Dato' Yong Lei Choo

Dato' Aminudin Zaki Bin Hashim

SUSTAINABILITY COMMITTEE

Dato' Lim Mooi Pang (Chairperson)

Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San

Datuk Wira Lim Hock Guan

Dato' Lim Han Boon

Dato' Yong Lei Choo

Nuraini Binti Ismail

COMPANY SECRETARIES

Lee Ching Ching

Eugene Chow Jan Liang

DIRECTORS' PROFILES

TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN

P.S.M, S.S.A.P, D.S.S.A, J.P.

Group Executive Chairman of
LBS Bina Group Berhad

Non-Independent Executive Director

67 M

Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San graduated in 1982 with First Class Honours in Civil Engineering from the University of Wales, Science & Technology ("UWIST"), UK. He returned to Malaysia and joined the family business which were then lorry transportation and construction activities. Within two decades, the company had expanded to include investment holdings in the property development, insurance, and tourism industries.

Tan Sri Lim was appointed as the Managing Director on 6 December 2001. With his excellent entrepreneurial skills combined with acquired management and technical experience, he became the Key Leader and spearheaded LBS to become one of the leading players in the property development industry. On 1 March 2021, he was appointed as the Executive Chairman, following the retirement of the late Dato' Seri Lim Bock Seng.

On 15 January 2024, he was appointed as the Group Executive Chairman of MGB Berhad, a listed subsidiary of LBS. Accordingly, he was re-designated as Group Executive Chairman of LBS on the same day.

These were the outstanding accolades awarded personally to Tan Sri Lim: -

i. Second Prize in the British Steel Corporation Competition for Design in Hollow Steel Section, 1982
ii. The inaugural Platinum Entrepreneur Award by SMI Association of Malaysia, 2011
iii. Prestigious Entrepreneur of the Year by Asia Pacific Entrepreneurship Awards (APEA), 2012
iv. Best Company for Leadership of Property Development of the Year by International Alternative Investment Review (IAIR) Awards, 2014
v. World Chinese Economic Summit ("WCES") Lifetime Achievement Award for continued efforts in enhancing bilateral relations between Malaysia and China (Guangdong Province), 2015
vi. The BrandLaureate Hall of Fame – Lifetime Achievement Brand Icon Leadership Awards by Asia Pacific Brands Foundations, 2015
vii. Global Best Company for Leadership of Property Development of the Year by International Alternative Investment Review ("IAIR") Awards, 2016
viii. Most Affluent Chinese Entrepreneur Awards, 2016
ix. Property Insight Prestigious Developer Awards ("PIPDA") - Personality of the Year, 2017
x. Asia Corporate Excellence & Sustainability Awards ("ACES") - Outstanding Leader in Asia, 2017
xi. Special Distinguished Award for Promotion of China-ASEAN Relations at the 9th World Chinese Economic Summit ("WCES"), 2017
xii. Worldwide Excellence Award ("WEA") - Person of the Year, 2017
xiii. Queen Victoria Commemorative Medal by The Europe Business Assembly, 2017
xiv. 8th Global Leadership Awards 2018 - Lifetime Achievement Award, 2018

DIRECTORS' PROFILES

xv. The BrandLaureate Prominent Business Brand Awards: Most Eminent - Prominent Business Brand Leadership Award, 2018
xvi. The BrandLaureate Special Edition World Awards: BrandLaureate World Brandpreneur Hall of Fame - Lifetime Achievement Award, 2018
xvii. FIABCI Malaysia Property Award - Property Man of the Year, 2018
xviii. Des Prix Infinitus Asean Property Award 2019 - Lifetime Achievement, 2019
xix. Property Insight Prestigious Developers Awards ("PIPDA") 2019 - Lifetime Achievement Award, 2019
xx. iProperty Development Excellence Awards ("iDEA") 2019 - Innovative Leader of the Year, 2019
xxi. KSI Special Business Award (2022) – National Outstanding Entrepreneurs Lifetime Achievement Award, 2022
xxii. Adjunct Professor of Leadership of UNITAR International, 2023
xxiii. Professional Engineer of Board of Engineer Malaysia
xxiv. UNITAR 23rd Convocation Ceremony – Honorary Doctor of Management (Honoris Causa)

Being a humble philanthropist and an active advocate of social and community works, Tan Sri Lim sits on the board of these organisations: -

1. President, The Federation of Hokkien Associations Malaysia
2. President, The Federation of Malaysia Lim Associations
3. Honorary Life President, Malaysia-Guangdong Chamber of Investment Promotion
4. Honorary Life Adviser, The Federation of Chinese Associations Malaysia (Huazong)
5. Honorary Life President, Persekutuan Persatuan-Persatuan Ann Koai Malaysia
6. Chairman, Board of Governors of SMJK Katholik, Selangor
7. Chairman, Board of Governors of SJK (C) Tun Tan Siew Sin, Selangor
8. Chairman, ASEAN China Association For the Promotion of Industrial Cooperation and Development Limited (ACAPICD)
9. Honorary Life Chairman of Selangor/ K.L Lim Clansmen Association
10. Honorary University Fellowship of Genovasi University College
11. Adjunct Professor of Leadership of UNITAR International
12. Honorary President, Malaysia-China Chamber of Commerce
13. Honorary Adviser, The Federation of Malaysia Chinese Surname Association
14. President of the Sungai Way Hokkien Association, Selangor
15. Honorary Adviser, Gabungan Persatuan Keturunan Cina Negeri Sembilan
16. Honorary Life President, Gabungan Persatuan Cina Petaling Jaya, Selangor
17. Honorary President, Malaysia-China Silk Road Entrepreneurs Association
18. Honorary President, The Federation of Malaysian Clans and Guilds Youth Association
19. Honorary President, Catholic High School Alumni Association, Selangor
20. Honorary President, Persatuan Penganut Tho Guan Sen
21. Honorary Life Chairman, Board of Governors of SJK (C) Sungai Way, Selangor
22. Honorary President, Young Malaysians Movement
23. Honorary Life President, Persatuan Anxi Selangor Dan W.P. Kuala Lumpur
24. Honorary Life Chairman, Selangor Petaling Business & Industry Association
25. Honorary Chairman, Rumah Berhala Leng Eng Tian, Selangor
26. Honorary Life Adviser, Ang Men Culture and Arts Association of Malaysia, Selangor
27. Adviser, Persatuan Ko Chow Sungai Way, Selangor
28. Adviser, Kelab Sungai Way, Selangor
29. Adviser, Majlis Pembangunan Sekolah Menengah Jenis Kebangsaan Malaysia
30. Advisory Committee, Malaysia China Mergers & Acquisitions Association
31. National Adviser of the Malaysia Entrepreneurs' Development Association ("PUMM")
32. Overseas Representative, the 5th Session of the 12th Chinese People's Political Consultative Conference 2017
33. Committee, China Federation 11th Plenary Session
34. Committee, the 6th China Overseas Exchange Association
35. Overseas Representative, the 3rd Session of the 11th Fujian Chinese People's Political Consultative Conference 2015
36. Honorary Life Chairman, Member of the 6th Committee of Quanzhou Overseas friendship Association
37. Overseas Representative, the 17th People's Congress of Quanzhou, China
38. Vice President, Fujian Overseas Exchanges Association 6th Council
39. Overseas Adviser, Fujian Provincial Federation 11th Plenary Session
40. Vice President, The World Lin's Association
41. Vice President, the 6th China Xiamen Overseas Friendship Association
42. Honorary Life Adviser, Tan Kah Kee Educational Charity Foundation
43. Executive Director of The 6th China Overseas Friendship Association 2024, Nov
44. Inaugural Rotating President, The ASEAN Federation of Hokkien Association
45. Honorary Adviser, the 1st China Meizhou Lim Association

Tan Sri Lim is a substantial shareholder of the Company. He holds directorship of several subsidiaries of LBS and presently, sits as the Group Executive Chairman of MGB Berhad. He is also a member of Sustainability Committee in LBS.

Tan Sri Lim is a brother of Datuk Wira Lim Hock Guan (Group Managing Director/Chief Executive Officer), Maj (Hon) Dato' Sri Lim Hock Sing (Executive Director) and Dato' Lim Mooi Pang (Executive Director).

DIRECTORS' PROFILES

DATUK WIRA LIM HOCK GUAN

DCSM, DMSM, PJK, JP

Group Managing Director/
Chief Executive Officer
Non-Independent Executive Director

64 M

Datuk Wira Lim Hock Guan was appointed as Executive Director of LBS on 6 December 2001 and was later appointed as Managing Director on 1 March 2021. On 14 January 2022, he was re-designated as Group Managing Director/Chief Executive Officer ("GMD"/"CEO") of LBS.

A graduate of the Tennessee Technological University, United States with a degree in Civil Engineering, Datuk Wira Lim began his career as a civil engineer before venturing into property development. His over 30 years of extensive experience and expertise in the field of property development and construction have been vital to the growth and success of LBS over the years.

As GMD/CEO, Datuk Wira Lim is responsible for developing high-quality business strategies and plans that align with LBS' short-term and long-term objectives. He is one of the key drivers behind LBS' successful implementation of projects in the Klang Valley, where LBS has established itself as a leading property developer. His other duties include overseeing all operations and business activities to ensure they produce the desired results and are consistent with the overall strategy and plan while adhering to the legal guidelines and compliance policies to maintain LBS' legality and integrity.

Under his leadership, LBS has also undertaken various initiatives to digitise its operations and processes, from streamlining internal workflows to the implementation of cutting-edge technologies to enhance customer experiences. He is also known for his commitment to sustainability, where under his executive leadership, the Group has taken various initiatives to promote sustainable practices in its operations.

Datuk Wira Lim is a substantial shareholder of the Company. He is also a member of the Sustainability Committee in LBS. He holds directorships in several subsidiaries of LBS and presently sits as the Group Managing Director of MGB Berhad.

Actively involved in community work and non-profit organisations, he serves as the Vice President of the Malaysia-Guangdong Chamber of Investment Promotion. He is also a certified sharpshooter with the National Rifle Association, Washington, D.C.

Datuk Wira Lim is a brother of Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San (Group Executive Chairman), Maj (Hon) Dato' Sri Lim Hock Sing (Executive Director) and Dato' Lim Mooi Pang (Executive Director).

DIRECTORS' PROFILES

MAJ (HON) DATO' SRI LIM HOCK SING

SSAP, DIMP, JP

Executive Director

Non-Independent Executive Director

62 M

Maj (Hon) Dato' Sri Lim Hock Sing was appointed as Executive Director of LBS on 6 December 2001 and has been entrusted with LBS' interests in the states of Pahang and Johor. He obtained his Bachelor of Accounting Degree from Eastern Washington University in 1989. Upon his graduation, he started practicing as an audit supervisor at Khoo & Co, a local public accounting firm.

Dato' Sri Lim has devoted his professional career to LBS with his accountancy background and with over 30 years of experience in property development, he has contributed invaluable expertise in matters of finance, marketing, and real estate evaluation. He is active in the day-to-day operations of the Group.

Dato' Sri Lim's advocacy of community development and environmental conservation is reflected in his position as one of the Trustees in Sultan Ahmad Shah Environment Trust (SASET) since 2012. He is also a contributing member of Persatuan Warga Cinta Negara Malaysia (PENCINTA), and engaged in central roles for organisations such as the Young Entrepreneurs Association of Malaysia (PUUM) and Sungai Way Hokkien Association.

Being an active advocate of social and community work, Dato' Sri Lim sits on the board of the following organisations:

- Chairman of Board of Governors of SJK (C) Sungai Way

He is a committee member of the Malaysia-Kuwait Business Council, an organisation formed under the Malaysia External Trade Development Corporation ("MATRADE").

Dato' Sri Lim was awarded the rank of Honorary Major in the 505th Regiment of The Reserve Army of Malaysia by K.D.Y.T.M. Tengku Mahkota Pahang, Tengku Abdullah AlHaj Ibni Sultan Haji Ahmad Shah Al-Musta'in Billah in 2012.

Dato' Sri Lim also sits on the board of several subsidiaries of LBS, as well as serving as the Chairman of the Risk Management Committee in LBS.

Dato' Sri Lim is a brother to Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San (Group Executive Chairman), Datuk Wira Lim Hock Guan (Group Managing Director/Chief Executive Officer) and Dato' Lim Mooi Pang (Executive Director).

DIRECTORS' PROFILES

DATO' LIM MOOI PANG

DIMP

Executive Director

Non-Independent Executive Director

59 F

Dato' Lim Mooi Pang graduated with an Honours Degree in Management Studies from the University of Waikato, New Zealand.

Dato' Lim Mooi Pang began her working career with Messrs. Ernst & Young, New Zealand where she attained her qualifications as a member of the New Zealand Institute of Chartered Accountants. In addition, she is a Fellow Member of Chartered Accountants Australia and New Zealand.

In 1997, Dato' Lim Mooi Pang went to Singapore where she took up the position of Director of Finance and Administration with Speedline Technologies, an American multi-national company based in Singapore.

Dato' Lim Mooi Pang joined LBS in May 2004 and was appointed as Senior General Manager where she oversaw and managed LBS Group's investment Zhuhai, China. In 2009, Dato' Lim Mooi Pang assumed the position of Vice Chairman of Zhuhai International Circuit Ltd ("ZIC"), a position she held until ZIC was disposed on 10 July 2024.

Dato' Lim Mooi Pang was appointed to the Board of LBS on 16 July 2009. She assumed the position of Executive Director and is currently responsible for several of LBS Group's corporate functions mainly in Accounting and Finance, Human Resources, Sales and Marketing, Program Management Office, Special Projects Office, Tax, Legal, Hotel, and Retail.

Dato' Lim is the Chairperson of the Sustainability Committee and a member of the Risk Management Committee in LBS. In addition, she also sits on the board of several subsidiaries of LBS.

Dato' Lim is a sister of Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San (Group Executive Chairman), Datuk Wira Lim Hock Guan (Group Managing Director/Chief Executive Officer) and Maj (Hon) Dato' Sri Lim Hock Sing (Executive Director).

DIRECTORS' PROFILES

DATO' LIM HAN BOON

DIMP

Director

Senior Independent Non-Executive Director

68 M

Dato' Lim Han Boon was appointed as an Independent Non-Executive Director of LBS on 27 August 2020 and subsequently re-designated as a Senior Independent Non-Executive Director on 18 April 2023. He holds a Master Degree in Business Administration from University of South Australia, Australia. He also attended the Senior Management Development Program at Harvard Business School. He is a Fellow member of the Chartered Association of Certified Accountants, UK, Chartered Accountant of Malaysian Institute of Accountants and member of Chartered Management Institute, UK.

Dato' Lim started his career in the Chartered Accounting firm of BDO. Subsequently, he spent more than twenty years in the transportation and maritime logistics industry having worked for Kontena Nasional Berhad, Northport (Malaysia) Berhad, NCB Holdings Berhad as well as Kannaltec Berhad.

He is no stranger to the Global Business Services and Outsourcing industry, having spent over nineteen years in the field. As the founder of Envo BPO Services Sdn Bhd, a leading business outsourcing company in Malaysia specialising in contact centre services, he has established a strong presence in the industry.

He is currently a Board Member of Kuen Cheng High School, Kuala Lumpur, a renowned 117-year-old private independent Chinese secondary school founded in 1908. He was involved in Outsourcing Malaysia (now known as Global Business Services), a Chapter of PIKOM, the National ICT Association of Malaysia from 2010 until year 2023, holding the positions of Treasurer and subsequently as Advisor. He was previously the Senior Independent Non-Executive Director of Top Glove Corporation Berhad before his retirement in early 2022.

Dato' Lim is the Chairman of the Audit Committee, a member of the Risk Management Committee, and Sustainability Committee in LBS.

DIRECTORS' PROFILES

DATO' YONG LEI CHOO

DIMP

Director

Independent Non-Executive Director

64 F

Dato' Yong Lei Choo was appointed as an Independent Non-Executive Director of LBS on 14 January 2022.

Dato' Yong holds an Honours Degree in Bachelor of Arts (Population Studies) from University of Malaya and a Master's Degree in Science (Human Resource Development) from Western Carolina University, North Carolina, USA.

She has had a distinguished career in the Royal Malaysian Police Force for nearly 36 years before retiring from the Force on 27 October 2021 as Deputy Chief Police Officer of Kuala Lumpur. Notable achievements of Dato' Yong in the Police Force include being the first female Head of Special Branch in the Petaling Jaya Police District (1998); first Chinese woman with the rank of Senior Assistant Commissioner (2009); first female Special Branch Chief of Penang Police Contingent (2015), cum first female officer to hold the Contingent Special Branch Chief in the Malaysia Special Branch's history, first female Assistant Principal Director of the Malaysia Special Branch (Economic Intelligence Division) as well as the first female Deputy Chief Police Officer of Kuala Lumpur.

During her tenure as a professional police officer, she gained immense experience in investigation, prosecution, administration, anti human-trafficking, international security liaison, research, and analysis in police precincts of various states such as Perak, Penang, and Bukit Aman head precinct in Kuala Lumpur. She was also commissioned as the Chief VIP Security Team involved in the security detail for the Prime Minister's international excursions. She has attended various Intelligence Analysis and management courses and seminars in both local and foreign training institutions.

Her outstanding performance garnered her a Federal Scholarship from the Public Service Department to pursue her Master's Degree in North Carolina, USA (1995-1997). In 2009, she was conferred Darjah Indera Mahkota Pahang (DIMP) by the Sultan of Pahang.

Currently, Dato' Yong is the Independent Non-Executive Director of Jagasolution Berhad (formerly known as Red Ideas Holdings Berhad), Fiamma Holdings Berhad, Vestland Berhad and M & A Equity Holdings Berhad.

Dato' Yong is the Chairperson of Nomination and Remuneration Committee and a member of the Risk Management Committee and Sustainability Committee in LBS.

Dato' Yong does not have any conflict of interest with the Company or any family relationship with any Director and/or Major Shareholder of the Company.

She has not been convicted of any offence within the past five years other than traffic offences and has not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year ended 31 December 2024.

Dato' Yong attended all the six Board Meetings of the Company held during the financial year ended 31 December 2024.

DIRECTORS' PROFILES

DATO' AMINUDIN ZAKI BIN HASHIM

CGMA, ACMA, DPMP, AMP

Director

Independent Non-Executive Director

55 M

Dato' Aminudin Zaki Bin Hashim was appointed as an Independent Non-Executive Director of LBS on 18 April 2023. He graduated from Liverpool John Moores University (UK) with a Bachelor of Arts in Accounting and Finance (Honours) in 1993. He qualified as a Chartered Global Management Accountant ("CGMA") and was admitted as an Associate member of the Chartered Institute of Management Accountants ("ACMA") in 2014. He also attended a Leadership Program at Harvard Kennedy School (USA) in 2016.

He was conferred the prestigious Sir Ian Morrow award for the world's best Strategy and Marketing paper for the final examinations of Chartered Institute of Management Accountant ("CIMA") in 1996.

Dato' Aminudin is an experienced strategic thinker and transformation leader with 30 years of corporate leadership experience. He has been instrumental in the success of various enterprises and public policy agencies, bringing expertise in management consulting, change management, business process reengineering, strategy, marketing, turnaround and transformation management, and corporate entrepreneurship. His experience covers multinational corporations ("MNCs"), state-owned enterprises ("SOEs"), and conglomerates.

Dato' Aminudin has had a diverse career, starting at Rating Agency Malaysia Berhad in 1995 and later working with PA Consulting Group, Unisys MSC, PricewaterhouseCoopers Consulting, IBM Business Consulting Services, and Multimedia Development Corporation. He was the Associate Director of The iA Group and played a key role in rejuvenating Institut Darul Ridzuan ("IDR") and reactivating Menteri Besar Incorporated ("MB Inc") for the State of Perak. As CEO of MB Inc, he focused on revitalising the sustainable mineral development industry and developing new growth corridors for the state. He has also served in various high-level committees and Board positions for the State and State Agencies between 2009-2018. His contributions were recognised with the award of Darjah Paduka Mahkota Perak ("DPMP") by DYMM Sultan Perak in 2014.

In 2020, Dato' Aminudin joined a large family-owned conglomerate as the Group Managing Director and was in the Top Leadership role until February 2023. He also advises several state governments on various strategic areas including Digital Economy, Industry Development, Green Technology and Renewable Energy, and New Income Generation.

Currently, he is the Independent Non-Executive Director of Olympia Industries Berhad.

Dato' Aminudin is the member of the Audit Committee, Nomination and Remuneration Committee and Risk Management Committee in LBS.

Dato' Aminudin does not have any conflict of interest or potential conflict of interest with LBS Group or any family relationship with any Director and/or Major Shareholder of the Company.

DIRECTORS' PROFILES

NURAINI BINTI ISMAIL

Director
Independent Non-Executive Director

63 F

Nuraini Binti Ismail was appointed as an Independent Non-Executive Director of LBS on 18 April 2023. She is a Fellow member of the Association of Chartered Certified Accountants ("FCCA") and member of Malaysian Institute of Accountants.

Nuraini has more than 35 years working experience in the areas of finance and accounting, treasury, corporate finance, debt capital markets, trade finance, banking, financial, credit and trading risks, audit and governance, corporate planning, logistics, and operations.

She started her career at the Accountant General Office in 1985 being a Jabatan Perkhidmatan Awam ("JPA") scholar. Subsequently, she sought for release from JPA to go to an audit firm to secure her professional working experience. She joined Petroliam Nasional Berhad ("PETRONAS") in September 1992, and the last position she held prior to her retirement in 2021 was Vice President of Treasury, a position she held for 11 years. Her working experience in PETRONAS includes the management of PETRONAS Group funds, Debt Management, Liquidity Management for PETRONAS Holding Company ("HC") and PETRONAS Group of Companies, Corporate Finance functions for PETRONAS HC and PETRONAS Group of Companies which includes debt raising, structuring and restructuring, debt capital markets, project financing, due diligence, and liaison with Credit Rating Agencies in managing PETRONAS credit ratings. She was also a Chief Financial Officer of one of PETRONAS' subsidiaries.

Prior to joining PETRONAS, she had served in various organisations including Bank Bumiputra Malaysia Berhad, Bumiputra Merchant Bankers, and Mayban Finance Berhad.

Currently, she is an Independent Non-Executive Director of Bank Islam Malaysia Berhad, GDex Berhad, MCIS Insurance Berhad, IIUM Holdings Sdn Bhd, IIUM Educare Sdn Bhd, and Daya Bersih Sdn Bhd. She was previously a Non-Independent Non-Executive Director of Petronas Dagangan Berhad before she resigned in mid of 2021.

Nuraini is the member of the Audit Committee, Nomination and Remuneration Committee and Sustainability Committee in LBS.

Puan Nuraini does not have any conflict of interest with the Company or any family relationship with any Director and/or Major Shareholder of the Company.

KEY SENIOR MANAGEMENT PROFILES

DATO' SRI LIM HOCK SEONG

Deputy Chief Executive Officer

60 M

Dato' Sri Lim Hock Seong graduated from Kolej Damansara Utama with a Diploma in Telecommunication and Computer Engineering. He was appointed as Executive Director of LBS on 6 December 2001.

In one of the efforts of the Group in streamlining the Board's composition in line with the Company's steps towards stronger and more active corporate governance structure, Dato' Sri Lim has resigned as Executive Director and was re-designated as Deputy Chief Executive Officer of the Company on 14 January 2022.

He is in charge of property development projects in Perak, monitoring the initialisation, planning, management, and overseeing day-to-day operations of the projects.

Dato' Sri Lim is also actively involved in community work and is a member of the Yayasan Ang Koai Selangor, the Malaysian Chinese Association, the Persatuan Hokkien Seri Setia as well as other charitable and non-profit-making organisations.

In recognition of his robust efforts in the social development and wellbeing of the community, he was conferred the Darjah Kebesaran Sri Sultan Ahmad Shah Pahang by the Sultan of Pahang in 2017.

He sits on the board of several subsidiaries of LBS.

Dato' Sri Lim is a brother of Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San (Group Executive Chairman), Datuk Wira Lim Hock Guan (Group Managing Director/Chief Executive Officer), Maj (Hon) Dato' Sri Lim Hock Sing (Executive Director) and Dato' Lim Mooi Pang (Executive Director).

KEY SENIOR MANAGEMENT PROFILES

LIM KIM KIAT

Deputy Chief Executive Officer

39 M

Lim Kim Kiat graduated with an Honours Degree in Bachelor of Engineering (Engineering Management - Mechanical & Manufacturing) from The University of Melbourne, Australia in 2008.

He started his career with LBS in 2009 in the Corporate Finance Department, where he was heavily involved in matters related to corporate planning and financing, as well as Treasury management aspects of the Group. He has since taken on various responsibilities which include commercial and corporate banking, cash and capital management, treasury risk management, as well as investor relations, in which he has gained extensive knowledge and exposure in the finance and treasury functions within the real estate industry. He is also overseeing the digital transformation team and plays a pivotal role in driving the LBS digitalisation efforts.

He was promoted to General Manager of Treasury Department in 2019, overseeing its operations and continues to contribute to the corporate financing and planning, corporate exercises, investor relations, and digital transformation journey of the Group. On 1 January 2021, he was appointed Executive Director of the company.

To better reflect the Company's strategic priorities and strengthening of corporate governance structure, Lim Kim Kiat has resigned as Executive Director and was re-designated as Deputy Chief Executive Officer of the Company on 14 January 2022, in which he is heavily involved in the company's strategic planning and directing the execution of new plans.

He currently sits on the board of several subsidiaries of LBS.

Lim Kim Kiat is the son of Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San (Executive Chairman) and nephew to Datuk Wira Lim Hock Guan (Group Managing Director/Chief Executive Officer), Maj (Hon) Dato' Sri Lim Hock Sing (Executive Director) and Dato' Lim Mooi Pang (Executive Director).

KEY SENIOR MANAGEMENT PROFILES

CHEE KOK KEONG

Director of Sales & Marketing

51 M

Chee Kok Keong was appointed as the Director of Sales and Marketing on 6 January 2025. He holds a Master of Business Administration from Anglia Ruskin University (UK), which he completed in 2017, and has a Postgraduate Diploma in Marketing from the Chartered Institute of Marketing ("CIM").

With over 25 years of experience in sales and marketing within the property development industry, Chee is a versatile leader with a proven track record of driving business growth and delivering impactful strategies. He was previously General Manager for Sales and Marketing at Hap Seng Consolidated Berhad and OSK Property Holdings Berhad, where he developed strategic business plans and pushed property sales to new heights.

In 2019, Chee was appointed Director of Sales and Marketing at Avaland Berhad and was promoted to Deputy Chief Operating Officer in 2023. He spearheaded Avaland's successful rebranding exercise, elevating the company's brand perception and fostering long-term customer loyalty.

In 2024, Chee co-founded Goldengate Asset Management Sdn Bhd, a company specialising in fit-out and furnishing services, as well as asset management services for both local and international clients.

CHEN SAU HIONG

Senior General Manager of Project

62 M

Chen Sau Hiong joined LBS in July 2011. He holds a Bachelor of Science in Construction Management from Heriot-Watt University, UK. He is a Corporate Member of the Chartered Institute of Building, UK. He was promoted to Senior General Manager of Project on 1 January 2021.

He has more than 30 years of experience in the property development industry with a wealth of experience in planning, development, implementation, and maintenance over various projects spanning from the housing sector, to commercial, and multi-storey development.

Prior to joining LBS, he has been working in a public listed company for 20 years and gained extensive experience in project management and other related disciplines. Within his current role, he is responsible for the planning and implementation of building and infrastructure of property developments under the Group, particularly projects in the Klang Valley.

CHANG YEE KHIM

General Manager of Accounts and Finance

59 F

Chang Yee Khim joined LBS in 2000. She holds a Bachelor of Science (Honours) Degree majoring in Accounting and Economics from the University of Ulster, UK. She was promoted to General Manager of Accounts and Finance on 1 May 2006.

She started her career in a Chartered Accountancy firm in the UK where she worked for six years, gaining various audit exposure. Following her return to Malaysia, she joined an entertainment group as Accounts Manager, reporting directly to the Chief Financial Controller on accounting matters.

After four years of service in the entertainment group, she joined LBS to assist in the listing exercise for LBS on Bursa Malaysia's Main Market which saw the Group officially listed in 2002. Following this, she was appointed to head the Corporate Finance Department where she was responsible for the Group's corporate exercises, bank borrowings, and cash flows. During this time, she gained extensive exposure in accounting, finance, and general management in the property development industry. She was later promoted to head the Accounts and Finance Department to oversee the accounting function of the Group.

KEY SENIOR MANAGEMENT PROFILES

DORIS LEE CHING CHING

General Manager of Secretarial & Corporate Affairs

56 F

Doris Lee Ching Ching joined LBS in 2002. She is a Fellow member of the Institute of Chartered Secretaries and Administrators in the UK ("FCIS"). She also holds a Certificate in Professional Photography from Han Chiang Academy of Journalism and had obtained the Certificate in Investor Relations ("CIR"), UK in 2010. She was promoted to General Manager of Secretarial and Corporate Affairs on 1 May 2006.

She started her career with an international banking group in 1991. One year later, she left the banking industry and started her practice in chartered secretaryship under the secretarial arm of an international public accounting firm where she gained extensive exposure in various areas including corporate exercises, listings, and other special assignments.

In 1997, she joined Instangreen Corporation Berhad ("ICB") as a Company Secretary overseeing the corporate compliance and public affairs of the Group. Subsequent to the completion of the restructuring of ICB Group under the auspices of the Special Administrators appointed under the Pengurusan Danaharta Nasional Berhad Act, 1998, wherein ICB became a wholly-owned subsidiary of LBS, she was transferred to LBS in April 2002.

She is the Company Secretary of the Group and is responsible for the statutory compliances and corporate affairs of the Group.

WONG KAH YEEN

General Manager of Credit Administration

56 M

Wong Kah Yeen has been with LBS since September 1999. He holds a Third Level Group Diploma in Cost Accounting from the London Chamber of Commerce and Industry, and Business Management from a local Institute Examination Board, awarded by the Associated College of The University of Wales, UK. He was appointed as General Manager of Credit Administration on 1 August 2014.

Prior to joining the Group, he served as Operations Officer with a leading local bank for seven years. He had gained extensive experience including loan review, security and loan documentation, loan disbursement, and customer banking operations.

Throughout the years in the Group, he has accumulated broad experiences in property management, sales and marketing, sales administration, and credit administration. His diverse background has enabled him to establish effective collaborations and communication with law firms and financial institutions.

As Head of Credit Administration, he oversees the credit and sales administration functions of the Group, including development and implementation of internal controls and processes to support the daily credit and collection, as well as sales administration functions.

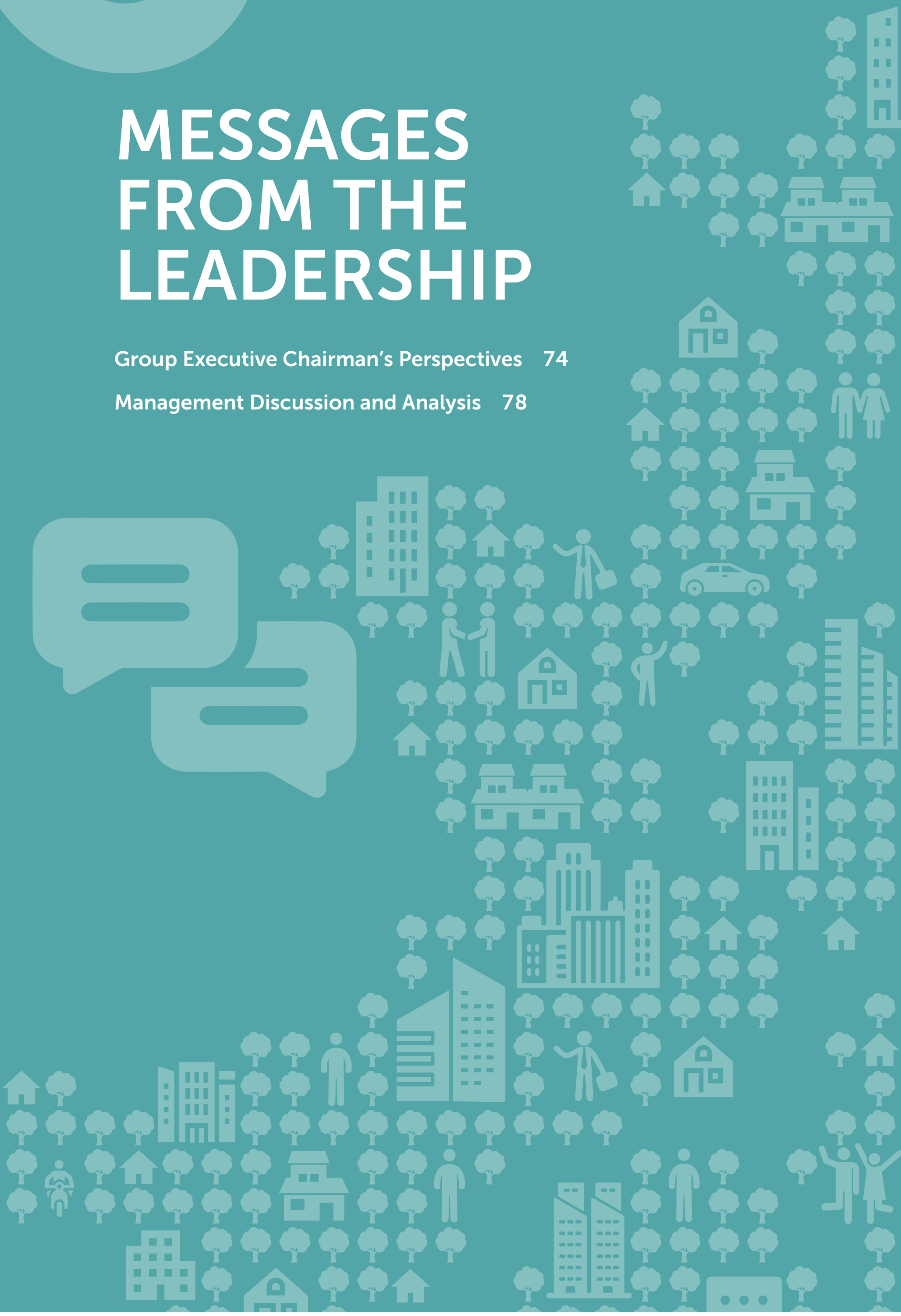
Additional Information for Directors & Key Senior Management

Save as disclosed, the Directors and Key Senior Management do not hold any directorship in any listed entity and public companies, have no family relationship with any Director and/or Major Shareholder of LBS, have no material conflict of interest or potential conflict of interest with the Group, have not been convicted of any offences within the past five years other than traffic offences and have not been imposed any public sanction or penalty by the relevant regulatory bodies during the financial year 2024.

ESTABLISHED TOWNSHIP DEVELOPER

“ LBS, through its townships, has enabled sustainable urbanisation and shared prosperity. The townships showcase LBS’ full value creation capabilities, including strategic planning, visionary development, and the seamless integration of residential, commercial, and recreational elements to create a cohesive and vibrant urban environment.

6 MESSAGES FROM THE LEADERSHIP



RISKS AND MATERIAL MATTERS

- Landbank
- Biodiversity Conservation
- Product Quality and Customer Experience
- Economic Performance
- Thriving Townships
- Climate Action

OPPORTUNITIES AND STRATEGIES

- Leveraging phased development and enhanced strategic control to design more targeted products while adopting a holistic approach to property development.
- Applying deep market insight, industry experience, and technical expertise to align product launches with market trends and consumer preferences.

GROUP EXECUTIVE CHAIRMAN'S PERSPECTIVES

TO OUR ESTEEMED SHAREHOLDERS,

I AM PLEASED TO SHARE WITH YOU HOW LBS HAS SUSTAINED STRONG GROWTH MOMENTUM AND MADE SIGNIFICANT STRIDES IN ACHIEVING ITS 2024 GOALS. WE REMAIN FIRMLY ON TRACK, DRIVING PROGRESS AND DELIVERING ON OUR COMMITMENTS.

TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN
GROUP EXECUTIVE CHAIRMAN

GROUP EXECUTIVE CHAIRMAN'S PERSPECTIVES

LBS officially unveiled Rimbawan Township – a 315-acre eco-conscious premier development in Genting Highlands.

Despite challenges from macroeconomic trends and industry-specific variables, LBS has remained steadfast, adapting and evolving to maintain market relevance and competitive resilience.

Our financial, business, and operational performance in 2024 reflect our growth as a company and how we continue to strengthen and differentiate our brand. I am pleased to share how LBS' transformation journey has elevated our brand positioning, diversified our business model, and reinforced our ability to sustain value creation through a robust, forward-looking strategy.

2024 IN REVIEW

Looking back on 2024, I am proud to highlight several milestones that mark significant firsts for the Group. Notably, we launched Rimbawan in Genting Highlands – our maiden eco-conscious development – signalling an important focus on sustainable and future-forward townships. This move underscores our dedication to both innovation and sustainability, solidifying our standing as an industry leader.

Rimbawan embodies our commitment to sustainability, integrating biodiversity, environmental preservation, and adopting nature-based solutions into property design and development. More than a residence, it is a transformative vision and a legacy for future generations.

Business considerations remain a priority for LBS, but we also recognise the need to adapt and seize opportunities arising from the external environment to enhance stakeholder value. This adaptive strategic thinking approach has been the compass in guiding our decisions to venture into high-growth sectors beyond property development in 2024.

At the same time, we continue to play our role in housing the nation – meeting the needs of Malaysia's growing middle-income segment. In 2024, LBS recorded RM1.3 billion in property sales.

Our properties continued to see strong traction in 2024. The contribution came from projects such as KITA @ Cybersouth and Idaman Melur. Another notable project to highlight is Alam Perdana Industrial Park (previously known as Alam Perdana Central Hub), our light and medium industrial factories which recorded encouraging take-up. This reflects strong market appeal and confidence in our ability to deliver modern, high-quality industrial properties at affordable prices, aligned with buyers' needs.

On the back of property sales in 2024, LBS achieved a record 11-year high profit after tax and minority interests ("PATMI") of RM244.06 million, reflecting an improvement of 73.1% over PATMI in 2023. This was largely driven by our strategic realignment and portfolio optimisation exercise, with the disposal of our investment in Zhuhai International Circuit Limited ("ZIC"). This disposal, aimed at unlocking the land's inherent value, resulted in a one-off gain after tax of approximately RM156.12 million, hence significantly strengthening LBS' financial position.

The full financial and operational details are provided in the Management Discussion and Analysis section of this annual report.

ON THE BACK OF PROPERTY SALES IN 2024, LBS ACHIEVED A RECORD **11-YEAR HIGH PROFIT AFTER TAX** AND **MINORITY INTERESTS (PATMI)** OF **RM244.06 MILLION.**

GROUP EXECUTIVE CHAIRMAN'S PERSPECTIVES

DEVELOPING WITH A DIFFERENCE

One of the key focus areas was in unlocking potential across our value chain. This included restrategising to optimise our landbank, not just through disposal and acquisition, but by strategically positioning our 3,789-acre nationwide landbank (as of 31 December 2024) to capitalise on emerging growth trends.

In 2024, we expanded into new ventures, including our first solar farm project with 43 MWp of power generation capacity, costing RM104 million. This inaugural renewable energy initiative is expected to contribute to the achievement of LBS' sustainability goals by reducing our reliance on fossil fuels and lowering our carbon emissions. Expected to be operational by early 2026, it will produce 53.0 million kWh of clean energy annually and offset approximately 35,000 tonnes of CO_2e, generating 53,000 Renewable Energy Certificates ("RECs"). This solar farm project is also part of our strategy to unlock landbank value, drive new commercial opportunities, and facilitate generation of recurring income.

The decision to dispose off ZIC was timely and we have rewarded shareholders with a special single-tier dividend of 2.60 sen per ordinary share in respect of the financial year ended 31 December 2024, which was paid to shareholders on 30 December 2024, amounting to RM40.19 million. The balance of the proceeds shall be retained to fund working capital requirements.

I also wish to share that LBS is the first real estate developer in Malaysia to issue an ASEAN Social SRI Sukuk Wakalah with its proceeds earmarked for affordable housing. The issuance of the first tranche of RM200.0 million was oversubscribed by 6.38 times, showcasing a robust demand, driven primarily by institutional investors. This further underscores the market's confidence in LBS' track record, strategic direction, and sound governance practices.

Overall, this Sukuk Wakalah programme allows the Group access to a broader pool of investor liquidity, diversify the investor base, and ensure strong demand. Such objectives are in strong alignment with LBS' issuance strategy.

Furthermore, the first tranche of our Sukuk Wakalah programme was recognised for its Islamic financial and sustainability excellence at the prestigious Islamic Finance News ("IFN") Deals of the Year 2024 Awards. We are proud to win two awards, namely the 'Malaysia Deal of the Year' and the 'Sustainability Deal of the Year'. These awards undeniably reflect the hard work and dedication of the entire LBS team and reaffirm the Group's proactive approach to sustainability and innovation.

Another notable accolade bestowed upon LBS in 2024 is Deloitte's 'Best Managed Companies in Malaysia 2024' award, honouring exceptional Malaysian companies for their organisational excellence, sustained growth, and entrepreneurial spirit. What makes it more remarkable is that this is the third consecutive year that LBS has won this award, further validating the Group's successful transformation, marked by its portfolio expansion and adaptability to market challenges.

PURSUING BRAND SUSTENANCE AND RELEVANCE

The refinement and evolution of our corporate tagline, 'Believe. Become. Behold.' underscores our steadfast commitment to creating sustainable living and recreational spaces that enhance community wellbeing. We aim to embed these values in everything we do, ensuring our promise resonates with all stakeholders, particularly property buyers.

At the heart of our brand messaging is our unwavering dedication to being a trusted champion of communities - crafting inspiring spaces that uplift the spirit, foster a sense of belonging, and embrace sustainability as a way of life. LBS remains committed to enhancing every aspect of the homeownership journey, ensuring a seamless and fulfilling experience from purchase to living.

We want to firmly entrench LBS as a desired, household brand among Malaysians – one that resonates with all generations. Driven by our company ethos, we are committed to raising the bar and enhancing the standard of living for our communities, both now and for future generations.

LOOKING AHEAD

Our 8 x 8 Strategy outlines our growth plan for the next three years (2025-2027), leveraging on our strengths to develop new engines of growth. At the core of this strategy lies our commitment to launch a pipeline of projects with a total gross development value ("GDV") of approximately RM8.0 billion over the next three years.

This ambitious goal will be anchored by eight Focus Areas: Residential, Industrial & Commercial, Landbank Optimisation, Pursuit of Excellence, Employee Empowerment, Customer Experience, Sustainability Advancement, and Community Wellbeing.

Specific details of each focus area are provided in the Strategic Priorities section of IAR2024.

GROUP EXECUTIVE CHAIRMAN'S PERSPECTIVES

Tan Sri Lim proudly introduced the 8 x 8 Strategy at the LBS Town Hall on 23 January 2025.

In addition, we will endeavour to incorporate eco-conscious elements into every product, from design to completion, to preserve the environment. We stand guided by our commitment to achieve Net Zero Carbon Emissions by 2050, aligning with the aspirations of our nation.

Inspired by LBS' corporate ethos, "To be the best, and to keep progressing", we have grown from humble beginnings into a premier developer driven by innovation, quality, and community. Our track record, heritage, and values shape us in determining how we wish to differentiate ourselves in a crowded marketplace where buyers have the luxury of choice.

Hence, we leverage our fundamentals through a vibrant and market-attuned business plan to firmly position LBS as the preferred choice. We will continue to focus on housing the nation, while confidently embarking on new avenues of growth.

IN 2025,
WE PLAN TO LAUNCH
2,618 UNITS
OF **AFFORDABLE HOMES,**
REPRESENTING
71%
OF **OUR TOTAL RESIDENTIAL UNITS TO BE LAUNCHED**

As a developer guided by people-first values, building affordable homes remains core to our identity. In 2025, we plan to launch 2,618 units of affordable homes, representing 71% of our total residential units to be launched.

APPRECIATION AND ACKNOWLEDGEMENTS

I wish to take this opportunity to express my sincere appreciation to all stakeholders who have been part of our journey in 2024. Firstly, I extend my gratitude to my fellow Board members for their continued contributions in overseeing the Group, particularly in corporate governance and integrity. I also thank the Management and employees of LBS for their professionalism and dedication during a year of challenge, change, and progress.

On behalf of the Board, I extend our appreciation to our shareholders, financiers, business partners, regulatory bodies, and government agencies for their pivotal role in our achievements this year.

Thank you all, and may we continue to scale greater heights in 2025.

TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN

GROUP EXECUTIVE CHAIRMAN

MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF THE OPERATING ENVIRONMENT

EXTERNAL OPERATING ENVIRONMENT

In 2024, Malaysia's property sector continued to strengthen with total property transactions increasing by 0.4% and 18.0%, respectively, reaching 420,545 transactions worth RM232.30 billion, compared to 2023 (399,008 transactions worth RM196.83 billion).

As in the previous year, the residential sub-sector was the largest contributor to property transaction volume and value. Momentum for residential properties remained robust underpinned by ease of financing, government incentives, and improved national economic growth, which supports increased spending power and buyer confidence.

The commercial subsector also was a significant contribtor with strong growth of 13.6% and 51.6% in transaction value and volume, respectively, vis-à-vis 2023.

However, amidst inflationary pressures, increasing compliance requirements and other developments, operating costs continued to increase. In addition, stiff market competition necessitated a continued focus on costs control and project management to protect profit margins and ensure a timely completion of projects and a strategic pace of property launches.

GROUP PROGRESSION AND PERFORMANCE

Widely acknowledged by stakeholders as a leading property brand in Malaysia, LBS' strengths enable the effective execution of its business model and achieving operational flexibility and various strategic advantages. These include a faster time to market, efficient cost and project control, reduced wastage and environmental and social impacts, improved consistency in build quality, and a distinctive ability to undertake and deliver large-scale affordable home projects within budget, on time and within cost. LBS leverages on locations where it has developed an established presence and garnered strong market support.

The Group also continued to capitalise on the strong demand for affordable homes from a growing middle-income segment of primarily owner-occupiers.

However, it has also looked to tap other demographic segments in 2024 such as upgraders and those seeking properties in niche areas such as Genting Highlands and other locations. This is in tandem with the continued improvement in socio-economic conditions nationwide.

LBS' headquarters is located in Sungai Way, Petaling Jaya

MANAGEMENT DISCUSSION AND ANALYSIS

In addition to this, industrial properties have emerged as a key focus area for the Group in response to the rising demand for such properties in strategic locations nationwide.

While affordable homes formed the core of the Group's property launches, LBS also caters to new and fast-growing niche segments, thereby introducing a degree of diversification into its property portfolio, comprising a mix of residential, commercial, and mixed-use developments brought to market.

FINANCIAL PERFORMANCE

LBS recorded sales of RM1.3 billion in 2024 (2023: RM1.7 billion) on the back of strategic property launches designed to capture market demand nationwide and across various market segments.

In the same financial year under review, several of the Group's launches, namely KITA @ Cybersouth, received strong market traction, with brisk sales achieved for launched phases. Sales at Alam Perdana Industrial Park ("APIP") also remained robust as demand forlight- and medium-scale factories continued to be driven by small and medium enterprises.

PROJECTS LAUNCHED IN 2024

In 2024, the total gross development value ("GDV") of completed projects stood at RM1.9 billion with total launches recorded at RM2.34 billion. Additionally, LBS achieved unbilled sales of RM1.68 billion (2023: RM1.99 billion), providing strong revenue and earnings visibility going into 2025.

The Group's landbank as of 31 December 2024, stands at 3,789 acres located nationwide, which will be utilised progressively in tandem with the Group's property launch pipeline for 2025 and beyond.

LANDBANK AS AT 31 DECEMBER 2024

STATE / REGION	ACRES
Klang Valley	754
Johor	1,103
Negeri Sembilan	1,100
Pahang	457
Perak	369
Sabah	6
TOTAL	**3,789**

The Group is proud to have unveiled the 315-acre Rimbawan township in October 2024. This premier eco-conscious project, located in Genting Highlands, is poised to generate a GDV exceeding RM9.5 billion. In conjunction with the roll out, the Group launched Rimbawan's first high-rise residential project – Bayu Hills serviced apartments, which consists of 642 residential units. With a GDV of RM453.2 million, Bayu Hills is expected to contribute positively to the Group's revenue and earnings over the mid to long term.

PROJECTS LAUNCHED IN 2024

PROJECTS	UNITS	GDV (MILLION)
BSP Sutera, Selangor	421	206.9
SkyRia, Phase 1, Selangor	608	264.5
Taman Perindustrian Alam Perdana (Terrace factory, semi-detached factory & detached factory), Selangor	230	885.4
Idaman Perdana, Selangor	1,048	298.6
Imperial Garden, Bandar Putera Indah, Batu Pahat, Johor	30	21.2
2 & 3 Storey Shop, Bandar Putera Indah, Batu Pahat, Johor	18	19.7
Pangsapuri Saujana Indah, Block A, Taman Molek, Johor	393	177.6
Bayu Hills, Genting, Pahang	642	453.2
Taman Kinding Flora, Phase 12, Chemor, Perak	32	9.8
TOTAL	**3,422**	**2,336.9**

MANAGEMENT DISCUSSION AND ANALYSIS

As at 31 December 2024, LBS has 18 ongoing projects at varying stages of progress with a cumulative GDV of RM5.4 billion.

PROJECTS	UNITS	GDV (MILLION)
Astella, Phase 1, D' Island Residence, Selangor	76	72.6
KITA Mesra, KITA @ Cybersouth	646	313.2
KITA Bestari, KITA @ Cybersouth	817	419.2
KITA Sejati, KITA @ Cybersouth	1,054	394.5
Prestige Residence, Selangor	1,450	616.7
BSP Sutera, Selangor	421	206.9
Idaman Melur, Selangor	1,448	414.5
Idaman Cahaya 1, Selangor	568	162.2
Idaman Cahaya 2, Selangor	872	248.1
Idaman Sari, Selangor	513	146.2
Idaman Perdana, Selangor	1,048	298.6
SkyRia, Phase 1, Selangor	608	264.5
Taman Perindustrian Alam Perdana (Terrace Factory, Semi-detached Factory & Detached Factory), Selangor	230	885.4
Taman Kinding Flora, Phase 5, 11 & 12, Chemor, Perak	184	49.3
Cameron Centrum, Precinct 4, Bungalow Lot, Pahang	24	23.4
Bayu Hills, Genting, Pahang	642	453.2
Pangsapuri Saujana Indah, Taman Molek, Johor	988	438
Imperial Garden, Bandar Putera Indah, Batu Pahat, Johor	30	21.2
TOTAL	**11,619**	**5,427.7**

In 2024, the Group posted total revenue of RM1.43 billion, reflecting a decrease of 20.6% compared to revenue in 2023. In the same financial year under review, the Group's profit before tax ("PBT") from continuing operations achieved RM190.88 million, a decrease of 23.47% compared to PBT registered in 2023.

Likewise, in 2024, the Group's profit after tax ("PAT") from continuing and discontinued operations registered RM265.94 million, a notable increase of 66.82% compared to PAT in 2023.

KEY FINANCIAL INDICATORS

INDICATOR		2024	2023 [1]	VARIANCE (%)
Revenue	(RM'000)	1,434,658 #	1,806,134 #	-20.57
Administrative and operating expenses	(RM'000)	268,905 #	219,617 #	22.44
Earnings before interest, taxes, depreciation and amortisation ("EBITDA")	(RM'000)	293,536 #	359,342 #	-18.31
Profit before tax ("PBT")	(RM'000)	190,880 #	249,403 #	-23.47
Profit after tax ("PAT")	(RM'000)	265,942	159,423	66.82
Profit after tax and non-controlling interests ("PATMI")	(RM'000)	244,058	140,977	73.12
Finance costs	(RM'000)	64,913 #	65,381 #	-0.72
Total equity	(RM'000)	2,092,250	1,845,431	13.37
Total assets	(RM'000)	4,347,055	4,270,422	1.79
Total liabilities	(RM'000)	2,254,805	2,424,991	-7.02
Capital expenditure	(RM'000)	99,753	180,738	-44.81
Total borrowings	(RM'000)	957,716	768,223	24.67
Cash and cash equivalents	(RM'000)	511,493	554,829	-7.81
Debt-to-equity ratio	(times)	0.46	0.42	9.96
Basic earnings per share ("EPS")	(sen)	14.45	7.75	86.47
Net assets per share	(sen)	1.05	0.95	10.53
Market capitalisation	(RM'000)	850,186	885,502	-3.99
Dividends per ordinary share	(sen)	4.70 *	2.70	74.07
Dividend pay-out ratio to profits	(%)	30	35	-500 bps

Remarks

[1] *The comparative figures have been restated in accordance with MFRS5 Non-current Assets Held for Sale and Discontinued Operations.*

\# *The figures excluded discontinued operations.*

* *Special single-tier dividend of 2.60 sen per ordinary share had been declared on 29 November 2024 and paid on 30 December 2024.*

* *First interim single-tier dividend of 1.00 sen per ordinary share has been declared by the Board of Directors on 11 April 2025 and to be paid on 10 July 2025.*

* *Final single-tier dividend of 1.10 sen per ordinary share to be approved by the shareholders at the forthcoming 25th Annual General Meeting.*

MANAGEMENT DISCUSSION AND ANALYSIS

DIVIDEND RETURNS TO SHAREHOLDERS

In 2024, LBS has declared a total dividend of 2.60 sen per ordinary share. This includes the special dividend of 2.60 sen per ordinary share post the disposal of its investment in Zhuhai International Circuit Limited ("ZIC") which was paid on 30 December 2024.

The first interim single-tier dividend of 1.00 sen per ordinary share is payable on 10 July 2025. The final single-tier dividend of 1.10 sen per ordinary share is subject to shareholders' approval at the upcoming Annual General Meeting ("AGM"). If approved, total dividend paid out to shareholders in respect of 2024 would amount to approximately RM73.2 million, or 30% of profit after tax and minority interests PATMI.

In addition, a dividend of 6.60 sen per preference share was paid out to all Redeemable Convertible Preference Shares ("RCPS") holders amounting to RM5.55 million in respect of 2024.

PERFORMANCE OF NON-PROPERTY SEGMENTS

CONSTRUCTION AND TRADING

The construction sector's contribution to Malaysia's GDP has been steadily increasing since 2022. In 2024, value of work done reached RM158.8 billion, marking a double-digit growth of 20.2% compared to 8.4% growth in 2023.

All sub-sectors posted year-on-year growth, with notable double-digit increases recorded in Special trade activities (35.9%), Residential buildings (24.5%) and Non-residential buildings (15.5%).

For 2024, the Construction and Trading segment achieved revenue and loss after tax ("LAT") of RM548.37 million and RM1.77 million respectively as compared to revenue of RM856.67 million and profit after tax ("PAT") of RM35.78 million in 2023.

The decrease in revenue and PAT were mainly due to certain projects completed and nearing their completion stage.

All projects completed during the year continued to achieve a commendable QLASSIC scores, attesting to the overall build quality of MGB's projects in 2024.

As at 31 December 2024, MGB has built up its order book to the tune of RM1.1 billion with unbilled sales at RM0.64 billion.

Specific information on MGB's fiscal, business, and operational performance, including outlook and prospects are provided in the MGB Berhad Integrated Annual Report 2024.

Idaman BSP, part of the Rumah Idaman MBI affordable homeownership initiative, successfully handed over keys to homeowners in August 2024

MANAGEMENT DISCUSSION AND ANALYSIS

DISCONTINUED OPERATIONS

Discontinued operations mainly comprise of ZIC motor racing circuit, which was held by Lamdeal Investments Limited ("LIL"), a previously indirectly wholly-owned subsidiary of LBS. The substantial increase in PAT were mainly from the one-off gain after tax of approximately RM156.12 million derived from the disposal of investment in LIL. In 2024, discontinued operations recorded revenue of RM10.51 million and PAT of RM157.47 million as compared to revenue of RM23.50 million and LAT of RM7.91 million in 2023. The financial results for discontinued operations in 2024 were up 10 July 2024 as LIL ceased to be a subsidiary.

HOTEL

LBS' hotel division owns and operates SCAPES Hotel in the scenic Genting Highlands, Pahang. This 176-room hotel enjoys a strategic location, given its close proximity to a multitude of tourist attractions that draw international and domestic visitors.

In 2024, the hotel operations recorded revenue of RM11.51 million and LAT of RM2.00 million as compared to revenue of RM9.63 million and LAT of RM4.45 million in 2023.

The improvement in revenue and LAT were mainly due to higher room occupancy rates, increase in income from tourism, government, and corporate events, and a decrease in expenses.

MANAGEMENT AND INVESTMENT

The Group's Management and Investment segment comprises investment holding and provision of management services.

In 2024, the Management and Investment segment achieved revenue and LAT of RM499.04 million and RM60.0 million respectively as compared to revenue of RM135.41 million and LAT of RM10.52 million in 2023. The improvement in revenue is mainly due to higher intragroup dividend income. The increase in LAT was mainly arising from one off foreign exchange loss on settlement of intercompany balances upon disposal of LIL.

OTHERS

The Group's others segment comprises retail mall and car park management, provision of treasury management services to the Group, provision of financial services, and rental from properties management.

This includes the ownership and operations of the M3 Shopping Mall, located in Taman Melati, Kuala Lumpur. M3 Shopping Mall's occupancy rate in 2024 was 98% (2023: 100%). The mall serves the local population and surrounding areas, providing retail, food and beverage, leisure, and recreational services to the community.

In 2024, Others segment recorded revenue of RM67.68 million and LAT of RM2.75 million as compared to revenue of RM67.00 million and LAT of RM3.68 million in 2023.

The improvement in revenue and LAT were mainly due to higher interest income from treasury management services, as well as improvements in rental and mall businesses.

2024 HIGHLIGHTS

REALISING NET GAINS FROM DISPOSAL OF ZHUHAI INTERNATIONAL CIRCUIT LIMITED

The successful disposal of LIL has enabled LBS to unlock value and to realise a one-off gain after tax of approximately RM156.12 million. Proceeds from the sale have strengthened the Group's cash and balance sheet position and shareholders have benefitted from a special dividend of 2.60 sen per ordinary share.

The balance of proceeds would be utilised to fund working capital requirements and would also facilitate potential investments and acquisitions as well as purchase of strategic landbank nationwide.

The disposal of ZIC is in keeping with LBS' near-term strategies which is to primarily focus on value accretive business operations such as the property development segment, which is the primary revenue driver for the Group. It is also consistent with the continued emphasis on domestic operations, especially for the property development segment.

EXPANDING INDUSTRIAL BUILDING SYSTEMS ("IBS") CAPABILITIES

LBS continues to strengthen its leadership position for IBS based property development. The use of IBS enables more consistent form in design and build, thus reducing the possibility of defects, errors, as well as dependence on manual labour. IBS also enables faster build times, reduces wastage, and promotes more efficient resource use.

In 2023, LBS' subsidiary, MGB purchased two machines to automate several aspects of the IBS precast process such as bar bending and wire mesh cutting. This has contributed to reduced wastage and improved resource efficiency, thus supporting cost effectiveness.

MGB has also implemented Building Information Modelling ("BIM") in the face of foreseeable potential construction challenges, to minimise errors and reducing production costs.

MANAGEMENT DISCUSSION AND ANALYSIS

This forward-thinking approach allows us to pre-emptively address issues that may arise during the construction phase, ensuring smoother project execution and enhanced efficiency.

REBRANDING AND MARKET POSITIONING

From humble origins in the 1960s to becoming one of the nation's top property developers, LBS has undergone significant transformation, aligning with the demands of the fast-evolving environment and customer expectations.

Similarly, LBS' branding has evolved through the decades. In 2012, LBS embarked on a significant rebranding exercise aimed at establishing itself as a top developer in Malaysia. This initiative gave birth to the corporate tagline "Believe. Become. Behold.", a tagline which embodies the company's commitment to creating sustainable living, working, and recreational spaces.

BELIEVE • BECOME • BEHOLD

We **BELIEVE** in the life-changing impact of our journey, being a driving force that uplifts communities and enhances societal wellbeing.

We **BECOME** a trusted Champion of our communities, creating delightful spaces that uplift the spirit, inspire a sense of belonging, and embrace sustainable living as a way of life.

We **BEHOLD** the transformative power of uplifted communities, where progress is harmonised with care for future generations. Together, we shape a better tomorrow, one inspiring story at a time.

This belief has successfully navigated LBS' journey from a humble beginning to becoming a trusted developer that has steadfastly maintained its business focus on innovation, quality, and community.

In 2024, LBS undertook another branding exercise to resonate more effectively with a fast growing, younger target audience. Guided by the overarching theme of, "Developing with a Difference", the goal is to reposition its corporate focus to a more consumer-centric approach, narrating how the company's values and purpose impact customers personally.

From employee-centric policies to exceptional customer service, sustainable developments, and fostering community wellbeing, LBS is committed to enhancing every aspect of homeownership, creating a delightful experience from purchase to living. LBS offers a holistic approach that prioritises both internal stakeholders and the customer's journey at every step.

This brand empowerment exercise aims to elevate the Group as a desired brand for all Malaysians, engaging and creating a sense of belonging with target audiences. Driven by company ethos, LBS is dedicated to pushing boundaries and elevating the standard of living for communities, now and for generations to come.

What differentiates LBS from its competitors is its pursuit of excellence, driven by the ethos of being the best, and in constantly progressing forward. This is achieved through creating a vibrant culture of change, progressive growth, and moving forward beyond boundaries.

The Group aims to become a trusted champion of communities, creating spaces that uplift the spirit, inspire belonging, and embrace sustainable living. The company believes in the power of progress, harmonised with care for future generations and striving to shape a better tomorrow, one inspiring story at a time.

MANAGEMENT DISCUSSION AND ANALYSIS

TALENT MANAGEMENT AND DEVELOPMENT

Social capital remains a strategic focus in sustaining our market positioning, continuing to be a preferred employer and growing our presence and profile within Malaysia and beyond. Hence, LBS maintains a strategic focus on attracting, retaining, and developing top talent to drive organisational growth and sustainability.

In 2024, LBS implemented targeted strategies to not only meet human capital requirements but also to ensure sustainable growth and talent continuity. The talent strategy was centred around three core pillars:

1 **TALENT ACQUISITION AND EMPLOYER BRANDING**

- Strengthened recruitment processes to ensure timely fulfillment of manpower requirements through targeted sourcing, partnerships, and participation in job fairs
- Enhanced employer branding initiatives, leveraging our reputation as a Malaysia Best Managed Companies and a Graduates' Choice Award winner for three consecutive years

2 **EMPLOYEE DEVELOPMENT AND GROWTH**

- Continued investments in employee learning and development through structured programmes, including the Star Talent II Programme for high-potential employees and comprehensive e-learning platforms accessible anytime
- Conducted annual Training Needs Analysis to align development programmes with business priorities, covering technical, soft skills, safety & health, compliance, sustainability and on the job training
- Expanded access to learning opportunities through a robust e-learning platform, providing flexible, on-demand training in safety and compliance areas

3 **ENGAGEMENT AND RETENTION**

- Foster a culture of inclusivity and fairness by emphasising employee wellbeing and reinforcing our Human Rights Policy
- Strengthened employee relations practices through open communication channels, including grievance mechanisms and whistleblowing systems, ensuring transparency and trust
- Supported professional growth by reimbursing memberships in professional bodies, enhancing skills and certifications
- Human Resources Department organised a series of activities aimed at building camaraderie and strengthening relationships among employees. These include festive gatherings, LBS Sports Day, and Movie Day, providing opportunities for employees to connect outside the workplace and create shared experiences
- Enhanced its medical entitlement coverage, including both inpatient and outpatient benefits, to ensure employees have access to comprehensive medical support

The aforementioned strategies have resulted in improved employee morale, enhanced productivity, and reduced attrition rates, positioning LBS as a preferred employer of choice and enabling sustained organisational growth.

Star Talent II Programme

LBS Group Human Resources ("Group HR") is cognisant of the importance of a high performing workforce for the continued growth of the organisation and has rolled out various training initiatives. One such initiative is the Group HR's ongoing Star Talent II Programme, a career mobility training programme designed to prepare employees for more senior leadership roles.

Riding on the success of this training programme, in 2024, the Star Talent II Programme was launched to cultivate internal talent and shape well-rounded leaders across the organisation. This leadership development programme targets high-potential employees, particularly those in middle management, who are carefully selected by Management for their leadership potential. The programme, run over a period of one year, comprises six courses that focuses on areas such as leadership development, thinking skills, effective team communication, and teamwork.

MANAGEMENT DISCUSSION AND ANALYSIS

LBS Sports Day brought a day of fun, fitness, and team spirit, uniting colleagues from all departments in friendly competition and camaraderie

Employee Engagement Survey

To gauge the satisfaction level of its employees, an employee engagement survey is conducted annually across the organisation. The survey conducted in 2024 revealed a score of 79%, reflecting a 2% improvement compared to 2023, attesting to the effectiveness of the Group's HR capital strategies implemented.

This improved result underscores the efficacy of the Group's meticulously crafted HR capital strategies, which have been diligently implemented to bolster employee morale, cater to capability development and enhance overall workplace satisfaction.

STRATEGIC PRIORITIES AND FUTURE ORIENTATION

Entering 2025, the Malaysian property sector is expected to benefit from recovering fundamentals. LBS, with its emphasis on affordability, sustainability, and technology, is well-positioned to capitalise on this for value creation for its stakeholders.

The Group's value creation begins with the management of its landbank, aligning acquisitions with socio-economic trends and demographic changes. This comprehensive approach ensures landbank replenishment in key development areas, underpinning sustainability and business growth.

Using its landbank as a springboard, the company reaffirms its commitment to developing sustainable living, working, and recreational environments, including building high-quality homes accessible to Malaysians and energy-efficient industrial properties tailored to business needs.

The Group's 8 x 8 Strategy, launched in January 2025, is an innovative and ambitious three-year corporate roadmap aimed at elevating the Group's achievements. This strategy involves launching projects with a total GDV of approximately RM8.0 billion, anchored by eight Focus Areas, namely Residential, Industrial and Commercial, Landbank Optimisation, Pursuit of Excellence, Employee Empowerment, Customer Experience, Sustainability Advancement, and Community Wellbeing.

Based on this roadmap, LBS' business strategies will remain aligned with market realities and its operating environment, focusing on sustainability and future resilience. This includes addressing climate change, optimising supply chains, and establishing strategic partnerships to drive business renewal and competitiveness. The Group aims to continuously re-strategise its portfolio mix and layout concepts, ensuring relevance and competitiveness through new builds and concepts.

One aspect on this strategic journey is to bring to life LBS' principle of Developing with a Difference. Here, the Group will leverage on its reputation and expertise in affordable housing, increasing investment in such projects through both independent and governmental collaboration initiatives. LBS will continue to pursue such strategic partnerships for project co-development, resource sharing, and market expansion. Such partnerships, including those beyond property development, will enable diversification into high-potential sectors that complement the Group's core business.

Through these strategic initiatives, LBS demonstrates its commitment to value creation, sustainable development, and overall business excellence, solidifying its leadership position in the property development sector. This will, ultimately, contribute to Malaysia's continued development and socio-economic prosperity.

AGILITY AND ADEPTNESS

“Harnessing Intellectual Capital, both within and outside the organisation, LBS responds with dynamism, speed and proactiveness, reflecting the flexibility of our business model. 2024 has seen LBS embrace new possibilities. This includes solar farming and leveraging new forms of financing – becoming Malaysia’s first property developer to issue ASEAN Social SRI Sukuk Wakalah.

7

FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

RISKS AND MATERIAL MATTERS

- Innovation
- Business Ethics and Integrity
- Governance
- Energy Management
- Climate Action

OPPORTUNITIES AND STRATEGIES

- Ongoing enhancement of the property value proposition by reimagining lifestyle possibilities and developing innovative, high-quality products.

FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

LBS HAS SET A CLEAR PATH FOR THE FUTURE, IDENTIFYING KEY FOCUS AREAS AND STRATEGIC PRIORITIES. WHILE ITS PROPERTY DEVELOPMENT BUSINESS MODEL REMAINS THE CORE DRIVER, LBS ACTIVELY EXPLORES NEW OPPORTUNITIES TO ENHANCE AND EVOLVE ITS EXISTING FRAMEWORK.

The goal is to remain relevant and competitive in tandem with the evolving market forces and to chart a continued glidepath of success and progress over the short-, medium-, and long-term horizons.

CONTINUED FOCUS ON SUSTAINABLE DEVELOPMENT

Rimbawan @ Genting Highlands project sets a benchmark in sustainable property development for LBS.

Rimbawan redefines the conventional perceptions of residential projects by going beyond cost and quality to incorporate a deep appreciation for nature. By optimising natural elements, the project enhances its overall vitality, appeal, and value proposition. Rimbawan embodies a renewed approach that enables a continued focus on affordable homes yet redefines the property segment with a unique focus on urban harmonisation with natural environments.

The grand entrance of Rimbawan township.

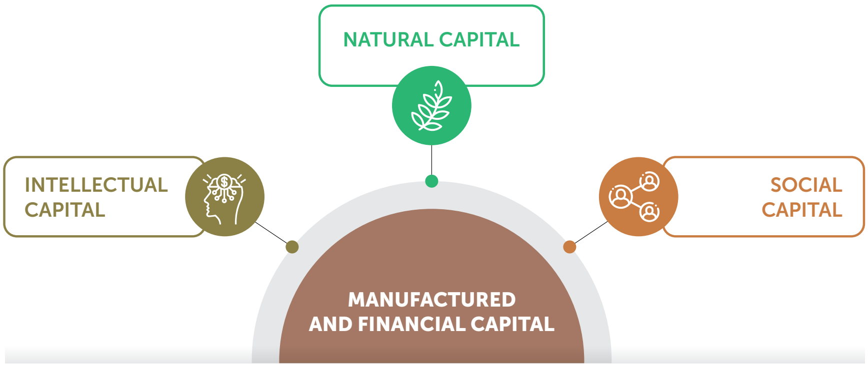
FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

The aerial view of Rimbawan township.

Beyond environmental preservation, Rimbawan township's sustainable approach is evident in the use of eco-friendly materials, innovative green design, and sustainable construction methodologies. The project demonstrates LBS' strong commitment in pioneering new approaches that bring green-based development into the mainstream of affordable property development.

Through Rimbawan, LBS benefits from the valuable insights gained, which are expected to support the development of more eco-conscious property projects going forward.

The ongoing green driven development focus will continue to be emphasised in tandem with growing market traction for greener based products as well as increasing regulatory requirements for higher environmental and social compliance. Such projects also enable a lower carbon footprint across the project lifecycle, namely for Scope 3 emissions.



Rimbawan harnesses intellectual capital through a distinctive masterplan and innovative development strategies. It prioritises environmental preservation and greenery while integrating stakeholder feedback gathered through local community engagement. This approach ensures a unique property project that aligns with market expectations, sustains a competitive edge, and reinforces business relevance.

RELATED MATERIAL TOPICS

- Biodiversity Conservation
- Landbank
- Climate Action
- Economic Performance
- Innovation
- Product Quality and Customer Experience
- Thriving Townships

Kindly refer to **SR2024** for further information on LBS' biodiversity initiatives.

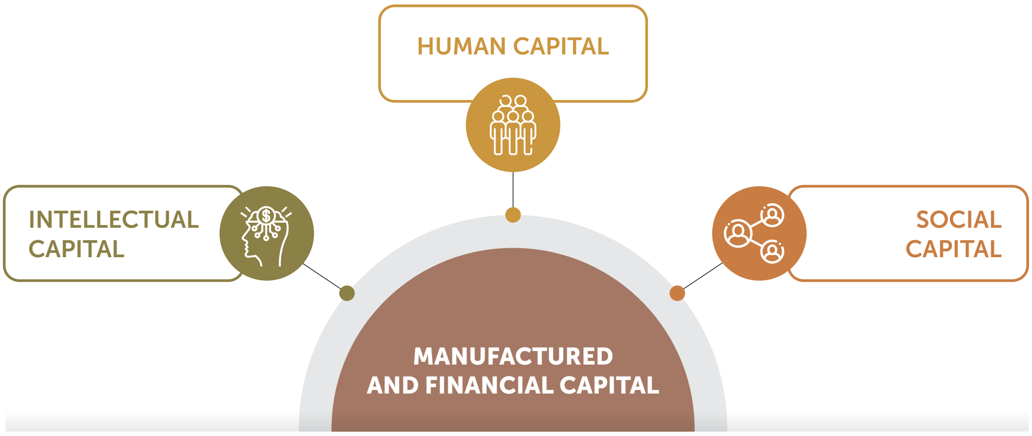
FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

HUMAN CAPITAL DEVELOPMENT

Also at the forefront of LBS' strategic priorities is the increased emphasis on acquiring, developing, and retaining talent.

Talent development has a dual focus: first, nurturing an internal talent pipeline by leveraging the existing talent pool, and second, strengthening it through external recruitment strategies to attract fresh human capital.

Going forward into 2025, talent management and development remain a priority and LBS has formulated the following plans to meet its human capital requirements:



LBS aims to strengthen its talent and leadership pipeline, ensuring the professional expertise needed to support its financial, business, operational and development plans.

RELATED MATERIAL TOPICS

- Economic Performance
- Talent Management
- Diversity, Equity, and Inclusion
- Labour Practices and Human Rights
- Community Engagement

FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

AFFORDABLE HOUSING FOCUSED

Housing the nation remains the mainstay of LBS' short-, medium-, to long-term business perspectives. Even as Management adjusts its business model in response to market and external opportunities and considerations, LBS will remain steadfast in delivering affordable properties.

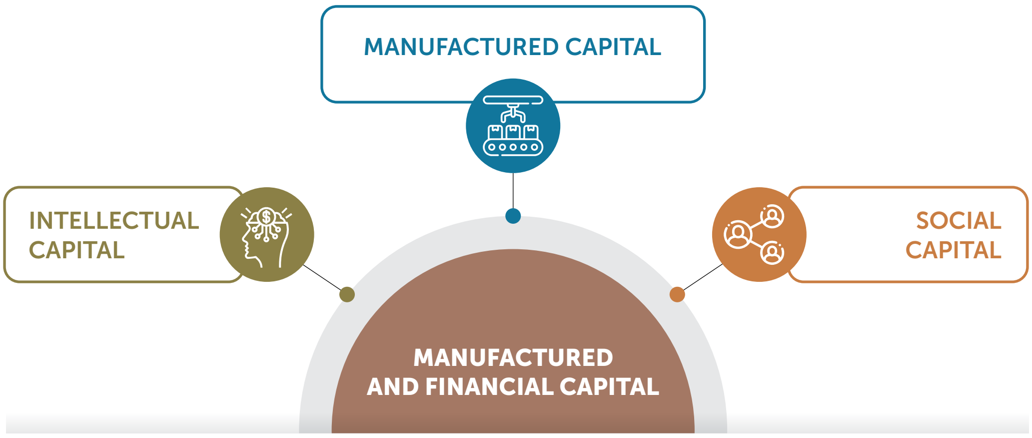
The challenge and opportunity lie in redefining traditional conventions of affordable homes to better meet societal needs and drive meaningful improvements in lifestyle quality, socioeconomic mobility, and overall well-being.

Beyond affordably priced, quality properties, LBS shall continue to focus on how its developments can facilitate access to better healthcare, education, economic mobility, local employment opportunities, and development of local community infrastructure.

Beyond design, development considerations, and cost implications, LBS will leverage its social capital by actively engaging with stakeholders and collaborating with government agencies. At the same time, it will remain attuned to market dynamics, ensuring deep insights to deliver high-demand products effectively.

In 2025, we plan to launch 2,618 units of affordable homes, representing 71% of our total residential units to be launched.

Through LBS' listed subsidiary, MGB Berhad, LBS continues to collaborate with Permodalan Negeri Selangor Berhad to provide affordable housing known as Rumah Idaman MBI. Under Rumah Idaman MBI, all citizens residing in Selangor are offered affordable housing at strategically selected locations that are well-connected to amenities across the state.



LBS will harness its deep industry expertise in affordable property development, strong brand positioning, and IBS capabilities to continue delivering cost-competitive projects tailored for the B40 and M40 segments.

RELATED MATERIAL TOPICS

- Product Quality and Customer Experience
- Landbank
- Thriving Townships
- Economic Performance
- Occupational Safety and Health
- Energy Management
- Climate Action
- Labour Practices and Human Rights
- Community Engagement

FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

CONTINUED PURSUIT OF TECHNOLOGICAL INNOVATION

LBS continues to invest and leverage technological advancement to enhance our business model, optimise capital deployment, and drive positive stakeholder outcomes.

This includes the digitalisation of operational workflows across our business operations, customer, supplier, and human resource platforms, ensuring seamless processes and improved efficiency. Additionally, we are strengthening our Industrialised Building System ("IBS"), and Building Information Modeling ("BIM") to enhance design accuracy, project coordination, and overall construction productivity.

The increased reliance on intellectual capital is intended to translate into improved efficiency and productivity (manufactured capitals), faster time to market (social capital) and improve cost-benefit ratios (financial capital) across the value chain.

INNOVATIONS	DESCRIPTIONS / OUTCOMES ACHIEVED
Digitalised construction quality management processes	Enables up-to-date monitoring of construction work, ensuring adherence to standards and early detection of defects during the construction progress.
Deployment of a supplier and contractor performance dashboard	Tracks and improves supplier and contractor outcomes effectively.
Expansion of omnichannel digital presence	Use of virtual showrooms and property fairs and online booking platforms, which drive improved customer interactions and engagements and sales.
Title Management System	Enhances efficiency, transparency, and accuracy by automating title-related workflows; reduces manual paperwork; minimises processing delays; provides real-time tracking; and secures document management.
Implementation of digital HR functions	Enhances HR operations by centralising and automating key processes and serves as a one-stop portal for employees to access essential HR functions, including recruitment, leave applications, timesheet management, learning registrations, performance appraisals, and claims processing. By digitalising these workflows, the system reduces administrative workload, enhances efficiency, and improves employee experience. Besides E-learning, the integrated HR system enhances the employee experience by providing a seamless platform where all HR-related functions can be managed efficiently in one place.
Robotic Process Automation ("RPA")	Reduces administrative workload and shortens related processes, allowing human resources to focus on more strategic initiatives.

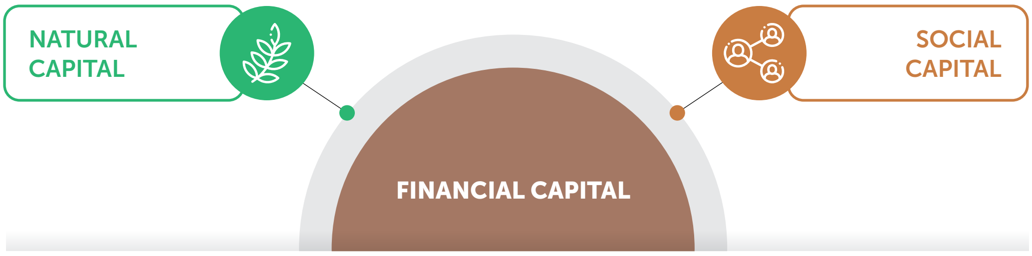
RELATED MATERIAL TOPICS

- Economic Performance
- Innovation
- Governance
- Product Quality and Customer Experience

FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

LINKING ESG WITH FINANCING

The Group's SRI Sukuk Programme has enabled a myriad of new possibilities, including tapping ESG based financing. The Group continues to work closely with bankers and the financial community at large with ESG based financing leveraged to provide more affordable homes.



SUSTAINABILITY FINANCING FRAMEWORK

LBS' Sustainability Financing Framework ("SFF") is designed to leverage the Group's commitment to house the nation. In essence, the framework enables LBS to not just secure financing but also in fulfilling its aspirations to develop affordable housing to meet the burgeoning growing demand from Malaysia's B40 and M40 demographic segments.

The SFF empowers LBS to pursue its mission while at the same time, achieving its financial goals through the development of competitively priced properties.

USE OF PROCEEDS	PROCESS FOR PROJECT EVALUATION & SELECTION	MANAGEMENT OF PROCEEDS	REPORTING
Funds are allocated exclusively to Eligible Projects in line with sustainability priorities.	A robust governance structure ensures that projects are thoroughly evaluated and approved in accordance with the framework.	Proceeds are earmarked, tracked through a dedicated register, and managed in line with LBS' liquidity management until fully allocated to Eligible Projects.	Annual reporting provides transparency on fund allocation, project impacts, and alignment with key performance indicators ("KPIs").

The Sukuk Wakalah Programme provides flexibility for LBS to issue both Sukuk Wakalah and Green/Social/Sustainability/Sustainable and Responsible Investment ("SRI") Sukuk Wakalah. This aligns with LBS' inaugural Sustainability Financing Framework, which has received a 'Gold' Impact Bond Assessment by MARC Ratings. The first tranche of LBS' ASEAN Social SRI Sukuk Wakalah valued at RM200.0 million, was issued in January 2024 and attracted an impressive order book of RM1.28 billion, with an oversubscription rate of 6.38 times. The Sukuk Wakalah Programme was assigned a credible rating of AA-IS with a Stable Outlook from MARC Ratings.

Note: MARC Ratings has affirmed its AA-IS rating on LBS' Islamic Medium-Term Notes Programme of up to RM750.0 million with a stable outlook on 29th November 2024.

Proceeds from the first tranche have been allocated to four projects that align with LBS' sustainability priorities:

ELIGIBLE PROJECTS	STATUS OF ELIGIBLE PROJECTS	AMOUNT ALLOCATED (RM MILLION)
AFFORDABLE HOUSING		
Idaman BSP	Completed	115.0
Mercu Jalil	Completed	48.6
SOCIO-ECONOMIC ADVANCEMENT AND EMPOWERMENT		
BSP Flyover	Completed	35.0
Surau Al Amin Ibu Pejabat Polis Daerah Cameron Highlands	Completed	1.4
	TOTAL	**200.0**

The second tranche, RM400.0 million, was issued in January 2025 achieved a final order book of RM2.11 billion, representing an oversubscription rate of 5.27 times, and was priced at a yield of 4.81% per annum.

RELATED MATERIAL TOPICS

- Energy Management
- Climate Action
- Community Engagement
- Governance
- Business Ethics and Integrity

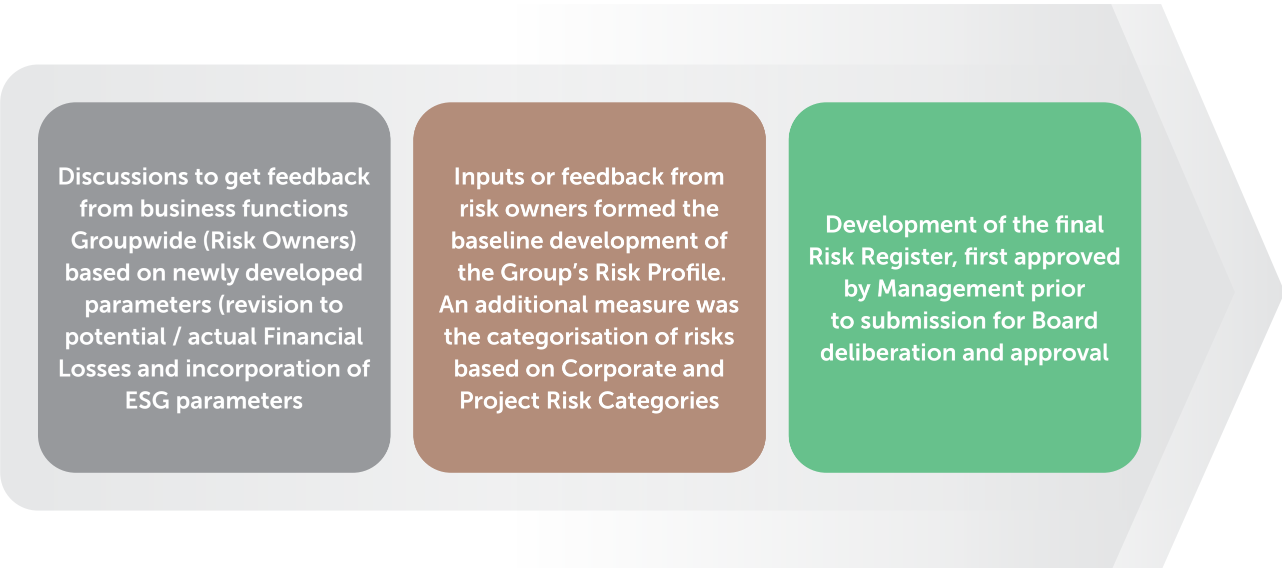
FURTHER INTEGRATION OF ESG INTO RISK MANAGEMENT

IN ALIGNMENT WITH THE NSRF, IFRS S1, AND IFRS S2, LBS PLANS TO INTEGRATE SUSTAINABILITY RISKS AND OPPORTUNITIES MORE DEEPLY INTO ITS CORE RISK MANAGEMENT FRAMEWORKS. THIS WILL ESTABLISH A MORE COMPREHENSIVE UNDERSTANDING OF THE POTENTIAL AND ACTUAL RISK IMPACTS ARISING FROM ITS MATERIAL TOPICS. THE EXISTING SEVERITY VS LIKELIHOOD MATRIX WILL CONTINUE TO BE USED TO FURTHER REFINE AND STRENGTHEN ITS RISK MANAGEMENT OVERSIGHT.

The aim is to expand beyond the present preliminary disclosures towards establishing a more holistic viewpoint of sustainability risks and opportunities based on short-, medium- and long-term horizons.

In March 2024, LBS undertook its Enterprise Risk Management ("ERM") exercise, a crucial step in aligning the Group's risk strategy with its evolving business priorities and material sustainability topics. This involved identifying emerging risks, reconfirming existing risks, and subsequently updating the Risk Register.

RISK REFINEMENT PROCESS



Going forward, LBS intends to further integrate ESG into its overall risk approach. This will ensure the development and implementation of effective mitigation plans, enhancing business and operational resilience in relation to its identified material topics.

Specific information about the Group's Risk Management Framework is provided in the Statement of Risk Management and Internal Controls section of IAR2024.

UPHOLDING GOOD GOVERNANCE

CORPORATE GOVERNANCE OVERVIEW STATEMENT

GOOD CORPORATE GOVERNANCE IS AN ESSENTIAL INGREDIENT TO THE CULTURAL AND OPERATIONAL TRANSFORMATION THAT HAS, AND CONTINUES, TO TAKE PLACE WITHIN THE GROUP.

THE BOARD RECOGNISES THE VALUE AND IMPORTANCE OF GOOD 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 THE GROUP, GUIDED BY THE UPDATED PRINCIPLES AND BEST PRACTICES AS SET OUT IN THE MALAYSIAN CODE ON CORPORATE GOVERNANCE ("MCCG") PUBLISHED BY THE SECURITIES COMMISSION OF MALAYSIA.

FRAMEWORKS APPLIED

1. MCCG
2. Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Malaysia")
3. Corporate Governance Guide 4th Edition issued by Bursa Malaysia
4. Companies Act, 2016

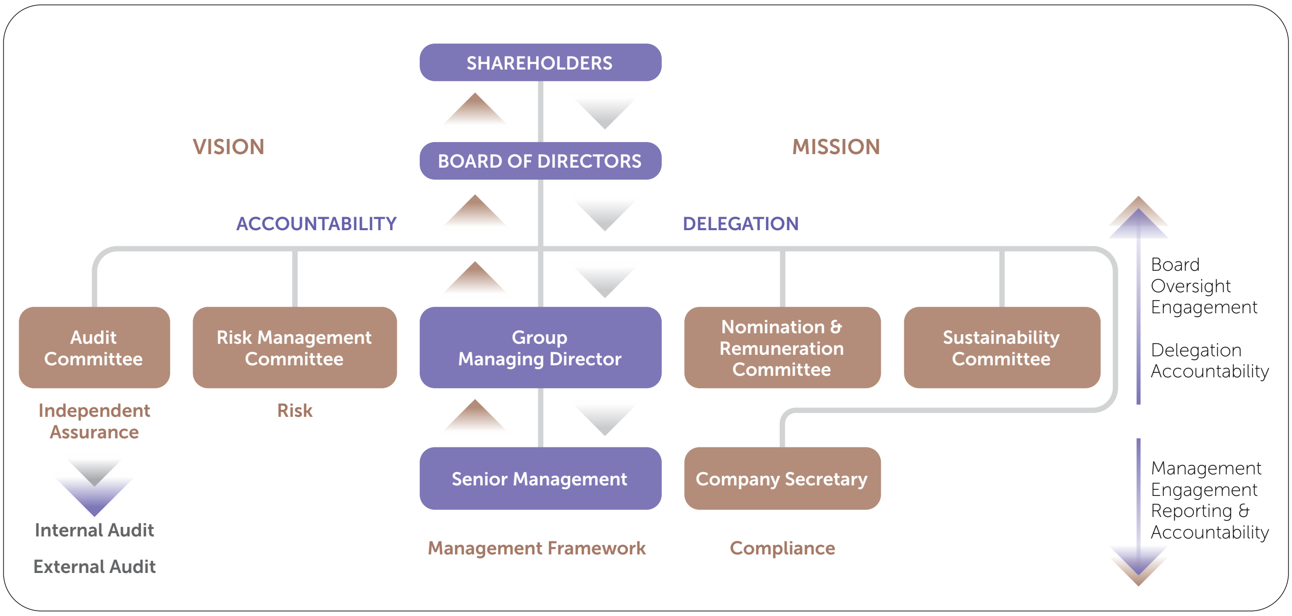
CORPORATE GOVERNANCE OVERVIEW STATEMENT

Pursuant to Bursa Malaysia's corporate governance disclosure requirements as per Paragraph 15.25 and Practice Note 9 of the MMLR, the Board is pleased to set out a summary of the Group's corporate governance practices during the financial year ended 31 December 2024 ("2024") in this Corporate Governance Overview Statement ("CG Overview Statement"), which provides an overview of how LBS has applied the following three (3) principles as set out in the MCCG:

PRINCIPLE A:	PRINCIPLE B:	PRINCIPLE C:
Board Leadership and Effectiveness	Effective Audit and Risk Management	Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

In addition to this, the application of each of the Practices set out in the MCCG is disclosed in our standalone Corporate Governance Report ("CG Report") which is available on the Group's corporate website at www.lbs.com.my and within an announcement made by the Company on the website of Bursa Malaysia at www.bursamalaysia.com. The CG Report provides specific disclosure on how LBS has applied each corporate governance practice outlined in the MCCG.

GOVERNANCE FRAMEWORK



PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. BOARD RESPONSIBILITIES

Responsibilities of the Board

The Board takes full responsibility for leading, governing, guiding and monitoring the Group's performance as well as enforcing standards of accountability including the process for financial reporting, risk management and compliance.

The Board assumes, amongst others, the following roles and responsibilities:

- To formulate and evaluate the strategic plans and direction of the Group to support long-term value creation, including strategies on economic, environmental and social considerations underpinning sustainability;
- To ensure the necessary resources are in place for the Group to meet its objectives and strategic plans as well as lead and monitor management performance in implementing the strategic plans;
- To oversee the conduct of the Group's businesses and financial and non-financial performance;

CORPORATE GOVERNANCE OVERVIEW STATEMENT

- To identify principal risks affecting the Group, set risk appetites and ensure the implementation of appropriate internal controls and mitigation measures;
- To promote good corporate governance culture across senior management with the aim of reinforcing ethical, accountable and professional behaviour;
- To review, challenge and decide on management's proposals for the Group, and monitor its implementation by management;
- To establish and review training programmes, and succession planning, ensuring the Board and all candidates appointed to senior management positions are of sufficient calibre;
- To approve the change of corporate organisation structure plan including new investments or divestments both locally and abroad;
- To oversee the development and implementation of stakeholders communication policy for the Group; and
- To review the adequacy and the integrity of the Group's management information and internal control system.

Separation of Positions of the Chairman and Group Managing Director/Chief Executive Officer

In ensuring a proper balance of power and authority, the positions of the Chairman and Group Managing Director/ Chief Executive Officer ("GMD/ CEO") are held by different individuals. The clear division of the roles and responsibilities of Chairman and GMD/CEO as below:

Roles of the Chairman

The Chairman of the Board is mainly responsible for providing leadership to the Board to perform effectively, lead the Board to practise high standards of corporate governance, set the corporate cultural tone from the top, chair Board meetings and set Board agendas, and promote effective Board relationships. He is also responsible in determining the strategic direction of the Group for the Board's consideration and approval.

The Chairman acts as the Group's primary official spokesperson and serves as Chair of all shareholder meetings of the Company.

Roles of the GMD/CEO

The GMD/CEO assumes the overall responsibility for the implementation of the Group's strategy and in carrying out the Board's directions, managing the businesses of the Group and driving performance to achieve strategic goals and commercial objectives. The GMD/CEO leads the management team in carrying out the corporate strategy and vision of the Group, and acts as a liaison between the Management and the Board and ensuring that key developments and/or issues are communicated to the Board accordingly.

The specific responsibilities of the Group GMD/CEO include:-

- Developing strategic direction, including short-term and long-term business plans;
- Ensuring strategies and corporate policies are effectively implemented;
- Ensuring Board decisions are implemented and reflect the environment, social, governance commitments as articulated in the sustainability policy/statement;
- Providing leadership by effectively communicating the vision, management culture, business strategy and sustainability values to the employees;
- Keeping the Board fully informed of all important aspects of the Group's operations and ensuring sufficient information is distributed to Board members; and
- Ensuring the day-to-day business affairs of the Group are effectively managed.

The Board is guided by a Board Charter in discharging its fiduciary duties and responsibilities. The Board Charter is available on the Company's website at www.lbs.com.my.

Meeting Materials and Supply of Information

The Key Senior Management team has an obligation to furnish the Board and Board Committees with adequate information in a timely manner, to enable them to make informed decisions. Where more information is required than those voluntarily given by the Key Senior Management team, all Directors are allowed to make further enquiries where necessary. Therefore, the Directors always have independent access to the Company's Key Senior Management for additional information and advice.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board is furnished with financial and non-financial information for them to monitor the Company's performance against its strategic objectives. The information provided includes but is not limited to:

- Quarterly financial performance report of the Group;
- Risk assessment reports on major investments and divestments of the Group;
- Major operational and financial report including sales analysis and debtor aging;
- Report on the digitalisation roadmap implementation;
- Updates on the progress of governance on sustainability including implementation of initiatives on environmental, economic, social and governance.

The Group's risk profile:

- Updates on governance matters on integrity including conflict of interest, related party transaction and whistleblowing;
- Updates on corporate exercises and significant compliances; and
- Updates on regulatory and legislation changes.

Presentations on major proposals are made at meetings of the Board and Board Committees in a manner that is clear and adequate information on the subject matter which is delivered. All Directors have the right and duty to make further enquiries where they consider necessary. Members of the Key Senior Management are invited to the meeting to provide insight and to furnish clarification on issues that may be raised by the Board.

To ensure that the Board receives information in a timely manner, the Company Secretary is responsible for ensuring notices of meetings are sent to the Directors at least five clear days in advance. The Company Secretary shall compile all relevant meeting materials and deliver these in an eBook format on the same day that the notices are sent. This provides the Board with sufficient time to go through the meeting eBook and to raise questions or concerns during the meeting.

All Directors, whether as a full Board or individually, have full and unrestricted access to the advice and services of the Key Senior Management, Company Secretary, Internal Auditors and External Auditors in discharging their duties in accordance with the Terms of Reference of the Board Committees.

When necessary, the Board members may seek external professional advice, whether as a full Board or in their individual capacities, to enable them to discharge their duties with adequate knowledge at the expense of the Company. In addition, the Board has unrestricted access to the Company's information and receives regular information updates from the Management. The corporate announcements released to Bursa Malaysia are also emailed to all Directors.

The Company Secretary, who attends each Board Meeting plays an important role in ensuring that Board procedures are always adhered to during the meetings. She advises the Board on matters such as corporate governance requirements and Directors' responsibilities in complying with relevant legislation and regulations. The Board was updated by the Company Secretary on matters pertaining to new regulations or requirements concerning Directors' duties and responsibilities. These updates mainly on the amendments to the MMLR of Bursa Malaysia and the Companies Act, 2016.

Qualified Company Secretary

The Company Secretary of the Group is a Fellow member of the Malaysian Institute of Chartered Secretaries and Administrators, and is a qualified Chartered Secretary under Section 235(2) of the Companies Act, 2016. During the year, Mr. Eugene Chow Jan Liang was appointed to the Company as Joint Company Secretary. He is the Director of Deloitte Malaysia and has over 20 years of experience in providing Business Process Solutions which include secretarial services.

The Board members and Board Committees have unlimited access to the services of the Company Secretaries and are kept updated on new regulations, requirements and current developments in the regulatory framework and governance practices relating to their duties and responsibilities.

The roles and responsibilities of the Company Secretaries shall include, but are not limited to the following:-

i. Advising the Board on its roles and responsibilities;
ii. Facilitating the orientation of new Directors and assist in Directors' training and development;
iii. Advising the Directors on corporate disclosures and compliance with Company and securities regulations and listing requirements including:-
   - disclosure of interests in securities;
   - disclosure of any conflict of interest in a transaction involving the Group;
   - prohibition of dealing in securities; and
   - restrictions on disclosure of price-sensitive information.
iv. Managing processes pertaining to the Directors', Board Committees' and shareholders' meetings;
v. Monitoring corporate governance development and assist the Board in applying governance practices; and
vi. Serving as a focal point for stakeholders' communication and engagement on corporate governance issues.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Charter

The Board Charter comprises, amongst others, the following key areas:

- Board Size and Composition on Size and Mix of Skills, Independence and Board Diversity;
- Roles and Responsibilities of the Board, Chairman, GMD/CEO and Senior Independent Non-Executive Director and Individual Directors;
- Board Committees on Roles of the Board Committees;
- Board Functions on Ethics and Compliance, Risk Management, Policy and Procedures, Sustainability and Stakeholder Communication;
- Board Efficiency on Selection of Candidates, Appointments to the Board, Terms of Appointment, Tenure of Independent Directors, Directors' Remuneration, Directors' Insurance, Board Effectiveness, Board and Management, New Directorships and Time Commitment, Restriction of Directorships and Directors' Training and Development;
- Company Secretary; and
- The Process for Board Meetings, Committee Meetings and Decision-Making.

The followings are some of the key matters reserved for the Board:

- Review, discuss and approve corporate strategies, plans, targets and programmes proposed by management prior to their implementation and execution;
- Material investments and divestments, mergers and acquisitions, corporate restructuring both locally and abroad;
- Appointment of new Directors, Board Committee members, Managing Director, Chief Executive Officer, Company Secretary and other senior management position based on recommendation of the Nomination and Remuneration Committee ("NRC");
- Annual financial statements and the quarterly financial results prior to releasing to Bursa Malaysia;
- Integrity of the Group including overseeing related party transactions, conflict of interest, governance practices, code of conduct and ethical culture;
- Declaration of dividend and approving dividend policy;
- Appointment of external auditors; and
- Capital funding and operational financing; and
- Responsible for and oversee sustainability matters of the Group including climate change, occupational safety and health (OSH), human rights, etc.

Strategic Focus Activities and Accomplishments

At every scheduled Board meeting, the Board receives updates from the Senior Management on financial matters, operational and strategic activities and governance. Table below provides examples of significant matters discussed in 2024.

FINANCIAL AND OPERATIONAL
• Review of quarterly and year-end financial results as well as audit related matters. • Review of financial and operational performance against forecast/target. • Review cash flow and approve interim dividend, and propose final dividend. • Review matters related to recurrent related party transactions and conflict of interest as recommended by the Audit Committee. • Review of Directors' fees, performance bonuses and annual salary increments for 2024. • Review of Group business plan and operational financing.

STRATEGIC PLANS AND INVESTMENTS
• Review and approval of landbank acquisitions. • Review and approval of strategic business priorities. • Review and approval of all corporate proposals including strategic alliances and transactions. • Review of overall business strategy and the setting and adjustment of broad goals and overall strategic direction.

GOVERNANCE, RISK AND INTEGRITY
• Ensuring good governance practices in line with the MCCG and MMLR. • Continuing to stay abreast of current developments in Corporate Governance practices. • Ensuring continued progress and improvement across the Group in terms of creating a corporate governance oriented mindset and culture. • Ensuring Board diversity, evaluation and effectiveness. • Noted Minutes of Board Committee Meetings and received updates from Chairman of respective Board Committees. • Reviewed and approved the proposed digital and cybersecurity roadmap. • Reviewed and approved the Enterprise Risk Management framework. • Reviewed and approved the revised Internal Audit Plan.

SUSTAINABILITY
• Matching business goals and objectives with relevant Economic, Environmental and Social perspectives to ensure the Group's profitability and growth are consistent with sustainability principles and create positive impact and value for all stakeholders. • Review of the sustainability reporting quarterly. • Received quarterly report on OSH of the Group.

Formalised Ethical Standards through Code of Ethics

LBS maintains a zero-tolerance policy towards bribery, corruption, and money laundering across all its operations. The Group is dedicated to adhering strictly to all laws and regulations governing its business activities, ensuring they are conducted with the highest standards of ethical conduct and integrity. This commitment extends to all stakeholders in various business dealings and transactions, and our policies and procedures outline the standards expected of all employees.

LBS is committed to conduct its business ethically and in compliance with all applicable laws and regulations in each country and/or jurisdiction that it conducts its business in, including but not limited to Malaysian Anti-Corruption Commission Act 2009, Malaysian Penal Code (revised 1977) (and its amendments), Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 and the Companies Act, 2016 or such other applicable laws in each respective country and/or jurisdiction.

The Code of Ethics for Directors and employees continues to govern the standards of ethics and good conduct expected from Directors and employees.

Directors' Code of Ethics

The Board in discharging its functions, aside from observing the Code of Ethics for Company Directors issued by the Companies Commission of Malaysia, the provisions of Companies Act, 2016 and the MCCG, has also adopted its own Directors' Code of Ethics with the twelve (12) principles as follows:

1. To observe high standards of Corporate Governance
2. To devote sufficient time and effort
3. To avoid conflict of interest
4. To avoid misuse of position and information
5. To ensure integrity of records
6. To ensure confidentiality of communication and transactions
7. To ensure compliance with applicable laws
8. To demonstrate openness and timeliness of communication
9. To exercise duties and act honestly in the best interest of the Company
10. To uphold accountability
11. To maintain positive relationship with shareholders, employees, creditors and customers
12. Corporate Social Responsibility

The full version of the Directors' Code of Ethics is available at https://lbs.com.my/policies/directors-code-of-ethics/ .

Employees are also always expected to maintain the highest standards of professionalism and integrity. The Company has set out various policies and procedures in relation to the ethical business and operational conduct for Directors and employees, such as:

Business Ethics for Directors and Employees

- Insider Trading
- Declaration of Interests
- Group IT Policies
- Standard Operating Procedures and Policies
- Corporate Disclosure Policy and Procedure
- Employee Code of Conduct
- Anti-Bribery and Corruption Policy
- Whistleblowing Policy
- Gift, Entertainment and Hospitality Policy
- Donations and Sponsorships Policy
- Conflict of Interest Policy
- Workplace Harassment Policy
- Environmental Policy Statement
- Human Rights Policy
- Occupational Safety and Health Policy
- Personal Data Protection Act Policy
- Group Sustainability Policy
- Group Sustainable Procurement Policy

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Board Committees

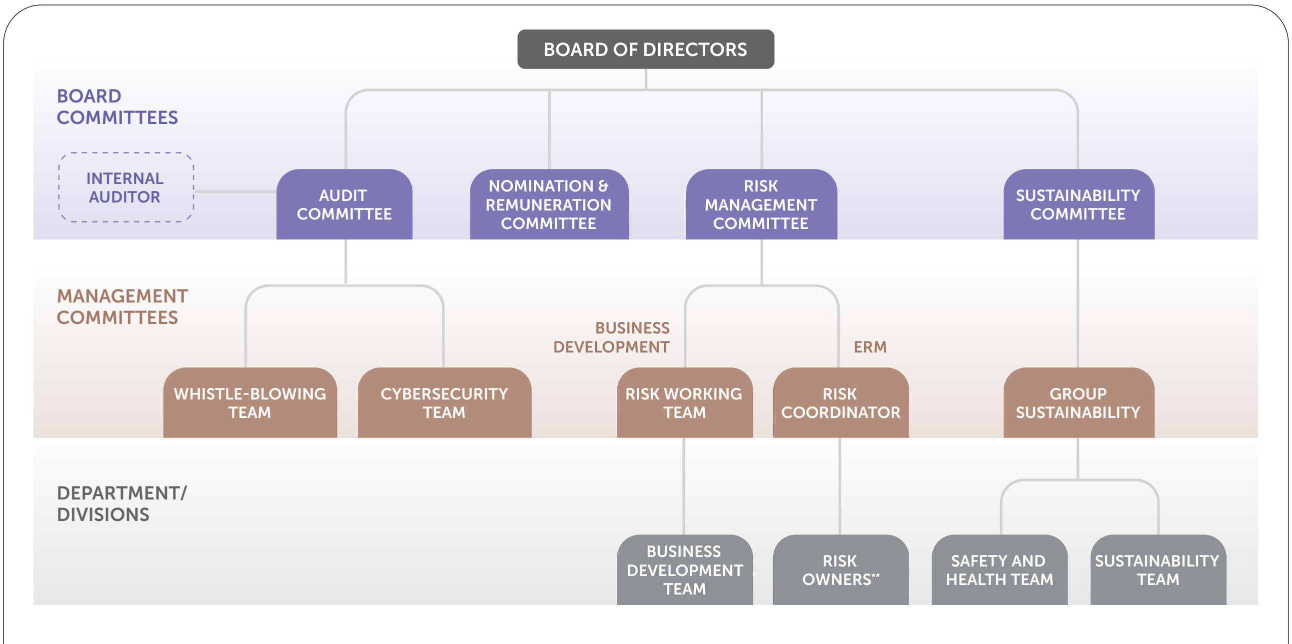
To enhance business and corporate efficiency and effectiveness, the Board delegates specific responsibilities to the respective committees of the Board.

BOARD COMMITTEE	ROLES AND RESPONSIBILITIES
AUDIT COMMITTEE ("AC")	- Providing oversight on the Group's financial reporting, disclosure, regulatory compliance and risk management. - Monitoring of internal control processes within the Group. - Reviewing the quarterly results and full year financial statements. - Reviewing the audit reports pertaining to the risk management and internal controls. - Reviewing related party transactions and conflict of interest.
NOMINATION AND REMUNERATION COMMITTEE ("NRC")	- Reviewing the procedures for appointment of Directors and senior management personnel of the Group. - Reviewing the remuneration package. - Annual review of the required mix of skills, knowledge and experience and other qualification of the Board members. - Examining size of the Board with the optimum number of Directors on the Board to ensure its effectiveness.
RISK MANAGEMENT COMMITTEE ("RMC")	- Identifying, evaluating, monitoring, and reporting of risk areas. - Providing control measures, recommendations, and management action plans to mitigate such risks through periodic meetings and updates to the AC on a regular basis. - Ensure that the integrated risk management functions within the Group are effectively discharged.
SUSTAINABILITY COMMITTEE ("SC")	- Providing oversight on the sustainability strategy, encompassing economic, environmental, social and governance aspects, including climate change and occupational safety, health, and environment matters. - Providing advice and recommendations on sustainability strategies and policies for the Board's approval, and monitoring their implementation on a quarterly basis. - Chairperson of the Committee, who is also the Executive Director of the Company, is delegated with responsibility to oversee the health and safety risks of the Group, climate change, human rights and social related matters with the assistance of Group Sustainability Department and Sustainability Team to assist the SC and the Board in discharging their responsibility and duties.

The terms of reference of the Board Committees are available on the Group's website at https://lbs.com.my/corporate-governance/.

The Chairman of each Board Committee will provide a briefing to the full Board on the matters discussed during the committee's meetings. Minutes of these meetings will be circulated to all the Board members. All Board Committees operate within their clearly defined Terms of Reference and operating procedures. Reports of their proceedings and deliberations, along with any recommendations are submitted to the Board for consideration. Ultimately, the responsibility for decision making rests with the Board.

The following diagram shows a brief overview of the Board Committees of LBS



*** Risk Owners comprise HODs from Corporate/Project/Hotel/Retail Divisions*

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Boardroom Diversity

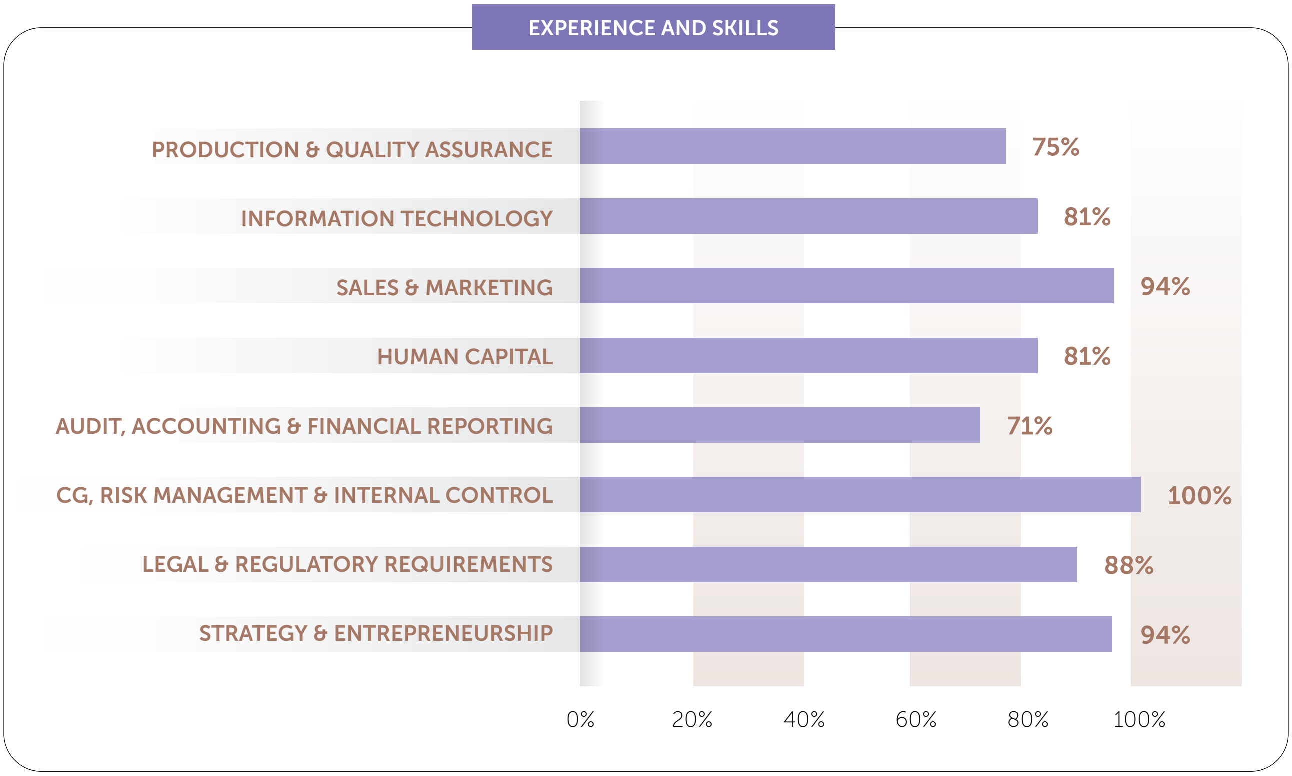
The Board has in place a Board Diversity Policy which sets out the approaches approved by the Company to achieve diversity of the Board. Under this policy, the Company recognises and embraces the benefits of having a diverse Board and sees increasing diversity within the Board as an essential element in maintaining its competitive advantage and supporting its sustainable development. In determining an optimum composition of the Board, the Company will consider all aspects of diversity and will also consider factors based on its own business model and specific needs from time to time. The Human Resources Department has adopted similar criteria in its selection and appointment process for employees. The Board Diversity Policy is available at: https://lbs.com.my/policies/diversity-policy/.

The appointment of Board members will be based on meritocracy and candidates will be considered against objective criteria, having due regard for the benefits of diversity within the Board. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, ethnicity, age, skills, regional and industry experience and exposure, cultural and educational background, as well as professional experience. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board. The Company does not set any specific target for female Directors or Key Senior Management; however, it will actively work towards having more female members on the Board and in Key Senior Management. The Board recognises that the evolution of Board balance and diversity is a long-term process and will weigh the various factors relevant to Board balance and diversity when vacancies arise.

The NRC is responsible for ensuring that diversity principles are adopted in the Board and Senior Management appointments, Board performance evaluation and succession planning processes.

The Succession Planning Policy is available at https://lbs.com.my/policies/succession-planning-policy/

A Board Skills Matrix has been used as reference for the Directors' continuing development and succession planning. The Board consists of individuals with a diverse wealth of qualifications, experiences, skills and knowledge in areas ranging from civil engineering, accountancy, banking and finance, to business entrepreneurship, information technology and public service. The composition of the Board is deemed balanced to complement and provide clear and effective leadership to the Group and bring informed and independent judgement to various aspects of the Group's strategies and performance.



A brief profile of each director is presented in the "Directors' Profile" section of this Integrated Annual Report 2024. Further details of the Board's diversity are presented in the Sustainability Report 2024 of the Company.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

II. BOARD COMPOSITION

The Board presently has eight (8) members comprising four (4) Independent Non-Executive Directors ("INEDs") and four (4) Non-Independent Executive Directors led by the Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San as the Group Executive Chairman. The INEDs maintained at 50% of the Board, and 37.5% of the Board members are women directors. These figures are in line with the recommended best practice, which suggest that at least half of the Board shall comprise independent directors and at least 30% of the total Board members are women directors.

The Board also recognises the pivotal role of the INEDs in corporate accountability as they provide unbiased and independent views, advice and judgement to issues and decisions and act in the best interests of the Group and its shareholders.

Board Appointment Process

The Board has delegated the responsibility for recommending a potential candidate to fill a Board vacancy to the NRC. The Company has established "Board Appointment Process" with regards to maintaining a formal and transparent process for Board appointments. The NRC assists the Board in ensuring the existence of the right mixture of skills, knowledge, experiences, qualities, gender, personal attributes, among other criteria that are relevant and contribute to the effective functioning of the Board. The NRC will perform initial process of review and selection of candidates identified for appointment to the Board. The ultimate decision on the appointment of a new Director lies with the Board as a whole.

The NRC utilises various resources, including Directors' network, Management's recommendations, independent professional services and industry database to identify potential candidates for directorship. These candidates undergo a thorough assessment to evaluate their skills, competencies, experience, integrity, availability, and other relevant factors to ensure they can effectively fulfil the responsibilities of a director. Only after this assessment are potential candidates recommended to the Board for consideration and approval.

Furthermore, the NRC considers the diversity of the Board's composition including, gender, ethnicity, age, cultural background, among other factors, in the board appointment process. This ensures that the Board reflects a diverse range of perspectives and experiences, which can enhance its effectiveness and decision-making capabilities.

Re-election of Directors

The NRC is responsible for making recommendations to the Board in relation to those Directors who are due for retirement by rotation and are eligible to stand for re-election. The recommendations made are to be in compliance with the MMLR of Bursa Malaysia and in accordance with the Company's Constitution where one-third (1/3) of the Directors, including the Group Managing Director, shall retire from office at least once every three (3) years and be eligible for re-election by shareholders at the Annual General Meeting ("AGM"). Directors who were appointed during the year are subject to retirement and re-election by the shareholders at the next AGM following their appointment.

The names of the three (3) Directors seeking re-election at the forthcoming 25th AGM are disclosed in the Notice of AGM. The Board, on the recommendation of the NRC, and with retiring Directors abstaining, have endorsed the re-election of the retiring Directors.

Tenure of Independent Directors

In accordance with the Board Charter, the tenure of service of Independent Directors is capped at the maximum limit of nine (9) years as recommended by the MCCG. Upon completion of a nine-year term, an Independent Director may continue to serve on the Board subject to his re-designation as a Non-Independent Director and subject to shareholders' approval. None of the INEDs' tenure has exceeded a cumulative term of nine (9) years in 2024.

Annual Assessment of Independence

Paragraph 1.01 of the MMLR of Bursa Malaysia provides that an INED is one who is independent of management and free from any business or other relationship that could interfere with the exercise of independent judgement or the ability to act in the best interests of a listed company.

The present composition of the Board is in compliance with Paragraph 15.02(1) of the MMLR of Bursa Malaysia where four (4) out of its total eight (8) Board members are Independent Directors. The Board assesses the independence of its INED annually for proper functioning of the Board and provides effective checks and balances in discharging its responsibilities. No individual or small group of individuals dominates the Board's decision making. For the purposes of determination of independence, the INEDs who are not related to the substantial shareholders of the Company, provide declarations regarding their independence.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

When reviewing the independence of the INEDs, the NRC has considered their other directorships, annual declarations regarding their independence, disclosures of interest in transactions in which they have a direct or indirect interest, their ability to avoid any apparent conflicts of interest especially by abstaining from deliberation and voting on such transactions, and their ability to maintain objectivity in their conduct as Directors of the Company.

The Board is satisfied with the assessment of the INEDs especially with the level of independence demonstrated by all the INEDs of the Company and their ability to provide objective judgement to the Board, which mitigates conflicts of interest and undue influence from interested parties.

Annual Evaluation

The NRC was established with defined Terms of Reference to assist the members of the NRC in discharging their duties. The NRC comprises three (3) members who are exclusively INEDs pursuant to Paragraph 15.08A(1) of the MMLR of Bursa Malaysia.

The NRC has assessed the effectiveness of the Board as a whole and the Board Committees through the completion of assessment questionnaires. The assessment parameters included structure, operations, tenure, roles and responsibilities and their effectiveness.

Through an Evaluation Panel comprising the Chairman of the Board, Chairman of the NRC and Chairman of the AC, the NRC has assessed each Director's contribution to the effectiveness of the Board. The assessment parameters include their attendance record, contributions to interaction, the quality of their input, and their understanding of their roles.

The evaluation process is a constructive mechanism for improving board effectiveness, maximising strengths and tackling weaknesses, leading to an immediate improvement of performance throughout the organisation. When assessing the performance of Board members, the assessment forms will be distributed to every member of the Evaluation Panel. Upon completion, the Company Secretary gathers the forms, summarise and present the results of the performance assessment to the NRC. The assessment for the Board as a whole and Board Committees will be carried out by the NRC at the meeting. A questionnaire which forms part of the meeting documents will be completed by the NRC after discussion. The findings of all evaluations will later be reported to the Board. The following evaluation forms are used:-

(a) Independent Director's Self-Assessment Checklist;
(b) Director's Performance Evaluation;
(c) Board and Board Committees Performance Evaluation;
(d) AC Evaluation Sheet;
(e) AC Member's Self & Peer Performance Evaluation Sheet; and
(f) Declaration of Fit and Proper Form.

A summary of the activities of the NRC in discharging its duties during the year under review is as follows:

(a) Reviewed the composition of the Board in respect of its structure, size and the required mixture of skills and experience;

(b) Reviewed the re-election of Directors retiring by rotation pursuant to the Company's Constitution at the 24th AGM of the Company;

(c) Assessed the independence of INEDs;

(d) Reviewed remuneration package comprising salaries, incentives, bonuses, benefits-in-kind and allowances of Executive Directors. The determination of the remuneration of the INEDs is a matter for the Board as a whole;

(e) Undertook an annual assessment and evaluation of the Board, Board Committees and the individual Directors;

(f) Reviewed and assessed the proposed appointment of Executive Directors, INEDs and Alternate Directors; and

(g) Assisted the Board to identify training needs and facilitate the training and development to ensure they are adequately updated with the latest developments in carrying out their responsibilities as a Director.

The NRC, upon its annual assessment, confirmed that the present size and composition of the Board has the requisite competencies and capacity to effectively oversee the overall businesses and handle all matters pertaining to the Group.

The Board is satisfied that the current function of NRC in respect of nomination and remuneration matters is in accordance with its Terms of Reference.

Time Commitment

None of the members of the Board has more than five (5) directorships in listed companies. This ensures that their commitment, resources and time are more focused which enables them to discharge their duties efficiently. All Directors are obliged to notify the Board before accepting any new directorships in other listed companies. The notification will include an indication of time that will be spent on the new appointments to ensure that the Directors have sufficient time to discharge their duties to the Board and the various committees on which they serve.

The Directors of the Company acknowledge the importance of allocating sufficient time to attend to the affairs of the Company and at the same time ensure their full commitment towards the business needs of the Group.

Although there is no specified time commitment required of the Directors in terms of the number of days per year, the Board is satisfied with the level of time commitment given by the Directors towards fulfilling their roles and responsibilities as Directors of the Company. Besides attending Board, Board Committees and general meetings, the time spent by Directors also include attending informal meetings and discussions with Management relating to the Group's affairs, corporate events like project launches, project site visits, inhouse professional development and training and all other major corporate events, functions, briefings and dinners organised by the Company.

Board and Committee Meetings Attendance

	NO. OF MEETINGS HELD				
DIRECTORS	BOARD	AC	NRC	RC	SC
Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San *(Group Executive Chairman)*	6/6	–	–	–	4/4
Datuk Wira Lim Hock Guan *(GMD/CEO)*	5/6	–	–	–	3/4
Maj (Hon) Dato' Sri Lim Hock Sing *(Executive Director)*	5/6	–	–	2/2	–
Dato' Lim Mooi Pang *(Executive Director)*	6/6	–	–	2/2	4/4
Dato' Lim Han Boon *(Senior Independent Non-Executive Director)*	6/6	5/5	–	2/2	4/4
Dato' Yong Lei Choo *(Independent Non-Executive Director)*	6/6	–	2/2	2/2	4/4
Dato' Aminudin Zaki Bin Hashim *(Independent Non-Executive Director)*	6/6	5/5	2/2	2/2	–
Nuraini Binti Ismail *(Independent Non-Executive Director)*	6/6	5/5	2/2	–	2/2
Total number of meetings held during 2024	**6**	**5**	**2**	**2**	**4**

A pre-scheduled annual calendar of the Board Meetings is circulated to all the Board members at the beginning of each year to facilitate the Directors to plan their schedules. Board Meetings are usually held a minimum of five (5) times in a year. Additional meetings will be convened as and when there are important and urgent decisions to be made, which require additional time to be spent between the scheduled meetings. Directors are also allowed to participate in Board Meetings via online tele-conference.

Members of Key Senior Management were invited to attend Board meetings to furnish additional details or provide clarification on matters tabled for consideration by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Directors' Training and Induction

The Company has adopted the Directors' Induction Programme, a formal induction programme for newly appointed Directors. A formal letter detailing the general duties and obligations as a director pursuant to the relevant legislation and regulations will be given to each new Director. The new Director will also be provided with reading materials relating to the roles and responsibilities of a Director, the Group's principal businesses, corporate governance practices, company policies and procedures as well as a Board meeting calendar for the year.

The Company Secretary would lead this comprehensive induction programme which includes meeting with members of Key Senior Management and their teams to allow the new Director to be acquainted with the Management and to facilitate their future independent access to the Management. The programme also includes a briefing by the Company Secretary on the Board processes, internal controls and governance practices and by the Key Senior Management on key areas of the Company's operations.

All Directors are also provided with updates and/or briefings from time to time by professional advisers, consultants, Management and the Company Secretary in areas such as corporate governance practices, relevant legislations and regulations and financial reporting standards. The Company Secretary periodically informs the Directors of the availability of appropriate courses, conferences and seminars, and the Directors are encouraged to attend such training at the Company's expense.

Members of the Board attended training programmes, conferences, seminars, courses and/or workshops during the financial year. A summary of selected in-house education programmes and external training sessions attended by Directors are set out as follows:

NO	DATE	SEMINARS/FORUM/CONFERENCE/TRAINING
TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN		
1	26.01.2024	Conflict Resolution in Business Negotiation - How to Deal with Emotions
2	23.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
3	29.10.2024	Part 1: Anti-Bribery and Corruption in the Workplace
4	29.10.2024	Part 2: Anti-Bribery and Corruption in the Workplace
5	29.10.2024	Sexual Harassment in the Workplace
6	29.10.2024	Human Rights, Whistle Blowing & Grievance
7	01.11.2024	Cybersecurity Awareness Training
8	13.11.2024	Introduction to Anti-corruption Law in Malaysia 2024 Training
DATUK WIRA LIM HOCK GUAN		
1	23.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
2	29.10.2024	Part 1: Anti-Bribery and Corruption in the Workplace
3	29.10.2024	Part 2: Anti-Bribery and Corruption in the Workplace
4	29.10.2024	Sexual Harassment in the Workplace
5	29.10.2024	Human Rights, Whistle Blowing & Grievance
6	01.11.2024	Cybersecurity Awareness Training
7	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024

CORPORATE GOVERNANCE OVERVIEW STATEMENT

NO	DATE	SEMINARS/FORUM/CONFERENCE/TRAINING
MAJ (HON) DATO' SRI LIM HOCK SING		
1	23.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
2	29.10.2024	Part 1: Anti-Bribery and Corruption in the Workplace
3	29.10.2024	Part 2: Anti-Bribery and Corruption in the Workplace
4	29.10.2024	Sexual Harassment in the Workplace
5	29.10.2024	Human Rights, Whistle Blowing & Grievance
6	01.11.2024	Cybersecurity Awareness Training
7	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024
DATO' LIM MOOI PANG		
1	06.01.2024	How To Set Up a Private Hospital Workshop
2	26.01.2024	Conflict Resolution in Business Negotiation - How to Deal with Emotions
3	23.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
4	18.10.2024	IAR 2024 Workshop
5	29.10.2024	Part 1: Anti-Bribery and Corruption in the Workplace
6	29.10.2024	Part 2: Anti-Bribery and Corruption in the Workplace
7	29.10.2024	Sexual Harassment in the Workplace
8	29.10.2024	Human Rights, Whistle Blowing & Grievance
9	01.11.2024	Cybersecurity Awareness Training
10	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024
DATO' LIM HAN BOON		
1	23.02.2024	Corporate Innovation through Venture Building
2	06.03.2024	Emerging Trends in Business Sustainability & Humanity
3	11.03.2024	Future Proofing Malaysian Business-Navigating Cyber Threats in the Age of AI
4	23.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
5	20.08.2024	Navigating Climate Risk : Investor Priorities
6	27.09.2024	Malaysia's Cyber Security Act 2024
7	11.11.2024	ISSB :Applying the IFRS Sustainability Disclosure Standard
8	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024
9	21.12.2024	Social Media & the Responsibility of Digital Citizens by MCMC

CORPORATE GOVERNANCE OVERVIEW STATEMENT

NO	DATE	SEMINARS/FORUM/CONFERENCE/TRAINING
DATO' YONG LEI CHOO		
1	02.03.2024	Financial Master Class: Regulatory & Ethical Latest Update: Key Dimensions in AMLA, PDPA, Ethic Code, and Anti-Corruption & Bribery
2	23.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
3	01.11.2024	Cybersecurity Awareness Training
4	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024
5	18.12.2024	Islamic Finance Relating to Stock Broking Activities
DATO' AMINUDIN ZAKI BIN HASHIM		
1	22.04.2024	Enhanced Conflict of Interest (COI) & Disclosure Obligations – Unpacking the Implication to & Disclosure Obligations of Listed Issuers, Their Directors and Key Officer
2	01.11.2024	Cybersecurity Awareness Training
3	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024
PUAN NURAINI BINTI ISMAIL		
1	05.04.2024	How Big Corporate Scandals Happen and What Boards Can Do to Prevent It (BI)
2	08.04.2024	Cyber Resilience into Business DNA; Safeguarding our Digital Assets in new age of threats
3	23.04.2024	Enhanced Conflict of Interest (COI) and Disclosure Obligations- Unpacking the Implications & Disclosure Obligations of Listed Issuers, their Directors and Key Officers
4	13.11.2024	Introduction to Anti-Corruption Law in Malaysia 2024
5	05.07.2024	Hajah and Darudah (BI)
6	01.08.2024 02.08.2024	Asset Liability Management (BI -ASB)
7	08.08.2024	Preventing Fraud; Board's Roles & Responsibilities -FIDE Forum
8	04.09.2024	AML/CFT/CFS; Key Challenges and Trends
9	05.09.2024	Anti Bribery and Anti-Corruption in relation to Section 17 A MACC Act 2009- Corporate Liability Provision
10	01.10.2024	Directors' Conference : - Building a Future - Proof Strategy; - Navigating Technological Disruptions - Leadership and Governance in Digitalisation - Digitalisation; Opportunities & Risks - Rising to the Challenges; Board Dynamics in Digital Transformation - Cybercrime and Fraud in Today's Digital Age
11	09.10.2024	Climate Risk Management-What Insurance Company Directors Need to Know (ASB /MCIS)
12	18.10.2024	BI - An update on Technology and Cybersecurity Risks
13	13.11.2024	The Commercial Organization Offence/Corporate Liability under Section 17A MACC/ SPRM 2009
14	19.11.2024	Securities Commission; AOB conversations with Audit Committees AMLATFPUAA-BIMBSec
15	05.12.2024	Perspectives on Climate Priorities for Bank Islam
16	06.12.2024	AML Training MCIS
17	17.12.2024	Security Training

With the assistance of the NRC and Company Secretary, the Board will continue to evaluate and determine the training needs of its members to assist them in discharging of their duties as Directors of the Company effectively.

III. REMUNERATION

The Group is committed to achieve better performance and this depends crucially on the individual contributions made by the Board and employees at all levels. Accordingly, the Board believes that an effective remuneration policy plays an essential part in attracting, retaining and motivating talents of the Group.

In reviewing the remuneration for Executive Directors and Senior Management, the NRC, with the assistance of Human Resources Department, consider whether a remuneration package has achieved the following main objectives:

- To ensure a remuneration package is competitive to attract and retain the Executive Director and Senior Management who can meet the Company's goals;
- To reward an Executive Director for achieving corporate and individual performance targets in a fair and equitable way;
- To ensure the remuneration package reflects their duties and responsibilities and contain incentives to motivate them to deliver the Group's performance objectives without encouraging excessive risk taking; and
- The remuneration policy must be sufficiently flexible to take account of changes in the Group's business environment and market practices.

The Remuneration Policy is available at https://lbs.com.my/policies/remuneration-policy/.

The remuneration packages for Executive Directors comprises a fixed component (in the form of basic salary, contractual bonus and benefits-in-kind) and variable components (which includes short-term variable performance bonus and long-term incentive in the form of cash-based retirement benefits).

When reviewing and determining the structure of Directors' remuneration, the NRC considers the following criteria:

- Individual performance;
- Skills, knowledge and exposure;
- Involvement in the Group's affairs effectively;
- Achievement of Group's internal targets and KPI; and
- Performance and profitability of the Group.

The NRC also considers other factors such as salary paid by comparable companies, time commitment, scope of duties and responsibilities. Relevant information on their remuneration from independent consultants or survey data, when available, will also be used as reference by the NRC.

The long-term incentive in the form of cash-based retirement benefits aligns the Management with long-term shareholder value creation. Payment will be made at the end of a retirement period. Being a cash-based benefit, this is not dilutive to current shareholders. There is no claw-back provision in the remuneration of Executive Directors and Senior Management. However, if their employment is terminated due to several circumstances such as conviction of criminal offences involving fraud or dishonesty, they shall not be able to entitled for the long-term incentive.

The Board recommends the proposed fees for the INED with the individual Directors concerned abstaining from decisions in respect of their individual remuneration. When reviewing the structure and level of Directors' fees for the INED, which comprise the base director fee and additional fees for services rendered on Board Committees and fee for the chair of Board Committees, the Board takes into consideration their respective roles and responsibilities on the Board and Board Committees and the changes in the business, corporate governance practices and regulatory rules. The Board also compares the fee structure against industry practices annually. Other factors taken into consideration in the fee revision include the frequency of Board and Committee meetings and the interval since the last fee revision. The Board is mindful that the remuneration for INEDs should not be excessive to compromise or reasonably be perceived to compromise their independence.

The payment of Directors' fees, allowances, benefits in kind to the Directors are subject to the approval of shareholders at the Company's AGM in accordance with the provisions of the Companies Act, 2016, and Directors who are also shareholders will abstain from voting at the AGM on this matter.

The details of Directors' remuneration for the year 2024, including a breakdown of each individual Director's remuneration such as fees, salaries and bonus, benefits-in-kind and other emoluments are disclosed under Practice 8.1 in our CG Report and Note 40 to the Financial Statements in the IAR2024.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

I. AUDIT COMMITTEE

The AC assists the Board to oversee the integrity of the Group's financial reporting processes. The processes are aimed at providing assurance that the financial statements and related notes were prepared and drawn up in accordance with the provisions of the Companies Act, 2016 and the applicable approved accounting standards in Malaysia for 2024. The quarterly financial results and audited financial statements were reviewed and recommended by the AC and approved by the Board before being released to Bursa Malaysia.

For further details of the AC's composition and activities during 2024, please refer to the "AC Report" section in this IAR2024.

Assessment of Suitability and Independence of External Auditors

The AC carries out the assessment procedures annually to determine the suitability and independence of the External Auditors including quality and performance of their audit to ensure the External Auditors are free from any business or other relationships with the Group that could materially interfere with their ability to act with integrity and objectivity. The annual assessment also ensures that the provision of other non-audit services by the External Auditors is not in conflict with their audit function.

The External Auditors provide mainly audit-related services to the Company and also undertake certain non-audit services such as quarterly reviews, regulatory reviews and reporting, and other services as and when requested by the Group. The independence of External Auditors can be impaired by the provision of non-audit services to the Company.

During 2024, the AC met independently at two scheduled meetings with the External Auditors to discuss any matters they wish to raise or concerns they may have without the presence of the management. The AC also undertook a review of the independence of UHY Malaysia PLT ("UHY") and gave careful consideration to the Group's relationship with them. In determining the independence of UHY, the AC reviewed various aspects of their relationship with them including the nature and amount of the non-audit services paid to UHY for the year 2024 and the corresponding fees. The review showed that the non-audit fees did not impair or threaten the audit independence of UHY as such an amount is not significant as compared to the total audit fees paid to UHY. Based on the review, the AC is of the opinion that UHY is, and is perceived to be, independent for the purpose of the Group's statutory financial audit. UHY has declared its independence to the Group and its compliance pursuant to Paragraph 290.173 of the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants.

The AC has adopted the External Auditors Policy which outlines the guidelines and procedures for the AC to assess and monitor the External Auditors. It provides that the External Auditors rotate their engaging partner in charge of audit of the Group's financial statements once every five (5) years to maintain their independence from the Group.

In reviewing the nomination of UHY for re-appointment for 2024, the AC had considered the adequacy of the resources, experience and competence of UHY. Consideration was also given to the experience of the engagement partner and key team members in handling the audit of listed corporation with 81 subsidiaries companies under different business segments. The audit quality, technical competencies, manpower resource sufficiency, size and complexity of the audit of the Group were taken into consideration. The review also took into account the level of cooperation with Management while maintaining integrity and objectivity and to deliver their services professionally and within stipulated timelines.

The AC is satisfied with the competence and independence of the External Auditors and has recommended to the Board the re-appointment of the External Auditors, upon which the shareholders' approval will be sought at the forthcoming 25th AGM.

Statement of Directors' Responsibility in respect of the Financial Statements

The Directors are responsible to ensure the Company's financial statements are drawn up in accordance with the applicable approved accounting standards in Malaysia and the provisions of the Companies Act, 2016 so as to give a true and fair view of the state of affairs, the results and cash flow of the Group and of the Company during the financial year. The Board is also responsible for ensuring that the financial results are released to Bursa Malaysia within the stipulated time frame.

In preparing the financial statements, the Directors have ensured compliance with the applicable approved accounting standards and applied consistently and made judgements and estimates that are reasonable and prudent. The Directors have also confirmed that the financial statements have been prepared on a going concern basis.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The AC had met with the External Auditors in February and November 2024 to review the scope and adequacy of the audit planning memorandum, the audit findings and the annual financial statements,

The External Auditors have assisted in evaluating the unaudited quarterly results and the financial statements. They were invited to attend the Board's meetings and AGM of the Company and were available to answer enquiries on the conduct of the statutory audit and the preparation and contents of their audit report.

The Directors are responsible for ensuring the Group keeps proper accounting records which disclose with reasonable accuracy the financial position of the Group at any time and which enable them to ensure that the financial statements comply with the provisions of the Companies Act, 2016 and the applicable approved accounting standards. It is the Board's general responsibility for taking reasonable steps to safeguard the assets of the Group and to detect as well as prevent any fraud or other irregularities from occurring.

Relationship with External Auditors

The Board maintains a formal and transparent relationship with its External Auditors in seeking valuable professional advice and in ensuring compliance with the applicable accounting standards. The External Auditors regularly bring up relevant matters that need to be addressed during the AC Meetings and Board Meetings.

The AC has been accorded the power to communicate directly with both the External and Internal Auditors in providing independent assessments on the adequacy, efficiency and effectiveness of the Group's internal control system.

II. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Sound Risk Management Framework

The Board strongly believes in establishing and maintaining a sound system of risk management framework and internal control in the Company and the Group to safeguard shareholders' interest and Group's assets. The Board continuously reviews and examines the effectiveness and efficiency of the risk management framework and internal control system in areas such as financial, operational and compliance risk, and seek alternative ways for improvement should any weakness be detected and identified.

Internal Control

The Board has overall responsibility for maintaining sound internal control systems that cover financial controls, operational and compliance controls, and risk management to ensure shareholders' investments, customers' interests and the Group's assets are safeguarded.

The Company outsourced its entire ERM framework by engaging an external service provider, Deloitte Business Advisory Sdn. Bhd. ("Deloitte") to facilitate the risk control self-assessment exercise with various stakeholders. Risk analysis and evaluation were performed to update the existing risk registers. The Risk Management Committee revised the risk treatment plans along with the corresponding target risk level for any key residual risks highlighted.

The systems of internal controls are continuously reviewed to ensure that they are working via the on-going review through the internal audit process. In 2024, the internal audit function conducted its works based on an annual Internal Audit Plan which was tabled before and approved by the AC. The Project Management Officers, an internal team of the Company, have also conducted various initiatives on internal operational system enhancement and performed quarterly review thereof.

All Internal Audit Reports are tabled and reviewed by the AC during the meetings of the AC and the Board. Follow-up reviews are subsequently performed to ascertain the extent of implementation of the recommended corrective actions for improvement.

Aside from performing regular operational and compliance audits, the Internal Auditors may conduct investigations and any ad-hoc reviews upon requisition from the AC or the Management.

The engagement of Internal Auditors is one of the many ways of reviewing and assessing the effectiveness of the Group's risk management framework and internal control system. Both the Board and Management will rectify the weaknesses detected by the Internal Auditors through either adopting the recommendations made by the Internal Auditors or via developing their own alternatives to eliminate such weaknesses.

More information on the risk management and internal control is disclosed within the sections titled "Statement on Risk Management and Internal Control" on page 119 to 124 in this IAR2024.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C: INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

I. COMMUNICATION WITH SHAREHOLDERS

Corporate Disclosure Policies and Procedures

The Company recognises the importance of effective and timely disclosure of corporate and material information to ensure that shareholders, investors and the public make informed assessments of the Company's business value and prospects.

During the year, the Company has revised its Corporate Disclosure Policy which serves as a guide to ensure broad dissemination of material information in a comprehensive, accurate and timely manner to various stakeholders.

All announcements for release to Bursa Malaysia are subject to approval by Executive Directors. All the Executive Directors, Head of Investor Relations ("IR") Department, Company Secretary and other officers who are privy to the information are obliged to maintain strict confidentiality of the information.

All information made available to Bursa Malaysia is immediately available to shareholders and the public at large on the Investor Relations section of the Company's website.

Leverage on Information Technology for Effective Dissemination of Information

The Board acknowledges the importance of clear, transparent and timely communication with shareholders and investors by way of the Group's businesses and corporate developments. The following means of communication are utilised as channels for sharing substantial information with shareholders, investors and members of the public:

a) IR Department

The Company's IR Department is actively involved in conducting regular briefings, dialogue sessions and presentations with institutional investors, fund managers, analysts as well as financial institutions. These activities aim to develop and maintain positive relations with all shareholders and investors through enabling active two-way communications, as well as promoting and demonstrating a high standard of integrity and transparency through timely, accurate and full disclosure. At the same time, these activities serve to enhance shareholders and investors' understanding of the Group, thereby enabling them to make informed decisions when valuing the Company's shares.

The Company takes an active role in investor relations. The Head of the IR Department is responsible for managing the Group's investor relations programmes, including communications with the financial community, research analysts and relevant stakeholders. Meetings with local and foreign fund managers are conducted regularly on a group basis or via one-on-one physical or virtual meetings. In 2024, the IR team attended 20 meetings with fund managers, analysts and institutional shareholders.

Currently, the Company is covered by three (3) research houses.

b) Integrated Annual Report

The Company's Integrated Annual Report contains comprehensive and easy to understand details of the business, financial performance, strategic direction, sustainability matters and other activities of the Company. These contents are continually enhanced in order that shareholders and the investing public are provided with clear and accurate information and are suitably briefed on matters that are to be discussed to enable their effective participation during the AGM. An online version of the IAR2024 is also available on the Company's website.

The Board recognises the importance of promoting good business conduct and maintaining a healthy corporate culture and sustainable growth to build greater confidence and trust with our stakeholders through continuous improvement of our disclosure practice. The Company has made further progress and produced its third IAR2024.

c) Website

The Company's corporate website www.lbs.com.my also provides an avenue for accessing the latest corporate information and developments of the Company easily and immediately. It houses information on the Group's corporate profile, development products, financial results, press releases, corporate news and Company's e-newsletter – Journey With LBS, among other information. Alternatively, Bursa Malaysia's website www.bursamalaysia.com serves as another source of information for shareholders, investors and the public on the various announcements made by the Company from time to time in addition to the IAR2024, Sustainability Report, Circular to Shareholders and Annual Audited Accounts submitted to Bursa Malaysia.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

d) *Online Social Networking*

Recognising the benefits of broader communications especially social media, the Company has immersed itself on online social networking platforms such as Facebook, Twitter, WeChat, Instagram, TikTok, LinkedIn and YouTube. These alternate channels of communication are enabling better engagement with shareholders, investors and other stakeholders given that all real time updates on the Company are accessible at any point of time.

e) *Corporate Communication Department*

The primary role of this department is to coordinate all the media interviews including one-on-one meetings with media either through print media or television coverage at regular intervals to provide wider publicity and improve general understanding of the Group's businesses and operations.

It is also responsible for issuing press releases and uploading corporate news and events onto the Company's website and synchronised across the social media channels to keep the public abreast of the latest information on the Group.

f) *Senior Independent Non-Executive Director*

As there may be instances where investors and shareholders may prefer to express their concern to an Independent Director, the Board has appointed Dato' Lim Han Boon, as the Senior Independent Non-Executive Director ("Senior INED") of the Company to whom the concerns pertaining to the Group may be directed. He can be contacted via email at limhb@lbs.com.my.

g) *Town Hall Meeting*

The Company believes that good employee engagement and teamwork are important hallmarks of success. To this end, the Company's Town Hall Meeting serves as an interactive platform for Management to connect with employees, reinforce the Company's corporate culture and values, as well as promote teamwork and collaboration.

During 2024, the Company conducted Town Hall Meeting in January, where the Group Executive Chairman and GMD/CEO shared the Company's objectives and direction with staff. Our employees were also given the opportunity to speak, present or provide updates on the latest developments relating to their respective operational units.

II. CONDUCT OF GENERAL MEETINGS

The Company's AGM remains the principal forum for dialogue and interaction with the shareholders. The Board regards the AGM as an important channel of communication, as it serves as a forum for direct two-way interaction between the shareholders, Board and Management on the Company's strategic direction, operations, performance and major developments.

The Company had conducted its 24th AGM on 13 June 2024. An Independent Scrutineer was appointed by the Company to verify the results of the poll voting.

The Board is to ensure sufficient and relevant information is provided in relation to each agenda item in the Notice of AGM. Each item of special business included in the Notice of AGM is to be accompanied by an explanatory statement for the proposed resolution to facilitate the full understanding and evaluation of issues involved.

Extraordinary General Meetings ("EGMs") are held as and when shareholders' approval is required on specific matters. Relevant Advisors to the Board, lawyers and/or Reporting Accountants engaged in advising the Board on these specific matters are to be present at these EGMs to respond to the questions raised by shareholders.

Shareholders are given the opportunity to participate in the question and answer session during the AGM on the proposed resolutions and the Group's operations. The Chairman of the Meeting is to provide sufficient time for shareholders' questions on matters pertaining to the Group's performance to be tabled and is to respond to shareholders with regards to their concerns and questions raised. Members of the Board, Chairman of Board Committees and Key Senior Management, as well as the External Auditors of the Company are to be present to respond to questions raised at the meeting.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

ADDITIONAL COMPLIANCE INFORMATION

In compliance with the MMLR of Bursa Malaysia, the following information is provided:

Audit and Non-Audit Fees

(a) The amount of audit fees paid or payable to the external auditors, UHY, and their affiliated companies for services rendered to the Group and the Company for the financial year 2024 amounted to RM953,500 and RM140,000 respectively.

(b) The amount of non-audit fees paid or payable to UHY, and its affiliated companies for services rendered to the Group and the Company for the financial year 2024 amounted to RM193,700 and RM21,000 respectively.

Material Contracts

There was no material contract (not being contracts entered into in the ordinary course of business) entered into by the Company or its subsidiary companies involving the interests of the Directors, Chief Executive who is not a Director or major shareholders, either still subsisting at the end of the financial year under review or which were entered into since the end of the previous financial year.

Related Party Transactions

The Directors recognise that they have to declare their respective interests in transactions with the Company and the Group, and abstain from deliberation and voting on the relevant resolution in respect of such transactions at the Board or at any general meetings convened to consider the matter.

All Related Party Transactions are reviewed as part of the annual internal audit plan, and the AC reviews any Related Party Transactions and conflict of interest situation that may arise within the Group including any transaction, procedure or course of conduct that causes questions of management integrity to arise.

General Mandate on Recurrent Related Party Transaction

The Company had obtained shareholders' approval at its 24th AGM held on 13 June 2024 for the Group Company to enter into transactions with the related parties set out in the Company's Circular to Shareholders dated 30 April 2024 ("Circular to Shareholders"), for types of transactions as described in the Circular to Shareholders, provided that such transactions are entered into in accordance with the review procedures set out in the Circular to Shareholders (the "General Mandate"). The General Mandate is subject to annual renewal by the shareholders. Given that such related party transactions are expected to occur with some degree of frequency and may arise at any time, and to allow the Group to undertake such transactions in an expeditious manner, shareholders' approval will be sought at the forthcoming 25th AGM for the renewal of the General Mandate.

The General Mandate has remained appropriate since its renewal at the 24th AGM, with methods and procedures in place to ensure that transactions are conducted on normal commercial terms and do not prejudice the interests of the Company and its shareholders.

There were no recurrent related party transactions entered into by the Group during the financial year ended 31 December 2024 under the General Mandate, pursuant to Paragraph 10.09(2)(b) and Paragraph 3.1.5 of Practice Note 12 of the MMLR of Bursa Malaysia.

AUDIT COMMITTEE REPORT

The report of the Audit Committee ("Committee") of LBS for the financial year ended 31 December 2024 ("2024") is presented as follows:

A. COMPOSITION AND ATTENDANCE

The Committee comprises three members, all of whom are Independent Non-Executive Directors with strong financial backgrounds, corporate governance experience, and industry knowledge, ensuring effective oversight and decision-making. Their profiles are detailed on pages 64, 66 and 67 of the IAR2024.

During the financial year, five (5) meetings were held. They were also attended by the Director responsible for finance and other relevant management staff. The External Auditors and Internal Auditors were invited where matters relating to the external and internal audit were discussed. The Chairman will report and highlight key issues discussed at each Committee meeting to the Board accordingly.

The details of the membership and record of attendance of meetings are as follows:

COMMITTEE MEMBER	ATTENDANCE	
Dato' Lim Han Boon *Chairman/Senior Independent Non-Executive Director*	5/5	100%
Dato' Aminudin Zaki Bin Hashim *Member/Independent Non-Executive Director*	5/5	100%
Nuraini Binti Ismail *Member/Independent Non-Executive Director*	5/5	100%

For good governance, each member must attend at least 50% of the meetings held within the year. Failure to do so will result in the Nomination and Remuneration Committee determining the member's disqualification.

In addition to the normal scheduled meetings, the Committee also met independently and separately with the External Auditors and Internal Auditors twice respectively without the presence of the Management.

The Committee's effectiveness during the year 2024 was assessed via evaluation questionnaires under the annual assessment and evaluation of Board and Board Committees by the Nomination and Remuneration Committee. The Committee was also assessed through self and peer evaluations. These assessments serve to review the structure, membership, role and performance of the Committee. Results of the evaluation were tabled to the Board members for deliberation. The Board is satisfied that the Committee has effectively discharged its functions, duties, and responsibilities in accordance with its Terms of Reference.

Full version of the Terms of Reference of the Audit Committee is published on the Company's website at www.lbs.com.my.

B. PRIORITIES AND MAIN ACTIVITIES DURING THE YEAR

1. FINANCIAL REPORTING:

Reviewed the quarterly unaudited financial results and the annual audited financial statements of the Group to ensure that the financial reporting and disclosure requirements are in compliance with the accounting standards, with special focus placed on the changes in accounting policies, as well as significant and unusual events or transactions.

AUDIT COMMITTEE REPORT

2. EXTERNAL AUDIT:

- Reviewed the External Auditors' scope of work and annual audit plan of LBS and the Group for the financial year 2024 inclusive of the audit approach, areas of audit emphasis, timeline for reporting and deliverables prior to the commencement of the annual audit.

- Reviewed the extent of assistance rendered by the Management as well as issues and reservations arising from audits with the External Auditors without the presence of the Management and the Executive Board members.

- Reviewed and updated the External Auditors Policy to ensure compliance with the latest regulatory requirements and enhance transparency.

- Ensuring the quality and effectiveness of external audit processes continues to be a key priority of the Committee. The assessments of quality and effectiveness are based on a range of considerations with reference to the approved External Auditors Policy. These include the delivery of the approved audit plan, the quality of audit reporting, demonstration of appropriate scepticism and challenge on key areas, and feedback obtained through the private meeting with audit partner. Assessment was undertaken by way of a questionnaire completed by key internal stakeholders including members of the Committee, Company Secretary, senior members of Accounts and Finance Team. The Committee also evaluated the expertise and adequacy of resources and suitability of the External Auditors for re-appointment as Auditors of the Company.

- The Committee monitors the independence and objectivity of the External Auditors and lead partner on an ongoing basis, with formal review annually. This is a crucial area as it serves to ensure an appropriate professional scepticism in the work of the External Auditors. The assessment was conducted through a range of measures, undertaken with written assurance from the External Auditors of their independence including policies and measures used to control their work quality.

Audit partner rotation

The Group's policy is to rotate the audit partner at least every five years. The current lead audit partner is Dato' Koh Chun Kiat, replacing Tan Gim-Heng in line with the Group's policy requirements.

Non-audit services policy

The External Auditors shall observe and comply with the By-Laws of the Malaysian Institute of Accountants in relation to the provision of non-audit services. The External Auditors Policy represents a key control to ensure that the nature of any non-audit services performed, and the fee for such work compared to the fees for the audit, does not compromise, in fact or appearance, the auditor's independence, objectivity or integrity. Under the policy, the auditor may be commissioned to provide audit related services and permitted non-audit-related services with the approval/endorsement of the Committee.

Independence declaration

The External Auditor provides an independence confirmation that there has been no contravention of the audit independence requirements of the Malaysia Institution of Accountants' By-Laws. This Confirmation is formally reported to, and subject to the review and approval of the Committee.

The Committee concluded that the quality of the External Auditor's work, and the level of challenge, knowledge and competence of the audit team, had been maintained at an appropriate standard during the year. Accordingly, the Committee recommended the re-appointment of the External Auditors at the forthcoming Annual General Meeting.

3. INTERNAL AUDIT:

The role of internal audit is to act as an independent and objective assurance function, designed to improve the effectiveness of the governance, risk management and internal controls framework in mitigating the key risks of the Group. Appointed Internal Auditors Deloitte provided internal audit services to the Group during the financial year and attended the meetings to present their audit findings alongside the status of management actions.

The Internal Auditors adopted a risk-based auditing approach approved by the Audit Committee whilst considering the standards set by recognised professional bodies, global best practices and industry standards.

Besides reviewing the findings of the internal control system of the Group, the Internal Auditors also provide recommendations to improve such internal controls. The Internal Audit Reports and relevant follow-up reports, together with the Management's responses, were circulated to all members of the Audit Committee for review and discussion before the Audit Committee Meeting on a quarterly basis. Upon the recommendation of the Audit Committee, the Internal Audit Reports were tabled at the Board Meeting for approval. Overall, no significant control issues were identified. However, several process and control improvements were proposed, with follow-up audits scheduled as needed. The total cost incurred for maintaining the internal audit function for financial year 2024 was RM120,000.00 (2023: RM120,000.00).

The following is a summary of the Internal Audit works undertaken during the year 2024:

i. Performed risk-based audits on the Group's business units or processes in accordance with the approved Internal Audit Plan, which covered the following areas:

   (i) Shared Service Center (Accounts Payable Department);
   (ii) Project Procurement and Tender Management;
   (iii) Contract Management; and
   (iv) Corporate Communication Management.

ii. Issued internal audit reports to the Audit Committee with weaknesses and issues identified, and made recommendations for improvement on processes where weaknesses and/or non-compliances were identified;

iii. Undertook follow-up on matters or concerns raised by Audit Committee and reported on status periodically; and

iv. Conducted follow-up reviews to determine the adequacy, effectiveness and timeliness of actions taken by the Management on audit recommendation and provided updates on the status to the Audit Committee.

v. Established a 2.5-year Internal Audit Plan to end in the last quarter of 2026, using risk-based approach, taking into consideration the Group's business strategic plan, the business landscape, the regulatory requirements as well as inputs from the Management. The plan was tabled and approved and later presented to the Board.

4. RISK MANAGEMENT:

A detailed summary of the Group's risk management framework as well as additional information on the Company's system of internal control is set out in the "Statement of Risk Management and Internal Control" on page 119 to 124. The Board has delegated responsibility for overseeing the effectiveness of the Group's risk management and internal control systems to the Risk Management Committee. The Board confirms that the systems have been in place for the year under review and have been regularly reviewed throughout the year. The Board is satisfied that the internal controls and systems of risk management are effective. The Risk Management Committee has oversight of the activities of the executive Risk Management Committee, receiving minutes of all Risk Management Committee meetings and discussing any significant matters raised.

AUDIT COMMITTEE REPORT

5. RELATED PARTY TRANSACTIONS AND CONFLICT OF INTEREST:

- Reviewed the procedures for the proposed renewal of general mandate for recurrent Related Party Transactions ("RPTs") of a revenue or trading nature to ensure the adequacy and appropriateness of the compliance procedures established to monitor the RPTs.

- Established the Conflict of Interest Policy to ensure transparency, integrity, and accountability by identifying, disclosing, and managing potential conflicts that may arise in business dealings and decision-making processes.

6. CYBERSECURITY OVERSIGHT

During the year, the Committee approved the Terms of Reference of Cybersecurity Working Team which was formed under the Group's Cybersecurity Framework in strengthening cyber resilience, risk management, and data protection measures across the Group.

7. WHISTLEBLOWING

The Audit Committee members have been appointed to the Group's Whistleblowing Investigating Team, and act as the Investigating Committee to the Group's overall whistleblowing provision. The Group has a defined whistleblowing policy and procedure, which is communicated to the workforce through email and is available online. The whistleblowing provision allows the staff and stakeholders to raise concerns, through various media, including a confidential email and forms.

The Head of Human Resources Department and Head of Legal Department are the Administrators who will review all whistleblowing reports, conducting investigations where necessary, and providing detailed reporting to the Investigating Committee on all reports received. Reports on the whistleblowing cases would be brought forward to the Committee on a quarterly basis for review.

During the year, a revisions were made to the following policies:

a) Anti-bribery and Corruption Policy; and
b) Whistleblowing Policy.

The Group is committed to transparency and accountability. We are pleased to disclose that no incidents of misconduct were reported through the dedicated whistleblowing channel during the year under review

8. TRAINING

During the year, all the Committee members have attended various seminars, training programmes and conferences. The list of training attended is disclosed in the Corporate Governance Overview Statement on pages 106 to 108 of the IAR2024.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

In compliance with Paragraph 15.26(b) of Bursa Malaysia Securities Berhad's ("Bursa Securities") Main Market Listing Requirements, the Board of Directors ("Board") of listed companies are required to include a statement in the annual report on the state of the Group's risk management and internal control. Furthermore, the Malaysian Code on Corporate Governance 2021 issued by Securities Commission Malaysia, emphasizes the need for the Board to establish a robust risk management framework and internal control system. In line with these requirements, the Board of LBS Bina Group Berhad ("LBS") and its subsidiaries ("LBS" or "the Group") are pleased to provide the following statement that is prepared in accordance with the "Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers" endorsed by Bursa Securities, which outlines the nature and scope of the risk management and internal control of the Group during the financial year under review.

RESPONSIBILITY OF THE BOARD

The Board acknowledges its overall responsibility in establishing and maintaining a sound system of internal control covering financial and operational controls, compliance and risk management, to safeguard shareholders' investments and the Group's assets.

To ensure the adequacy, effectiveness and integrity of the risk management framework and internal control system, the Board conducts an ongoing review process. The Board recognises that all internal control systems have inherent limitations, as they are designed to manage the Group's risk within the acceptable risk appetite, rather than to eliminate risks that may hinder the achievement of the Group's business objectives. Internal controls can only provide reasonable assurance against material misstatement or loss. Therefore, the Board has established an appropriate control structure and process for identifying, evaluating, monitoring, managing and responding to significant risks faced by the Group in pursuit of its business goals and objectives. The control structure and process which have been instituted throughout the Group are reviewed and updated from time to time in response to the changes in the business environment.

RESPONSIBILITY OF THE AUDIT COMMITTEE

The Audit Committee is responsible to:

- Fulfil statutory and fiduciary responsibilities relating to corporate accounting, system of internal controls, management and financial reporting practices;
- Review and approve the risk dashboard and risk-based Internal Audit Plan;
- Review and monitor the internal audit function/external service provider engaged to ensure timely completion of the Internal Audit Plan and effectiveness and implementation of any corrective action plans proposed.
- In addition to the regular scheduled meetings, the Audit Committee meets independently and separately with the Internal Auditors twice a year to address any matters they wish to raise or concerns they may have, excluding the presence of Management.

RESPONSIBILITY OF THE MANAGEMENT

Management is accountable to the Board for risk management and internal control. Processes have been implemented to identify, evaluate, monitor and report risks, as well as to design and implement relevant controls in response to the risk. For this, a Risk Management Committee ("RMC") has been established to assist the Board in risk management to oversee the Management's activities in managing significant risk areas, ensure that the risk management framework is in place and functioning effectively. The members of the RMC comprises three Independent Non-Executive Directors and two Executive Directors.

At the Management level, the RMC is supported by the Risk Working Team ("RWT") and Risk Coordinator to facilitate and manage risk management matters relating to the Group's risk management activities. The RWT is headed by an Executive Director, comprises heads of business units or support functions, who are risk owners themselves, as members.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Board has delegated the responsibility of reviewing the effectiveness of risk management to the RMC. The roles of the RMC include the following:

- Identifying and evaluating the risks faced by the respective departments, against the business objectives set out by the Group;
- Formulating relevant policies and procedures to manage these risks;
- Designing, implementing and monitoring the effectiveness of the risk management framework and internal control system;
- Implementing the policies approved by the Board; and
- Reporting to the Board and Audit Committee of any changes to the risks and corrective actions taken.

RISK MANAGEMENT AND INTERNAL CONTROL SYSTEM

The Board has established key processes for reviewing the adequacy and effectiveness of the risk management and internal control system, including the following:

RISK MANAGEMENT FRAMEWORK

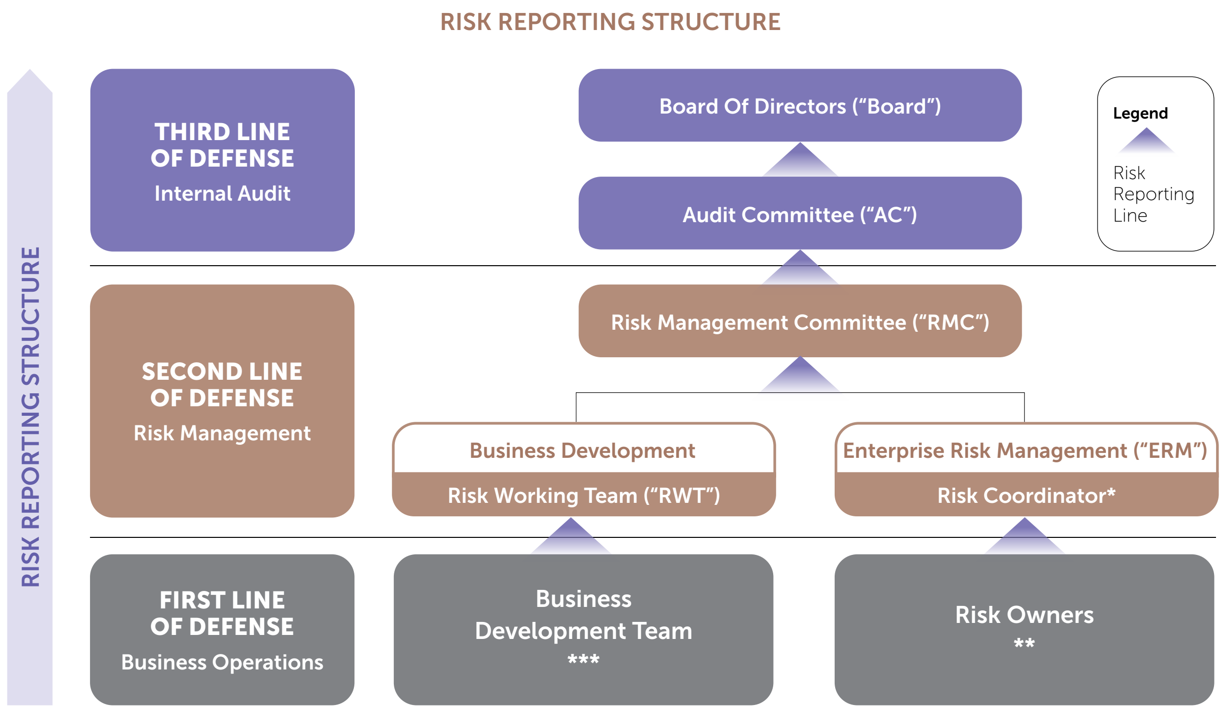
- The Enterprise Risk Management ("ERM") at LBS provides the foundation and process to guide the Group on how risks are managed in the Group.
- The ERM is designed in accordance with the framework and guidance set forth by the Committee of Sponsoring Organisation of the Treadway Commission ("COSO") and ISO 31000:2018 – Risk Management Principles and Guidelines.
- The Group engages with an external service provider, Deloitte Business Advisory Sdn Bhd ("Deloitte"), to conduct a risk assessment exercise with various stakeholders every 2 years. Deloitte performs a risk analysis and evaluation to update on the existing risk registers. Additionally, internal ERM assessment reviews are conducted every alternate year to identify, assess and manage the risks faced by the Group. The RMC establishes a set of risk treatment plans and responses to risks assisting the Group in making informed business decisions. Both the Audit Committee and the Board play an oversight role in reviewing and deliberating on the Group's top risks as part of their due diligence process.
- The ERM framework is built on three (3) key components - Risk Ambition and Vision, Risk Organisation, and Risk Management Cycle, where it is further broken down into 12 core building blocks that form the foundation of a successful Risk Management Function as follows:
  - (i) Risk Governance Bodies – establishing the structure and oversight necessary for effective risk management;
  - (ii) Risk Policies – defining the tone and level of risk management applied across the Group;
  - (iii) Risk Culture – shaping the values and behaviors that drive risk management within the Group;
  - (iv) Risk Appetite – determining the level of risk LBS BINA is willing to accept within established tolerances;
  - (v) Risk Resources – allocating the people and time required for risk management, both centrally and within business units;
  - (vi) Risk Procedures and Templates – offering guidance and clear direction to ensure consistent risk management across the Group;
  - (vii) Risk Supporting Tools – utilizing manual and automated tools to enhance the risk management process;
  - (viii) Risk Training – providing the necessary support to embed risk management throughout the business;
  - (ix) Risk Identification – identifying risks and opportunities affecting business operations, financials and reputation;
  - (x) Risk Measurement and Response – evaluating risks on a common scale and implementing appropriate response;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(xi) Risk Management – continuously managing and evaluating risk mitigations, controls, and other responses to risk; and

(xii) Risk Monitoring and Reporting – monitoring key risk indicators to assess the likelihood of risk crystallisation and reporting on the current risk environment.

- The governance model adopted by LBS provides a formalised, transparent and effective governance structure that promotes the active involvement of the Board and Senior Management in the risk management process to ensure a uniform view of risks across the Group. The governance model places accountability and ownership in ensuring an appropriate level of independence and segregation of duties between the three lines of defense. The management of risk broadly takes place at different hierarchical levels and is emphasised through various levels of committees, business lines, control and reporting functions.



* Risk Coordinator assists to compile the Risk Register from each Department and coordinates the ERM exercise conducted by a Third-Party Consultant.
** Risk Owners is comprised of Heads of Department from Corporate, Project, Hotel & Retail Division.
*** Business Development Team reviews new business opportunities and disposal of business/investment & to assist RWT on risk related matters.

- There are policies and procedures in place to ensure compliance with internal control and the prescribed laws and regulations. These policies and procedures are updated from time to time in tandem with changes to the business environment or regulatory guidelines.

INTERNAL AUDIT

- The Internal Audit function is outsourced to Deloitte with a team composed of professionals from diverse backgrounds and qualifications. It is led by the Executive Director who brings extensive experience in financial and operational audits, providing independent assurance and consulting services to assist the Group in achieving its objectives.

- The services are performed in accordance with the Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors (the "IIA Standards").

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- The engagement is conducted without any relationships or conflict of interest, which could compromise its objectivity and independence.

- The areas reviewed by Deloitte during the financial year 2024 are as follows:
  i Contract Management
  ii Corporate Communication Management
  iii Project Management
  iv Project Closure and Handover Management

- Deloitte has undertaken a planning process to develop a risk-based Internal Audit Plan based on a risk assessment and review of the risk profile. The Internal Audit focuses on selected key risk areas as appropriate to the objective and scope of the engagement. The internal audit activities are carried out in accordance with the Internal Audit Plan approved by the Audit Committee.

- Deloitte evaluated the adequacy and operating effectiveness of risk and internal control process and subsequently highlighted any findings in respect of any non-compliance with policies and procedures and areas of improvement. Root-cause analysis on audit observation was conducted in developing a recommendation to address the weaknesses noted.

- The resulting reports from the audits undertaken, including the overall internal controls assessment on the auditable areas, are presented to the Audit Committee at its regular meetings.

- Follow-up audits are performed to ensure the Management Action Plans for any observations identified are rectified in a timely manner.

- The Audit Committee meets to review, discuss and direct actions on matters pertaining to reports. The outcomes are then forwarded to the operational management for attention and necessary actions. The operational management is responsible for ensuring recommended corrective actions on reported weaknesses are implemented within the required time frame.

INTEGRATION OF ESG INTO GROUP RISK ASSESSMENT

In March 2024, LBS undertook its ERM exercise, a crucial step in aligning the Group's risk strategy with its evolving business priorities. The objective of this initiative was clear: to update the current Risk Register, identify emerging risks relevant to LBS, and highlight the top key risks for scoping and planning the Internal Audit for 2024 to 2026.

A significant milestone during this review was the integration of Environmental, Social and Governance ("ESG") parameters into the Group's risk assessment framework. By embedding ESG into the Risk Impact criteria, we aim to reflect a more holistic view of risks that affect not only the business but also its wider impact on society and the environment.

- **REVISING THE RISK REGISTER**

  The Risk Register Review involved detailed discussions with key functions across the organisation to ensure alignment with the Group's risk appetite. One critical update was revising the Financial Losses category and to include ESG parameters. This addition underscores the Group's commitment to sustainability and the need to assess risks through an ESG lens, ensuring a consistent approach across all risk profiles.

  Risk Owners, as custodians of their respective Risk Registers, played a vital role in this process. Their submissions formed the foundation of the risk profiling exercise, ensuring that the Risk Registers accurately reflected the current business environment and evolving challenges faced by the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- **REVISING THE RISK REGISTER**

The Risk Register Review involved detailed discussions with key functions across the organisation to ensure alignment with the Group's risk appetite. One critical update was the revision of Financial Losses category and to include ESG parameters. This addition underscores the Group's commitment to sustainability and the need to assess risks through an ESG lens, ensuring a consistent approach across all risk profiles.

Risk Owners, as custodians of their respective Risk Registers, played a vital role in this process. Their submissions formed the foundation of the risk profiling exercise, ensuring that the Risk Registers accurately reflected the current business environment and evolving challenges faced by the Group.

- **CATEGORISING CORPORATE AND PROJECT RISKS**

As part of this exercise, risks were categorised into distinct groups to provide clarity and focus:

i. **Corporate Risk Categories:**

- **Compliance Risk:** Adherence to regulatory and internal standards.
- **Strategic Risks:** Risks tied to the execution of business strategies.
- **Financial Risk:** Implications of market fluctuations, investments or financial mismanagement.
- **Operational Risk:** Disruptions in daily business operations.

ii. **Process Risks for Projects:**

- **Construction Works**: Challenges in project execution and quality assurance.
- **Project Launch:** Risks associated with timing and market reception.
- **Regulatory Approval & Project Financing:** Delays or issues in securing necessary approvals and funding.
- **Vacant Possession:** Risks related to handover processes and customer satisfaction.

- **STRENGTHENING GOVERNANCE THROUGH ESG**

By integrating ESG into the Group Risk Assessment, LBS continues to build resilience in an increasingly complex business environment. This proactive approach not only enhances risk governance but also ensures that sustainability remains at the forefront of decision-making.

As we move forward, the alignment of ESG with risk assessment will support the Group's mission to create value for stakeholders while upholding its commitment to sustainable development. This initiative serves as a testament to the Group's dedication to evolving and adapting its practices in line with global standards and expectations.

- **INTEGRITY, ANTI-BRIBERY AND ANTI-CORRUPTION**

The Group implemented an Anti-Bribery and Anti-Corruption framework, with significant progress made since 2018, and established an Anti-Bribery and Anti-Corruption Policy, which is available in the Group's corporate website.

[The Anti-Bribery and Anti-Corruption Policy may be accessed at https://lbs.com.my/policies/antibribery-and-corruption-policy/]

To further ensure transparency and compliance, the Group has developed and implemented an application designed for the primary purpose of declaring any gifts, hospitality and donations exchanged by employees with external parties.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

- **WHISTLEBLOWING**

  The Group's Whistleblowing Policy is aligned with the Whistleblower Protection Act 2010 and other written law with the objective to improve and promote an effective whistleblowing system. The policy outlines a structured process in managing whistleblowing cases, ensuring that confidentiality is preserved at all times, providing protection to the whistleblower at the organisational level and investigations are conducted transparently and impartially without compromising the integrity of the whistleblowing management system.

  The Group also has in place a Whistleblowing Policy in the Group's corporate website.

  [The Whistleblowing Policy may be accessed https://lbs.com.my/policies/whistle-blowing-policy/]

COMMUNICATION AND REPORTING

REPORTING TO SHAREHOLDERS/STAKEHOLDERS

External stakeholder relations and communication are given high priority in view of the types of risks faced by the Group. An effective external communications strategy is essential to protect the Group's reputation.

The Group has established processes and procedures to ensure that quarterly and annual audited financial statements which cover the Group's performance, are submitted to Bursa Securities for release to shareholders and other stakeholders on a timely basis.

All quarterly financial results are reviewed and approved by the Board prior to announcement.

The Group's annual reports which contain the annual audited financial statements, together with the auditors' and Directors' reports are issued to the Group's shareholders within the stipulated time prescribed under the Main Market Listing Requirements of Bursa Securities.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

As required by Paragraph 15.23 of the Bursa Securities Main Market Listing Requirements, the External Auditors have reviewed this Statement on Risk Management and Internal Control. Their limited assurance review was performed in accordance with Audit and Assurance Practice Guide 3 ("AAPG3") issued by the Malaysian Institute of Accountants.

AAPG3 does not require the External Auditors to form an opinion on the adequacy and effectiveness of the risk management and internal control systems of the Group.

CONCLUSION

The Board has received reasonable assurance from the Group Managing Director/Chief Executive Officer and Executive Director, who are both responsible for the financial affairs of the Group, that the risk management framework and internal control system established are operating adequately and effectively, in all material respects, based on the risk management model adopted by the Group. There were no material control failures or adverse compliance events that would have directly resulted in any material loss to the Group for the financial year under review.

FINANCIAL STATEMENTS

DIRECTORS' REPORT

The Directors have pleasure in submitting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The Company is principally engaged in investment holding activities. The principal activities of the subsidiaries are investment holding, property development, investment and management, construction and trading, manufacturing of precast concrete products, hotel and retail mall operations, financial and credit related services, racing circuit development and management, energy and water related investment activities, hospital and agricultural activities.

On 10 July 2024, Dragon Hill Corporation Limited ("DHCL"), an indirect wholly-owned subsidiary of the Company completed the disposal of all its entire equity interest in Lamdeal Investments Limited group of companies ("LIL Group"). As this transaction resulted in the Group's exit from the Racing Circuit Development and related Management segment, the results and cash flows of the Racing Circuit Development and related Management segment up to the completion date have been presented as discontinued operations in the financial statements of the Group.

Other than above, there has been no significant change in the nature of these activities during the financial year.

RESULTS

	GROUP RM	COMPANY RM
Net profit for the financial year	265,942,363	397,591,756
Attributable to:		
Owners of the parent		
Profit from continuing operations	86,251,623	397,591,756
Profit from discontinued operations	157,806,579	–
Non-controlling interests		
Profit from continuing operations	22,220,473	–
Loss from discontinued operations	(336,312)	–
	265,942,363	397,591,756

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

DIVIDENDS

Since the end of the last financial year, the Company paid:

	RM
ORDINARY SHARES	
In respect of the financial year ended 31 December 2023:	
Interim single-tier dividend of 1.35 sen per ordinary share on 1,549,989,157 ordinary shares, paid on 16 July 2024	20,924,838
Final single-tier dividend of 1.35 sen per ordinary share on 1,547,289,157 ordinary shares, paid on 12 September 2024	20,888,388
In respect of the financial year ended 31 December 2024:	
Special single-tier dividend of 2.60 sen per ordinary share on 1,547,793,057 ordinary shares, paid on 30 December 2024	40,190,603
REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS")	
In respect of the financial year ended 31 December 2024:	
Preferential dividend of 6.60 sen per RCPS on 84,099,035 RCPS, paid on 30 November 2024	5,550,536
	87,554,365

On 11 April 2025, the Board of Directors:

(i) Declared first interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2024. The entitled shareholders of the Company will receive the dividend on 10 July 2025.

(ii) Proposed final single-tier dividend of 1.10 sen per ordinary share in respect of the financial year ended 31 December 2024. The proposed dividend is subject to the approval of the shareholders at the forthcoming 25th Annual General Meeting of the Company.

The financial statements for the current financial year do not reflect the dividends declared/ proposed on 11 April 2025. Such dividends will be accounted for in equity as an appropriation of retained earnings for the financial year ending 31 December 2025.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and paid-up share capital from 1,569,245,151 to 1,580,245,151 by way of issuance 11,000,000 new ordinary shares with the conversion ratio of 11 new ordinary shares for 10 RCPS pursuant to the conversion of 10,000,000 RCPS.

The new ordinary shares issued during the financial year rank pari passu in all respects with the existing ordinary shares of the Company.

DIRECTORS' REPORT
(CONT'D)

TREASURY SHARES

The shareholders of the Company, by a resolution passed in the last Annual General Meeting held on 13 June 2024, renewed their approval for the Company's plan to repurchase its own shares. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interest of the Company and its shareholders.

During the financial year, the Company repurchased 5,211,100 of its issued ordinary shares from the open market. The average price paid for the shares repurchased was RM0.63 per share. The total consideration paid for the repurchase including transaction costs was RM3,304,235. The repurchased transactions were financed by internally generated funds. The shares repurchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016.

As at 31 December 2024, the total number of treasury shares held by the Company was 34,452,094 out of the total 1,580,245,151 issued ordinary shares. Further relevant details are disclosed in Note 24 to the financial statements.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS")

On 8 August 2017, the Company issued renounceable rights issue of 115,448,037 RCPS on the conversion ratio of RCPS at 1 new ordinary share for every 2 RCPS held. The issue price of the RCPS has been fixed at RM1.10 each.

Pursuant to the completion of corporate exercises in relation to share subdivision and bonus issue on 27 February 2018, the conversion ratio of any outstanding RCPS has been adjusted to 11 new ordinary shares for every 10 RCPS.

As at 31 December 2024, the total number of RCPS that remain unexercised were 84,099,035.

The salient terms of the RCPS are disclosed in Note 23 to the financial statements.

Details of RCPS issued to Directors are disclosed in the section of Directors' Interests in this report.

DIRECTORS

The Directors of the Company in office since the beginning of the financial year to the date of this report are:

Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San, *PSM, SSAP, DSSA, JP* *
Datuk Wira Lim Hock Guan, *DCSM, DMSM, PJK, JP* *
Maj (Hon) Dato' Sri Lim Hock Sing, *SSAP, DIMP, JP* *
Dato' Lim Mooi Pang, DIMP *
Dato' Lim Han Boon, DIMP
Dato' Yong Lei Choo, DIMP
Dato' Aminudin Zaki Bin Hashim
Nuraini Binti Ismail

** Director of the Company and its subsidiaries*

DIRECTORS (CONT'D)

The Directors of the subsidiaries (excluding Directors who are also Directors of the Company) in office since the beginning of the financial year to the date of this report are:

Azhar Bin Mohamad Dahlal
Chang Bar Kuei
Chew Wee Seong
- Alternate Director to Datuk Wira Lim Hock Guan
Datin Sri Rose Aliza Binti Tok Muda Haji Ahmad Baharuddin
Dato' Beh Hang Kong
Dato' Lam Lip Shyan
Dato' Mohd Abdah Bin Mohd Alif
Dato' Norzaity Binti Othman
Dato' Sri Adnan Bin Wan Mamat
Dato' Sri Wong Yong Pek
Datuk Azizulkhir Bin Abdul Wahab
Datuk Chew Chun Hoe
Datuk Dr. Mohamed Rafiq Bin Mohamed Ibrahim
Datuk Lim Lit Chek
Datuk Mohd Anis Hisham Bin Abd Aziz
Datuk Pang See Pak
Datuk Wira Anuar Bin Ahmed
Fu Jianguo
Lau Chee Tat
Loh Kam Seng
Mohamad Najib Bin Saad
Mohammad Shaffiq Bin Sa'An
Nadhirah Binti Abdul Karim
Nadia Binti Mustaffa
Noor Fansyurina Binti Muhammad
Nor Salinun Binti Mohd Ghazali
Tan Yok Hong
Wong Jy Shyuan
Wong Kok Ching
Wong Tack Leong
- Alternate Director to Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San
- Alternate Director to Lim Kim Hoe
Yeo Chee Chong
Datuk Yakubah Khan *Resigned on 19.12.2024*

DIRECTORS' INTERESTS IN SHARES

The interests and deemed interests in the shares, options over the shares and debentures of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at the end of the financial year (including their spouses or children) according to the Register of Directors' Shareholdings are as follows:

	NUMBER OF ORDINARY SHARES			
	AT 1.1.2024	ACQUIRED	DISPOSED	AT 31.12.2024
LBS Bina Group Berhad				
Direct Interests				
Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San	36,246,014	6,128,000	–	42,374,014
Datuk Wira Lim Hock Guan	18,130,444	–	–	18,130,444
Maj (Hon) Dato' Sri Lim Hock Sing	571,650	–	–	571,650
Dato' Lim Mooi Pang	5,672,759	–	–	5,672,759
Dato' Lim Han Boon	150,000	–	–	150,000

DIRECTORS' REPORT
(CONT'D)

DIRECTORS' INTERESTS IN SHARES (CONT'D)

The interests and deemed interests in the shares, options over the shares and debentures of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at the end of the financial year (including their spouses or children) according to the Register of Directors' Shareholdings are as follows: (Cont'd)

	NUMBER OF ORDINARY SHARES			
	AT 1.1.2024	ACQUIRED	DISPOSED	AT 31.12.2024
LBS Bina Group Berhad				
Indirect Interests				
Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San [2]	573,026,085	–	1,483,000	571,543,085
Datuk Wira Lim Hock Guan [2]	570,900,010	–	–	570,900,010
Maj (Hon) Dato' Sri Lim Hock Sing [1]	615,280	–	–	615,280

	NUMBER OF RCPS			
	AT 1.1.2024	ACQUIRED	CONVERTED/ DISPOSED	AT 31.12.2024
LBS Bina Group Berhad				
Indirect Interests				
Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San [2]	158,000	–	–	158,000
Maj (Hon) Dato' Sri Lim Hock Sing [1]	38,800	–	–	38,800

Note:

1 *Deemed interests pursuant to Section 59(11)(c) of the Companies Act 2016.*
2 *Deemed interests pursuant to Section 59(11)(c) and indirect interest pursuant to Section 8 of the Companies Act 2016.*

By virtue of their interests in the shares of the Company, Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San and Datuk Wira Lim Hock Guan are also deemed to have interests in the shares of all the subsidiaries to the extent that the Company has an interest under Section 8 of the Companies Act 2016.

None of the other Directors in office at the end of the financial year had any interest in ordinary shares of the Company or its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by Directors as shown below) by reason of a contract made by the Company or a related corporation 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, other than certain Directors who have significant financial interests in the companies which traded with certain companies in the Group in the ordinary course of business as disclosed in Note 43(b) to the financial statements.

DIRECTORS' REPORT
(CONT'D)

DIRECTORS' BENEFITS (CONT'D)

The details of the directors' remuneration for the financial year ended 31 December 2024 are set out below:

	GROUP RM	COMPANY RM
Executive Directors		
Fees	729,600	–
Salaries and other emoluments	10,379,600	–
Defined contribution plans	1,556,940	–
Social security contributions	4,994	–
Employment insurance scheme	125	–
Retirement benefit obligations	5,305,862	–
Benefits-in-kind	358,758	–
Other benefits	98,523	–
	18,434,402	–
Non-Executive Directors		
Fees	574,900	574,900
Salaries and other emoluments	8,600	8,600
Other benefits	7,056	7,056
	590,556	590,556
Total	19,024,958	590,556

The executive directors' remuneration does not include estimated monetary value of benefits-in-kind amounting to RM383,987.

Neither during nor at the end of the financial year, was the Company a party to any arrangement whose object was to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, other than those arising from RCPS.

INDEMNITY AND INSURANCE

During the financial year, the total amount of indemnity coverage and insurance premium paid for the Directors and certain officers of the Group and of the Company were RM70 million and RM85,000 respectively. No indemnity was given to or insurance effected for auditors of the Group and of the Company.

DIRECTORS' REPORT
(CONT'D)

OTHER STATUTORY INFORMATION

(a) Before the financial statements of the Group and of the Company were prepared, the Directors took reasonable steps:

(i) to ascertain that action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate allowance had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including the value of current assets as shown in the accounting records of the Group and of the Company have been written down to an amount 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 amount of the allowance 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) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading; or

(iv) 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.

(c) At the date of this report, there does not exist:

(i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

(d) In the opinion of the Directors:

(i) no contingent liability 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;

(ii) 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; and

(iii) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature 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.

DIRECTORS' REPORT
(CONT'D)

SUBSIDIARIES

The details of the subsidiaries are disclosed in Note 51 to the financial statements.

SUBSEQUENT EVENTS

The subsequent events are disclosed in Note 47 to the financial statements.

AUDITORS' REMUNERATION

The auditors' remuneration of the Group and of the Company for the financial year ended 31 December 2024 are as follows:

	GROUP RM	COMPANY RM
Auditors' remuneration		
- statutory audit	1,190,294	140,000
- others services	73,900	21,000
	1,264,194	161,000

AUDITORS

The auditors, UHY Malaysia PLT, have expressed their willingness to continue in office.

UHY Malaysia PLT (LLP0041391-LCA & AF 1411) was registered on 19 December 2024 and with effect from that date, UHY Malaysia (formerly known as UHY) (AF 1411), a conventional partnership was converted to a limited liability partnership.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 11 April 2025.

TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN **DATUK WIRA LIM HOCK GUAN**

KUALA LUMPUR

STATEMENT BY DIRECTORS
PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the accompanying financial statements are drawn up in accordance with Malaysian Financial Reporting Standards ("MFRS") Accounting Standards, International Financial Reporting Standards ("IFRS") Accounting 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 of the Company as at 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors dated 11 April 2025.

TAN SRI DATO' SRI IR. (DR.) LIM HOCK SAN

DATUK WIRA LIM HOCK GUAN

KUALA LUMPUR

STATUTORY DECLARATION
PURSUANT TO SECTION 251(1)(b) OF THE COMPANIES ACT 2016

I, Dato' Lim Mooi Pang, being the Director primarily responsible for the financial management of LBS Bina Group Berhad, do solemnly and sincerely declare that to the best of my knowledge and belief, the accompanying financial statements are 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.

Subscribed and solemnly declared by the)
abovenamed at Kuala Lumpur in the)
Federal Territory on 11 April 2025)

DATO' LIM MOOI PANG

Before me,

No. W790
ZAINUL ABIDIN BIN AHMAD

COMMISSIONER FOR OATHS

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF LBS BINA GROUP BERHAD

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of LBS Bina Group Berhad, 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 and other 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 policies, as set out on pages 141 to 273.

In our opinion, the accompanying financial statements 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 MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

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.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LBS BINA GROUP BERHAD (CONT'D)

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 for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

KEY AUDIT MATTERS	HOW WE ADDRESSED THE KEY AUDIT MATTERS
1. Property development costs and revenue recognition	
Property development revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of the performance obligation. This requires the estimation of selling prices, sales rates and costs to complete, determined on a project by project basis. These factors drive the gross margin for each project and hence the profit recognised at the point of sale. There is a risk that the actual revenue and costs are different to those forecast across the whole projects resulting in material misstatement of property development costs and gross profit recognised.	We obtained an understanding of the relevant controls put in place by the Group in respect of revenue recognition for property development activities and performed procedures to evaluate design and implementation of such controls. We checked the stage of completion of property development projects, on a sample basis, to external quantity surveyors' certifications. We corroborated, on a sample basis, the certified stage of completion with the level of completion based on actual costs incurred to-date over the estimated total property development costs. We agreed, on a sample basis, costs incurred to supporting documentation such as contractor claim certificates and invoices from vendors. We checked the reasonableness of the estimated total property development costs of major projects and subsequent changes to the costs by agreeing to supporting documentation such as approved budgets, letter of awards, contracts, quotations, correspondences, contracts and variation orders with contractors. We tested on a sample basis, actual sales of development properties to signed sale and purchase agreements. On a test basis, we checked the mathematical accuracy of the percentage of completion and tested that the percentage of revenue and costs recognised is mathematically accurate.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LBS BINA GROUP BERHAD (CONT'D)

KEY AUDIT MATTERS (CONT'D)

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 for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. (Cont'd)

KEY AUDIT MATTERS	HOW WE ADDRESSED THE KEY AUDIT MATTERS
2. Goodwill impairment review	
The Group has significant goodwill allocated to the property development cash-generating units ("CGUs"). Goodwill shall be tested for impairment annually in accordance to MFRS 136 *Impairment of Assets*. The estimation of recoverable amount is complex and significant judgement is required for estimates, specifically cash flows projections and discount rates. Due to the inherent uncertainty involved in forecasting and discounting future cash flows, this is the key judgemental area that our audit was concentrated on.	We obtained an understanding of the management control process in respect of estimating the recoverable amounts of the CGU and evaluated the design and implementation of controls. We assessed the reasonableness of the cash flows forecasts and the underlying assumptions and evaluated whether key assumptions including the timing of project completion and sales, project costing and discount rate. We performed sensitivity analysis on the key inputs to the impairment model, to understand the impact that reasonably possible changes to key assumptions would have on the overall carrying amount of the goodwill at the end of the reporting period. We considered the adequacy of management's disclosures in respect of impairment testing and whether the disclosures appropriately communicate the underlying sensitivities.
3. Disposal of Lamdeal Investment Limited and its subsidiaries ("LIL group")	
As disclosed in Note 9(f), on 19 June 2024, Dragon Hill Corporation Limited ("DHCL"), an indirect wholly-owned subsidiary of the Company entered into an Equity Transfer and Debt Repayment Agreement with Huafa Urban Operation (HK) Limited ("Huafa") for the disposal of all the equity interest in LIL group for a total cash consideration of RMB192,180,968 (approximately RM121,159,001) only. In view of the financial significance of this gain on disposal and the complexities surrounding the structure of the disposal, we identified the disposal as a key audit matter.	We checked to the share transfer form to determine the date of disposal. We read the equity transfer and debt repayment agreement and assessed whether the disposal has been accounted for in line with the terms of the agreements. We determined the accuracy of the carrying value of cost of investment and LIL group to supporting internal information. We performed re-computation of the gain on disposal. We assessed the adequacy of the disclosures in respect of this disposal in the financial statements. We have issued Group Audit Instruction ("GAI") and further communicated and discussed with the component auditors on audit approach and results relating to the gain on disposal of the LIL group.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LBS BINA GROUP BERHAD (CONT'D)

KEY AUDIT MATTERS (CONT'D)

We have determined that there were no key audit matters in the audit of the financial statements of the Company to communicate in our auditors' report.

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 information included in the annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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 ("MFRS") Accounting Standards, International Financial Reporting Standards ("IFRS") Accounting 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.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

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: (Cont'd)

- 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 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements of the Group. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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 51 to the financial statements.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LBS BINA GROUP BERHAD (CONT'D)

OTHER MATTER

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.

UHY Malaysia PLT
202406000040 (LLP0041391-LCA) & AF 1411
Chartered Accountants

DATO' KOH CHUN KIAT
Approved Number: 03071/06/2025 J
Chartered Accountant

KUALA LUMPUR
11 April 2025

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

	NOTE	GROUP 2024 RM	GROUP 2023 RM	COMPANY 2024 RM	COMPANY 2023 RM
ASSETS					
Non-current assets					
Property, plant and equipment	4	104,017,030	53,819,728	–	1,575
Right-of-use assets	5	170,274,321	351,853,912	–	–
Capital work-in-progress	6	11,398,160	25,182,811	–	–
Inventories	7	1,466,543,658	1,301,413,954	–	–
Investment properties	8	187,087,376	189,823,709	–	–
Investment in subsidiaries	9	–	–	748,096,146	752,291,725
Investment in associates	10	2,270,115	2,253,862	–	–
Other investments	11	476,000	476,000	–	–
Goodwill on consolidation	12	55,513,510	55,513,510	–	–
Trade receivables	13	3,499,659	6,020,258	–	–
Deferred tax assets	14	95,669,479	88,872,288	–	–
Amount due from subsidiaries	17	–	–	341,695,199	198,209,965
Total non-current assets		2,096,749,308	2,075,230,032	1,089,791,345	950,503,265
Current assets					
Inventories	7	699,216,298	562,426,531	–	–
Contract assets	15	416,670,405	456,692,278	–	–
Trade receivables	13	241,581,902	250,462,998	–	–
Other receivables	16	264,932,920	198,724,405	851,044	1,192,667
Amount due from subsidiaries	17	–	–	719,466,605	382,591,435
Amount due from associates	18	11,110	10,845	–	–
Other investments	11	26,422,393	–	–	–
Tax recoverable		29,245,207	19,212,677	265,447	246,787
Fixed deposits with licensed banks	19	129,122,633	73,159,435	5,705,967	1,421,944
Cash held under Housing Development Accounts	20	218,355,783	478,126,186	–	–
Cash and bank balances	21	220,330,010	156,376,552	6,913,361	4,824,217
		2,245,888,661	2,195,191,907	733,202,424	390,277,050
Assets held for sale	22	4,417,211	–	–	–
Total current assets		2,250,305,872	2,195,191,907	733,202,424	390,277,050
Total assets		4,347,055,180	4,270,421,939	1,822,993,769	1,340,780,315

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 (CONT'D)

	NOTE	GROUP 2024 RM	GROUP 2023 RM	COMPANY 2024 RM	COMPANY 2023 RM
EQUITY AND LIABILITIES					
Equity					
Share capital	23	922,887,304	922,887,304	922,887,304	922,887,304
Treasury shares	24	(15,221,284)	(11,917,049)	(15,221,284)	(11,917,049)
Other reserves	25	(173,972,313)	(210,082,546)	–	–
Retained earnings		895,978,218	754,733,319	340,427,797	45,649,344
Equity attributable to owners of the parent		1,629,671,925	1,455,621,028	1,248,093,817	956,619,599
Perpetual Sukuk Musharakah ("Perpetual Sukuk")	26	223,000,000	223,000,000	223,000,000	223,000,000
Non-controlling interests		239,577,893	166,810,192	–	–
Total equity		2,092,249,818	1,845,431,220	1,471,093,817	1,179,619,599
Non-current liabilities					
Trade payables	27	282,171,638	412,009,793	–	–
Other payables	28	–	55,135,107	–	–
Retirement benefit obligations	29	21,711,461	12,633,018	–	–
Lease liabilities	30	12,807,644	15,667,418	–	–
Bank borrowings	31	369,027,973	157,324,757	–	1,250,000
Islamic Medium Term Notes	32	197,283,096	38,516,000	197,283,096	–
Deferred tax liabilities	14	5,739,183	34,943,565	–	–
Total non-current liabilities		888,740,995	726,229,658	197,283,096	1,250,000
Current liabilities					
Contract liabilities	15	24,734,762	5,323,148	–	–
Trade payables	27	491,263,312	481,446,295	–	–
Other payables	28	450,399,893	638,767,879	5,161,770	505,989
Amount due to subsidiaries	17	–	–	–	330,073
Lease liabilities	30	12,667,895	14,215,224	–	–
Bank borrowings	31	362,987,666	445,034,703	149,000,000	155,846,575
Islamic Medium Term Notes	32	–	24,452,000	–	–
Bank overdrafts	33	2,941,378	73,013,069	–	2,981,926
Tax payable		21,069,461	16,508,743	455,086	246,153
Total current liabilities		1,366,064,367	1,698,761,061	154,616,856	159,910,716
Total liabilities		2,254,805,362	2,424,990,719	351,899,952	161,160,716
Total equity and liabilities		4,347,055,180	4,270,421,939	1,822,993,769	1,340,780,315

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		GROUP		COMPANY	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
Continuing operations					
Revenue	34	1,434,658,268	1,806,134,324	387,237,190	28,731,676
Cost of sales	35	(948,968,159)	(1,295,899,687)	–	–
Gross profit		485,690,109	510,234,637	387,237,190	28,731,676
Other income		37,968,823	22,505,112	38,555,695	35,205,197
Administrative and operating expenses		(266,633,593)	(217,802,389)	(5,915,560)	(3,880,286)
Changes on impairment of financial instruments and contract assets		(1,556,454)	(658,235)	–	–
Profit from operations		255,468,885	314,279,125	419,877,325	60,056,587
Finance costs	36	(64,913,444)	(65,380,934)	(19,445,911)	(13,264,277)
Share of profit of associates, net of tax		324,369	505,052	–	–
Profit before tax	37	190,879,810	249,403,243	400,431,414	46,792,310
Taxation	38	(82,407,714)	(82,074,226)	(2,839,658)	(1,271,088)
Profit from continuing operations		108,472,096	167,329,017	397,591,756	45,521,222
Discontinued operations					
Profit/(Loss) from operations, net of tax	9(f)	157,470,267	(7,905,682)	–	–
Net profit for the financial year		265,942,363	159,423,335	397,591,756	45,521,222
Other comprehensive income, net of tax					
Items that are or may be reclassified subsequently to profit or loss					
Exchange translation differences for foreign operations		11,547,135	1,030,539	–	–
Reclassification adjustments of exchange translation reserve upon disposal of subsidiaries		23,716,830	–	–	–
		35,263,965	1,030,539	–	–
Total comprehensive income for the financial year		301,206,328	160,453,874	397,591,756	45,521,222

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

		GROUP		COMPANY	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
Net profit for the financial year attributable to:					
Owners of the parent					
- Continuing operations		86,251,623	146,868,022	397,591,756	45,521,222
- Discontinued operations		157,806,579	(5,890,873)	–	–
Non-controlling interests					
- Continuing operations		22,220,473	20,460,995	–	–
- Discontinued operations		(336,312)	(2,014,809)	–	–
		265,942,363	159,423,335	397,591,756	45,521,222
Total comprehensive income for the financial year attributable to:					
Owners of the parent					
- Continuing operations		137,548,774	146,532,615	397,591,756	45,521,222
- Discontinued operations		142,826,101	(2,687,193)	–	–
Non-controlling interests					
- Continuing operations		22,220,473	20,460,995	–	–
- Discontinued operations		(1,389,020)	(3,852,543)	–	–
		301,206,328	160,453,874	397,591,756	45,521,222
Earnings per share attributable to owners of the parent (sen)					
Basic earnings per share	39(a)				
- Continuing operations		4.24	8.13		
- Discontinued operations		10.21	(0.38)		
		14.45	7.75		
Diluted earnings per share	39(b)				
- Continuing operations		4.24	8.13		
- Discontinued operations		10.21	(0.38)		
		14.45	7.75		

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		ATTRIBUTABLE TO OWNERS OF THE PARENT								
		NON-DISTRIBUTABLE				DISTRIBUTABLE				
	NOTE	SHARE CAPITAL RM	RCPS RM	OTHER RESERVES RM	TREASURY SHARES RM	RETAINED EARNINGS RM	TOTAL RM	PERPETUAL SUKUK RM	NON-CONTROLLING INTERESTS RM	TOTAL EQUITY RM
Group										
At 1 January 2023		819,378,365	103,508,939	(210,417,664)	(6,659,459)	672,930,446	1,378,740,627	223,000,000	153,084,525	1,754,825,152
Net profit for the financial year		–	–	–	–	140,977,149	140,977,149	–	18,446,186	159,423,335
Foreign currency translation reserves		–	–	2,868,273	–	–	2,868,273	–	(1,837,734)	1,030,539
Total comprehensive income for the financial year		–	–	2,868,273	–	140,977,149	143,845,422	–	16,608,452	160,453,874
Transactions with owners:										
Capital contribution from non-controlling interests	9(h)	–	–	–	–	–	–	–	199,960	199,960
Changes in equity interest in subsidiaries	9(d)	–	–	(2,533,155)	–	–	(2,533,155)	–	(1,566,168)	(4,099,323)
Winding up of a subsidiary	9(j)	–	–	–	–	–	–	–	(295,957)	(295,957)
Dividends paid	41	–	–	–	–	(37,742,552)	(37,742,552)	–	–	(37,742,552)
Dividends paid to non-controlling interests		–	–	–	–	–	–	–	(1,220,620)	(1,220,620)
RCPS preferential dividend paid	41	–	–	–	–	(6,210,536)	(6,210,536)	–	–	(6,210,536)
Distribution to holders of Perpetual Sukuk		–	–	–	–	(15,221,188)	(15,221,188)	–	–	(15,221,188)
Shares repurchased	24	–	–	–	(5,257,590)	–	(5,257,590)	–	–	(5,257,590)
		–	–	(2,533,155)	(5,257,590)	(59,174,276)	(66,965,021)	–	(2,882,785)	(69,847,806)
At 31 December 2023		819,378,365	103,508,939	(210,082,546)	(11,917,049)	754,733,319	1,455,621,028	223,000,000	166,810,192	1,845,431,220

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

		Attributable to owners of the parent								
		Non-distributable				Distributable				
	NOTE	SHARE CAPITAL RM	RCPS RM	OTHER RESERVES RM	TREASURY SHARES RM	RETAINED EARNINGS RM	TOTAL RM	PERPETUAL SUKUK RM	NON-CONTROLLING INTERESTS RM	TOTAL EQUITY RM
Group										
At 1 January 2024		819,378,365	103,508,939	(210,082,546)	(11,917,049)	754,733,319	1,455,621,028	223,000,000	166,810,192	1,845,431,220
Net profit for the financial year		–	–	–	–	244,058,202	244,058,202	–	21,884,161	265,942,363
Foreign currency translation reserves		–	–	36,316,673	–	–	36,316,673	–	(1,052,708)	35,263,965
Total comprehensive income for the financial year		–	–	36,316,673	–	244,058,202	280,374,875	–	20,831,453	301,206,328
Transactions with owners:										
Capital contribution from non-controlling interests	9(h)	–	–	–	–	–	–	–	839,921	839,921
Changes in equity interest in subsidiaries	9(c)(d)	–	–	(206,440)	–	–	(206,440)	–	5,702,475	5,496,035
Disposal of subsidiaries	9(f)	–	–	–	–	–	–	–	49,421,231	49,421,231
Dividends paid	41	–	–	–	–	(82,003,829)	(82,003,829)	–	–	(82,003,829)
Dividends paid to non-controlling interests		–	–	–	–	–	–	–	(4,027,379)	(4,027,379)
RCPS preferential dividend paid	41	–	–	–	–	(5,550,536)	(5,550,536)	–	–	(5,550,536)
Distribution to holders of Perpetual Sukuk		–	–	–	–	(15,258,938)	(15,258,938)	–	–	(15,258,938)
Issuance of ordinary shares through conversion of RCPS	23	11,000,000	(11,000,000)	–	–	–	–	–	–	–
Shares repurchased	24	–	–	–	(3,304,235)	–	(3,304,235)	–	–	(3,304,235)
		11,000,000	(11,000,000)	(206,440)	(3,304,235)	(102,813,303)	(106,323,978)	–	51,936,248	(54,387,730)
At 31 December 2024		830,378,365	92,508,939	(173,972,313)	(15,221,284)	895,978,218	1,629,671,925	223,000,000	239,577,893	2,092,249,818

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

		NON-DISTRIBUTABLE			DISTRIBUTABLE			
	NOTE	SHARE CAPITAL RM	RCPS RM	TREASURY SHARES RM	RETAINED EARNINGS RM	TOTAL RM	PERPETUAL SUKUK RM	TOTAL EQUITY RM
Company								
At 1 January 2023		819,378,365	103,508,939	(6,659,459)	59,302,398	975,530,243	223,000,000	1,198,530,243
Net profit for the financial year, representing total comprehensive income for the financial year		–	–	–	45,521,222	45,521,222	–	45,521,222
Transactions with owners:								
Dividends paid	41	–	–	–	(37,742,552)	(37,742,552)	–	(37,742,552)
RCPS preferential dividend paid	41	–	–	–	(6,210,536)	(6,210,536)	–	(6,210,536)
Distribution to holders of Perpetual Sukuk		–	–	–	(15,221,188)	(15,221,188)	–	(15,221,188)
Shares repurchased	24	–	–	(5,257,590)	–	(5,257,590)	–	(5,257,590)
		–	–	(5,257,590)	(59,174,276)	(64,431,866)	–	(64,431,866)
At 31 December 2023		819,378,365	103,508,939	(11,917,049)	45,649,344	956,619,599	223,000,000	1,179,619,599
At 1 January 2024		819,378,365	103,508,939	(11,917,049)	45,649,344	956,619,599	223,000,000	1,179,619,599
Net profit for the financial year, representing total comprehensive income for the financial year		–	–	–	397,591,756	397,591,756	–	397,591,756
Transactions with owners:								
Dividends paid	41	–	–	–	(82,003,829)	(82,003,829)	–	(82,003,829)
RCPS preferential dividend paid	41	–	–	–	(5,550,536)	(5,550,536)	–	(5,550,536)
Distribution to holders of Perpetual Sukuk		–	–	–	(15,258,938)	(15,258,938)	–	(15,258,938)
Issuance of ordinary shares through conversion of RCPS	23	11,000,000	(11,000,000)	–	–	–	–	–
Shares repurchased	24	–	–	(3,304,235)	–	(3,304,235)	–	(3,304,235)
		11,000,000	(11,000,000)	(3,304,235)	(102,813,303)	(106,117,538)	–	(106,117,538)
At 31 December 2024		830,378,365	92,508,939	(15,221,284)	340,427,797	1,248,093,817	223,000,000	1,471,093,817

The accompanying notes form an integral part of the financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		GROUP		COMPANY	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
Operating activities					
Profit/(Loss) before tax					
- Continuing operations		190,879,810	249,403,243	400,431,414	46,792,310
- Discontinued operations		163,497,375	(9,615,056)	–	–
Adjustments for:					
Allowance for impairment losses on:					
- Assets held for sale		–	171,735	–	–
- Goodwill arising on consolidation		–	10,700,308	–	–
- Investment properties		–	199,805	–	–
- Other investments		–	29,000	–	–
- Trade and other receivables		2,271,403	1,815,033	–	–
- Investment in a subsidiary		–	–	3,727	–
Bad debts written off		545,775	380,440	–	–
Capital work-in-progress written off		–	2,786,305	–	–
Deposits written off		137,000	450	–	–
Depreciation of:					
- Investment properties		2,736,333	2,736,939	–	–
- Property, plant and equipment		14,412,830	13,174,187	225	450
- Right-of-use assets		24,790,576	26,418,266	–	–
Finance costs		65,559,021	66,642,332	19,445,911	13,264,277
Loss on strike off of an associate		8,146	341,160	–	–
Inventories written down to net realisable value		60,880	48,391	–	–
Inventories written off		–	737,524	–	–
Loss on lease termination		30,865	–	–	–
Property, plant and equipment written off	4	99,824	163,229	1,350	–
Property development costs written off		–	939,834	–	–
Provision for retirement benefits		9,078,443	6,946,376	–	–
Provision for staff economic compensation		37,864	16,151	–	–
Waiver of interest income		63,130	291,356	–	–
Unrealised foreign exchange loss/(gain)		3,106,462	(63,084)	(743)	–
Dividend income from financial assets measured at fair value through profit or loss ("FVTPL")		(226,571)	–	–	–
Dividend income		–	–	(387,237,190)	(28,731,676)
Fair value adjustment on trade receivables		(84,815)	(129,882)	–	–
Fair value gain on revaluation of financial assets measured at FVTPL		(195,822)	–	–	–
Gain on disposal of:					
- Equity interest in an associate		–	(404)	–	–
- Equity interest in subsidiaries	9(f),9(d)	(163,025,459)	–	(1,264,000)	–
- Property, plant and equipment		(4,003,389)	(622,762)	–	–
- Right-of-use assets		(521,276)	(164,500)	–	–
Balance carried down		309,258,405	373,346,376	31,380,694	31,325,361

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

	NOTE	GROUP 2024 RM	GROUP 2023 RM	COMPANY 2024 RM	COMPANY 2023 RM
Operating activities (Cont'd)					
Balance brought down		309,258,405	373,346,376	31,380,694	31,325,361
Gain on remeasurement of previously held equity interest		–	(7,508)	–	–
(Gain)/Loss on winding up of subsidiaries		–	(244,588)	–	88,393
Interest income		(13,663,072)	(7,367,709)	(37,286,052)	(34,580,652)
Provision for property development costs no longer required		(54,586,613)	(7,205,512)	–	–
Reversal of allowance for impairment losses on:					
- Investment in a subsidiary		–	–	–	(88,393)
- Investment in associates		(30)	(303,682)	–	–
- Trade and other receivables		(714,949)	(1,156,798)	–	–
Share of profit of associates, net of tax	10(a)	(324,369)	(505,052)	–	–
Operating profit before working capital changes		239,969,372	356,555,527	(5,905,358)	(3,255,291)
Changes in working capital:					
Inventories		(302,407,109)	(12,801,483)	–	–
Contract assets		40,021,873	181,678,618	–	–
Contract liabilities		21,260,308	(28,705,741)	–	–
Trade receivables		7,085,942	103,877,978	–	–
Other receivables		(11,189,583)	27,801,811	341,623	(427,719)
Trade payables		7,334,836	56,113,819	–	–
Other payables		84,631,230	145,823,430	449,396	(276,862)
Amount due (to)/from subsidiaries		–	–	(107,111,722)	1,782,835
Amount due to associates		(265)	(27,397)	–	–
Foreign exchange reserve		20,391,687	(7,185,430)	–	–
		(132,871,081)	466,575,605	(106,320,703)	1,078,254
Cash generated from/(used in) operations		107,098,291	823,131,132	(112,226,061)	(2,177,037)
Dividends received from an associate		300,000	180,000	–	–
Dividends received from subsidiaries		–	–	387,237,190	28,731,676
Interest received		13,663,072	7,367,709	35,686,124	55,998,660
Interest paid		(43,526,116)	(62,259,611)	(15,239,527)	(13,144,934)
Tax paid		(101,085,303)	(110,044,067)	(2,896,172)	(3,585,199)
Tax refunded		14,906	4,919,971	246,787	1,294,031
		(130,633,441)	(159,835,998)	405,034,402	69,294,234
Net cash (used in)/from operating activities		(23,535,150)	663,295,134	292,808,341	67,117,197

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

	NOTE	GROUP 2024 RM	GROUP 2023 RM	COMPANY 2024 RM	COMPANY 2023 RM
Investing activities					
Additional investment in:					
- Subsidiaries		–	(4,109,001)	(1,204,147)	(102)
- Financial assets measured at FVTPL		(26,000,000)	–	–	–
Capital work-in-progress incurred		(27,703,946)	(1,879,588)	–	–
Net cash inflows from acquisition of a subsidiary	9(b)	–	336,838	–	–
Net cash inflows from disposal of subsidiaries	9(f)	71,772,340	–	–	–
Net movement of amount due (to)/from subsidiaries		–	–	(371,978,827)	46,738,702
Proceeds from disposal of:					
- Assets held for sale		–	50,000	–	–
- Property, plant and equipment		4,424,650	673,557	–	–
- Right-of-use-assets		609,500	164,501	–	–
Proceeds from disposal of investment of a subsidiary	9(d)(i)	–	–	6,660,000	–
Proceeds from acquisition of equity interest by non-controlling interests	9(h)	839,921	–	–	–
Proceeds from share capital reduction		–	521,850	–	–
Purchase of:					
- Property, plant and equipment	4	(9,035,200)	(12,567,369)	–	–
- Right-of-use assets	5(c)	(1,839,466)	(3,856,764)	–	–
Deposits and consideration paid for the acquisition and joint venture of development lands		(136,872,346)	(65,090,263)	–	–
Development cost paid for future development lands		(60,531,691)	–	–	–
Payment for acquisition of equity interest in prior years		(50,032)	–	–	–
Net cash (used in)/from investing activities		(184,386,270)	(85,756,239)	(366,522,974)	46,738,600
Financing activities					
Decrease/(Increase) in fixed deposits pledged		27,590,915	(48,400,247)	(4,284,023)	(380,151)
(Increase)/Decrease in cash and bank balances pledged		(1,145,131)	(5,587,696)	1,655,067	(1,430,848)
Drawdown of borrowings		791,122,999	454,506,990	80,000,000	20,000,000
Drawdown of Islamic Medium Term Notes		270,000,000	40,000,000	200,000,000	–
Distribution to holders of Perpetual Sukuk		(15,258,938)	(15,221,188)	(15,258,938)	(15,221,188)
Dividends paid	41	(82,003,829)	(37,742,552)	(82,003,829)	(37,742,552)
RCPS preferential dividend paid	41	(5,550,536)	(6,210,536)	(5,550,536)	(6,210,536)
Dividends paid to non-controlling interests		(4,027,379)	(1,220,620)	–	–
Purchase of treasury shares	24	(3,304,235)	(5,257,590)	(3,304,235)	(5,257,590)
Net repayment of:					
- Borrowings		(661,046,731)	(610,249,886)	(88,096,575)	(68,077,380)
- Islamic Medium Term Notes		(135,684,904)	(32,302,000)	(2,716,904)	–
- Lease liabilities		(16,544,338)	(17,960,835)	–	–
Net cash from/(used in) financing activities		164,147,893	(285,646,160)	80,440,027	(114,320,245)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

		GROUP		COMPANY	
	NOTE	2024 RM	2023 RM	2024 RM	2023 RM
Net (decrease)/increase in cash and cash equivalents		(43,773,527)	291,892,735	6,725,394	(464,448)
Effects of exchange translation differences on cash and cash equivalents		437,255	1,405,268	743	–
Cash and cash equivalents at the beginning of the financial year		554,829,230	261,531,227	100,820	565,268
Cash and cash equivalents at the end of the financial year		511,492,958	554,829,230	6,826,957	100,820
Cash and cash equivalents at the end of the financial year comprises:					
Fixed deposits with licensed banks		129,122,633	73,159,435	5,705,967	1,421,944
Cash held under Housing Development Accounts		218,355,783	478,126,186	–	–
Cash and bank balances		220,330,010	156,376,552	6,913,361	4,824,217
Bank overdrafts		(2,941,378)	(73,013,069)	–	(2,981,926)
		564,867,048	634,649,104	12,619,328	3,264,235
Less: Fixed deposits pledged with licensed banks	19	(45,391,208)	(72,982,123)	(5,705,967)	(1,421,944)
Cash and bank balances pledged	21	(7,982,882)	(6,837,751)	(86,404)	(1,741,471)
		511,492,958	554,829,230	6,826,957	100,820

The accompanying notes form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office and principal place of business of the Company are located at Plaza Seri Setia, Level 1 - 4, No. 1, Jalan SS9/2, 47300 Petaling Jaya, Selangor Darul Ehsan.

The principal activity of the Company is investment holding. The principal activities of its subsidiaries are disclosed in Note 51.

On 10 July 2024, Dragon Hill Corporation Limited ("DHCL"), an indirect wholly-owned subsidiary of the Company completed the disposal of all its entire equity interest in Lamdeal Investments Limited group of companies ("LIL Group"). As this transaction resulted in the Group's exit from the Racing Circuit Development and related Management segment, the results and cash flows of the Racing Circuit Development and related Management segment up to the completion date have been presented as discontinued operations in the financial statements of the Group.

Other than above, there has been no significant change in the nature of these activities of the Company and its subsidiaries during the financial year.

2. BASIS OF PREPARATION

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS") Accounting Standards, International Financial Reporting Standards ("IFRS") Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements of the Group and of the Company have been prepared under the historical cost convention, except as otherwise disclosed.

Adoption of amendments to MFRSs

During the financial year, the Group and the Company have adopted the following amendments to MFRSs issued by the Malaysian Accounting Standards Board ("MASB") that are mandatory for the current financial year:

Amendments to MFRS 16	Lease Liability in Sale and Leaseback
Amendments to MFRS 101	Classification of Liabilities as Current or Non-current
Amendments to MFRS 101	Non-Current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

The adoption of these amendments to MFRSs did not have any significant impact on the financial statements of the Group and of the Company.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (Cont'd)

New MFRSs and amendments to MFRSs in issue but not yet effective

The Group and the Company have not applied the following new MFRSs and amendments to MFRSs that have been issued by the MASB but are not yet effective for the Group and for the Company:

		EFFECTIVE DATES FOR FINANCIAL PERIODS BEGINNING ON OR AFTER
Amendments to MFRS 121	Lack of Exchangeability	1 January 2025
Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Naturedependent Electricity	1 January 2026
MFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice

The Group and the Company intend to adopt the above new MFRSs and amendments to MFRSs, if applicable, when they become effective.

The initial application of the above-mentioned new MFRSs and amendments to MFRSs are not expected to have any significant impacts on the financial statements of the Group and of the Company.

(b) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest RM except when otherwise stated.

(c) Significant accounting judgements, estimates and assumptions

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

Judgements

The following are the judgements made by management in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the financial statements:

Satisfaction of performance obligations in relation to contracts with customers

The Group is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method for recognising revenue. This assessment was made based on the terms and conditions of the contracts, and the provisions of relevant laws and regulations.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Judgements (Cont'd)

The following are the judgements made by management in the process of applying the Group's accounting policies that have the most significant effect on the amounts recognised in the financial statements: (Cont'd)

Satisfaction of performance obligations in relation to contracts with customers (Cont'd)

The Group recognises revenue over time in the following circumstances:

(i) the customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;
(ii) the Group does not create an asset with an alternative use to the Group and has an enforceable right to payment for performance completed to date; and
(iii) the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced.

Where the above criteria are not met, revenue is recognised at a point in time. Where revenue is recognised at a point in time, the Group assesses each contract with customers to determine when the performance obligation of the Group under the contract is satisfied.

Classification between investment properties and inventories

The Group has developed certain criteria based on MFRS 140 *Investment Property* in making judgement whether a property qualifies as an investment property. Investment property is a property held to earn rentals or for capital appreciation or both.

The Group has temporarily sub-let some completed unsold properties but has decided not to treat these properties as investment properties as it is not the Group's intention to hold these properties in the long-term for capital appreciation or rental income but rather for sale. Accordingly, these properties are classified as inventories. The carrying amounts of these inventories as at 31 December 2024 are RM26,371,595 (2023: RM25,412,244).

Determining the lease term of contracts with renewal options - the Group as lessee

The Group determines the lease term with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

The Group has several lease contracts that include extension options. The Group applies judgement in evaluating whether to exercise the option to renew the lease. It considers all relevant factors that create an economic incentive for it to exercise the renewal option. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Group includes the renewal period as part of the lease term for such leases. The Group typically exercises its option to renew for those leases with renewal option.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are set out below:

(i) Useful lives of property, plant and equipment, right-of-use ("ROU") assets and investment properties

The Group regularly reviews the estimated useful lives of property, plant and equipment, ROU assets and investment properties based on factors such as business plan and strategies, expected level of usage and future technological developments. Future results of operations could be materially affected by changes in these estimates brought about by changes in the factors mentioned above. A reduction in the estimated useful lives of property, plant and equipment, ROU assets and investment properties would increase the recorded depreciation and decrease the value of property, plant and equipment, ROU assets and investment properties. The carrying amount at the reporting date for property, plant and equipment, ROU assets and investment properties are disclosed in Notes 4, 5 and 8 respectively.

(ii) Impairment of investment in subsidiaries

The Company reviews its investment in subsidiaries when there are indicators of impairment. Impairment is measured by comparing the carrying amount of an investment with its recoverable amount. Significant judgement is required in determining the recoverable amount. Estimating the recoverable amount requires the Company to make an estimate of the expected future cash flows from the cash-generating units and also to determine a suitable discount rate in order to calculate the present value of those cash flows.

The carrying amounts at the reporting date for investment in subsidiaries are disclosed in Note 9.

(iii) Impairment of investment in associates

The Group reviews its investment in associates when there are indicators of impairment. Impairment is measured by comparing the carrying amount of an investment with its recoverable amount. Significant judgement is required in determining the recoverable amount. The Group evaluates the recoverable amount based on market performance, economic and political situation of the country in which the associates operate.

The carrying amounts at the reporting date for investment in associates are disclosed in Note 10.

(iv) Impairment of goodwill on consolidation

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use amount requires the Group to make an estimate of the expected future cash flows from the cash-generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The key assumptions used to determine the value in use are disclosed in Note 12.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty (Cont'd)

(v) Deferred tax assets

Deferred tax assets are recognised for all unused tax losses, unutilised capital allowances and other deductible temporary differences to the extent that it is probable that taxable profit will be available against which the unused tax losses, unutilised capital allowances and other deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The details of carrying amount of recognised and unrecognised of deferred tax assets are disclosed in Note 14.

(vi) Inventories valuation

Inventories are measured at the lower of cost and net realisable value. The Group estimates the net realisable value of inventories based on an assessment of expected sales prices. Demand levels and pricing competition could change from time to time. If such factors result in an adverse effect on the Group's products, the Group might be required to reduce the value of its inventories. The details of inventories are disclosed in Note 7.

(vii) Determination of transaction prices

The Group is required to determine the transaction price in respect of each of its contracts with customers. In making such judgement, the Group assesses the impact of any variable consideration in the contract, due to discounts or penalties, the existence of any significant financing component and any non-cash consideration in the contract.

There is no estimation required in determining the transaction price, as revenue from sale of goods and rendering of services are based on invoiced values. Discounts are not considered as they are only given in rare circumstances.

(viii) Revenue from construction contracts

Construction revenue and costs are recognised over the period of the contract in the profit or loss by reference to the progress towards complete satisfaction of that performance obligation.

The progress towards complete satisfaction of performance obligation is measured based on physical proportion of contract work-to-date certified by professional consultants. Significant judgement is required in determining the progress based on the certified work-to-date corroborated by the level of completion of the construction based on actual costs incurred to-date over the estimated total construction costs. The total estimated construction costs are based on approved budgets, which require assessments and judgements to be made on changes in, for example, work scope, changes in costs and costs to completion. In making the judgement, the Group evaluates based on past experience, the work of specialists and a continuous monitoring mechanism.

The contract assets and contract liabilities of the Group arising from construction contracts are disclosed in Note 15.

2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty (Cont'd)

(ix) Revenue 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 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.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the stage of completion of the development activity at the end of the reporting period. The stage of completion is determined based on the proportion that the property development costs incurred to-date bear to the estimated total costs for the property development. Where it is probable that total property development costs of a development phase will exceed total property development revenue of the development phase, the expected loss on the development phase is recognised as an expense immediately.

Significant judgement is required in determining the completeness and accuracy of the total property development costs as estimates of future property development costs are inherently uncertain, which involve management's estimation of future cost to completion of the development. Substantial changes in cost estimates in future periods may affect the profitability of the respective property development projects. In making the estimation, the Group evaluates based on past experiences and by relying on the work of specialists. Where the actual total property development costs are different from the estimated total property development costs, such difference will impact the property development profits/(losses) recognised.

The carrying amount of assets and liabilities of the Group arising from property development activities are disclosed in Note 15.

(x) Provision for expected credit loss of financial assets at amortised cost

The Group uses a provision matrix to calculate expected credit loss for trade receivables. The provision rates are based on number of days past due.

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and expected credit loss is a significant estimate. The Group's historical credit loss experience and forecast of economic conditions may not be representative of customer's actual default in the future. Information about the expected credit loss on the Group's trade receivables is disclosed in Note 13.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

(c) Significant accounting judgements, estimates and assumptions (Cont'd)

Key sources of estimation uncertainty (Cont'd)

(xi) Discount rate used in leases

Where the interest rate implicit in the lease cannot be readily determined, the Group uses the incremental borrowing rate to measure the lease liabilities. The incremental borrowing rate is the interest rate that the Group would have to pay to borrow over a similar term, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. Therefore, the incremental borrowing rate requires estimation, particularly when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Group estimates the incremental borrowing rate using observable inputs when available and is required to make certain entity-specific estimates.

(xii) Contingent liabilities

Determination of the treatment of contingent liabilities is based on management's view of the expected outcome of the contingencies after consulting internal and external experts to the Group, for matters in the ordinary course of business.

(xiii) Income taxes

Judgement is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group recognises liabilities for tax based on estimates of whether additional taxes will be due. Where the final tax outcome of these tax matters is different from the amounts that were initially recognised, such differences will impact the income tax and/or deferred tax provisions in the period in which such determination is made. As at 31 December 2024, the Group has tax recoverable and tax payable of RM29,245,207 and RM21,069,461 (2023: RM19,212,677 and RM16,508,743) respectively. As at 31 December 2024, the Company has tax recoverable and tax payable of RM265,447 and RM455,086 (2023: RM246,787 and RM246,153)

(xiv) Defined benefit plan

The cost of the defined benefit plan and the present value of the defined benefit obligation is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rate of salary increases and mortality rates. There is an assumption that there will be no resignation and no salary growth. All assumptions are reviewed at each financial year end.

In determining the appropriate discount rate, the valuation is based on market yield of Malaysian Government Securities, Private Debt Securities with AA ratings above with terms similar to the terms of the liabilities.

3. MATERIAL ACCOUNTING POLICIES

The Group and the Company apply the material accounting policies set out below, consistently throughout all periods presented in the financial statements unless otherwise stated.

(a) Basis of consolidation

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has 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 fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interests in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed in profit or loss as incurred.

If the business combination is achieved in stages, the acquirer's previously held equity interest in the acquiree is re-measured at its acquisition date fair value and the resulting gain or loss is recognised in profit or loss.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (which cannot exceed one year from the acquisition date), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date, if known, would have affected the amounts recognised at that date.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9 *Financial Instruments* is measured at fair value with the changes in fair value recognised in profit or loss. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains or losses on transactions between Group companies are eliminated. Unrealised losses are eliminated only if there is no indication of impairment. Where necessary, accounting policies of subsidiaries have been changed to ensure consistency with the policies adopted by the Group.

In the Company's separate financial statements, investment in subsidiaries is stated at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts are recognised in profit or loss. Where an indication of impairment exists, the carrying amount of the investment is assessed and written down immediately to its recoverable amount. Refer accounting policy Note 3(m)(i) on impairment of non-financial assets.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(a) Basis of consolidation (Cont'd)

(ii) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions - that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(iii) Disposal of subsidiaries

If the Group loses control of a subsidiary, the assets and liabilities of the subsidiary, including any goodwill, and non-controlling interests are derecognised at their carrying value on the date that control is lost. Any remaining investment in the entity is recognised at fair value. The difference between the fair value of consideration received and the amounts derecognised and the remaining fair value of the investment is recognised as a gain or loss on disposal in profit or loss. Any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

(iv) Goodwill on consolidation

The excess of the aggregate of the consideration transferred the amount of any non-controlling interest in the acquiree and the acquisition date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total consideration transferred, non-controlling interest recognised and previously held interest measured at fair value is less than the fair value of the net assets of the subsidiary acquired (i.e. a bargain purchase), the gain is recognised in profit or loss.

Following the initial recognition, goodwill is measured at cost less accumulated impairment losses. Goodwill is not amortised but instead, it is reviewed for impairment annually or more frequent when there is objective evidence that the carrying value may be impaired. Refer accounting policy Note 3(m)(i) on impairment of non-financial assets.

(b) Foreign currency translation

(i) Foreign currency transactions and balances

Transactions in foreign currency are recorded in the functional currency of the respective Group entities using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary items denominated in foreign currencies are retranslated at the rates prevailing on that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items or on translating monetary items at the reporting date are included in profit or loss except for exchange differences arising on monetary items that form part of the Group's net investment in foreign operation. These are initially taken directly to the foreign currency translation reserve within equity until the disposal of the foreign operations, at which time they are recognised in profit or loss. Exchange differences arising on monetary items that form part of the Company's net investment in foreign operation are recognised in profit or loss in the Company's financial statements or the individual financial statements of the foreign operation, as appropriate.

Exchange differences arising on the translation of non-monetary items carried at fair value are included in profit or loss for the reporting period except for the differences arising on the translation of non-monetary items in respect of which gains and losses are recognised in other comprehensive income. Exchange differences arising from such non-monetary items are also recognised in other comprehensive income.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(b) Foreign currency translation (Cont'd)

(ii) Foreign operations

The assets and liabilities of foreign operations denominated in functional currencies other than RM are translated to RM at the rate of exchange prevailing at the reporting date and income and expenses, excluding foreign operations in hyperinflationary economies, are translated to RM at exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve ("FCTR") in equity. However, if the operation is a non-wholly-owned subsidiary, then the relevant proportionate share of the translation difference is allocated to the non-controlling interests. When a foreign operation is disposed of such that control, significant influence or joint control is lost, the cumulative amount in the FCTR related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

When the Group disposes of only part of its interest in a subsidiary that includes a foreign operation, the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of its investment in associates that includes a foreign operation while retaining significant influence, the relevant proportion of the cumulative amount is reclassified to profit or loss.

(c) Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. The policy for the recognition and measurement of impairment is in accordance with Note 3(m)(i) on impairment of non-financial assets.

(i) Recognition and measurement

Cost includes expenditures that are directly attributable to the acquisition of the asset and any other costs directly attributable to bringing the asset to working condition for its intended use, cost of replacing component parts of the assets, and the present value of the expected cost for the decommissioning of the assets after their use. The cost of self-constructed assets also includes the cost of materials and direct labour. For qualifying assets, borrowing costs are capitalised in accordance with the accounting policy on borrowing costs. All other repair and maintenance costs are recognised in profit or loss as incurred.

The cost of property, plant and equipment recognised as a result of a business combination is based on fair value at acquisition date. The fair value of property is the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. The fair value of other items of plant and equipment is based on the quoted market prices for similar items.

When significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Property, plant and equipment are derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains or losses arising on the disposal of property, plant and equipment are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised in profit or loss.

(ii) Reclassification to investment property

When the use of a property changes from owner-occupied to investment property, the property is reclassified as investment property and accounted for in accordance with Note 3(f) on investment properties.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(c) Property, plant and equipment (Cont'd)

(iii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the profit or loss as incurred.

(iv) Depreciation

Depreciation is recognised in the profit or loss on straight-line basis to write off the cost of each asset to its residual value over its estimated useful life.

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Freehold land and buildings	50 years
Motor vehicles	5 years
Office equipment, furniture and fittings	2 to 10 years
Renovations	3 to 10 years
Plant, machinery and equipment	3 to 30 years

The residual values, useful lives and depreciation method are reviewed at the end of each reporting period to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the property, plant and equipment.

(d) Capital work-in-progress

Capital work-in-progress consists of buildings under construction for intended use. The amount is stated at cost and includes capitalisation of interest incurred on borrowings related to property, plant and equipment under construction until the property, plant and equipment are ready for their intended use.

Capital work-in-progress is stated at cost during the period of construction. No depreciation is provided on capital work-in-progress and upon completion of construction, the cost will be transferred to property, plant and equipment or investment properties.

(e) Inventories

(i) Land held for property development

Land held for property development consists of land held for future development where no significant development work has been undertaken or where development activities are not expected to be completed within the normal operating cycle. Such land is classified as non-current asset and is stated at the lower of cost and net realisable value.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and applicable variable selling expenses.

Land held for property development is transferred to property development costs (under current assets) when development activities have commenced and where the development activities can be completed within the normal operating cycle.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(e) Inventories (Cont'd)

(ii) Property development costs

Property development costs are determined based on a specific identification basis. Property development costs comprising cost of land, direct materials, direct labour, other direct costs and related overheads incurred that meet the definition of inventories are recognised as an asset and are stated at the lower of cost and net realisable value. The property development costs are subsequently recognised as an expense in profit or loss when or as the control of the asset is transferred to the customer over time or at a point in time.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and applicable variable selling expenses.

Property development costs for which work has been undertaken and development activities are expected to be completed within the normal operating cycle, are classified as current asset.

(iii) Completed properties

Completed properties are stated at the lower of cost and net realisable value. The cost comprises proportionate cost of land and related development and construction expenditure.

(iv) Other inventories

Cost of raw materials, consumable foods, finished goods, spare parts and consumables comprise cost of purchase and other costs incurred in bringing it to their present location and condition are determined on a first-in-first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

(f) Investment properties

Investment properties, including right-of-use assets held by lessee, are properties held either to earn rental income or for capital appreciation or for both. Investment properties are measured at cost, including transaction costs, less any accumulated depreciation and impairment losses.

The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met and excludes the costs of day-to-day servicing of an investment property.

Freehold land is not depreciated. Investment properties 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:

Freehold buildings	20 to 50 years
Leasehold land and buildings	Over the remaining period of the lease
Commercial properties	Over the remaining period of the lease

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its recoverable amount. Refer accounting policy Note 3(m)(i) on impairment of non-financial assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(f) Investment properties (Cont'd)

Investment properties are derecognised upon disposal or when they are permanently withdrawn from use and no future economic benefits are expected from their disposal. Upon disposal, the difference between the net disposal proceeds and the carrying amount is recognised in the profit or loss.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

(g) Financial assets

<u>Recognition and initial measurement</u>

Financial assets are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provision of the financial instrument.

At initial recognition, the Group and the Company measure a financial asset at its fair value plus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance of the financial instruments. Transaction costs of financial assets carried at fair value through profit or loss ("FVTPL") are expensed in profit or loss.

<u>Financial asset categories and subsequent measurement</u>

The Group and the Company determine the classification of financial assets at initial recognition and are not reclassified subsequent to their initial recognition unless the Group and the Company change its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

The Group and the Company classify their financial assets as follows:

(i) Financial assets measured at amortised cost

The Group and the Company measure financial assets at amortised cost if both of the following condition are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's and the Company's financial assets at amortised cost include trade and other receivables, amount due from subsidiaries, amount due from associates, deposits and bank and cash balances.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(g) Financial assets (Cont'd)

Financial asset categories and subsequent measurement (Cont'd)

The Group and the Company classify their financial assets as follows: (Cont'd)

(ii) Financial assets measured at fair value through other comprehensive income ("FVTOCI")

(a) Debt investments

A debt investment is measured at FVTOCI if it meets both of the following conditions and is not designated as at FVTPL:

- It is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

- Its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

(b) Equity investments

This category comprises investment in equity investment that is not held for trading. The Group and the Company irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income. This election is made on an investment-by-investment basis. Dividends are recognised as income in profit or loss unless the dividend clearly represent a recovery of part of the cost of investment. Other net gains and losses are recognised in other comprehensive income.

On derecognition, gains and losses accumulated in other comprehensive income are not reclassified to profit or loss.

The Group and the Company have not designated any financial assets as FVTOCI.

(iii) Financial assets measured at fair value through profit or loss

All financial assets not classified as measured at amortised cost or FVTOCI, as described above, are measured at FVTPL. This includes derivative financial assets (except for a derivative that is a financial guarantee contract or a designated and effective hedging instrument). On initial recognition, the Group and the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVTOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets categorised as FVTPL are subsequently measured at their fair value. Net gains or losses, including any interest or dividend income are recognised in the profit or loss.

The Group and the Company have not designated any financial assets at FVTPL.

All financial assets, except for those measured at FVTPL and equity investments measured at FVTOCI, are subject to impairment assessment as disclosed in Note 3(m)(ii) on impairment on financial assets.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(g) Financial assets (Cont'd)

Regular way purchase or sale of financial assets

Regular way purchase or sale are purchase or sale of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned. All regular way purchase or sale of financial assets are recognised or derecognised on the trade date i.e., the date that the Group and the Company commit to purchase or sell the asset.

Derecognition

A financial asset or part of it is derecognised when, and only when the contractual rights to receive cash flows from the financial asset expire or transferred, or control of the asset is not retained or substantially all of the risks and rewards of ownership of the financial asset are transferred to another party. On derecognition of a financial asset, the difference between the carrying amount of the financial assets and the sum of consideration received (including any new asset obtained less any new liability assumed) is recognised in profit or loss.

(h) Financial liabilities

Recognition and initial measurement

Financial liabilities are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument.

At initial recognition, the Group and the Company measure a financial liability at its fair value less, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issuance of the financial instrument.

Financial liabilities categories and subsequent measurement

The Group and the Company classify their financial liabilities as follows:

(i) Financial liabilities at fair value through profit or loss

The Group and the Company have not designated any financial liabilities as FVTPL.

(ii) Financial liabilities measured at amortised cost

Financial liabilities not categorised as fair value through profit or loss are subsequently measured at amortised cost using the effective interest method.

Interest expense and foreign exchange gains and losses are recognised in the profit or loss. Any gains or losses on derecognition are also recognised in the profit or loss.

The Group's and the Company's financial liabilities designated as amortised cost comprise trade and other payables, amount due to holding company, amount due to subsidiaries, amount due to an associate, bank overdrafts, lease liabilities, bank borrowings, Islamic Medium Term Notes and RCPS.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(h) Financial liabilities (Cont'd)

Derecognition

A financial liability or part of it is derecognised when, and only when, the obligation specified in the contract is discharged or cancelled or expired. On derecognition of a financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

(i) Financial guarantee contracts

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs when the guaranteed debtor fails to make payment when due.

Financial guarantee contracts are recognised initially as financial liabilities at fair value, net of transaction costs. Subsequently, the liability is measured at the higher of:

- the amount of the loss allowance; and
- the amount initially recognised less, when appropriate, the cumulative amount of income recognised in accordance with the principles of MFRS 15 *Revenue from Contracts with Customers*.

(j) Offsetting of financial instruments

A financial asset and financial liability are offset and the net amount reported in the statements of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

(k) Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, bank balances, demand deposits and bank overdrafts that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of bank overdrafts and pledged deposits.

(l) Construction contracts

Construction contracts are contract specifically negotiated for the construction of an asset or a combination of assets that are closely interrelated or interdependent in terms of their design, technology and function or their ultimate purpose or use.

Cost incurred to fulfil the contracts, comprising cost of direct materials, direct labour, other direct costs, attributable overheads and payments to subcontractors are recognised as an asset and amortised over to profit or loss systematically to reflect the transfer of the contracted service to the customer.

The Group uses the efforts or inputs to the satisfaction of the performance obligations to determine the appropriate amount to recognise in a given period. This is measured by reference to the contract costs incurred up to the end of the reporting period as a percentage of total estimated costs for each contract. Costs incurred in the financial year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. They are presented as inventories, prepayments or other assets, depending on their nature. When the carrying amount of the asset exceeds the remaining amount of consideration that the Group expects to receive in exchange of the contracted asset, an impairment loss is recognised in profit or loss.

When the total cost incurred on construction contracts plus recognised profits (less recognised losses) exceeds progress billings, the balance is presented as contract assets. When progress billings exceed costs incurred on construction contracts plus recognised profits (less recognised losses), the balance is presented as contract liabilities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(m) Impairment of assets

(i) Non-financial assets

The carrying amounts of non-financial assets (except for inventories, contract assets, deferred tax assets, assets arising from employee benefits and non-current assets classified as held for sale) are reviewed at the end of each reporting period to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. For goodwill and intangible assets that have indefinite useful lives, or that are not yet available for use, the recoverable amount is estimated each period at the same time.

For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating unit. Subject to operating segment ceiling test, for the purpose of goodwill impairment testing, cash-generating units to which goodwill has been allocated are aggregated so that the level at which impairment testing is performed reflects the lowest level at which goodwill is monitored for internal reporting purposes. The goodwill acquired in a business combination, for the purpose of impairment testing, is allocated to a cash-generating unit or a group of cash-generating unit that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs of disposal. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or cash-generating unit.

An impairment loss is recognised if the carrying amount of an asset or its related cash-generating unit exceeds its estimated recoverable amount. Impairment loss is recognised in profit or loss, unless the asset is carried at a revalued amount, in which such impairment loss is recognised directly against any revaluation surplus for the asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same asset. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash-generating unit (group of cash-generating units) and then to reduce the carrying amounts of the other assets in the cash-generating unit (group of cash-generating units) on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. In respect of other assets, impairment losses recognised in prior periods are assessed at the end of each reporting period for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised for asset in prior years. Such reversal is recognised in the profit or loss unless the asset is carried at a revalued amount, in which case the reversal is treated as a revaluation increase.

(ii) Financial assets

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss ("FVTPL"). ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group and the Company expect to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(m) Impairment of assets (Cont'd)

(ii) Financial assets (Cont'd)

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months ("a 12-months ECL"). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default ("a lifetime ECL").

For trade receivables and contract assets, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group and the Company have established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Impairment for other receivables and intercompanies balances of the Group and of the Company are recognised based on the general approach using the forward-looking ECL model. The methodology used to determine the amount of the impairment is based on whether there has been a significant increase in credit risk since initial recognition of the financial asset. At the end of the reporting period, the Group and the Company assess whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring over the expected life with the risk of default since initial recognition. For those in which the credit risk has not increased significantly since initial recognition of the financial asset, twelve-month ECL along with gross interest income are recognised. For those in which credit risk has increased significantly, lifetime ECL along with the gross interest income are recognised. For those that are determined to be credit impaired, lifetime ECL along with interest income on a net basis are recognised. The Group and the Company define significant increase in credit risk based on past due information, i.e. 365 days after credit term.

The carrying amount of the financial asset is reduced through the use of an allowance for impairment loss account and the amount of impairment loss is recognised in profit or loss. When a financial asset becomes uncollectible, it is written off against the allowance for impairment loss account.

(n) Share capital

(i) Ordinary shares

An equity instrument is any contract that evidences a residual interest in the assets of the Group and of the Company after deducting all of its liabilities. Ordinary shares are equity instruments. Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs. Ordinary shares are classified as equity.

Dividend distribution to the Company's shareholders is recognised as a liability in the period they are approved by the Board of Directors except for the final dividend which is subject to approval by the Company's shareholders.

(ii) Preference shares

Preference share capital is classified as equity if it is non-redeemable, or is redeemable but only at the Company's option, and any dividends are discretionary. Dividends thereon are recognised as distributions within equity. Preference share capital is classified as financial liability if it is redeemable on a specific date or at the option of the equity holders, or if dividend payments are not discretionary. Dividends thereon are recognised as interest expense in profit or loss as accrued.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(n) Share capital (Cont'd)

(iii) Treasury shares

When issued share of the Company are repurchased, the amount of the consideration paid, including directly attributable costs, net of any tax effects, is recognised as a deduction from equity as treasury shares until the shares are cancelled, reissued or disposed of. No gain or loss is recognised in profit or loss on the sale, re-issuance or cancellation of the treasury shares.

When treasury shares are distributed as share dividends, the cost of the treasury shares is deducted against the retained earnings of the Company.

When treasury shares are sold or reissued subsequently, the difference between the sales consideration net of directly attributable costs and the carrying amount of the treasury shares is recognised in equity.

(o) Perpetual Sukuk

Perpetual Sukuk is classified as equity instruments as there is no contractual obligation to redeem the instrument. Perpetual Sukuk holders' entitlement is accounted for as a distribution which is recognised in equity in the period in which it is declared or paid.

(p) Contingencies

Where it is not probable that an inflow or outflow of economic benefits will be required, or the amount cannot be estimated reliably, the asset or the obligation is disclosed as a contingent asset or contingent liability, unless the probability of inflow or outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent assets or contingent liabilities unless the probability of inflow or outflow of economic benefits is remote.

(q) Leases

As lessee

The Group recognises a ROU asset and a lease liability at the lease commencement date. The ROU asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or site on which it is located, less any lease incentives received.

The ROU asset is subsequently measured at cost less any accumulated depreciation, accumulated impairment loss and, if applicable, adjusted for any remeasurement of lease liabilities. The policy of recognition and measurement of impairment losses is in accordance with Note 3(m)(i) on impairment of non-financial assets.

The ROU asset under cost model is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term. The estimated useful lives of the ROU assets are determined on the same basis as those of property, plant and equipment as follows:

Leasehold land and buildings	Over the remaining period of the lease
Motor vehicles	5 years, or over the lease term, if shorter
Office equipment, furniture and fittings	2 to 10 years, or over the lease term, if shorter
Renovations	5 to 10 years, or over the lease term, if shorter
Plant, machinery and equipment	5 to 10 years, or over the lease term, if shorter
Motor racing circuit	20 years, or over the lease term, if shorter

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(q) Leases (Cont'd)

As lessee (Cont'd)

The ROU assets are subject to impairment.

The lease liability is initially measured at the present value of future lease payments at the commencement date, discounted using the respective Group entities' incremental borrowing rates. Lease payments included in the measurement of the lease liability include fixed payments, any variable lease payments, amount expected to be payable under a residual value guarantee, and exercise price under an extension option that the Group is reasonably certain to exercise.

Variable lease payments that do not depend on an index or a rate and are dependent on a future activity are recognised as expenses in profit or loss in the period in which the event or condition that triggers the payment occurs.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in rate, or if the Group changes its assessment of whether it will exercise an extension or termination option.

Lease payments associated with short-term leases and leases of low value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less and do not contain a purchase option. Low value assets are those assets valued at less than RM20,000 each when purchased new.

As lessor

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases.

If the lease arrangement contains lease and non-lease components, the Group applies MFRS 15 *Revenue from Contracts with Customers* to allocate the consideration in the contract based on the stand-alone selling price.

The Group recognises assets held under a finance lease in its statements of financial position and presents them as a receivable at an amount equal to the net investment in the lease. The Group uses the interest rate implicit in the lease to measure the net investment in the lease.

The Group recognises lease payments under operating leases as income on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern in which benefit from the use of the underlying asset is diminished. The lease payment recognised is included as part of "Other income". Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) Revenue and other income

(i) Revenue from contracts with customers

Revenue is recognised when the Group satisfied a performance obligation ("PO") by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A PO may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied PO.

The Group recognises revenue from the following major sources:

(a) Revenue from property development

Revenue from property development is recognised as and when the control of the asset is 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 performance does 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 recognises revenue over time using the input method, which is based on the level the proportion that the property development costs incurred to date bear to the estimated total costs for the property development.

The Group recognises sales at a point in time for the sale of completed properties, when the control of the properties has been transferred to the purchasers, being when the properties have been completed and delivered to the customers.

(b) Revenue from construction contracts

The Group recognises revenue from construction contracts over time when control over the asset has been transferred to the customers. The assets have no alternative use to the Group due to contractual restriction and the Group has an enforceable right to payment for performance completed to-date. Revenue from construction contracts is measured at the transaction price agreed under the construction contracts.

Revenue is recognised over the period of the contract using the output method to measure the progress towards complete satisfaction of the performance obligations under the construction contract, i.e. based on the level of completion of the physical proportion of contract work to-date, certified by professional consultants.

(c) Sale of goods

Revenue from sale of goods is measured at the fair value of consideration received or receivable, net of returns and allowances, trade discount and volume rebates. Revenue from sale of goods is recognised when the transfer of significant risk and rewards of ownership of the goods to the customer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(r) Revenue and other income (Cont'd)

(i) Revenue from contracts with customers (Cont'd)

The Group recognises revenue from the following major sources: (Cont'd)

(d) Rendering of services

Revenue from rendering of services and management fees are recognised in the reporting period in which the services are rendered, which simultaneously received and consumes the benefits provided by the Group, and the Group has a present right to payment for the services.

(e) Hotel room rental and food and beverages revenue

Room rental revenue is accrued on a daily basis on customer-occupied rooms. Revenue from the sale of food and beverage is recognised when the customer received and consumes and the Group has a present right to payment for the food and beverage product. Hotel room rental and food and beverages revenue are recorded based on the published rates, net of discounts.

(f) Motor racing event income

Racing event income is recognised at a point in time when performance obligation is satisfied by the transfer of promised services to a customer which is the time the relevant event is held. Invoices are issued to customers before or upon completion of services and consideration is payable when invoiced. Consideration received before completion of services is classified as receipts in advance under other payables in the statements of financial position.

(g) Motor racing sponsorship income

Sponsorship income from advertising services is recognised over time as the customer simultaneously receives and consumes the benefits from the company's performance. Customers are invoiced on a periodical basis at amounts determined based on the terms of contracts and consideration is receivables when invoiced.

(h) Motor racing consultancy fee income

Consultancy fee income is recognised over time as the customer simultaneously receives and consumes the benefits from the company's performance. Customers are invoiced on a periodical basis at amounts determined based on the terms of contracts and consideration is receivables when invoiced.

(ii) Rental income

Rental income is accounted for on a straight-line basis over the lease terms. The aggregate costs of incentives provided to lessees are recognised as a reduction of rental income over the lease term on a straight-line basis.

(iii) Interest income

Interest income is recognised on accruals basis using the effective interest method.

(iv) Dividend income

Dividend income is recognised when the shareholder's right to receive payment is established.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(s) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are recognised in profit or loss in the period in which they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds.

The capitalisation of borrowing costs as part of the cost of a qualifying asset commences when expenditure for the asset is being incurred, borrowing costs are being incurred and activities that are necessary to prepare the asset for its intended use or sale are in progress. 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.

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.

(t) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-makers are responsible for allocating resources and assessing performance of the operating segments and make overall strategic decisions. The Group's operating segments 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.

(u) Provisions

Provisions are recognised when there is a present legal or constructive obligation as a result of a past event, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance costs.

Any reimbursement that the Group can be virtually certain to collect from a third party with respect to the obligation is recognised as a separate asset. However, this asset may not exceed the amount of the related provision. The expense relating to any provision is presented in the statements of profit or loss and other comprehensive income net of any reimbursement.

(v) Income taxes

Tax expense in profit or loss comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the financial year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous financial years.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(v) Income taxes (Cont'd)

Deferred tax is recognised using the liability method for all temporary differences between the carrying amounts of assets and liabilities in the statements of financial position and their tax bases. Deferred tax is not recognised for the temporary differences arising from the initial recognition of goodwill, the initial recognition of assets and liabilities in a transaction which is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax is based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, at the end of the reporting period, except for investment properties carried at fair value model. Where investment properties measured using fair value model, the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying amounts at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. Deferred tax assets and liabilities are not discounted.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(w) Employee benefits

(i) Short-term employee benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the reporting period in which the associated services are rendered by employees of the Group. Short-term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences. Short-term non-accumulating compensated absences such as sick and medical leave are recognised when the absences occur.

The expected cost of accumulating compensated absences is measured as additional amount expected to be paid as a result of the unused entitlement that has accumulated at the end of the reporting period.

(ii) Defined contribution plans

As required by law, companies in Malaysia contribute to the state pension scheme, the Employee Provident Fund ("EPF"). Some of the Group's foreign subsidiaries also make contributions to their respective countries' statutory pension schemes. Such contributions are recognised as an expense in the profit or loss as incurred. Once the contributions have been paid, the Group has no further payment obligations.

(iii) Defined Benefit Plan

The Group and the Company operate a wholly unfunded non-contributory defined benefit retirement scheme (the "Scheme") for its eligible employees. The Group's and the Company's obligation under the Scheme, calculated using the Projected Unit Credit Method, is determined based on actuarial computations by an independent actuary.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

(w) Employee benefits (Cont'd)

(iii) Defined Benefit Plan (Cont'd)

The amount recognised in the statements of financial position represents the present value of the defined benefit obligation at each financial year end less the fair value of plan assets. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that have terms to maturity approximating to the terms of the pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. Net interest is recognised in profit or loss. Net interest is calculated by applying the discount rate to the net defined benefit liability or asset.

(x) Contract assets and contract liabilities

Contract asset is the right to consideration for goods or services transferred to the customers. The Group's contract asset is the excess of revenue recognised over the billings to-date and deposits or advances received from customers.

Contract asset is reclassified to trade receivables at the point at which invoices have been billed to customers.

Contract liability is the obligation to transfer goods or services to customers for which the Group has received the consideration or has billed the customers. The Group's contract liability is the excess of the billings to-date over the revenue recognised. Contract liabilities are recognised as revenue when the Group performs its obligation under the contracts.

(y) Fair value measurement

Fair value of an asset or a liability is determined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The measurement assumes that the transaction to sell the asset or transfer of the liability takes place either in the principal market or in the absence of a principal market, in the most advantageous market.

For non-financial asset, the fair value measurement takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair value is categorised into different levels in a fair value hierarchy based on the input used in the valuation technique as follows:

Level 1 : quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.

Level 2 : inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 : unobservable inputs for the asset or liability.

The Group recognises transfers between levels of the fair value hierarchy as of the date of the event or change in circumstances that caused the transfers.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

4. PROPERTY, PLANT AND EQUIPMENT

	FREEHOLD LAND AND BUILDINGS RM	MOTOR VEHICLES RM	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM	RENOVATIONS RM	PLANT, MACHINERY AND EQUIPMENT RM	TOTAL RM
2024						
Group						
Cost						
At 1 January	729,758	6,179,791	49,136,530	29,859,646	59,772,585	145,678,310
Additions	–	619,677	2,238,149	516,348	7,577,426	10,951,600
Transfer from capital work-in-progress (Note 6)	–	–	–	3,093,305	27,170,751	30,264,056
Transfer from right-of-use assets (Note 5)	–	1,937,022	2,166,915	5,940	37,534,819	41,644,696
Disposal of subsidiaries (Note 9(f))	–	–	(7,223,618)	–	–	(7,223,618)
Disposals	–	(802,860)	(399,345)	–	(4,475,443)	(5,677,648)
Written off	–	–	(999,405)	–	(9,000)	(1,008,405)
Exchange differences	–	(17,974)	119,624	–	(711,263)	(609,613)
At 31 December	729,758	7,915,656	45,038,850	33,475,239	126,859,875	214,019,378
Accumulated depreciation						
At 1 January	51,654	5,914,980	30,663,887	20,527,132	34,695,328	91,852,981
Charge for the financial year	14,595	332,516	4,912,931	3,587,715	5,565,073	14,412,830
Transfer from right-of-use assets (Note 5)	–	1,785,896	1,842,050	4,631	11,808,926	15,441,503
Disposal of subsidiaries (Note 9(f))	–	–	(5,625,245)	–	–	(5,625,245)
Disposals	–	(802,849)	(390,353)	–	(4,063,185)	(5,256,387)
Written off	–	–	(899,581)	–	(9,000)	(908,581)
Exchange differences	–	(2,730)	91,552	–	(9,176)	79,646
At 31 December	66,249	7,227,813	30,595,241	24,119,478	47,987,966	109,996,747
Accumulated impairment losses						
At 1 January / 31 December	5,601	–	–	–	–	5,601
Carrying amount						
At 31 December	657,908	687,843	14,443,609	9,355,761	78,871,909	104,017,030

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	FREEHOLD LAND AND BUILDINGS RM	MOTOR VEHICLES RM	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM	RENOVATIONS RM	PLANT, MACHINERY AND EQUIPMENT RM	TOTAL RM
2023						
Group						
Cost						
At 1 January	729,758	5,871,227	46,443,185	27,982,870	42,275,504	123,302,544
Additions	–	184,909	4,310,777	2,155,658	12,799,489	19,450,833
Transfer from capital work-in-progress (Note 6)	–	–	–	398,107	–	398,107
Transfer from right-of-use assets (Note 5)	–	1,703,901	271,987	–	4,997,508	6,973,396
Transfer from property development costs (Note 7(a))	–	–	–	78,343	–	78,343
Acquisition of a subsidiary (Note 9(b))	–	–	47,569	58,906	–	106,475
Disposals	–	(1,581,605)	(218,961)	–	(300,507)	(2,101,073)
Written off	–	–	(1,945,423)	(814,238)	–	(2,759,661)
Exchange differences	–	1,359	227,396	–	591	229,346
At 31 December	729,758	6,179,791	49,136,530	29,859,646	59,772,585	145,678,310
Accumulated depreciation						
At 1 January	37,059	5,701,284	27,626,743	17,275,511	28,428,361	79,068,958
Charge for the financial year	14,595	168,508	4,565,838	4,019,800	4,405,446	13,174,187
Transfer from right-of-use assets (Note 5)	–	1,626,742	244,788	–	2,130,725	4,002,255
Acquisition of a subsidiary (Note 9(b))	–	–	32,084	46,057	–	78,141
Disposals	–	(1,581,600)	(199,452)	–	(269,226)	(2,050,278)
Written off	–	–	(1,782,196)	(814,236)	–	(2,596,432)
Exchange differences	–	46	176,082	–	22	176,150
At 31 December	51,654	5,914,980	30,663,887	20,527,132	34,695,328	91,852,981
Accumulated impairment losses						
At 1 January / 31 December	5,601	–	–	–	–	5,601
Carrying amount						
At 31 December	672,503	264,811	18,472,643	9,332,514	25,077,257	53,819,728

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	COMPANY	
	2024 RM	2023 RM
Office equipment		
Cost		
At 1 January	4,500	4,500
Written off	(4,500)	–
At 31 December	–	4,500
Accumulated depreciation		
At 1 January	2,925	2,475
Charge for the financial year	225	450
Written off	(3,150)	–
At 31 December	–	2,925
Carrying amount		
At 31 December	–	1,575

The aggregate additional costs for the property, plant and equipment of the Group during the financial year acquired under contra arrangement and cash payments are as follows:

	GROUP	
	2024 RM	2023 RM
Aggregate costs	10,951,600	19,450,833
Less: Offset with other payables	(1,916,400)	(6,883,464)
Cash payments	9,035,200	12,567,369

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

5. RIGHT-OF-USE ASSETS

	LEASEHOLD LAND AND BUILDINGS RM	MOTOR VEHICLES RM	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM	RENOVATIONS RM	PLANT, MACHINERY AND EQUIPMENT RM	MOTOR RACING CIRCUIT RM	TOTAL RM
2024							
Group							
Cost							
At 1 January	489,627,687	13,918,261	1,962,862	25,455,427	83,600,935	85,290,881	699,856,053
Additions	410,096	2,786,140	598,123	627,686	5,746,925	–	10,168,970
Transfer from capital work-in-progress (Note 6)	2,746,700	–	–	–	–	–	2,746,700
Expiration of lease contracts	–	–	(132,250)	–	–	–	(132,250)
Early termination of lease contracts	(1,823,371)	–	(233,426)	–	–	–	(2,056,797)
Transfer to assets held for sale (Note 22)	(9,100,635)	–	–	–	–	–	(9,100,635)
Transfer to property, plant and equipment (Note 4)	(868,839)	(1,937,022)	(1,298,076)	(5,940)	(37,534,819)	–	(41,644,696)
Transfer from property development costs (Note 7(a))	–	–	–	64,523	–	–	64,523
Disposals	–	(2,639,477)	–	–	–	–	(2,639,477)
Disposal of subsidiaries (Note 9(f))	(315,962,069)	–	–	(12,831,433)	–	(86,719,024)	(415,512,526)
Exchange differences	5,226,105	–	–	200,754	–	1,428,143	6,855,002
At 31 December	170,255,674	12,127,902	897,233	13,511,017	51,813,041	–	248,604,867

5. RIGHT-OF-USE ASSETS (CONT'D)

	LEASEHOLD LAND AND BUILDINGS RM	MOTOR VEHICLES RM	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM	RENOVATIONS RM	PLANT, MACHINERY AND EQUIPMENT RM	MOTOR RACING CIRCUIT RM	TOTAL RM
2024							
Group							
Accumulated depreciation							
At 1 January	210,630,252	7,495,949	1,485,832	18,759,756	23,025,514	84,469,364	345,866,667
Charge for the financial year	10,553,438	2,168,284	157,230	1,674,779	10,101,460	135,385	24,790,576
Expiration of lease contracts	–	–	(132,250)	–	–	–	(132,250)
Early termination of lease contracts	(1,243,790)	–	(230,569)	–	–	–	(1,474,359)
Transfer to assets held for sale (Note 22)	(3,689,472)	–	–	–	–	–	(3,689,472)
Transfer to property, plant and equipment (Note 4)	(781,955)	(1,785,896)	(1,060,095)	(4,631)	(11,808,926)	–	(15,441,503)
Disposals	–	(2,551,253)	–	–	–	–	(2,551,253)
Disposal of subsidiaries (Note 9(f))	(176,339,801)	–	–	(11,866,956)	–	(86,018,114)	(274,224,871)
Exchange differences	2,839,725	–	–	188,279	–	1,413,365	4,441,369
At 31 December	41,968,397	5,327,084	220,148	8,751,227	21,318,048	–	77,584,904
Accumulated impairment losses							
At 1 January	2,135,474	–	–	–	–	–	2,135,474
Transfer to assets held for sale (Note 22)	(1,389,832)	–	–	–	–	–	(1,389,832)
At 31 December	745,642	–	–	–	–	–	745,642
Carrying amount							
At 31 December	127,541,635	6,800,818	677,085	4,759,790	30,494,993	–	170,274,321

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

5. RIGHT-OF-USE ASSETS (CONT'D)

	LEASEHOLD LAND AND BUILDINGS RM	MOTOR VEHICLES RM	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM	RENOVATIONS RM	PLANT, MACHINERY AND EQUIPMENT RM	MOTOR RACING CIRCUIT RM	TOTAL RM
2023							
Group							
Cost							
At 1 January	479,347,963	13,418,839	1,956,261	24,934,547	66,253,970	82,904,881	668,816,461
Additions	957,437	2,612,698	71,982	184,408	22,344,473	–	26,170,998
Transfer from inventories (Note 7(b))	2,302,280	–	–	–	–	–	2,302,280
Expiration of lease contracts	(349,988)	–	(65,381)	–	–	–	(415,369)
Transfer to investment properties (Note 8)	(1,085,108)	–	–	–	–	–	(1,085,108)
Transfer to property, plant and equipment (Note 4)	(271,987)	(1,703,901)	–	–	(4,997,508)	–	(6,973,396)
Disposals	–	(409,375)	–	–	–	–	(409,375)
Exchange differences	8,727,090	–	–	336,472	–	2,386,000	11,449,562
At 31 December	489,627,687	13,918,261	1,962,862	25,455,427	83,600,935	85,290,881	699,856,053

5. RIGHT-OF-USE ASSETS (CONT'D)

	LEASEHOLD LAND AND BUILDINGS RM	MOTOR VEHICLES RM	OFFICE EQUIPMENT, FURNITURE AND FITTINGS RM	RENOVATIONS RM	PLANT, MACHINERY AND EQUIPMENT RM	MOTOR RACING CIRCUIT RM	TOTAL RM
2023							
Group							
Accumulated depreciation							
At 1 January	192,838,005	7,583,197	1,158,931	16,252,175	17,359,029	81,849,443	317,040,780
Charge for the financial year	13,805,230	1,948,868	392,781	2,210,839	7,797,210	263,338	26,418,266
Expiration of lease contracts	(327,769)	–	(65,880)	–	–	–	(393,649)
Transfer to investment properties (Note 8)	(56,556)	–	–	–	–	–	(56,556)
Transfer to property, plant and equipment (Note 4)	(244,788)	(1,626,742)	–	–	(2,130,725)	–	(4,002,255)
Disposals	–	(409,374)	–	–	–	–	(409,374)
Exchange differences	4,616,130	–	–	296,742	–	2,356,583	7,269,455
At 31 December	210,630,252	7,495,949	1,485,832	18,759,756	23,025,514	84,469,364	345,866,667
Accumulated impairment losses							
At 1 January	2,225,908	–	–	–	–	–	2,225,908
Transfer to investment properties (Note 8)	(90,434)	–	–	–	–	–	(90,434)
At 31 December	2,135,474	–	–	–	–	–	2,135,474
Carrying amount							
At 31 December	276,861,961	6,422,312	477,030	6,695,671	60,575,421	821,517	351,853,912

5. RIGHT-OF-USE ASSETS (CONT'D)

(a) Included in the right-of-use assets of the Group are leasehold land and buildings with carrying amount of RM94,168,018 (2023: RM110,688,598) which have been pledged to licensed banks as securities for banking facilities granted to the Group as disclosed in Notes 31(a) and 33(a).

(b) The net carrying amount of right-of-use assets of the Group acquired under lease arrangement are as follows:

	GROUP	
	2024 RM	2023 RM
Motor vehicles	6,800,823	6,422,312
Office equipment	247,316	259,616
Plant and machinery	30,494,994	60,575,421
	37,543,133	67,257,349

Leased assets of the Group are pledged as securities for the related financing facilities.

(c) The aggregate additional costs for the right-of-use assets of the Group during the financial year acquired under lease financing, term loan financing, offset with other payables and cash payments are as follows:

	GROUP	
	2024 RM	2023 RM
Aggregate costs	10,168,970	26,170,998
Less: Lease financing	(8,329,504)	(21,742,234)
Less: Offset with other payables	–	(572,000)
Cash payments	1,839,466	3,856,764

(d) The remaining lease period of the leasehold land and buildings range from 21 to 93 (2023: 20 to 94) years.

(e) Leasehold land with carrying amount of RMNil (2023: RM137,249,054) situated in mainland China is held under medium term lease.

On 10 April 2024, DHCL has disposed of the subsidiary that owned the said leasehold land.

6. CAPITAL WORK-IN-PROGRESS

	GROUP	
	2024 RM	2023 RM
At 1 January	25,182,811	24,900,012
Additions	27,703,946	1,879,588
Disposal of subsidiaries [Note 9(f)]	(10,429,384)	–
Transfer to property, plant and equipment (Note 4)	(30,264,056)	(398,107)
Transfer to right-of-use assets (Note 5)	(2,746,700)	–
Transfer from land held for property development and property development costs [Note 7(a)]	1,701,536	1,068,664
Written off	–	(2,786,305)
Exchange differences	250,007	518,959
At 31 December	11,398,160	25,182,811

7. INVENTORIES

	NOTE	GROUP 2024 RM	GROUP 2023 RM
Non-current			
Land held for property development and property development costs	(a)	1,466,543,658	1,301,413,954
Current			
Land held for property development and property development costs	(a)	600,138,291	466,767,898
Completed properties	(b)	92,318,485	91,152,761
Other inventories	(c)	6,759,522	4,505,872
		699,216,298	562,426,531

(a) Land held for property development and property development costs

	GROUP 2024 RM	GROUP 2023 RM
Non-current		
Freehold land, at cost		
At 1 January	96,488,912	88,678,912
Additions	3,385,606	–
Transfer to current portion	(935,854)	–
Transfer from property development costs	9,500,000	7,810,000
At 31 December	108,438,664	96,488,912
Long-term leasehold land, at cost		
At 1 January	372,399,805	422,889,277
Additions	3,811,174	16,202,380
Transfer to current portion	(24,805,154)	(66,691,852)
Transfer from other receivables	64,000,000	–
At 31 December	415,405,825	372,399,805
Property development costs		
At 1 January	832,525,237	786,243,796
Additions	155,817,398	84,264,628
Acquisition of a subsidiary	–	14,111,472
Transfer to current portion	(36,633,686)	(41,459,243)
Transfer to freehold land held for property development	(9,500,000)	(7,810,000)
Transfer to capital work-in-progress	–	(35,000)
Transfer from/(to) other receivables	490,220	(10,400)
Transfer to profit or loss	–	(2,515,925)
Written off	–	(264,091)
At 31 December	942,699,169	832,525,237
Total non-current land held for property development and property development costs	1,466,543,658	1,301,413,954

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

7. INVENTORIES (CONT'D)

(a) Land held for property development and property development costs (Cont'd)

	GROUP 2024 RM	GROUP 2023 RM
Current		
Freehold land, at cost		
At 1 January	5,180,341	5,462,681
Additions	201,650	593,980
Transfer from non-current portion	935,854	–
Portion related to completed projects	(539,324)	(876,320)
Transfer to completed properties	(935,854)	–
At 31 December	4,842,667	5,180,341
Long-term leasehold land, at cost		
At 1 January	221,294,886	221,849,827
Additions	5,619,134	10,924,244
Transfer from non-current portion	24,805,154	66,691,852
Portion related to completed projects	(96,165,027)	(78,057,995)
Transfer to completed properties	(869,043)	(113,042)
At 31 December	154,685,104	221,294,886
Property development costs		
At 1 January	1,597,385,409	1,759,579,772
Additions	1,122,480,757	1,329,362,595
Transfer from non-current portion	36,633,686	41,459,243
Portion related to completed projects	(1,208,316,805)	(1,522,214,243)
Transfer to profit or loss	–	(1,980,314)
Transfer to right-of-use assets	(64,523)	–
Transfer to capital work-in-progress	(1,701,536)	(1,033,664)
Transfer to completed properties	(11,011,648)	(7,033,894)
Transfer to property, plant and equipment	–	(78,343)
Written off	–	(675,743)
At 31 December	1,535,405,340	1,597,385,409
Less: Costs recognised in profit or loss		
At 1 January	1,357,092,738	1,568,467,818
Recognised during the financial year	1,042,723,238	1,389,773,478
	2,399,815,976	2,958,241,296
Portion related to completed projects	(1,305,021,156)	(1,601,148,558)
At 31 December	1,094,794,820	1,357,092,738
Total current land held for property development and property development costs	600,138,291	466,767,898

(i) Certain land held for property development and property development costs are pledged as securities for banking facilities and Islamic Medium Term Notes granted to the Group as disclosed in Notes 31(c), 32(a)(i), 32(b)(i) and 33(b) respectively.

(ii) Included under property development costs incurred during the financial year are borrowing costs of RM1,500,549 (2023: RM3,673,844) as disclosed in Note 36.

7. INVENTORIES (CONT'D)

(b) Completed properties

	GROUP 2024 RM	GROUP 2023 RM
At cost:		
Completed properties	90,901,073	89,494,999
At net realisable value:		
Completed properties	1,417,412	1,657,762
	92,318,485	91,152,761
At 1 January	91,152,761	119,992,722
Transfer from land held for property development and property development costs	12,816,545	7,146,936
Transfer to right-of-use assets	–	(2,302,280)
Written down	(60,880)	(48,391)
Written off	–	(737,524)
Donation	–	(186,320)
Additions	2,173,132	–
Recognised during the financial year	(13,763,073)	(32,712,382)
At 31 December	92,318,485	91,152,761

The completed properties with carrying amount of RM23,706,466 (2023: RM43,196,953) have been pledged to licensed banks as securities for banking facilities granted to the Company and certain subsidiaries as disclosed in Notes 31(d) and 33(f) respectively.

(c) Other inventories

	GROUP 2024 RM	GROUP 2023 RM
At cost:		
Raw materials	1,802,494	3,435,704
Consumable foods	176,282	182,160
Finished goods	4,204,571	–
Spare parts and consumables	576,175	888,008
	6,759,522	4,505,872
Recognised in profit or loss:		
Cost of sales	37,035,324	35,135,713

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

8. INVESTMENT PROPERTIES

	GROUP	
	2024 RM	2023 RM
Cost		
At 1 January	211,603,904	210,518,796
Transfer from right-of-use assets	–	1,085,108
At 31 December	211,603,904	211,603,904
Accumulated depreciation		
At 1 January	20,471,863	17,678,368
Charge for the financial year	2,736,333	2,736,939
Transfer from right-of-use assets	–	56,556
At 31 December	23,208,196	20,471,863
Accumulated impairment losses		
At 1 January	1,308,332	1,018,093
Impairment losses for the financial year	–	199,805
Transfer from right-of-use assets	–	90,434
At 31 December	1,308,332	1,308,332
Carrying amount		
At 31 December	187,087,376	189,823,709
Included in the above are:		
At cost		
Leasehold land and buildings	48,179,707	48,846,919
Commercial properties	163,424,197	162,756,985
	211,603,904	211,603,904
Fair value		
At 31 December	212,385,000	241,426,000

(a) Investment properties pledged as securities

Investment properties with carrying amount of RM137,762,073 (2023: RM154,201,656) have been pledged to licensed banks as securities for banking facilities granted to the Group as disclosed in Notes 31(e), 32(b)(iii) and 33(c) respectively.

(b) Investment properties under leases

Certain investment properties with carrying amount of RMNil (2023: RM938,118) have been transferred from right-of-use assets, as the properties' usage has been changed from investment properties to owner-occupied properties or vice versa.

Certain investment properties are leasehold properties with remaining lease period range from 65 to 93 (2023: 66 to 94) years.

Investment properties comprise a number of leasehold and freehold land and buildings and commercial properties that are leased to third parties. Each of the leases contains a cancellable period ranging from one to three years.

8. INVESTMENT PROPERTIES (CONT'D)

(c) Fair value basis of investment properties

Fair value of investment properties are arrived at either:

(i) by reference to market evidence of transaction prices for similar properties. Therefore, the fair value measurement is categorized as Level 2 in the fair value hierarchy; or

(ii) by using investment method based on the income and expense data relating to the properties being valued through a capitalisation process. The valuation technique used includes inputs that are not based on observable market data. Therefore, the fair value measurement is categorized as Level 3 in the fair value hierarchy.

GROUP	LEVEL 2 RM	LEVEL 3 RM	TOTAL RM
2024			
Commercial properties	104,415,548	82,671,828	187,087,376
2023			
Commercial properties	106,201,629	83,622,080	189,823,709

Fair value is performed by registered external valuers having appropriate recognised professional qualification and experiences in the locations and category of properties being valued.

There were no transfers between levels during the current and previous financial year.

(d) Income and expenses recognised in profit or loss

The following are recognised in profit or loss in respect of investment properties:

	GROUP	
	2024 RM	2023 RM
Rental income	13,645,103	11,685,747
Direct operating expenses:		
- Income generating investment properties	8,688,022	8,437,372
- Non-income generating investment properties	150,734	162,946

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES

(a) Investment in subsidiaries

	COMPANY	
	2024 RM	2023 RM
In Malaysia		
Quoted shares, at cost	229,892,644	234,084,597
Unquoted shares, at cost	518,204,499	518,204,399
	748,097,143	752,288,996
Less: Accumulated impairment losses	(999)	(999)
	748,096,144	752,287,997
Outside Malaysia		
Unquoted shares, at cost	3,729	3,728
Less: Accumulated impairment losses	(3,727)	–
	2	3,728
Total investment in subsidiaries	748,096,146	752,291,725

The Group's subsidiaries which have non-controlling interests are not material individually or in aggregate to the financial position, financial performance and cash flows of the Group except as disclosed in Note 9(e).

Certain listed securities have been pledged as securities to partially secure the banking facilities as disclosed in Notes 31(g) and 33(e) respectively.

Details of the subsidiaries are disclosed in Note 51.

The movements in the allowance for impairment losses of investment in subsidiaries are as follows:

	COMPANY	
	2024 RM	2023 RM
At 1 January	999	89,392
Impairment losses during the financial year	3,727	–
Reversal of impairment lossess during the financial year	–	(88,393)
At 31 December	4,726	999

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(b) Acquisition of subsidiaries

31 December 2023

(i) On 14 February 2023, the Company has undertaken internal restructuring whereby LBS Bina Holdings Sdn. Bhd. ("LBS Bina") disposed of all the equity interest in Setara Armada Sdn. Bhd. ("SASB") to the Company for a total cash consideration of RM1 only.

The Company also acquired 700,000 ordinary shares, representing 70% equity interest in SASB for a total cash consideration of RM1 only. Consequently, SASB became a wholly-owned subsidiary of the Company.

(ii) On 4 April 2023, LBS Bina acquired 17,850 ordinary shares, representing 51% equity interest in Bendera Berlian Sdn. Bhd. ("BBSB") for a total cash consideration of RM2 only. Consequently, BBSB became a wholly-owned subsidiary of LBS Bina.

(iii) On 10 May 2023, LBS Bina acquired 500,000 ordinary shares, representing 100% equity interest in Pelangi Kolonel Sdn. Bhd. ("PKSB") for a total cash consideration of RM9,000 only. Consequently, PKSB became a wholly-owned subsidiary of LBS Bina.

The effect of the acquisition on the financial results of the Group in respect of the financial year is as follows:

	GROUP 2023 RM
Interest income	33,996
Administrative and operating expenses	(43,349)
Finance costs	(54,846)
Loss before tax	(64,199)
Taxation	(9,896)
Total comprehensive loss for the financial year	(74,095)
Net loss for the financial year attributable to owners of the parent	(74,095)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(b) Acquisition of subsidiaries (Cont'd)

Impact of the acquisition on the Statements of Profit or Loss and Other Comprehensive Income

From the date of acquisition, acquired subsidiaries have contributed loss of RMNil (2023: RM74,095) to the Group for the financial year. If the business combination had taken place at the beginning of the financial year, the Group's loss for the financial year would have been increased by RMNil (2023: RM75,880).

The following summaries the major classes of consideration transferred, and the recognised amount of assets acquired and liabilities assumed at the acquisition date:

	GROUP 2023 RM
Fair value of identifiable assets acquired and liabilities assumed	
Property, plant and equipment	28,334
Inventories	14,111,472
Trade and other receivables	27,800
Cash and bank balances	345,842
Trade and other payables	(14,516,801)
Total identifiable assets and liabilities	(3,353)

Net cash inflows arising from the acquisition is as follows:

	GROUP 2023 RM
Purchase consideration satisfied by cash	9,004
Less: Cash and bank balances acquired	(345,842)
Net cash inflows from the acquisition of subsidiaries	(336,838)

Goodwill was recognised as a result of the acquisition as follows:

	GROUP 2023 RM
Fair value of consideration transferred	9,004
Fair value of existing interest in acquiree	17,150
Fair value of identifiable assets acquired and liabilities assumed	3,353
Goodwill on consolidation	29,507

The goodwill recognised arising from the acquisition is attributable mainly to the synergies expected to be achieved from integrating the subsidiary into the Group's property development business.

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(c) Incorporation of subsidiaries

31 December 2024

(i) On 15 January 2024, the Company had subscribed for 100 ordinary shares in LBS Agro Farm Sdn. Bhd. ("LAFSB") for a total cash consideration of RM100 only. Consequently, LAFSB became a wholly-owned subsidiary of the Company.

(ii) On 26 January 2024, Setara Armada Sdn. Bhd. ("SASB"), a wholly-owned subsidiary of the Company had subscribed for 51 ordinary shares, representing 51% equity interest in Suria Hijauan Sdn. Bhd. ("SHSB") for a total cash consideration of RM51 only. Consequently, SHSB became a 51% owned subsidiary of SASB.

(iii) On 29 January 2024, LAFSB had subscribed for 100 ordinary shares in Sinaran Gerbang Sdn. Bhd. ("SGSB") for a total cash consideration of RM100 only. Consequently, SGSB became a wholly-owned subsidiary of LBSAFSB.

(iv) On 6 September 2024, LBS Bina had subscribed for 100 ordinary shares in LBS South Sphere Sdn. Bhd. ("LSSSB") for a total cash consideration of RM100 only. Consequently, LSSSB became a wholly-owned subsidiary of LBS Bina.

(v) On 22 October 2024, LBS Bina had subscribed for 70 ordinary shares in Alam Central Sdn. Bhd. ("ACSB") for a total cash consideration of RM70 only. Consequently, ACSB became a 70% owned subsidiary of LBS Bina.

(vi) On 24 October 2024, LBS Wellness Holdings Sdn. Bhd. ("LWHSB"), a wholly-owned subsidiary of the Company had subscribed for 60,000 ordinary shares in LBS Healthcare (AP) Sdn. Bhd. ("LHAPSB") for a total cash consideration of RM60,000 only. Consequently, LHAPSB became a 60% owned subsidiary of LWHSB.

31 December 2023

(i) On 7 February 2023, LBS Bina had subscribed for 100 ordinary shares in STP Desa Pembangunan Sdn. Bhd. ("SDPSB") for a total cash consideration of RM100 only. Consequently, SDPSB became a wholly-owned subsidiary of LBS Bina.

(ii) On 7 February 2023, LBS Bina had subscribed for 100 ordinary shares in Sejuta Bina Sdn. Bhd. ("SBSB") for a total cash consideration of RM100 only. Consequently, SBSB became a wholly-owned subsidiary of LBS Bina.

(iii) On 20 February 2023, LBS Bina had subscribed for 100 ordinary shares in Green Technology Solar Sdn. Bhd. ("GTSSB") for a total cash consideration of RM100 only. Consequently, GTSSB became a wholly-owned subsidiary of LBS Bina.

(iv) On 18 May 2023, LBS Bina had subscribed for 100 ordinary shares in LBS Healthcare Sdn. Bhd. ("LHSB") for a total cash consideration of RM100 only. Consequently, LHSB became a wholly-owned subsidiary of LBS Bina.

(v) On 8 June 2023, the Company had subscribed for 100 ordinary shares in LBS Wellness Holdings Sdn. Bhd. ("LWHSB") for a total cash consideration of RM100 only. Consequently, LWHSB became a wholly-owned subsidiary of the Company.

(vi) On 7 July 2023, LBS Bina had subscribed for 100 ordinary shares in Central Valley Ventures Sdn. Bhd. ("CVVSB") for a total cash consideration of RM100 only. Consequently, CVVSB became a wholly-owned subsidiary of LBS Bina.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(d) Changes in equity interest in subsidiaries

31 December 2024

(i) Changes in equity interest in MGB Berhad ('MGB")

During the financial year, the Company's equity interest in MGB, a listed subsidiary of the Company has decreased from 58.65% to 57.56% as the result of the followings:

(a) Disposed of 8,000,000 ordinary shares in MGB for a total cash consideration of RM6,660,000 only; and

(b) Acquisition of 1,546,400 ordinary shares in MGB for a total cash consideration of RM1,204,047 only.

31 December 2023

(i) On 2 March 2023, LBS Bina disposed of 30% equity interest in SDPSB for a total cash consideration of RM30 only. Consequently, SDPSB became a 70% owned subsidiary of LBS Bina.

On 16 August 2023, LBS Bina acquired 30 ordinary shares, representing 30% equity interest in SDPSB for a total cash consideration of RM30 only. Consequently, SDPSB became a wholly-owned subsidiary of LBS Bina.

(ii) On 7 April 2023, LBS Bina acquired additional 25,000 ordinary shares, representing 10% equity interest in Koleksi Sigma Sdn. Bhd. ("KSSB") for a total cash consideration of RM4,100,000 only. Consequently, KSSB became a 85% owned subsidiary of LBS Bina.

(iii) On 15 September 2023, LBS Bina disposed of 30% equity interest in CVVSB for a total cash consideration of RM30 only. Consequently, CVVSB became a 70% owned subsidiary of LBS Bina.

The effect of changes in the equity interest that is attributable to the owners of the parent is as follows:

	GROUP	
	2024 RM	2023 RM
Carrying amount of non-controlling interests acquired	(5,702,475)	1,566,168
Net consideration paid to non-controlling interests	5,496,035	(4,099,323)
Increase in parent's equity	(206,440)	(2,533,155)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(e) Material partly-owned subsidiaries

The Group's subsidiaries that have material non-controlling interests are as follows:

NAME OF COMPANY	PROPORTION OF OWNERSHIP INTERESTS AND VOTING RIGHTS HELD BY NON-CONTROLLING INTERESTS 2024 %	2023 %	PROFIT/(LOSS) ALLOCATED TO NON-CONTROLLING INTERESTS 2024 RM	2023 RM	CARRYING AMOUNT OF NON-CONTROLLING INTERESTS 2024 RM	2023 RM
MGB Group *	42.44	41.35	25,368,653	19,919,939	255,625,708	228,622,038
Zhuhai International Circuit Limited ("ZIC") #	–	40.00	(215,670)	(1,910,917)	–	(48,343,364)
Koleksi Sigma Sdn. Bhd. ("KSSB")	15.00	15.00	3,495,240	5,475,450	9,380,456	5,885,216
Casa Inspirasi Sdn. Bhd. ("CISB")	31.00	31.00	(3,213,323)	(2,565,476)	(5,672,484)	(2,459,161)
					259,333,680	183,704,729
Individually immaterial subsidiaries with non-controlling interests					(19,755,787)	(16,894,537)
Total non-controlling interests					239,577,893	166,810,192

* MGB Group represents MGB and its subsidiaries
# Disposed during the financial year

The summarised financial information for each subsidiary that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company elimination.

(i) Summarised Statements of Financial Position

	MGB GROUP RM	ZIC # RM	KSSB RM	CISB RM
2024				
Non-current assets	440,143,342	–	89,146,129	126,920,327
Current assets	684,413,725	–	83,018,691	102,622,022
Non-current liabilities	(61,840,276)	–	–	(12,934,665)
Current liabilities	(457,209,394)	–	(109,628,443)	(234,904,277)
Net assets/(liabilities)	605,507,397	–	62,536,377	(18,296,593)
Equity attributable to:				
Owners of the parent	602,346,732	–	62,536,377	(18,296,593)
Non-controlling interests	3,160,665	–	–	–
Total equity	605,507,397	–	62,536,377	(18,296,593)

Disposed during the financial year

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(e) Material partly-owned subsidiaries (Cont'd)

The summarised financial information for each subsidiary that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company elimination. (Cont'd)

(i) Summarised Statements of Financial Position (Cont'd)

	MGB GROUP RM	ZIC RM	KSSB RM	CISB RM
2023				
Non-current assets	424,227,105	144,298,308	82,785,053	129,405,828
Current assets	698,800,695	52,075,053	159,648,145	43,581,025
Non-current liabilities	(55,505,641)	(190,020,934)	–	(13,624,665)
Current liabilities	(513,007,611)	(117,330,195)	(203,198,423)	(167,293,224)
Net assets/(liabilities)	554,514,548	(110,977,768)	39,234,775	(7,931,036)
Equity attributable to:				
Owners of the parent	552,925,215	(62,634,404)	39,234,775	(7,931,036)
Non-controlling interests	1,589,333	(48,343,364)	–	–
Total equity	554,514,548	(110,977,768)	39,234,775	(7,931,036)

(ii) Summarised Statements of Profit or Loss and Other Comprehensive Income

	MGB GROUP RM	ZIC # RM	KSSB RM	CISB RM
2024				
Revenue	1,031,969,943	10,506,318	125,148,408	5,373,700
Net profit/(loss) for the financial year	61,911,845	(1,428,757)	23,301,603	(10,365,558)
Other comprehensive (loss)/income for the financial year	(1,257,348)	889,581	–	–
Total comprehensive income/(loss) for the financial year	60,654,497	(539,176)	23,301,603	(10,365,558)

Disposed during the financial year

	MGB GROUP RM	ZIC RM	KSSB RM	CISB RM
2023				
Revenue	971,828,165	23,496,501	303,299,093	13,616,483
Net profit/(loss) for the financial year	50,462,095	(6,318,794)	30,801,801	(8,275,730)
Other comprehensive income for the financial year	318,716	1,541,501	–	–
Total comprehensive income/(loss) for the financial year	50,780,811	(4,777,293)	30,801,801	(8,275,730)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(e) Material partly-owned subsidiaries (Cont'd)

The summarised financial information for each subsidiary that has non-controlling interests that are material to the Group is set out below. The summarised financial information below represents amounts before inter-company elimination. (Cont'd)

(iii) Summarised Statements of Cash Flows

	MGB GROUP RM	ZIC # RM	KSSB RM	CISB RM
2024				
Net cash from/(used in) operating activities	106,757,357	(1,478,322)	70,310,116	(39,815,385)
Net cash used in investing activities	(29,547,307)	(184,541)	(23,135,960)	(24,851,271)
Net cash (used in)/from financing activities	(25,668,515)	–	(108,110,008)	65,806,785
Net increase/(decrease) in cash and cash equivalents	51,541,535	(1,662,863)	(60,935,852)	1,140,129

Disposed during the financial year

	MGB GROUP RM	ZIC RM	KSSB RM	CISB RM
2023				
Net cash from/(used in) operating activities	55,204,295	4,611,668	96,430,636	(35,028,130)
Net cash (used in)/from investing activities	(12,949,340)	(14,576)	(6,300)	531,903
Net cash (used in)/from financing activities	(40,883,560)	–	(9,826,972)	34,503,003
Net increase in cash and cash equivalents	1,371,395	4,597,092	86,597,364	6,776

(f) Disposal of subsidiaries

31 December 2024

On 19 June 2024, Dragon Hill Corporation Limited ("DHCL"), an indirect wholly-owned subsidiary of the Company entered into an Equity Transfer and Debt Repayment Agreement with Huafa Urban Operation (HK) Limited ("Huafa") for disposal of all the equity interest in Lamdeal Investments Limited, including all its subsidiaries ("LIL group") for a total cash consideration of RMB192,180,968 (approximately RM121,159,001) only. On 10 July 2024, LIL group ceased to be subsidiaries of DHCL. LIL group was previously reported as part of management and investment segment, racing circuit development and development segment.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(f) Disposal of subsidiaries (Cont'd)

31 December 2024 (Cont'd)

Financial information relating to the discontinued operations for the period to the date of disposal is set out below.

The financial performance and cash flows information presented below are for the period from 1 January 2024 to 10 July 2024 and financial year ended 31 December 2023.

	GROUP 01.01.2024 TO 10.07.2024 RM	GROUP 2023 RM
Revenue	10,506,318	23,496,501
Cost of sales	(1,598,825)	(8,298,686)
Gross Profit	8,907,493	15,197,815
Other income	2,565,699	1,502,641
Administrative and operating expenses	(10,355,699)	(25,054,114)
Profit/(Loss) from operations	1,117,493	(8,353,658)
Finance costs	(645,577)	(1,261,398)
Profit/(Loss) before tax	471,916	(9,615,056)
Taxation	878,809	1,709,374
Profit/(Loss) after tax	1,350,725	(7,905,682)
Gain on disposal of subsidiaries, net of tax	156,119,542	–
Profit/(Loss) from discontinued operations	157,470,267	(7,905,682)
Other comprehensive income, net of tax		
Items that are or may be reclassified subsequently to profit or loss		
Exchange translation differences for foreign operations	(16,033,186)	1,365,946
Total comprehensive income/(loss) for the financial year	141,437,081	(6,539,736)

The profit after tax from discontinued operations of RM1,350,725 (2023: loss after tax of RM7,905,682) is attributable entirely to the owners of the Company.

CASH FLOWS FROM/(USED IN) DISCONTINUED OPERATIONS/DISPOSAL OF SUBSIDIARIES	GROUP 2024 RM	GROUP 2023 RM
Net cash (used in)/from operating activities	(1,366,199)	16,024,848
Net cash from/(used in) investing activities	77,040,899	(15,144)
Net cash used in financing activities	(31,589)	(62,834)
Effect on cash flows	75,643,111	15,946,870

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(f) Disposal of subsidiaries (Cont'd)

31 December 2024 (Cont'd)

Effect of disposal of subsidiaries on the financial position of the Group

	GROUP 2024 RM
Property, plant and equipment	1,598,373
Right-of-use assets	141,287,655
Capital work in progress	10,429,384
Inventories	162,175
Trade and other receivables	3,293,223
Cash and bank balances	49,657,205
Non-controlling interests	49,421,230
Foreign currency translation reserve	8,829,524
Trade and other payables	(280,442,641)
Deferred tax liabilities	(29,636,289)
Contract liabilities	(1,723,517)
Lease liabilities	(10,771)
Tax payable	(568)
	(47,135,017)
Gain on disposal of subsidiaries, before tax	163,025,459
Consideration received, satisfied in cash	115,890,442
Foreign exchange	5,539,103
Cash and cash equivalents	(49,657,205)
Net cash inflows	71,772,340

The effect of the disposal of subsidiaries on the financial position of the Group at the date of disposal was as follows:

	GROUP 2024 RM
Cash consideration	121,159,001
Foreign exchange	5,539,103
Cash and cash equivalents	(49,657,205)
Net cash inflows and cash equivalents in respect of the disposal of subsidiaries	77,040,899

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(f) Disposal of subsidiaries (Cont'd)

31 December 2024 (Cont'd)

The effect of the disposal of subsidiaries on the financial position of the Group at the date of disposal was as follows: (Cont'd)

	GROUP 2024 RM
Cash consideration	121,159,001
Less:	
Carrying amount of the net liabilities	105,385,771
Non-controlling interests	(49,421,230)
Gain on disposal of subsidiaries	177,123,542
Disposal expenses	(5,268,559)
Realisation of foreign translation reserve upon disposal of subsidiaries	(8,829,518)
Gain on disposal of subsidiaries, after tax	163,025,465

	GROUP 2024 RM
Property, plant and equipment	1,598,373
Right-of-use assets	141,287,655
Capital work-in-progress	10,429,384
Inventories	162,175
Trade and other receivables	3,293,223
Cash and bank balances	49,657,205
Total assets	206,428,015
Trade and other payables	(280,442,641)
Deferred tax liabilities	(29,636,289)
Contract liabilities	(1,723,517)
Lease liabilities	(10,771)
Tax payable	(568)
Total liabilities	(311,813,786)
Carrying amount of the net liabilities	(105,385,771)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(g) Internal re-organisation

31 December 2024

(i) On 10 May 2024, MGB Construction & Engineering Sdn. Bhd. ("MGBCE"), a wholly-owned subsidiary of MGB, an indirect 57.56% subsidiary of the Company, has undertaken internal restructuring whereby MGBCE, disposed all the equity interest in Prisma Kasturi Sdn. Bhd. ("PKSB") to MGB Land Sdn. Bhd. ("MGBLSB"), a wholly-owned subsidiary of MGB, for a total cash consideration of RM2 only. Consequently, PKSB became a wholly-owned subsidiary of MGBLSB.

(ii) On 18 December 2024, Intellplace Holdings Limited ("IHL"), a wholly-owned subsidiary of the Company, has undertaken internal restructuring whereby IHL, disposed all the equity interest in DHCL to the Company for a total cash consideration of RM1 only. Consequently, DHCL became a wholly-owned subsidiary of the Company.

31 December 2023

(i) On 30 March 2023, MGBCE has undertaken internal restructuring whereby MGBCE, disposed all the equity interest in MGB Development Sdn. Bhd. ("MDSB") (formerly known as MGB Kampar Development Sdn. Bhd.) to MGBLSB for a total cash consideration of RM750,000 only. Consequently, MDSB became a wholly-owned subsidiary of MGBLSB.

(ii) On 31 July 2023, the Company has undertaken internal restructuring whereby LBS Bina has disposed of all its equity interest in LHSB for a total cash consideration of RM100 only.

LWHSB acquired 60 ordinary shares, representing 60% equity in LHSB from LBS Bina for a total cash consideration of RM60 only. Consequently, LHSB became a 60% subsidiary of LWHSB.

(h) Additional investments

31 December 2024

(i) On 3 May 2024, Central Valley Ventures Sdn. Bhd. ("CVVSB"), a 70% subsidiary of LBS Bina has increased its paid-up share capital from 100 to 500,000 ordinary shares. LBS Bina has subscribed for an additional 349,930 ordinary shares in CVVSB for a total cash consideration of RM349,930 only. Consequently, CVVSB remained a 70% subsidiary of LBS Bina.

(ii) On 27 September 2024, SHSB has increased its paid-up share capital from 100 to 1,000,000 ordinary shares. SASB has subscribed for an additional 509,949 ordinary shares in SHSB for a total cash consideration of RM509,949 only. Consequently, SHSB remained a 51% owned subsidiary of SASB.

(iii) On 22 October 2024, LHSB has increased its paid-up share capital from 500,000 to 1,000,000 ordinary shares. LWHSB has subscribed for an additional 300,000 ordinary shares in LHSB for a total cash consideration of RM300,000 only. Consequently, LHSB remained a 60% owned subsidiary of LWHSB.

(iv) On 18 November 2024, MGB International for Industry ("MII"), a wholly-owned subsidiary of MGB Construction Sdn. Bhd. ("MCSB"), an indirect wholly-owned subsidiary of MGB, has increased its paid-up share capital from 412,500 to 1,362,500 ordinary shares of SAR10 for each share. MCSB has subscribed for an additional 950,000 ordinary shares of SAR 10 for each share in MII by way of capitalisation of amount due from MCSB amounting to SAR9,500,000 (approximately RM11,305,000.00) only. Consequently, MII remained a wholly-owned subsidiary of MCSB.

(v) On 17 December 2024, Prisma Kasturi Sdn. Bhd. ("PKSB"), a wholly-owned subsidiary of MGB Land Sdn. Bhd. ("MLSB"), an indirect wholly-owned subsidiary of MGB, has increased its paid-up share capital from 25,000 to 1,000,000 ordinary shares. MLSB has subscribed for an additional 975,000 ordinary shares in PKSB for a total cash consideration of RM975,000 only. Consequently, PKSB remained a wholly-owned subsidiary of MLSB.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

9. INVESTMENT IN SUBSIDIARIES (CONT'D)

(h) Additional investments (Cont'd)

31 December 2023

(i) On 13 April 2023, MDSB had increased its paid-up share capital from 750,000 to 1,000,000 ordinary shares. MGBLSB has subscribed for an additional 250,000 ordinary shares in MDSB by way of capitalisation.

(ii) On 30 May 2023, GTSSB had increased its paid-up share capital from 100 to 1,000,000 ordinary shares. LBS Bina has subscribed for an additional 999,900 ordinary shares in GTSSB for a total cash consideration of RM999,900 only.

(iii) On 1 August 2023, LHSB had increased its paid-up share capital from 100 to 500,000 ordinary shares and LHSB has subscribed for 299,940 ordinary shares for a total cash consideration of RM299,940 and LHSB remained as a 60% subsidiary of LWHSB.

(iv) On 10 October 2023, MGB International for Industry ("MII"), a wholly-owned subsidiary of MGB Construction Sdn. Bhd. ("MCSB"), an indirect wholly-owned subsidiary of MGB, had increased its paid-up share capital from 12,500 to 412,500 ordinary shares. MCSB has subscribed for an additional 400,000 ordinary shares in MII for a total cash consideration of SAR4,000,000 (approximately RM5,042,400.00) only.

(i) There are no significant restrictions on the ability of the subsidiaries to transfer funds to the Group in the form of cash dividends or repayment of loans and advances.

(j) Winding-up of a subsidiary

31 December 2023

On 6 July 2023, the Company's direct 60% owned dormant subsidiary, SPJ Construction Sdn. Bhd. ("SPJ") has been placed under Members' Voluntary Winding-up pursuant to Section 439 (1)(b) of the Companies Act 2016.

The Members' Voluntary Winding-up of SPJ will not have any material impact on the net assets and earnings per share of the Group for the financial year ended 31 December 2023.

(k) Capital Reduction

31 December 2024

On 21 February 2024, Generasi Nostalgia Sdn. Bhd. ("GNSB"), a wholly-owned subsidiary of LBS Bina, had reduced its share capital from RM250,000 comprising 250,000 ordinary shares to RM11,000 comprising 11,000 ordinary shares by cancelling the shares capital of RM239,000 comprising 239,000 ordinary shares.

10. INVESTMENT IN ASSOCIATES

(a) Investment in associates

	GROUP	
	2024 RM	2023 RM
At cost		
Unquoted shares in Malaysia	3,265,000	3,265,030
Less: Accumulated impairment losses	(76,257)	(76,287)
	3,188,743	3,188,743
Group's share of post acquisition reserves	(942,997)	(1,259,933)
Share of current year profit	324,369	505,052
Dividend received	(300,000)	(180,000)
	2,270,115	2,253,862

Details of the associates are disclosed in Note 52.

The movements in the allowance for impairment losses of investment in associates are as follows:

	GROUP	
	2024 RM	2023 RM
At 1 January	76,287	409,969
Disposal	–	(30,000)
Reversal of impairment losses during the financial year	(30)	(303,682)
At 31 December	76,257	76,287

(i) Disposal of associates

31 December 2023

(a) On 14 February 2023, the Company has undertaken internal restructuring whereby LBS Bina disposed of all the equity interest in SASB to the Company for a total cash consideration of RM1 only.

The Company also acquired 700,000 ordinary shares, representing 70% equity interest in SASB for a total cash consideration of RM1 only. Consequently, SASB became a wholly-owned subsidiary of the Company.

(b) On 4 April 2023, LBS Bina acquired 17,850 ordinary shares, representing 51% equity interest in Bendera Berlian Sdn. Bhd. ("BBSB") for a total cash consideration of RM2 only. Consequently, BBSB became a wholly-owned subsidiary of LBS Bina.

(ii) Strike off of associates

31 December 2024

Warnasari Idaman Sdn. Bhd., an associate of LBS Bina was struck off from the register of the Companies Commission of Malaysia upon publication of the Gazette pursuant to Section 551(3) of the Companies Act 2016 on 10 March 2025.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

10. INVESTMENT IN ASSOCIATES (CONT'D)

(a) Investment in associates

(ii) Strike off of associates (Cont'd)

31 December 2023

Sambungan Aktif Sdn. Bhd., an associate of LBS Bina was struck off from the register of the Companies Commission of Malaysia upon publication of the Gazette pursuant to Section 551(3) of the Companies Act 2016 on 9 April 2024.

(iii) Capital Reduction

31 December 2023

On 10 February 2023, BBSB, an associate of LBS Bina, had reduced its share capital from RM1,100,000 comprising 1,100,000 ordinary shares to RM35,000 comprising 35,000 ordinary shares by cancelling the share capital of RM1,065,000 comprising 1,065,000 ordinary shares.

(b) The summarised financial information of the associates, not adjusted for the percentage held by the Group is as follows:

	GROUP	
	2024 RM	2023 RM
Assets and liabilities		
Non-current assets	302,785	135,838
Current assets	3,081,858	2,112,216
Total assets	3,384,643	2,248,054
Non-current liabilities	(30,693)	(10,293)
Current liabilities	(991,756)	(711,787)
Total liabilities	(1,022,449)	(722,080)
Total net assets	2,362,194	1,525,974
Financial results		
Revenue	4,429,246	2,855,678
Profit before tax	2,363,287	955,056
Taxation	(527,066)	(190,745)
Net profit for the financial year	1,836,221	764,311

The unrecognised share of losses of the associates is as follows:

	GROUP	
	2024 RM	2023 RM
At 1 January	24,789	348,053
Share of losses during the financial year	540	1,145
Reversal of share of losses on striking off an associate	(7,070)	(324,409)
At 31 December	18,259	24,789

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

10. INVESTMENT IN ASSOCIATES (CONT'D)

(c) The Group's associates are individually immaterial to the financial position, financial performance and cash flows of the Group.

11. OTHER INVESTMENTS

	GROUP 2024 RM	GROUP 2023 RM
Non-current		
Other investments		
At cost		
Transferable corporate club memberships	1,133,001	1,133,001
Accumulated impairment losses		
At 1 January	657,001	628,001
Impairment losses during the financial year	–	29,000
At 31 December	657,001	657,001
	476,000	476,000
Current		
Financial assets measured at fair value through profit or loss		
Over the counter trust funds measured at fair value on recurring basis and classified as level 1 of the fair value hierarchy	26,422,393	–
Total other investments	26,898,393	476,000

During the financial year, an impairment loss of RMNil (2023: RM29,000) was provided for transferable corporate club memberships as there were decline in the fair value of these investments below their costs.

12. GOODWILL ON CONSOLIDATION

	GROUP 2024 RM	GROUP 2023 RM
Cost		
At 1 January	184,812,884	184,783,377
Additions	–	29,507
At 31 December	184,812,884	184,812,884
Accumulated impairment losses		
At 1 January	129,299,374	118,599,066
Additions	–	10,700,308
At 31 December	129,299,374	129,299,374
Carrying amount		
At 31 December	55,513,510	55,513,510

12. GOODWILL ON CONSOLIDATION (CONT'D)

(a) Impairment test for goodwill on consolidation

Goodwill on consolidation has been allocated to Group's cash-generating units ("CGUs") identified according to business segments as follows:

	GROUP	
	2024 RM	2023 RM
Property development	55,513,510	55,513,510

(b) Key assumptions used to determine the recoverable amount

The recoverable amount of a CGU is determined based on value in use calculations using cash flow projections based on financial budgets approved by management covering a five to eight years period.

The key assumptions used for value in use calculations are based on future projection of the Group in Malaysia are as follows:

	PROPERTY DEVELOPMENT	
	2024 RM	2023 RM
Pre-tax discount rate (per annum)	7.68%	6.00%

The key assumptions that the Directors have used in the cash flow projections to undertake impairment testing are as follows:

(i) Growth rate – Not applicable for property development segment as the cash flow projections made is for a period of 5 to 8 years, based on the expected projections of sales generated from development projects.

(ii) Pre-tax discount rate - Rate that reflects specific risks relating to the relevant CGU.

The values assigned to the key assumptions represent management's assessment of future trends in the industry and are based on both external sources and internal sources.

(c) Sensitivity to changes in assumptions

The management believes that a reasonably possible change in the key assumptions on which management has based on its determination of the CGU's recoverable amount would not cause the CGU's carrying amount to exceed its recoverable amount.

(d) Impairment loss recognised during the financial year

The Group recognised an impairment loss of RMNil (2023: RM10,700,308) during the financial year in respect of the goodwill arising on consolidation. The goodwill relates to certain subsidiaries mainly undertake development projects which are expected to complete within the next 5 to 8 years. As a decrease in development activities or other significant cash generating activities is expected from the subsidiaries, the related goodwill has been impaired accordingly. The impairment loss is recorded within administrative expenses in the statements of profit or loss and other comprehensive income.

13. TRADE RECEIVABLES

	GROUP 2024 RM	GROUP 2023 RM
Non-current		
Trade receivables		
- Third parties	3,732,979	6,561,649
Less: Accumulated impairment losses	(233,320)	(541,391)
	3,499,659	6,020,258
Current		
Trade receivables		
- Third parties	247,292,056	253,172,975
- Related parties	–	656,513
	247,292,056	253,829,488
Retention sum receivables		
- Third parties	90,895	97,730
	247,382,951	253,927,218
Less: Accumulated impairment losses	(5,801,049)	(3,464,220)
	241,581,902	250,462,998
Total trade receivables	245,081,561	256,483,256

The Group's normal trade credit terms range from 7 to 180 days (2023: 7 to 180 days) term. Other credit terms are assessed and approved on a case-to-case basis. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Included in trade receivables was an amount of RM113,162,988 (2023: RM127,949,303) retained by stakeholders which are due upon the expiry of retention period as stipulated in the sale and purchase agreements signed with property purchasers. The retention periods range from 8 to 24 months (2023: 8 to 24 months).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

13. TRADE RECEIVABLES (CONT'D)

Movements in the allowance for impairment losses of trade receivables are as follows:

	LIFETIME ALLOWANCE RM	CREDIT IMPAIRED RM	LOSS ALLOWANCE RM
Group			
2024			
At 1 January	597,224	3,408,387	4,005,611
Allowance for impairment losses	367,585	1,863,559	2,231,144
Reversal of allowance for impairment losses	(1,934)	(174,171)	(176,105)
Disposal of subsidiaries	–	(26,721)	(26,721)
Exchange differences	–	440	440
At 31 December	962,875	5,071,494	6,034,369
2023			
At 1 January	314,585	2,851,503	3,166,088
Allowance for impairment losses	399,460	1,415,573	1,815,033
Written off	–	(148,459)	(148,459)
Reversal of allowance for impairment losses	(116,821)	(710,964)	(827,785)
Exchange differences	–	734	734
At 31 December	597,224	3,408,387	4,005,611

Analysis of the trade receivables ageing are as follows:

	GROSS AMOUNT RM	LOSS ALLOWANCE RM	NET AMOUNT RM
Group			
2024			
Not past due	164,938,572	(18,741)	164,919,831
Past due:			
Less than 30 days	38,103,567	(25,182)	38,078,385
31 to 60 days	7,428,795	(9,864)	7,418,931
More than 60 days	35,573,502	(909,088)	34,664,414
	81,105,864	(944,134)	80,161,730
Credit impaired:			
Individually impaired	5,071,494	(5,071,494)	–
	251,115,930	(6,034,369)	245,081,561
2023			
Not past due	181,231,785	(2,037)	181,229,748
Past due:			
Less than 30 days	40,146,609	(3,228)	40,143,381
31 to 60 days	6,248,603	(394)	6,248,209
More than 60 days	29,453,483	(591,565)	28,861,918
	75,848,695	(595,187)	75,253,508
Credit impaired:			
Individually impaired	3,408,387	(3,408,387)	–
	260,488,867	(4,005,611)	256,483,256

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

13. TRADE RECEIVABLES (CONT'D)

Trade receivables that are not past due or past due

(i) Property development

Included in gross trade receivables were an amount of RM215,694,066 (2023: RM239,435,277), mainly related to amount due from property purchasers with end financing facilities from reputable end financiers. In respect of property purchasers with no end financing facilities, the Group retains the legal title to all the properties sold until the purchase consideration is fully settled.

As at 31 December 2024, trade receivables that are individually determined to be impaired were RM3,182,613 (2023: RM1,603,963), mainly related to purchasers whom were in significant financial difficulties or have defaulted on payments. For those trade receivables that are individually impaired, the Group's internal legal department will follow up with enforcement activities.

The Group also assesses credit quality of the trade receivables on a colletive basis by using ageing of past due days. As at 31 December 2024, the Group provided lifetime impairment losses of RM88 (2023: RMNil) based on customers' historical data as an assumption for possibility of default.

(ii) Construction and trading

Included in gross trade receivables were an amount of RM27,537,611 (2023: RM12,908,103), mainly were creditworthy receivables with good payment record and active corporate clients with healthy business relationship but slower repayment records. The management is of the view that the amount are recoverable based on past payment record.

As at 31 December 2024, trade receivables that are individually assessed to be impaired amounting to RM1,149,018 (2023: RM1,288,223), related to customers that are in financial difficulties. These balances are expected to be recovered through the debt recovery process.

The Group also assesses credit quality of the trade receivables on a collective basis by using ageing of past due days. As at 31 December 2024, the Group provided lifetime impairment losses of RM505,109 (2023: RM498,630) based on customers' historical data as an assumption for possibility of default.

(iii) Others

Included in gross trade receivables were an amount of RM7,884,253 (2023: RM8,145,487), mainly were creditworthy receivables with good payment record and active corporate clients with healthy business relationship but slower repayment records. The management is of the view that the amount are recoverable based on past payment record.

As at 31 December 2024, trade receivables that are individually assessed to be impaired amounting to RM739,863 (2023: RM516,201), related to customers that are in financial difficulties. These balances are expected to be recovered through the debt recovery process.

The Group also assesses credit quality of the trade receivables on a collective basis by using ageing of past due days. As at 31 December 2024, the Group provided lifetime impairment losses of RM457,678 (2023: RM98,594) based on customers' historical data as an assumption for possibility of default.

Concentration of credit risk with respect to trade receivables is limited due to the Group's large number of purchasers, who are widely distributed and cover a broad range of end markets. There is no objective evidence that the remaining trade receivables are not fully recoverable.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

14. DEFERRED TAX ASSETS/(LIABILITIES)

	GROUP 2024 RM	GROUP 2023 RM
At 1 January	53,928,723	39,654,162
Recognised in profit or loss	5,995,547	13,446,356
Crystallisation of deferred tax	878,809	1,709,374
Disposal of subsidiaries	29,636,289	–
Exchange differences	(509,072)	(881,169)
At 31 December	89,930,296	53,928,723

The net deferred tax assets and liabilities shown on the statements of financial position after appropriate offsetting are as follows:

	GROUP 2024 RM	GROUP 2023 RM
Deferred tax assets	95,669,479	88,872,288
Deferred tax liabilities	(5,739,183)	(34,943,565)
	89,930,296	53,928,723

The components and movements of deferred tax assets and liabilities at the end of reporting period prior to offsetting are as follows:

Deferred tax assets of the Group

	UNUTILISED CAPITAL ALLOWANCES RM	UNUSED TAX LOSSES RM	RETIREMENT BENEFIT OBLIGATIONS RM	OTHERS RM	TOTAL RM
2024					
At 1 January	3,735,806	2,502,802	3,031,925	89,825,204	99,095,737
Recognised in profit or loss	(3,227,172)	1,882,931	2,140,348	2,161,471	2,957,578
Under provision in prior year	3,027,470	3,001,092	–	1,563,901	7,592,463
At 31 December (before offsetting)	3,536,104	7,386,825	5,172,273	93,550,576	109,645,778
Offsetting					(13,976,299)
At 31 December (after offsetting)					95,669,479

14. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

The components and movements of deferred tax assets and liabilities at the end of reporting period prior to offsetting are as follows: (Cont'd)

Deferred tax assets of the Group (Cont'd)

	UNUTILISED CAPITAL ALLOWANCES RM	UNUSED TAX LOSSES RM	RETIREMENT BENEFIT OBLIGATIONS RM	OTHERS RM	TOTAL RM
2023					
At 1 January	8,522,848	1,055,992	1,364,794	75,629,110	86,572,744
Recognised in profit or loss	(2,363,194)	(647,289)	1,667,131	13,074,602	11,731,250
(Over)/Under provision in prior year	(2,423,848)	2,094,099	–	1,121,492	791,743
At 31 December (before offsetting)	3,735,806	2,502,802	3,031,925	89,825,204	99,095,737
Offsetting					(10,223,449)
At 31 December (after offsetting)					88,872,288

Deferred tax liabilities of the Group

	ACCELERATED CAPITAL ALLOWANCES RM	OTHERS RM	TOTAL RM
2024			
At 1 January	(42,439,675)	(2,727,339)	(45,167,014)
Recognised in profit or loss	692,278	(2,124,852)	(1,432,574)
(Under)/Over provision in prior year	(3,148,706)	26,786	(3,121,920)
Crystallisation of deferred tax	878,809	–	878,809
Disposal of subsidiaries	29,636,289	–	29,636,289
Exchange differences	(509,072)	–	(509,072)
At 31 December (before offsetting)	(14,890,077)	(4,825,405)	(19,715,482)
Offsetting			13,976,299
At 31 December (after offsetting)			(5,739,183)
2023			
At 1 January	(46,381,156)	(537,426)	(46,918,582)
Recognised in profit or loss	131,807	(2,156,666)	(2,024,859)
Over/(Under) provision in prior year	2,981,469	(33,247)	2,948,222
Crystallisation of deferred tax	1,709,374	–	1,709,374
Exchange differences	(881,169)	–	(881,169)
At 31 December (before offsetting)	(42,439,675)	(2,727,339)	(45,167,014)
Offsetting			10,223,449
At 31 December (after offsetting)			(34,943,565)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

14. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

Deferred tax assets have not been recognised in respect of the following items:

	GROUP	
	2024 RM	2023 RM
Unutilised capital allowances	17,554,171	17,657,318
Unused tax losses	129,908,815	122,089,296
Deductible temporary differences	152,840,843	137,979,486
	300,303,829	277,726,100

Deferred tax assets have not been recognised in respect of these items due to uncertainty of their realisation or they have arisen in subsidiaries that have a recent history of losses.

The Group have the above unutilised capital allowances and unused tax losses carry forward, available to offset against future taxable profits. The said amounts are subject to approval by the tax authorities.

For the Malaysian entities, pursuant to Section 8 of the Finance Act 2021 (Act 833) and the amendment to Section 44(5F) of the Income Tax Act 1967, effective from year of assessment 2019 onwards, the time limit on the carried forward unused tax losses has been extended to maximum of ten (10) consecutive years of assessment. Any unused tax losses accumulated up to the year of assessment 2018 can be carried forward for another ten (10) consecutive years of assessment (i.e.: from year of assessment 2019 to 2028) under the current tax legislation.

The unused tax losses of the Hong Kong ("HK") can be carried forward indefinitely.

The unutilised capital allowances are allowed to be carried forward indefinitely.

The unrecognised unused tax losses shall be disregarded after the end of the year of assessment as follows:

	GROUP	
	2024 RM	2023 RM
Unused tax losses:		
- expiring within five years	55,829,145	48,225,861
- expiring more than five years	74,043,475	73,827,240
- no expiry period	36,195	36,195
	129,908,815	122,089,296

15. CONTRACT ASSETS/(LIABILITIES)

	GROUP 2024 RM	GROUP 2023 RM
Contract assets		
Construction contracts (a)	435	50,436
Property development activities (b)	416,669,970	456,641,842
	416,670,405	456,692,278
Contract liabilities		
Construction contracts (a)	(859,656)	(859,655)
Property development activities (b)	(23,673,053)	(2,906,251)
Racing circuit development and management (c)	–	(1,307,908)
Hotel (d)	(202,053)	(249,334)
	(24,734,762)	(5,323,148)

(a) Construction contracts

	GROUP 2024 RM	GROUP 2023 RM
Contract cost incurred to-date	366,111,676	367,159,467
Attributable profits recognised to-date	53,010,234	52,962,445
	419,121,910	420,121,912
Less: Progress billings	(419,823,967)	(420,773,967)
Less: Accumulated impairment losses	(157,164)	(157,164)
	(859,221)	(809,219)
Presented as:		
Contract assets	435	50,436
Contract liabilities	(859,656)	(859,655)
	(859,221)	(809,219)

Included in progress billings is retention sum of RM90,895 (2023: RM97,730).

Movements in the allowance for impairment losses of contract assets are as follows:

	GROUP 2024 RM	GROUP 2023 RM
At 1 January / 31 December	157,164	157,164

The contract assets represent the unbilled amount for work completed. This amount will be transferred to trade receivables when the right to bill becomes unconditional.

The contract liabilities consist of advance billings in excess of revenue recognised over time during the construction period.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

15. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(b) Property development activities

	GROUP	
	2024 RM	2023 RM
At 1 January	453,735,591	605,722,695
Property development revenue recognised during the financial year	1,350,871,684	1,712,687,146
Less: Billings during the financial year	(1,411,610,358)	(1,864,674,250)
At 31 December	392,996,917	453,735,591
Presented as:		
Contract assets	416,669,970	456,641,842
Contract liabilities	(23,673,053)	(2,906,251)
	392,996,917	453,735,591

The contract assets and liabilities balances represent the timing differences in revenue recognition and milestone billings. The milestone billings for property development contract are governed by the relevant regulations.

Contract assets in relation to property development activities represent the excess of revenue recognised in profit or loss over billings to purchasers. This unbilled amount for work completed will be transferred to trade receivables when the right to bill becomes unconditional. Contract liabilities consist of billings in excess of revenue recognised, this amount is expected to be recognised as revenue over a period of 180 days.

(c) Racing circuit development and management

	GROUP	
	2024 RM	2023 RM
Motor Racing	–	1,307,908

Movement of contract liabilities is as follows:

	2024 RM	2023 RM
At beginning of the financial year	1,307,908	2,506,961
Collection during the financial year	709,239	1,666,801
Revenue recognised during the financial year	(313,651)	(2,933,381)
Disposal of subsidiaries	(1,723,517)	–
Translation adjustment	20,021	67,527
	–	1,307,908

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

15. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(d) Hotel

	GROUP 2024 RM	GROUP 2023 RM
Hotel	202,053	249,334
Movement of contract liabilities is as follows:		
At beginning of the financial year	249,334	329,636
Collection during the financial year	389,873	311,248
Revenue recognised during the financial year	(161,499)	(221,900)
Expiration during the financial year	(275,655)	(169,650)
	202,053	249,334

The remaining unsatisfied performance obligation are expected to be recognised as revenue within next one year.

(e) Contract value yet to be recognised as revenue

The Group applies the practical expedient in MFRS 15 on not disclosing the aggregate amount of the revenue expected to be recognised in the future as the Group recognises revenue from the satisfaction of the performance obligation using output methods in accordance with paragraph B16 of MFRS 15.

(f) Set out below is the amount of revenue recognised from:

	GROUP 2024 RM	GROUP 2023 RM
Amount included in contract liabilities at the beginning of the year - Property development activities	2,906,271	28,116,447

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

16. OTHER RECEIVABLES

	GROUP 2024 RM	GROUP 2023 RM
Current		
Other receivables		
- Third parties	35,363,305	37,077,781
- Related parties	40,000	314,013
	35,403,305	37,391,794
Less: Accumulated impairment losses		
- Third parties	(340,936)	(839,521)
	35,062,369	36,552,273
Deposits		
- Third parties	66,616,961	52,600,223
- Related parties	1,600	1,500
GST receivable	446,440	446,440
VAT receivable	2,482,373	522,549
Prepayments	160,323,177	108,601,420
Total other receivables	264,932,920	198,724,405

	COMPANY 2024 RM	COMPANY 2023 RM
Current		
Other receivables		
- Third parties	392,261	214,018
- Related party	–	950
Deposits	54,500	54,500
Prepayments	404,283	923,199
Total other receivables	851,044	1,192,667

Included in other receivables of the Group mainly comprise of the followings:

(i) Deposits, prepaid purchase consideration and development expenses of RM155,856,654 (2023: RM91,782,438), paid for the acquisition and joint venture of development lands that have not been completed as at 31 December 2024. The balance of purchase consideration is disclosed as capital commitments in Note 48.

(ii) An amount of RM26,820,036 (2023: RM34,190,672) paid for Certificate of Share Unit Formula (Sijil Formula Unit Syer - SiFUS) fees for strata title subdivision.

(iii) An amount of RM5,450,949 (2023: RM2,689,003) provided for settlement with the purchasers of a development project of a subsidiary in accordance with the Workout Proposals of Instangreen Corporation Berhad. This amount will be settled upon receipt of claims from all the purchasers.

(iv) An amount of RM608,265 (2023: RM593,327) arising from a project management agreement signed with a developer. The projects have been completed and collection is pending strata titles issuance and closure of Housing Development Accounts by the developer.

16. OTHER RECEIVABLES (CONT'D)

The movements in the allowance for impairment losses (individually assessed) of other receivables are as follows:

	GROUP	
	2024 RM	2023 RM
At 1 January	839,521	2,014,215
Allowance for impairment losses	40,259	–
Reversal of allowance for impairment losses	(538,844)	(329,013)
Written off	–	(845,681)
At 31 December	340,936	839,521

Other receivables that are individually determined to be impaired at the reporting date related to debtors that are in significant financial difficulties or have defaulted on payment.

17. AMOUNT DUE FROM/(TO) SUBSIDIARIES

(a) Amount due from subsidiaries (Non-Current)

These represent unsecured, non-interest bearing advances and repayable after twelve months except for an amount of RM341,695,199 (2023: RM198,209,965) which bear interest at a rate of 2.89% to 10.00% (2023: 2.80% to 10.00%) per annum at the reporting date.

(b) Amount due from/(to) subsidiaries (Current)

	COMPANY	
	2024 RM	2023 RM
Non-trade		
Amount due from subsidiaries	719,466,605	382,591,435
Amount due to subsidiaries	–	(330,073)
	719,466,605	382,261,362

This represents unsecured, non-interest bearing advances and repayable on demand except for an amount of RM719,235,974 (2023: RM382,303,100) which bear interest range from 2.89% to 10.00% (2023: 2.80% to 10.00%) per annum at the reporting date.

18. AMOUNT DUE FROM ASSOCIATES

This represents trade in nature, unsecured, non-interest bearing and repayable on demand.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

19. FIXED DEPOSITS WITH LICENSED BANKS

Included in fixed deposits of the Group and of the Company are amounts of RM45,391,208 and RM5,705,967 (2023: RM72,982,123 and RM1,421,944) respectively, which are pledged to licensed banks as securities for banking facilities granted to the Company and certain subsidiaries as disclosed in Notes 31(h) and 33(d) respectively.

The interest rates and maturities of deposits of the Group at the reporting date range from 1.50% to 3.75% (2023: 1.40% to 3.80%) per annum and 1 to 365 days (2023: 1 to 365 days) respectively. All unpledged deposits have maturity periods of less than three months.

The interest rates and maturities of deposits of the Company at the reporting date range from 2.00% to 3.04% (2023: 1.85% to 3.62%) per annum and 1 to 365 days (2023: 1 to 365 days) respectively.

20. CASH HELD UNDER HOUSING DEVELOPMENT ACCOUNTS

Cash held under Housing Development Accounts which are not freely available for use represents monies received from purchasers of residential properties less payments or withdrawals in accordance with the Housing Development (Control and Licensing) Act, 1966.

The interest rates of cash held under Housing Development Accounts at the reporting date range from 1.00% to 1.50% (2023: 0.90% to 1.70%) per annum.

21. CASH AND BANK BALANCES

Included in cash and bank balances of the Group and of the Company are deposits with licensed banks amounting to RM7,982,882 and RM86,404 (2023: RM6,837,751 and RM1,741,471) respectively, which have been pledged to licensed banks for banking facilities granted to the Group and to the Company as disclosed in Notes 31(f), 32(a)(ii) and 32(b)(ii) respectively.

22. ASSETS HELD FOR SALE

		GROUP	
	NOTE	2024 RM	2023 RM
Leasehold land and building:			
- Transfer from right-of-use assets	5	4,021,331	–
- Transaction costs		395,880	–
		4,417,211	–

On 23 November 2024, MGB Construction Sdn. Bhd., a wholly-owned subsidiary of MGB, entered into a Sale and Purchase Agreement to dispose of a leasehold building for a total cash consideration of RM5,700,000. The disposal is pending completion as at the date of this report.

23. SHARE CAPITAL

	GROUP/COMPANY			
	NUMBER OF SHARES		AMOUNT	
	2024 UNITS	2023 UNITS	2024 RM	2023 RM
Issued and fully paid ordinary shares				
At 1 January	1,569,245,151	1,569,245,151	819,378,365	819,378,365
Issuance of shares:				
- Conversion of RCPS	11,000,000	–	11,000,000	–
At 31 December	1,580,245,151	1,569,245,151	830,378,365	819,378,365
Redeemable Convertible Preference Shares ("RCPS")				
At 1 January	94,099,035	94,099,035	103,508,939	103,508,939
Conversion of RCPS	(10,000,000)	–	(11,000,000)	–
At 31 December	84,099,035	94,099,035	92,508,939	103,508,939
Total	1,664,344,186	1,663,344,186	922,887,304	922,887,304

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regards to the Company's residual assets. In respect of the Company's treasury shares that are held by the Company, all rights are suspended until those shares are reissued.

Redeemable Convertible Preference Shares ("RCPS")

On 8 August 2017, the Company issued renounceable rights issue of 115,448,037 RCPS on the conversion ratio of RCPS at 1 new ordinary share for every 2 RCPS held. The issue price of the RCPS has been fixed at RM1.10 each.

The salient terms of the RCPS are as follows:

(a) The Company shall at its discretion and subject to the availability of distributable profits pay out a targeted preferential dividend of 6% in each financial year calculated on the issue price of the RCPS from and including the Issue Date i.e. 8 August 2017 until the date of redemption of the RCPS.

(b) The preferential dividends, if declared, shall be payable annually in arrears, subject to availability of distributable profits. Although annual payments are anticipated as disclosed above, the Company may defer, in part or in whole, such payments depending on availability of distributable profits ("Deferred Dividends"). For avoidance of doubt, the Company is not obliged to pay any dividends or Deferred Dividends, as the case may be, in the event that it has insufficient distributable profits.

(c) The RCPS shall be convertible, at the option of the holder of RCPS, at any time commencing from the Issue Date up to the relevant redemption date of the RCPS, into such number of fully-paid new ordinary shares of the Company, without payment of any consideration, in accordance with the Conversion Ratio.

(d) Subject to the provisions of the Companies Act 2016 and any other applicable legislation, the Company may at any time on or after the 5th anniversary of the Issue Date, at its discretion, redeem all (and not some only) of the outstanding RCPS by giving notice in writing not less than 30 days prior to the redemption date to the holders of RCPS of its intention to do so.

23. SHARE CAPITAL (CONT'D)

Redeemable Convertible Preference Shares ("RCPS") (Cont'd)

(e) The RCPS holders shall not have the right to vote at any general meeting of the Company except with regard to:

(i) when the dividend or part of the dividend payable on the RCPS is in arrears for more than six (6) months;

(ii) on any proposal to reduce the share capital of the Company;

(iii) on any proposal for the disposal of substantially the whole of the property, business and undertaking of the Company;

(iv) on any proposal that affects the rights and privileges attached to the RPCS; or

(v) on any proposal to wind-up the Company or during the winding-up of the Company.

in which case, the RCPS holders shall be entitled to vote together with the holders of Shares by way of poll and each RCPS holders shall be entitled to one (1) vote for each Share into the RPCS are convertible upon exercise of the Conversion Rights (at the Conversion Ratio) and every Share shall, notwithstanding any other provisions in this Constitution, carry one (1) vote for each such Share.

(f) The holders of RCPS shall have the right to receive notices, reports and accounts and attend meetings, of which shareholders of ordinary shares are entitled.

Pursuant to the completion of corporate exercises in relation to share subdivision and bonus issue on 27 February 2018, the conversion ratio of any outstanding RCPS has been adjusted to 11 new ordinary shares for every 10 RCPS.

As at 31 December 2024, the total number of RCPS that remain unexercised was 84,099,035 (2023: 94,099,035).

24. TREASURY SHARES

	GROUP/COMPANY			
	NUMBER OF SHARES		AMOUNT	
	2024 UNITS	2023 UNITS	2024 RM	2023 RM
At 1 January	29,240,994	16,837,194	11,917,049	6,659,459
Shares repurchased	5,211,100	12,403,800	3,304,235	5,257,590
At 31 December	34,452,094	29,240,994	15,221,284	11,917,049

The shareholders of the Company, by a resolution passed in the last Annual General Meeting held on 13 June 2024, renewed the authority in relation to shares repurchased. The Directors of the Company are committed to enhance the value of the Company for its shareholders and believe that the repurchase plan can be applied in the best interest of the Company and its shareholders.

During the financial year, the Company repurchased 5,211,100 (2023: 12,403,800) of its issued ordinary shares from the open market. The average price paid for the shares repurchased was RM0.63 (2023: RM0.42) per share. The total consideration paid for the repurchase including transaction costs was RM3,304,235 (2023: RM5,257,590). The repurchased transactions were financed by internally generated funds. The shares repurchased are being held as treasury shares in accordance with Section 127 of the Companies Act 2016.

The Company has the right to resell these shares at a later date. As treasury shares, the rights attached as to voting, dividends and participation in other distribution are suspended.

25. OTHER RESERVES

	NOTE	GROUP 2024 RM	GROUP 2023 RM
Non-distributable			
Foreign currency translation reserves	(a)	163,783,133	127,466,457
Other reserves	(b)	(337,755,446)	(337,549,003)
		(173,972,313)	(210,082,546)

(a) Foreign currency translation reserves

The foreign currency translation reserves represent exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency.

(b) Other reserves

Other reserves represent the difference between the Group's share of net assets before and after the acquisition of equity interest from its non-controlling interests, and any consideration paid.

26. PERPETUAL SUKUK MUSHARAKAH ("PERPETUAL SUKUK")

	GROUP/COMPANY 2024 RM	GROUP/COMPANY 2023 RM
Issuance nominal value	223,000,000	223,000,000

The Company established a Perpetual Sukuk Musharakah Programme ("Programme") of up to RM700 million in nominal value based on the Shariah principle of Musharakah.

On 30 March 2020, the Company made its first issuance pursuant to the Programme for the amount of RM130 million at its nominal value that carries a distribution rate of 6.80% per annum.

On 30 July 2021, the Company issued a second series of RM93 million pursuant to the Programme at its nominal value that carries a distribution rate of 6.85% per annum.

The Perpetual Sukuk is established to raise funds as and when required to be utilised for Shariah-compliant purposes which include refinancing of existing financing/borrowings, capital expenditure, asset acquisition, working capital, general corporate purposes and defray fees, costs and expenses in relation to the issuance of the Perpetual Sukuk.

The salient features of the Perpetual Sukuk are as follows:

(a) The Perpetual Sukuk is issued under the Shariah principle of Musharakah;

(b) The expected periodic distribution rates from year 1 to year 5 are ranging from 6.80% to 6.85% per annum payable semi-annually. The first call date for the first issuance and second series is on 28 March 2025 and 30 July 2026 respectively ("First Call Date"). If the Company does not exercise its option to redeem the Perpetual Sukuk on the First Call Date, the periodic distribution rate increases by 2.5% per annum in year 6 and subsequently the periodic distribution rate increases by additional 1% per annum on each anniversary of the First Call Date and subject to a maximum rate of 15% per annum;

(c) No fixed redemption date but the Company has the option to redeem at the end of the fifth year from the date of issue and on each subsequent semi-annual periodic distribution date;

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

26. PERPETUAL SUKUK MUSHARAKAH ("PERPETUAL SUKUK") (CONT'D)

The salient features of the Perpetual Sukuk are as follows: (Cont'd)

(d) The Company also has the option to redeem the Perpetual Sukuk under the following circumstances:

(i) Accounting Event - if the Perpetual Sukuk is or will no longer be recorded as equity as a result of changes to accounting standards;

(ii) Tax Event - if the Company is or will become obliged to pay additional amount of tax due to changes in tax laws or regulations;

(iii) Change in Control Event - if Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San ceases to be the single largest shareholder (directly or indirectly) of the Company;

(iv) Leverage Event - if the Net Debts over Equity Ratio of the Company (on a consolidated basis) exceeds 1.25 times;

(v) Privatisation Event - if the Company fails to maintain the status as a public listed company on Bursa Malaysia Securities Berhad and is delisted; and

(vi) Shareholder Event - the Company reduces the issued and fully paid ordinary shares.

(e) Payment obligations on the Perpetual Sukuk will at all times, rank ahead of the holders of Junior Obligations of the Company and rank pari passu with all other present and future unsecured, unconditional and unsubordinated obligations of the Company.

27. TRADE PAYABLES

	GROUP	
	2024 RM	2023 RM
Non-current		
Trade payables		
- Third parties	252,244,728	378,376,461
- Related party	29,926,910	33,633,332
	282,171,638	412,009,793
Current		
Trade payables		
- Third parties	367,376,948	361,833,493
- Related parties	8,712,575	7,100,803
	376,089,523	368,934,296
Retention sum		
- Third parties	113,653,214	110,250,391
- Related parties	1,520,575	2,261,608
	115,173,789	112,511,999
	491,263,312	481,446,295
Total trade payables	773,434,950	893,456,088

(a) Non-current trade payables

This mainly represents payables for the acquisition and joint venture of project development lands. Payment will be made as stipulated in the agreements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

27. TRADE PAYABLES (CONT'D)

(b) Current trade payables

The normal trade credit terms granted to the Group range from cash basis to 60 days (2023: cash basis to 60 days) depending on the terms of the contracts.

Included in trade payables of the Group mainly comprise of an amount of RM95,111,584 (2023: RM40,941,058) for the acquisition and joint venture of project development lands. Payment will be made as stipulated in the agreements.

28. OTHER PAYABLES

		GROUP	
	NOTE	2024 RM	2023 RM
Non-current			
Other payables			
- Related parties	(a)	–	55,135,107
Current			
Other payables			
- Third parties	(b)	53,524,314	113,816,880
- Related parties		154,400	2,759,135
		53,678,714	116,576,015
Accruals	(c)	184,964,485	279,034,792
Deposits		16,386,107	15,637,572
Amount due to a shareholder		3,334,609	3,528,309
Provisions		192,035,978	223,991,191
		450,399,893	638,767,879
Total other payables		450,399,893	693,902,986

	COMPANY	
	2024 RM	2023 RM
Other payables	92,039	78,883
Accruals	5,069,731	427,106
Total other payables	5,161,770	505,989

(a) Non-current other payables

Unsecured and interest free advances of RMNil (2023: RM55,135,107) from a joint venture partner which has been settled through disposal of subsidiaries.

(b) Current other payables

Included in other payables of the Group mainly comprise of the followings:

(i) An amount of RM4,897,642 (2023: RM4,947,674) for equity interest acquisition from non-controlling interests.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

28. OTHER PAYABLES (CONT'D)

(b) Current other payables (Cont'd)

Included in other payables of the Group mainly comprise of the followings: (Cont'd)

(ii) An amount of RM5,450,949 (2023: RM2,689,003) provided for settlement with the purchasers of a development project of a subsidiary in accordance with the Workout Proposals of Instangreen Corporation Berhad. This amount will be settled upon receipt of claims from all the purchasers.

(c) Accruals

Included in accruals consist of accrued project cost of RM135,806,370 (2023: RM175,973,824).

(d) Provisions

The movements of the provisions are as follows:

	GROUP	
	2024 RM	2023 RM
At 1 January	223,991,191	129,929,700
Additions	55,559,813	107,901,128
Utilisation	(31,843,724)	(6,634,125)
Reversal	(55,236,612)	(7,205,512)
Disposal of subsidiaries	(441,048)	–
Exchange differences	6,358	–
At 31 December	192,035,978	223,991,191

29. RETIREMENT BENEFITS OBLIGATIONS

The unfunded non-contributory scheme is administered by Human Resource Department ("HRD"), with contributions made out of the Company's general revenues as and when members are entitled. Under the Scheme, eligible employees are entitled to a lump sum, upon normal retirement age, calculated based on variable multiplications of the final salary based on year of service.

The amount recognised in the statement of financial position was determined as follows:

	GROUP	
	2024 RM	2023 RM
Present value of unfunded defined benefit obligations	21,711,461	12,633,018

(i) The movements in the net defined benefit liabilities were as follows:

	GROUP	
	2024 RM	2023 RM
Present value of unfunded defined benefit obligations		
At 1 January	12,633,018	5,686,642
Additions	9,078,443	6,946,376
At 31 December	21,711,461	12,633,018

29. RETIREMENT BENEFITS OBLIGATIONS (CONT'D)

(ii) Principal actuarial assumptions used for determination of the defined benefits obligation are as follows:

	GROUP 2024 %	2023 %
Discount rate	5.0	5.0

The discount rate is determined based on the values of Malaysian Government Securities and Private Debt Securities with AA ratings yield with 10 years weighted average duration.

(iii) The sensitivity analysis below has been derived based on changes to individual assumptions, with all other assumptions held constant:

	DISCOUNT RATE INCREASE BY 1%	DECREASE BY 1%
At 31 December 2024		
(Decrease)/Increase in defined benefit obligations	(624,262)	900,587
At 31 December 2023		
(Decrease)/Increase in defined benefit obligations	(257,291)	286,601

The sensitivity analysis presented above may not be representative of the actual changes in defined benefit obligations as is unlikely that the change in assumption would occur in isolation to one another as some assumptions may be correlated.

No changes were made to the methods and types of assumptions used in preparing the sensitivity analysis for the current financial year.

30. LEASE LIABILITIES

	GROUP 2024 RM	2023 RM
At 1 January	29,882,642	26,119,311
Additions	12,698,468	21,742,234
Payments	(18,287,753)	(19,630,182)
Accretion of interest	1,743,415	1,669,347
Disposal of subsidiaries	(10,771)	–
Expiration of lease contracts	–	(21,720)
Early termination of lease contracts	(551,573)	–
Exchange differences	1,111	3,652
At 31 December	25,475,539	29,882,642
Presented as:		
Non-current	12,807,644	15,667,418
Current	12,667,895	14,215,224
	25,475,539	29,882,642

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

30. LEASE LIABILITIES (CONT'D)

The maturity analysis of lease liabilities of the Group at the end of the reporting period are as follows:

	GROUP	
	2024 RM	2023 RM
Within one year	13,758,812	15,493,973
Between one and two years	9,203,436	9,961,462
Between two and five years	4,168,430	6,442,050
After five years	–	96,889
	27,130,678	31,994,374
Less: Future finance charges	(1,655,139)	(2,111,732)
Present value of lease liabilities	25,475,539	29,882,642

The Group leases various lands, buildings, office equipment, furniture and fittings, renovations, plant and equipment and motor racing circuit. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The weighted average incremental borrowing rate applied to lease liabilities of the Group at the reporting date range from 2.07% to 6.77% (2023: 1.94% to 6.77%) per annum.

31. BANK BORROWINGS

	GROUP	
	2024 RM	2023 RM
Secured		
Floating rates:		
Bridging loans	61,731,425	54,817,183
Term loans	363,991,119	291,467,670
Revolving credits	310,667,209	251,896,663
Trade services	–	4,177,944
	736,389,753	602,359,460
Less: Unamortised transaction costs	(4,374,114)	–
Total bank borrowings	732,015,639	602,359,460

31. BANK BORROWINGS (CONT'D)

	GROUP 2024 RM	GROUP 2023 RM
Analysed as:		
Repayable within twelve months		
Floating rates:		
Bridging loans	–	9,801,219
Term loans	53,951,363	179,158,877
Revolving credits	310,667,209	251,896,663
Trade services	–	4,177,944
	364,618,572	445,034,703
Less: Unamortised transaction costs	(1,630,906)	–
	362,987,666	445,034,703
Repayable after twelve months		
Floating rates:		
Bridging loans	61,731,425	45,015,964
Term loans	310,039,756	112,308,793
	371,771,181	157,324,757
Less: Unamortised transaction costs	(2,743,208)	–
	369,027,973	157,324,757
Total bank borrowings	732,015,639	602,359,460

The movement of the unamortised transaction costs are as follows:

	GROUP 2024 RM	GROUP 2023 RM
At 1 January	–	–
Additions	4,987,060	–
Amortisation for the financial year	(612,946)	–
At 31 December	4,374,114	–

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

31. BANK BORROWINGS (CONT'D)

	COMPANY	
	2024 RM	2023 RM
Secured		
Floating rates:		
Term loans	10,000,000	81,713,495
Revolving credits	139,000,000	75,383,080
Total bank borrowings	149,000,000	157,096,575
Analysed as:		
Repayable within twelve months		
Floating rates:		
Term loans	10,000,000	80,463,495
Revolving credits	139,000,000	75,383,080
	149,000,000	155,846,575
Repayable after twelve months		
Floating rates:		
Term loans	–	1,250,000
Total bank borrowings	149,000,000	157,096,575

The banking facilities of the Group and of the Company obtained from licensed banks are secured by the followings:

(a) fixed charge over certain right-of-use assets as disclosed in Note 5(a);
(b) fixed charge over certain capital work-in-progress as disclosed in Note 6;
(c) fixed charge or specific debenture over certain land held for property development and property development costs as disclosed in Note 7(a)(i);
(d) fixed charge over certain inventories of subsidiaries as disclosed in Note 7(b);
(e) fixed charge over certain investment properties and/or legal assignment of tenancy agreements over certain investment properties as disclosed in Note 8(a);
(f) legal assignment of cash flows and/or insurance proceeds and/or sale proceeds and/or performance bonds in relation to projects being developed and constructed by subsidiaries;
(g) certain securities listed on Main Market of Bursa Malaysia Securities Berhad ("Bursa Securities") as disclosed in Note 9(a);
(h) pledged of fixed deposits as disclosed in Note 19; and
(i) corporate guarantees provided by the Company and/or certain subsidiaries.

The range of effective interest rates per annum of the Group and of the Company are as follows:

	GROUP	
	2024 %	2023 %
Bridging loans	5.51 - 7.33	6.83 - 7.33
Term loans	4.40 - 10.00	4.40 - 10.00
Revolving credits	5.07 - 7.15	5.56 - 7.47
Trade services	4.60 - 7.39	3.59 - 6.79

31. BANK BORROWINGS (CONT'D)

The range of effective interest rates per annum of the Group and of the Company are as follows: (Cont'd)

	COMPANY	
	2024 %	2023 %
Term loans	4.70 - 10.00	4.60 - 10.00
Revolving credits	5.26 - 7.15	5.70 - 7.15

32. ISLAMIC MEDIUM TERM NOTES

		GROUP	
	NOTE	2024 RM	2023 RM
Secured			
Sukuk Murabahah	(a)	–	62,968,000
Sukuk Wakalah	(b)	200,000,000	–
		200,000,000	62,968,000
Less: Unamortised transaction costs		(2,716,904)	–
Total Islamic Medium Term Notes		197,283,096	62,968,000
Repayable within twelve months		–	24,452,000
Repayable after twelve months		200,000,000	38,516,000
		200,000,000	62,968,000
Less: Unamortised transaction costs		(2,716,904)	–
Total Islamic Medium Term Notes		197,283,096	62,968,000

		COMPANY	
	NOTE	2024 RM	2023 RM
Secured			
Sukuk Wakalah	(b)	200,000,000	–
		200,000,000	–
Less: Unamortised transaction costs		(2,716,904)	–
Total Islamic Medium Term Notes		197,283,096	–
Repayable after twelve months		200,000,000	–
		200,000,000	–
Less: Unamortised transaction costs		(2,716,904)	–
Total Islamic Medium Term Notes		197,283,096	–

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

32. ISLAMIC MEDIUM TERM NOTES (CONT'D)

(a) Sukuk Murabahah

On 15 December 2017, a subsidiary established a Sukuk Murabahah Programme ("Programme") of up to RM500 million in nominal value with a tenure of up to 20 years from the first issuance date.

The subsidiary had issued the Sukuk Murabahah as follows:

ISSUANCE NO	DATE OF ISSUANCE	NOMINAL VALUE (RM)	RATE PER ANNUM
1	10/01/2018	5,000,000	7.97% to 8.22%
2	12/02/2018	28,500,000	5.35% to 6.54%
3	26/07/2018	49,845,000	5.35% to 7.00%
3	21/08/2018	17,155,000	5.35% to 7.00%
4	28/01/2022	5,000,000	5.35% to 6.48%
5	11/09/2023	20,000,000	6.70% to 6.75%
6	11/12/2023	20,000,000	6.70% to 6.75%
7	11/01/2024	7,700,000	6.55%
8	11/03/2024	12,300,000	6.40%
9	11/03/2024	11,100,000	6.40%
10	15/05/2024	8,900,000	6.40%
11	15/05/2024	3,900,000	6.40%
12	11/07/2024	11,900,000	6.40%
13	11/10/2024	4,200,000	5.40%
14	11/10/2024	7,200,000	5.40%
15	11/11/2024	2,800,000	5.40%
		215,500,000	

On 26 December 2024, the subsidiary has fully redeemed its Sukuk Murabahah totalling RM215,500,000 in nominal value.

The Sukuk Murabahah is secured by the followings:

(i) fixed charge or specific debenture over certain land held for property development and property development costs as disclosed in Note 7(a)(i);
(ii) legal assignment of cashflows or insurance proceeds in relation to projects being developed by certain subsidiaries; and
(iii) corporate guarantees provided by the Company and certain subsidiaries.

(b) Sukuk Wakalah

On 14 November 2023, the Company had lodged an Islamic Medium Term Notes ("Sukuk Wakalah") programme of up to RM750.0 million in nominal value based on the Shariah principle of Wakalah Bi Al-Istithmar ("Sukuk Wakalah Programme") with the Securities Commissions Malaysia ("SC").

The Sukuk Wakalah Programme has been assigned a preliminary credit rating of AA-IS with a Stable outlook by MARC Ratings Berhad.

The Sukuk Wakalah Programme provides the flexibility for the Company to issue both Sukuk Wakalah and Sustainability Sukuk Wakalah.

The Sukuk Wakalah Programme has been structured with a perpetual tenure, each Sukuk Wakalah to be issued will have a tenure of more than one year.

32. ISLAMIC MEDIUM TERM NOTES (CONT'D)

(b) Sukuk Wakalah (Cont'd)

On 23 January 2024, the Company made its first issuance of Sustainability Sukuk Wakalah of RM200.0 million in nominal value ("First Tranche"), in the format of ASEAN Social SRI Sukuk Wakalah, under the Sukuk Wakalah Programme and in accordance with LBGB's Sustainability Financing Framework. The order book for the First Tranche was approximately RM1.276 billion, representing an oversubscription rate of 6.38 times. The First Tranche is secured and has a tenure of 5 years from the issue date, maturing on 23 January 2029. The First Tranche was priced at a yield of 5.00% with a periodic distribution rate of 5.00% per annum.

The proceeds from the issuance of the Sukuk Wakalah shall be utilised by the Company for the following purposes:

(i) finance Shariah-compliant capital expenditure, investment, general corporate purposes, working capital requirements of the Company and/or its subsidiaries;

(ii) refinance any existing financing/borrowings and/or future Shariah-compliant financing of the Company and/or its subsidiaries (including redemption of outstanding any sukuk issued by the Company or its subsidiaries);

(iii) pre-fund the minimum required balance in the applicable finance service reserve account; and/or

(iv) defray any fees, costs and expenses in relation to the establishment of the Sukuk Wakalah Programme and issuance of Sukuk Wakalah under the Sukuk Wakalah Programme.

Sustainability Sukuk Wakalah

The Sukuk Wakalah Programme also provides flexibility for the Company to issue Sustainability Sukuk Wakalah which is in compliance with amongst others, Green/Social/Sustainability/Sustainable and Responsible Investment ("SRI") Sukuk guidelines, frameworks, standards principles issued by the SC, the ASEAN Capital Markets Forum or the International Capital Market Association ("Sustainability Guidelines/Frameworks").

Sustainability Financing Framework

The Company has also established a Sustainability Financing Framework, which has been assigned a "Gold" Impact Bond Assessment by Malaysian Rating Corporation Berhad. The proceeds raised from the issuance of Sustainability Sukuk Wakalah shall be utilised for eligible projects as outlined in the Company's Sustainability Financing Framework, which is consistent with the applicable Sustainability Guidelines/Frameworks.

The Sukuk Wakalah is secured by the followings:

(i) fixed charge or specific debenture over certain land held for property development and property development costs as disclosed in Note 7(a)(i);

(ii) legal assignment of Finance Service Reserve Account; and

(iii) fixed charge over certain investment properties as disclosed in Note 8(a);

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

33. BANK OVERDRAFTS

	GROUP	
	2024 RM	2023 RM
Secured		
Repayable within twelve months	2,941,378	73,013,069

	COMPANY	
	2024 RM	2023 RM
Secured		
Repayable within twelve months	–	2,981,926

The bank overdrafts obtained from licensed banks are secured by the followings:

(a) fixed charge over certain right-of-use assets as disclosed in Note 5(a);
(b) fixed charge or specific debenture over certain land held for property development and property development costs as disclosed in Note 7(a)(i);
(c) fixed charge over certain investment properties as disclosed in Note 8(a);
(d) pledged of fixed deposits as disclosed in Note 19;
(e) certain securities listed on Bursa Securities as disclosed in Notes 9(a);
(f) fixed charge over certain inventories of subsidiaries as disclosed in Note 7(b); and
(g) corporate guarantees provided by the Company and certain subsidiaries.

The range of effective interest rates per annum of the Group and of the Company are as follows:

	GROUP	
	2024 %	2023 %
Bank overdrafts	5.40 - 7.60	6.47 - 8.17

	COMPANY	
	2024 %	2023 %
Bank overdrafts	7.35 - 7.60	7.35 - 7.60

34. REVENUE

	GROUP	
	2024 RM	2023 RM
Revenue from contracts with customers		
Property development	1,350,871,684	1,712,687,146
Completed properties	21,278,509	41,371,789
Construction and trading	37,954,219	31,037,730
Management fees from third parties	1,593,907	796,963
Hotel	11,271,443	9,410,674
Rendering of services	1,819,169	1,644,381
	1,424,788,931	1,796,948,683
Revenue from other sources		
Retail mall	7,376,167	7,164,072
Investment properties	2,493,170	2,021,569
	9,869,337	9,185,641
	1,434,658,268	1,806,134,324

	COMPANY	
	2024 RM	2023 RM
Revenue from other source		
Dividends from subsidiaries	387,237,190	28,731,676

	GROUP	
	2024 RM	2023 RM
Timing of revenue recognition		
At a point in time	74,906,863	87,171,295
Over time	1,349,882,068	1,709,777,388
Total revenue from contracts with customers	1,424,788,931	1,796,948,683

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

34. REVENUE (CONT'D)

Set below is the disaggregation of the Group's revenue from contracts with customers:

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL RM
Group						
2024						
Major goods and services						
Property development	1,350,871,684	–	–	–	–	1,350,871,684
Completed properties	21,278,509	–	–	–	–	21,278,509
Construction and trading	–	37,954,219	–	–	–	37,954,219
Hotel	–	–	–	11,271,443	–	11,271,443
Rendering of services	–	–	1,593,907	–	1,819,169	3,413,076
Total revenue from contracts with customers	1,372,150,193	37,954,219	1,593,907	11,271,443	1,819,169	1,424,788,931
2023						
Major goods and services						
Property development	1,712,687,146	–	–	–	–	1,712,687,146
Completed properties	41,371,789	–	–	–	–	41,371,789
Construction and trading	–	30,117,865	–	–	–	30,117,865
Construction contract services	–	919,865	–	–	–	919,865
Hotel	–	–	–	9,410,674	–	9,410,674
Rendering of services	–	–	796,963	–	1,644,381	2,441,344
Total revenue from contracts with customers	1,754,058,935	31,037,730	796,963	9,410,674	1,644,381	1,796,948,683

34. REVENUE (CONT'D)

Set below is the disaggregation of the Group's revenue from contracts with customers: (Cont'd)

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL RM
Group						
2024						
Geographical market						
Malaysia	1,372,150,193	24,479,059	1,593,907	11,271,443	1,819,169	1,411,313,771
Saudi	–	13,475,160	–	–	–	13,475,160
Total revenue from contracts with customers	1,372,150,193	37,954,219	1,593,907	11,271,443	1,819,169	1,424,788,931
2023						
Geographical market						
Malaysia	1,754,058,935	31,037,730	796,963	9,410,674	1,644,381	1,796,948,683
Total revenue from contracts with customers	1,754,058,935	31,037,730	796,963	9,410,674	1,644,381	1,796,948,683

35. COST OF SALES

	GROUP 2024 RM	2023 RM
Property development	876,291,287	1,223,844,741
Completed properties	13,721,927	34,017,280
Construction and trading	44,482,444	29,037,094
Hotel	3,715,118	2,591,095
Investment properties	885,758	1,234,743
Retail mall	5,015,554	4,730,451
Rendering of services	439,014	444,283
Treasury management services	4,417,057	–
	948,968,159	1,295,899,687

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

36. FINANCE COSTS

	GROUP 2024 RM	GROUP 2023 RM
Interest expenses on:		
Term loans	14,414,780	22,648,290
Bank overdrafts	1,055,073	4,590,453
Islamic Medium Term Notes	12,354,863	3,303,782
Bridging loans	4,901,689	10,877,276
Revolving credits	15,199,573	16,230,350
Lease liabilities	1,742,679	1,665,677
Trade services	849,475	289,908
Unwinding interest	18,380,878	8,056,565
Others	–	1,870,008
	68,899,010	69,532,309
Less: Interest capitalised in:		
- Cost sharing with landowners	(2,485,017)	(477,531)
- Land held for property development and property development costs [Note 7(a)(ii)]	(1,500,549)	(3,673,844)
	64,913,444	65,380,934

	COMPANY 2024 RM	COMPANY 2023 RM
Interest expenses on:		
Term loans	3,549,816	8,666,604
Bank overdrafts	48,636	144,348
Revolving credits	6,450,199	4,453,325
Islamic Medium Term Notes	9,397,260	–
	19,445,911	13,264,277

37. PROFIT BEFORE TAX

Profit before tax is arrived at after charging/(crediting):

	GROUP 2024 RM	GROUP 2023 RM	COMPANY 2024 RM	COMPANY 2023 RM
Allowance for impairment losses on:				
- Assets held for sale	–	171,735	–	–
- Goodwill arising on consolidation	–	10,700,308	–	–
- Investment properties	–	199,805	–	–
- Other investments	–	29,000	–	–
- Trade and other receivables	2,271,403	1,815,033	–	–
- Investment in a subsidiary	–	–	3,727	–
Auditors' remuneration				
- Statutory	1,190,294	1,072,994	140,000	121,000
- Others	73,900	71,200	21,000	21,000
Bad debts written off	545,775	380,440	–	–
Capital work-in-progress written off	–	2,786,305	–	–
Deposits written off	137,000	450	–	–
Depreciation of:				
- Investment properties	2,736,333	2,736,939	–	–
- Property, plant and equipment	14,412,830	13,174,187	225	450
- Right-of-use assets	24,790,576	26,418,266	–	–
Inventories written down to net realisable value	60,880	48,391	–	–
Inventories written off	–	737,524	–	–
Lease expenses relating to short-term leases:				
- Rental of premises	134,980	120,400	–	–
- Rental of office equipment	321,706	85,984	–	–
- Rental of car park	42,677	10,526	–	–
Loss on lease termination	30,865	–	–	–
Non-Executive Directors' remuneration:				
Company's Directors				
- Fees	574,900	260,000	574,900	260,000
- Salaries and other emoluments	8,600	416,100	8,600	404,100
- Other benefits	7,056	5,105	7,056	4,963
Subsidiaries' Directors				
- Fees	424,528	343,450	–	–
- Other emoluments	–	26,450	–	–
Net foreign exchange loss/(gain)				
- Realised	35,678,694	117,929	–	–
- Unrealised	3,121,541	(63,084)	(743)	–
Property, plant and equipment written off	99,824	163,229	1,350	–
Property development costs written off	–	939,834	–	–
Provision for retirement benefits	9,078,443	6,946,376	–	–
Provision for staff economic compensation	37,864	16,151	–	–
Waiver of interest income	63,130	291,356	–	–
Loss on strike off of an associates	8,146	341,160	–	–
Dividend income from financial assets measured at FVTPL	(226,571)	–	–	–
Fair value adjustment on trade receivables	(84,815)	(129,882)	–	–
Fair value gain on revaluation of financial assets measured at FVTPL	(195,822)	–	–	–
Gain on disposal of:				
- An associate	–	(404)	–	–
- Property, plant and equipment	(4,003,389)	(622,762)	–	–
- Right-to-use assets	(521,276)	(164,500)	–	–
- Equity interest in subsidiaries	(163,025,459)	–	(1,264,000)	–

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

37. PROFIT BEFORE TAX (CONT'D)

Profit before tax is arrived at after charging/(crediting): (Cont'd)

	GROUP		COMPANY	
	2024 RM	2023 RM	2024 RM	2023 RM
Gain on remeasurement of previously held equity interest	–	(7,508)	–	–
Gain on winding up of a subsidiary	–	(244,588)	–	–
Loss on winding up of a subsidiary	–	–	–	88,393
Interest income from:				
- Advances to subsidiaries	–	–	(35,762,934)	(34,550,776)
- Licensed banks	(11,381,594)	(6,110,623)	(1,498,358)	(29,876)
- Trade receivables	(49,785)	(47,400)	–	–
- Others	(2,231,693)	(1,209,686)	(24,760)	–
Provision for property development costs no longer required	(54,586,613)	(7,205,512)	–	–
Recover of bad debts	(19,040)	(29,181)	–	(250,000)
Rental income from:				
- Investment properties	(2,536,546)	(2,500,106)	–	–
- Completed properties	(2,117,005)	(2,687,577)	–	–
- Others	(1,210,440)	(872,137)	–	–
Reversal of allowance for impairment losses on:				
- Investment in a subsidiary	–	–	–	(88,393)
- Investment in associates	(30)	(303,682)	–	–
- Trade and other receivables	(714,949)	(1,156,798)	–	–
Wages subsidy	(14,640)	(5,100)	–	–

38. TAXATION

	GROUP	
	2024 RM	2023 RM
Tax expenses recognised in profit or loss		
Malaysian income tax		
Current tax provision	85,361,804	95,725,135
Under/(Over) provision in prior years	3,041,457	(204,553)
	88,403,261	95,520,582
Deferred tax: (Note 14)		
Relating to origination and reversal of temporary differences	(1,525,004)	(9,706,391)
Under provision in prior years	(4,470,543)	(3,739,965)
	(5,995,547)	(13,446,356)
	82,407,714	82,074,226

38. TAXATION (CONT'D)

	COMPANY	
	2024 RM	2023 RM
Tax expenses recognised in profit or loss=		
Malaysian income tax		
Current tax provision	2,839,546	3,100,745
Under/(Over) provision in prior years	112	(1,829,657)
	2,839,658	1,271,088

Malaysian income tax is calculated at the statutory tax rate of 24% (2023: 24%) of the estimated assessable profits for the financial year. Taxation for other jurisdiction is calculated at the rates prevailing in the respective jurisdictions.

A reconciliation of income tax expenses applicable to profit before tax at the statutory income tax rate to income tax expenses at the effective income tax rate of the Group and of the Company are as follows:

	GROUP	
	2024 RM	2023 RM
Profit before tax	190,879,810	249,403,243
At Malaysian statutory tax rate of 24% (2023: 24%)	45,811,154	59,856,778
Subsidiaries domiciled in tax heaven country	8,636,585	(57,753)
Income not subject to tax	(12,245,807)	(2,398,115)
Expenses not deductible for tax purposes	39,878,358	27,403,515
Perpetual Sukuk distribution	(3,662,145)	(3,653,085)
Deferred tax assets not recognised	6,531,058	6,852,484
Utilisation of previously unrecognised tax losses and capital allowances	(1,112,403)	(1,985,080)
Under/(Over) provision of income tax in prior years	3,041,457	(204,553)
Under provision of deferred tax in prior years	(4,470,543)	(3,739,965)
Tax expenses for the financial year	82,407,714	82,074,226

	COMPANY	
	2024 RM	2023 RM
Profit before tax	400,431,414	46,792,310
At Malaysian statutory tax rate of 24% (2023: 24%)	96,103,539	11,230,154
Expenses not deductible for tax purposes	3,638,616	2,440,493
Perpetual Sukuk distribution	(3,662,145)	(3,653,085)
Income not subject to tax	(93,240,464)	(6,916,817)
Under/(Over) provision of income tax in prior years	112	(1,829,657)
Tax expenses for the financial year	2,839,658	1,271,088

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

39. EARNINGS PER SHARE

(a) Basic earnings per share

The basic earnings per share are calculated based on the consolidated profit for the financial year attributable to the owners of the parent and the weighted average number of ordinary shares in issue during the financial year as follows:

	GROUP 2024 RM	GROUP 2023 RM
Net profit/(loss) for the financial year attributable to owners of the parent		
- Continuing operations	86,251,623	146,868,022
- Discontinued operations	157,806,579	(5,890,873)
Less:		
- RCPS preferential dividend	(5,550,536)	(6,210,536)
- Distribution to holders of Perpetual Sukuk	(15,258,938)	(15,221,188)
Net profit for the financial year attributable to ordinary equity holders	223,248,728	119,545,425

	GROUP 2024 UNITS	GROUP 2023 UNITS
Weighted average number of ordinary shares in issue		
- Ordinary shares in issue as at 1 January	1,569,245,151	1,569,245,151
- Effect of treasury shares held	(24,131,979)	(26,468,829)
Weighted average number of ordinary shares as at 31 December	1,545,113,172	1,542,776,322
Basic earnings per share (sen)		
- Continuing operations	4.24	8.13
- Discontinued operations	10.21	(0.38)
	14.45	7.75

(b) Diluted earnings per share

Diluted earnings per share are calculated based on the consolidated profit for the financial year attributable to the owners of the parent and the adjusted weighted average number of ordinary shares issued and issuable during the financial year have been adjusted for the dilutive effects of all potential ordinary shares as follows:

	GROUP 2024 RM	GROUP 2023 RM
Net profit/(loss) for the financial year attributable to owners of the parent		
- Continuing operations	86,251,623	146,868,022
- Discontinued operations	157,806,579	(5,890,873)
Less:		
- RCPS preferential dividend	(5,550,536)	(6,210,536)
- Distribution to holders of Perpetual Sukuk	(15,258,938)	(15,221,188)
Net profit for the financial year attributable to ordinary equity holders	223,248,728	119,545,425

39. EARNINGS PER SHARE (CONT'D)

(b) Diluted earnings per share (Cont'd)

Diluted earnings per share are calculated based on the consolidated profit for the financial year attributable to the owners of the parent and the adjusted weighted average number of ordinary shares issued and issuable during the financial year have been adjusted for the dilutive effects of all potential ordinary shares as follows: (Cont'd)

	GROUP 2024 UNITS	GROUP 2023 UNITS
Weighted average number of ordinary shares used in the calculation of basic earnings per share	1,545,113,172	1,542,776,322
Weighted average number of ordinary shares deemed issued at no consideration		
- RCPS	*	*
Adjusted weighted average number of ordinary shares as at 31 December	1,545,113,172	1,542,776,322
Diluted earnings per share (sen)		
- Continuing operations	4.24	8.13
- Discontinued operations	10.21	(0.38)
	14.45	7.75

* The number of shares under RCPS was not taken into account in the computation of diluted earnings per share as the RCPS do not have any dilutive effect on the weighted average number of ordinary shares.

40. STAFF COSTS

	GROUP 2024 RM	GROUP 2023 RM
Fees	141,181	466,354
Salaries, gratuity and other emoluments	89,070,871	90,979,238
Defined contribution plans	10,604,993	9,953,842
Social security contributions	1,348,786	1,677,553
Employment insurance scheme	49,372	44,248
Benefits-in-kind	649,864	628,591
Retirement benefit obligations	8,918,127	6,946,376
Other benefits	11,586,401	7,950,814
	122,369,595	118,647,016

The Group's staff costs do not include the estimated monetary value of benefits-in-kind amounting to RM1,400,867 (2023: RM1,453,734).

	COMPANY 2024 RM	COMPANY 2023 RM
Other benefits	7,056	31,694

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FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

40. STAFF COSTS (CONT'D)

Included in staff costs is aggregate amount of remuneration received and receivable by the Executive Directors of the Company and of the subsidiaries during the financial year as below:

	GROUP 2024 RM	GROUP 2023 RM
Executive Directors		
Company's Directors		
Fees	729,600	726,528
Salaries, gratuity and other emoluments	10,379,600	10,732,500
Defined contribution plans	1,556,940	1,609,875
Social security contributions	4,994	4,878
Employment insurance scheme	125	168
Benefits-in-kind	358,758	357,347
Retirement benefit obligations	5,305,862	5,438,405
Other benefits	98,523	106,844
	18,434,402	18,976,545
Subsidiaries' Directors		
Salaries, gratuity and other emoluments	4,517,485	6,047,781
Defined contribution plans	572,194	708,103
Social security contributions	43,446	79,316
Employment insurance scheme	374	475
Benefits-in-kind	164,752	199,611
Retirement benefit obligations	2,735,231	1,253,073
Other benefits	73,251	132,272
	8,106,733	8,420,631

	GROUP 2024 RM	GROUP 2023 RM
Executive Directors		
Company's Directors	18,434,402	18,976,545
Subsidiaries' Directors	8,106,733	8,420,631
	26,541,135	27,397,176

The Group's Executive Directors' remuneration does not include the estimated monetary value of benefits-in-kind amounting to RM526,859 (2023: RM504,581).

41. DIVIDENDS

	GROUP/COMPANY 2024 RM	2023 RM
Dividends recognised as distribution to shareholders of the Company:		
Ordinary Shares		
In respect of the financial year ended 31 December 2022:		
Interim single-tier dividend of 1.20 sen per ordinary share on 1,540,641,157 ordinary shares	–	18,487,681
Final single-tier dividend of 1.25 sen per ordinary share on 1,540,391,157 ordinary shares	–	19,254,871
In respect of the financial year ended 31 December 2023:		
Interim single-tier dividend of 1.35 sen per ordinary share on 1,549,989,157 ordinary shares	20,924,838	–
Final single-tier dividend of 1.35 sen per ordinary share on 1,547,289,157 ordinary shares	20,888,388	–
In respect of the financial year ended 31 December 2024:		
Special single-tier dividend of 2.60 sen per ordinary share on 1,547,793,057 ordinary shares	40,190,603	–
RCPS		
In respect of the financial year ended 31 December 2023:		
Preferential dividend of 6.60 sen per RCPS on 94,099,035 RCPS	–	6,210,536
In respect of the financial year ended 31 December 2024:		
Preferential dividend of 6.60 sen per RCPS on 84,099,035 RCPS	5,550,536	–
	87,554,365	43,953,088

On 11 April 2025, the Board of Directors:

(i) Declared first interim single-tier dividend of 1.00 sen per ordinary share in respect of the financial year ended 31 December 2024. The entitled shareholders of the Company will receive the dividend on 10 July 2025.

(ii) Proposed final single-tier dividend of 1.10 sen per ordinary share in respect of the financial year ended 31 December 2024. The proposed dividend is subject to the approval of the shareholders at the forthcoming 25th Annual General Meeting of the Company.

The financial statements for the current financial year do not reflect the dividends declared/ proposed on 11 April 2025. Such dividends will be accounted for in equity as an appropriation of retained earnings for the financial year ending 31 December 2025.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

42. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below shows the details changes in the liabilities of the Group and of the Company arising from financing activities, including both cash and non-cash changes:

	NOTE	AT 1 JANUARY RM	FINANCING CASH FLOWS (i) RM	NEW FINANCE LEASES RM	OTHER CHANGES (ii) RM	AT 31 DECEMBER RM
2024						
Group						
Financial liabilities						
Lease liabilities	30	29,882,642	(16,544,338)	12,698,468	(561,233)	25,475,539
Bank borrowings	31	602,359,460	130,076,268	–	(420,089)	732,015,639
Islamic Medium Term Notes	32	62,968,000	134,315,096	–	–	197,283,096
		695,210,102	247,847,026	12,698,468	(981,322)	954,774,274
Company						
Financial liabilities						
Bank borrowings	31	157,096,575	(8,096,575)	–	–	149,000,000
Islamic Medium Term Notes	32	–	197,283,096	–	–	197,283,096
		157,096,575	189,186,521	–	–	346,283,096
2023						
Group						
Financial liabilities						
Lease liabilities	30	26,119,311	(17,960,835)	21,742,234	(18,068)	29,882,642
Bank borrowings	31	758,102,356	(155,742,896)	–	–	602,359,460
Islamic Medium Term Notes	32	55,270,000	7,698,000	–	–	62,968,000
		839,491,667	(166,005,731)	21,742,234	(18,068)	695,210,102
Company						
Financial liabilities						
Bank borrowings	31	205,173,955	(48,077,380)	–	–	157,096,575

(i) The financing cash flows include the net amount of proceeds from or repayments of lease liabilities, bank borrowings and Islamic Medium Term Notes in the statements of cash flows.

(ii) Other changes include exchange differences, termination and expiration of lease contracts, bank borrowings and Islamic Medium Term Notes' transaction costs.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

43. RELATED PARTY DISCLOSURES

(a) Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group and/or the Company if the Group and/or the Company have the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and/or the Company either directly or indirectly. The key management personnel comprise the Directors and management personnel of the Group, having authority and responsibility for planning, directing and controlling the activities of the Group entities directly or indirectly.

(b) Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows:

	GROUP	
	2024 RM	**2023 RM**
Transactions with other related parties:		
Income		
Dividend received	300,000	180,000
Rental income	6,000	6,000
Expenses		
Contractors' fees	9,637,444	13,150,863
Equity instrument	–	4,099,933
Lease expenses	50,000	50,400
Profit sharing with landowner	536,874	295,772
Rendering of services	3,539,241	2,224,485
Dividends paid	43,692,872	21,538,447

	COMPANY	
	2024 RM	**2023 RM**
Transactions with subsidiaries:		
Income		
Dividend income	387,237,190	28,731,676
Interest income on advances	35,762,934	34,550,776
Expenses		
Management fees expenses	793,062	883,448
Equity instrument	1	–
Transactions with other related parties:		
Expense		
Dividends paid	43,622,420	21,409,098

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

43. RELATED PARTY DISCLOSURES (CONT'D)

(b) Related party transactions have been entered into in the normal course of business under negotiated terms. In addition to the related party balances disclosed elsewhere in the financial statements, the significant related party transactions of the Group and of the Company are as follows: (Cont'd)

The nature and relationship between the Group and the Company with other related parties are as follows:

(i) A company in which a close family member of certain Directors of the Company or its subsidiaries have financial interest;
(ii) A firm or companies in which certain Directors of a subsidiary of the Company have financial interest;
(iii) A person or companies that have financial interest in subsidiaries;
(iv) Directors or key management personnel of the Company or its subsidiaries and their close family members;
(v) An associate of the Company; and
(vi) A substantial shareholder of the Company.

(c) Compensation of key management personnel

Remuneration of Directors and other members of key management are as follows:

	GROUP	
	2024 RM	2023 RM
Fees	1,729,028	1,329,978
Salaries, gratuity and other emoluments	21,091,977	21,343,287
Defined contribution plans	2,932,641	2,906,379
Social security contributions	60,923	94,245
Employment insurance scheme	1,747	1,693
Retirement benefit obligations	8,918,127	6,946,376
Benefits-in-kind	1,362,933	1,215,373
Other benefits	320,646	321,472
	36,418,022	34,158,803

	COMPANY	
	2024 RM	2023 RM
Fees	574,900	260,000
Salaries, gratuity and other emoluments	8,600	404,100
Other benefits	8,322	4,963
	591,822	669,063

44. SEGMENT INFORMATION

The Group has five major reporting segments, as described below, which are the Group's strategic business units. Segment information is primarily presented in respect of the Group's business segment which is based on the Group's management and internal reporting structure. For each of the strategic business units, the Group's managing director reviews internal management reports at least on quarterly basis. The following summary describes the operations in each of the Group's reportable segments:

The main business segments of the Group comprise the followings:

Property development	Development of residential, industrial and commercial properties.
Construction and trading	Design and build, civil engineering, general construction, piling activities, trading of construction materials and manufacturing of Industrialised Building System ("IBS") precast concrete products.
Management and investment	Investment holding and provision of management services.
Hotel	Hotel operations.
Others	Retail mall operations, car park management, provision of treasury management services to the Group, provision of financial services, properties investment and management.

Investment holding and provision of management services are being managed by two different operating segments within the Group. These operating segments have been aggregated to form a reportable segment as management services taking into account that these operating segments have similar nature of the services.

Others business segment include retail mall operations, car park management, provision of treasury management services to the Group, provision of financial services, properties investment and management, none of which are of a sufficient size to be reported separately. The accounting policies of the segments are consistent with the accounting policies of the Group.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements.

Transactions between segments are carried out on agreed terms between both parties. The effects of such inter-segment transactions are eliminated on consolidation. The measurement basis and classification are consistent with those adopted in the previous financial year.

The total of segment assets is measured based on all assets (including goodwill) of a segment, as included in the internal management reports that are reviewed by the Group's managing director. Segment total assets are used to measure the return of assets of each segment.

Additions to non-current assets represent property, plant and equipment, right-of-use assets, capital work-in-progress, inventories, investment properties, other investments and trade receivables.

Segment liabilities information is neither included in the internal management reports nor provided regularly to the Group's managing director. Hence no disclosure is made on segment liabilities.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

44. SEGMENT INFORMATION (CONT'D)

Geographical segments

In determining the Group segment, revenue and non-current assets are based on the geographical location of customers as follows:

	REVENUE 2024 RM	REVENUE 2023 RM
Malaysia	1,421,183,108	1,806,134,324
Saudi	13,475,160	–
	1,434,658,268	1,806,134,324

	NON-CURRENT ASSETS 2024 RM	NON-CURRENT ASSETS 2023 RM
Malaysia	2,068,195,604	1,920,771,579
Saudi	28,553,703	613,792
People's Republic of China	–	153,804,482
Hong Kong	1	40,179
	2,096,749,308	2,075,230,032

Information about major customers

There is no significant concentration of revenue from any major customers as the major revenue generated by the Group is sale of its development properties to individual purchaser.

44. SEGMENT INFORMATION (CONT'D)

Segment results

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL CONTINUING OPERATIONS RM	DISCONTINUED OPERATIONS RM	TOTAL RM
2024								
Revenue								
Total revenue	1,372,150,193	548,367,082	499,043,995	11,511,443	67,681,576	2,498,754,289	10,506,318	2,509,260,607
Less: Inter-segment revenue	–	(510,412,863)	(497,450,088)	(240,000)	(55,993,070)	(1,064,096,021)	–	(1,064,096,021)
Revenue from external customers	1,372,150,193	37,954,219	1,593,907	11,271,443	11,688,506	1,434,658,268	10,506,318	1,445,164,586
Financial results								
Segment results	261,620,324	39,047,842	(20,840,247)	1,893,833	(1,917,584)	279,804,168	168,084,336	447,888,504
Interest income	8,620,936	883,335	2,237,548	–	1,665,198	13,407,017	256,055	13,663,072
Finance costs	(27,422,226)	(5,315,460)	(30,570,736)	(1,600,807)	(4,215)	(64,913,444)	(645,577)	(65,559,021)
Depreciation	(6,525,847)	(21,212,536)	(5,597,074)	(2,294,743)	(2,112,100)	(37,742,300)	(4,197,439)	(41,939,739)
Share of profit of associates, net of tax	–	317,991	–	–	6,378	324,369	–	324,369
Profit/(Loss) before tax	236,293,187	13,721,172	(54,770,509)	(2,001,717)	(2,362,323)	190,879,810	163,497,375	354,377,185
Taxation	(61,190,228)	(15,491,532)	(5,335,302)	–	(390,652)	(82,407,714)	(6,027,108)	(88,434,822)
Net profit/(loss) for the financial year	175,102,959	(1,770,360)	(60,105,811)	(2,001,717)	(2,752,975)	108,472,096	157,470,267	265,942,363

44. SEGMENT INFORMATION (CONT'D)

Segment results (Cont'd)

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL CONTINUING OPERATIONS RM	DISCONTINUED OPERATIONS RM	TOTAL RM
2024								
Assets								
Additions to non-current assets	165,305,480	43,033,293	2,745,653	71,856	217,429	211,373,711	464,986	211,838,697
Segment assets	3,218,499,346	318,129,925	410,345,417	74,719,196	325,361,296	4,347,055,180	–	4,347,055,180
Other non-cash expenses								
Allowance for impairment losses on:								
- Trade and other receivables	1,328,444	333,934	–	–	609,025	2,271,403	–	2,271,403
Bad debts written off	544,415	–	1,360	–	–	545,775	–	545,775
Deposits written off	137,000	–	–	–	–	137,000	–	137,000
Depreciation of:								
- Investment properties	313,361	780,236	135,366	–	1,507,370	2,736,333	–	2,736,333
- Property, plant and equipment	1,648,991	8,211,179	2,537,811	1,216,599	581,619	14,196,199	216,631	14,412,830
- Right-of-use assets	4,563,495	12,221,120	2,923,897	1,078,145	23,111	20,809,768	3,980,808	24,790,576
Inventories written down to net realisable value	60,880	–	–	–	–	60,880	–	60,880
Loss on strike off of an associate	–	–	8,146	–	–	8,146	–	8,146
Loss on lease termination	30,423	–	442	–	–	30,865	–	30,865
Property, plant and equipment written off	1	43	1,353	–	–	1,397	98,427	99,824
Provision for retirement benefits	–	3,155,537	5,922,906	–	–	9,078,443	–	9,078,443
Provision for staff economic compensation	–	–	–	–	–	–	37,864	37,864
Unrealised foreign exchange loss	–	1,429,863	1,691,678	–	–	3,121,541	–	3,121,541
Unwinding interest	18,380,878	–	–	–	–	18,380,878	–	18,380,878
Waiver of interest income	63,130	–	–	–	–	63,130	–	63,130

44. SEGMENT INFORMATION (CONT'D)

Segment results (Cont'd)

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL CONTINUING OPERATIONS RM	DISCONTINUED OPERATIONS RM	TOTAL RM
2024								
Other non-cash income								
Dividend income from financial assets measured at FVTPL	–	–	–	–	(226,571)	(226,571)	–	(226,571)
Fair value adjustment on trade receivables	–	–	–	–	(84,815)	(84,815)	–	(84,815)
Fair value gain on revaluation of financial assets measured at FVTPL	–	–	–	–	(195,822)	(195,822)	–	(195,822)
Gain on disposal of:								
- Property, plant and equipment	(12,896)	(3,835,695)	(154,798)	–	–	(4,003,389)	–	(4,003,389)
- Right-of-use assets	–	(169,496)	(351,780)	–	–	(521,276)	–	(521,276)
- Equity interest in a subsidiaries	–	–	–	–	–	–	(163,025,465)	(163,025,465)
Provision for property development costs no longer required	(54,586,613)	–	–	–	–	(54,586,613)	–	(54,586,613)
Reversal of allowance for impairment losses on:								
- Investment in an associate	–	–	(30)	–	–	(30)	–	(30)
- Trade and other receivables	(702,293)	(12,656)	–	–	–	(714,949)	–	(714,949)
Unrealised foreign exchange gain	–	–	–	–	–	–	(15,079)	(15,079)

44. SEGMENT INFORMATION (CONT'D)

Segment results (Cont'd)

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL CONTINUING OPERATIONS RM	DISCONTINUED OPERATIONS RM	TOTAL RM
2023								
Revenue								
Total revenue	1,754,058,935	856,666,013	135,412,316	9,630,674	66,999,067	2,822,767,005	23,496,501	2,846,263,506
Less: Inter-segment revenue	–	(825,628,283)	(134,615,353)	(220,000)	(56,169,045)	(1,016,632,681)	–	(1,016,632,681)
Revenue from external customers	1,754,058,935	31,037,730	796,963	9,410,674	10,830,022	1,806,134,324	23,496,501	1,829,630,825
Financial results								
Segment results	237,867,613	74,154,972	31,456,449	(348,826)	(1,707,762)	341,422,446	(535,296)	340,887,150
Interest income	5,668,417	501,711	429,195	–	114,202	6,713,525	654,184	7,367,709
Finance costs	(27,137,498)	(4,490,553)	(31,981,898)	(1,766,509)	(4,476)	(65,380,934)	(1,261,398)	(66,642,332)
Depreciation	(6,309,609)	(17,540,452)	(5,577,988)	(2,335,939)	(2,092,858)	(33,856,846)	(8,472,546)	(42,329,392)
Share of profit of associates, net of tax	–	136,071	–	–	368,981	505,052	–	505,052
Profit/(Loss) before tax	210,088,923	52,761,749	(5,674,242)	(4,451,274)	(3,321,913)	249,403,243	(9,615,056)	239,788,187
Taxation	(59,889,238)	(16,977,817)	(4,850,178)	–	(356,993)	(82,074,226)	1,709,374	(80,364,852)
Net profit/(loss) for the financial year	150,199,685	35,783,932	(10,524,420)	(4,451,274)	(3,678,906)	167,329,017	(7,905,682)	159,423,335

44. SEGMENT INFORMATION (CONT'D)

Segment results (Cont'd)

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL CONTINUING OPERATIONS RM	DISCONTINUED OPERATIONS RM	TOTAL RM
2023								
Assets								
Additions to non-current assets	104,145,660	41,978,899	2,791,439	606,789	695,585	150,218,372	702,571	150,920,943
Segment assets	3,210,446,196	224,987,902	384,652,427	75,755,205	168,163,514	4,064,005,244	206,416,695	4,270,421,939
Other non-cash expenses								
Allowance for impairment losses on:								
- Assets held for sale	–	–	–	–	171,735	171,735	–	171,735
- Goodwill arising on consolidation	10,685,038	–	–	–	15,270	10,700,308	–	10,700,308
- Investment properties	43,253	–	156,552	–	–	199,805	–	199,805
- Other investments	–	–	29,000	–	–	29,000	–	29,000
- Trade and other receivables	96,071	1,364,155	–	–	354,807	1,815,033	–	1,815,033
Bad debts written off	378,090	–	–	–	2,350	380,440	–	380,440
Capital work-in-progress written off	–	–	–	–	–	–	2,786,305	2,786,305
Deposits written off	450	–	–	–	–	450	–	450
Depreciation of:								
- Investment properties	313,968	780,235	135,366	–	1,507,370	2,736,939	–	2,736,939
- Property, plant and equipment	1,688,794	6,786,705	2,541,667	1,171,479	557,608	12,746,253	427,934	13,174,187
- Right-of-use assets	4,306,847	9,973,512	2,900,955	1,164,460	27,880	18,373,654	8,044,612	26,418,266
Inventories written down to net realisable value	48,391	–	–	–	–	48,391	–	48,391
Inventories written off	737,524	–	–	–	–	737,524	–	737,524
Loss on disposal of Property, plant and equipment	–	–	–	–	25,202	25,202	–	25,202
Loss on strike off of an associate	–	–	341,160	–	–	341,160	–	341,160
Property development costs written off	939,834	–	–	–	–	939,834	–	939,834
Property, plant and equipment written off	1,049	–	493	–	7,672	9,214	154,015	163,229

44. SEGMENT INFORMATION (CONT'D)

Segment results (Cont'd)

	PROPERTY DEVELOPMENT RM	CONSTRUCTION AND TRADING RM	MANAGEMENT AND INVESTMENT RM	HOTEL RM	OTHERS RM	TOTAL CONTINUING OPERATIONS RM	DISCONTINUED OPERATIONS RM	TOTAL RM
2023								
Other non-cash expenses (Cont'd)								
Provision for retirement benefits	–	913,158	6,033,218	–	–	6,946,376	–	6,946,376
Provision for staff economic compensation	–	–	–	–	–	–	16,151	16,151
Unrealised foreign exchange loss	–	70,829	12,648	–	–	83,477	–	83,477
Unwinding interest	8,056,565	–	–	–	–	8,056,565	–	8,056,565
Waiver of interest income	291,356	–	–	–	–	291,356	–	291,356
Other non-cash income								
Gain on remeasurement of previously held equity interest	–	–	(7,508)	–	–	(7,508)	–	(7,508)
Fair value adjustment on trade receivables	–	–	–	–	(129,882)	(129,882)	–	(129,882)
Gain on disposal of:								
- An associate	–	–	(404)	–	–	(404)	–	(404)
- Property, plant and equipment	(5,999)	(312,136)	(314,675)	–	–	(632,810)	(15,154)	(647,964)
- Right-of-use assets	–	(164,500)	–	–	–	(164,500)	–	(164,500)
Gain on winding up of a subsidiary	–	–	(244,588)	–	–	(244,588)	–	(244,588)
Provision for property development costs no longer required	(7,205,512)	–	–	–	–	(7,205,512)	–	(7,205,512)
Reversal of allowance for impairment losses on:								
- Investment in associates	–	–	(303,682)	–	–	(303,682)	–	(303,682)
- Trade and other receivables	(619,623)	(420,354)	–	–	(116,821)	(1,156,798)	–	(1,156,798)
Unrealised foreign exchange gain	–	–	–	–	–	–	(146,561)	(146,561)

45. FINANCIAL INSTRUMENTS

(a) Classification of financial instruments

Financial assets and financial liabilities are measured on an ongoing basis either at fair value or at amortised cost. The principal accounting policies in Note 3 describe how the classes of financial instruments are measured, and how income and expense, including fair value gains and losses, are recognised.

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis:

	GROUP 2024 RM	GROUP 2023 RM
At FVTPL		
Financial assets		
Other investments	26,422,393	–
At amortised cost		
Financial assets		
Trade receivables	245,081,561	256,483,256
Other receivables	101,680,930	89,153,996
Amount due from associates	11,110	10,845
Fixed deposits with licensed banks	129,122,633	73,159,435
Cash held under Housing Development Accounts	218,355,783	478,126,186
Cash and bank balances	220,330,010	156,376,552
	914,582,027	1,053,310,270

	COMPANY 2024 RM	COMPANY 2023 RM
At amortised cost		
Financial assets		
Other receivables	446,761	269,468
Amount due from subsidiaries	1,061,161,804	580,801,400
Fixed deposits with licensed banks	5,705,967	1,421,944
Cash and bank balances	6,913,361	4,824,217
	1,074,227,893	587,317,029

	GROUP 2024 RM	GROUP 2023 RM
At amortised cost		
Financial liabilities		
Trade payables	773,434,950	893,456,088
Other payables	450,399,893	693,902,986
Lease liabilities	25,475,539	29,882,642
Bank borrowings and overdrafts	734,957,017	675,372,529
Islamic Medium Term Notes	197,283,096	62,968,000
	2,181,550,495	2,355,582,245

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

45. FINANCIAL INSTRUMENTS (CONT'D)

(a) Classification of financial instruments (Cont'd)

The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instruments to which they are assigned, and therefore by the measurement basis: (Cont'd)

	COMPANY	
	2024 RM	2023 RM
At amortised cost		
Financial liabilities		
Other payables	5,161,770	505,989
Amount due to subsidiaries	–	330,073
Bank borrowings and overdrafts	149,000,000	160,078,501
Islamic Medium Term Notes	197,283,096	–
	351,444,866	160,914,563

(b) Financial risk management objectives and policies

The Group's and the Company's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and of the Company's operations whilst managing its credit, liquidity, foreign currency, interest rate and market price risks. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy is not to engage in speculative transactions.

The Group and the Company have exposure to the following risks from its use of financial instruments:

(i) Credit risk

Credit risk is the risk of a financial loss to the Group and to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables from customers, amount due from associates and deposits with banks. The Company's exposure to credit risk arises principally from deposits with banks, amount due from subsidiaries and financial guarantees given to banks and non-financial institutions granted to certain subsidiaries.

The Group and the Company have adopted a policy of only dealing with creditworthy counterparties. Receivables are monitored on an ongoing basis via the Group's and the Company's management reporting procedures and action will be taken for long outstanding debts. Majority of the receivables are from property development segment. The credit risk is limited as the property purchasers were using financing from reputable end-financiers, legal title to the properties revert to the Group in the event of default.

The Company provides unsecured loans and advances to subsidiaries. It also provides unsecured financial guarantees to banks for banking facilities granted to certain subsidiaries. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries.

At each reporting date, the Group and the Company assess whether any of the receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are written off (either partial or full) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

45. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The Group and the Company have exposure to the following risks from its use of financial instruments: (Cont'd)

(i) Credit risk (Cont'd)

The carrying amounts of the financial assets recorded on the statements of financial position at the end of the reporting period represent the Group's and the Company's maximum exposure to credit risk except for financial guarantees provided to banks and non-financial institutions granted to certain subsidiaries. The Company's maximum exposure in this respect is RM751,345,028 (2023: RM736,298,400), representing the outstanding financial guarantees to the subsidiaries as at the end of the reporting period. There was no indication that any subsidiary would default on repayment as at the end of the reporting period.

The Group has no significant concentration of credit risk as its exposure spread over a large number of customers. The Company has no significant concentration of credit risk, except for loans and advances to its subsidiaries where risks of default have been assessed to be low.

(ii) Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises principally from mismatches of maturities of financial assets and liabilities.

The Group's and the Company's funding requirements and liquidity risks is managed with the objective of meeting business obligations on a timely basis. The Group and the Company monitor its cash flows and ensure that sufficient funding is in place to meet the obligations as and when they fall due.

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

	CARRYING AMOUNT RM	CONTRACTUAL CASH FLOWS RM	ON DEMAND OR WITHIN 1 YEAR RM	1 TO 2 YEARS RM	2 TO 5 YEARS RM	AFTER 5 YEARS RM
Group						
2024						
Non-derivative financial liabilities						
Trade payables	773,434,950	775,670,609	487,127,573	37,426,910	35,944,404	215,171,723
Other payables	450,399,893	450,399,893	450,399,893	–	–	–
Lease liabilities	25,475,539	27,130,678	13,758,812	9,203,436	4,168,430	–
Bank borrowings and overdrafts	734,957,017	776,786,750	386,583,136	57,735,696	219,934,346	112,533,572
Islamic Medium Term Notes	197,283,096	250,000,000	10,000,000	10,000,000	10,000,000	220,000,000
Financial guarantees*	–	–	–	–	–	–
	2,181,550,495	2,279,987,930	1,347,869,414	114,366,042	270,047,180	547,705,295

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

45. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The Group and the Company have exposure to the following risks from its use of financial instruments: (Cont'd)

(ii) Liquidity risk (Cont'd)

The following table analyses the remaining contractual maturity for financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group and the Company can be required to pay. It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts. (Cont'd)

	CARRYING AMOUNT RM	CONTRACTUAL CASH FLOWS RM	ON DEMAND OR WITHIN 1 YEAR RM	1 TO 2 YEARS RM	2 TO 5 YEARS RM	AFTER 5 YEARS RM
Group						
2023						
Non-derivative financial liabilities						
Trade payables	893,456,088	916,440,572	481,446,295	32,089,206	179,895,315	223,009,756
Other payables	693,902,986	693,902,986	638,767,879	–	–	55,135,107
Lease liabilities	29,882,642	31,994,374	15,493,973	9,961,462	6,442,050	96,889
Bank borrowings and overdrafts	675,372,529	727,651,782	549,945,328	62,406,806	96,117,387	19,182,261
Islamic Medium Term Notes	62,968,000	77,212,390	28,702,340	7,051,830	19,352,430	22,105,790
Financial guarantees*	–	–	–	–	–	–
	2,355,582,245	2,447,202,104	1,714,355,815	111,509,304	301,807,182	319,529,803

	CARRYING AMOUNT RM	CONTRACTUAL CASH FLOWS RM	ON DEMAND OR WITHIN 1 YEAR RM	1 TO 2 YEARS RM	2 TO 5 YEARS RM
Company					
2024					
Non-derivative financial liabilities					
Other payables	5,161,770	5,161,770	5,161,770	–	–
Bank borrowings and overdrafts	149,000,000	157,603,600	157,603,600	–	–
Islamic Medium Term Notes	197,283,096	250,000,000	10,000,000	10,000,000	230,000,000
Financial guarantees*	–	–	–	–	–
	351,444,866	412,765,370	172,765,370	10,000,000	230,000,000
2023					
Non-derivative financial liabilities					
Other payables	505,989	505,989	505,989	–	–
Amount due to subsidiaries	330,073	330,073	330,073	–	–
Bank borrowings and overdrafts	160,078,501	171,860,993	170,553,493	1,307,500	–
Financial guarantees*	–	–	–	–	–
	160,914,563	172,697,055	171,389,555	1,307,500	–

* *At the end of the reporting period, financial guarantee liabilities have not been recognised as there is no indication that the subsidiaries would default on repayment and the probability that the financial guarantee contracts will be called by third parties is remote. Consequently, the amount is RMNil.*

45. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The Group and the Company have exposure to the following risks from its use of financial instruments: (Cont'd)

(iii) Market risks

Foreign currency risk

The Group is exposed to foreign currency risk on transactions that are denominated in currencies other than the respective functional currencies of the Group entities. The currencies giving rise to this risk are primarily United States Dollar ("USD"), Hong Kong Dollar ("HKD"), EURO ("EUR"), Chinese Renminbi ("RMB") and Singapore Dollar ("SGD").

The Group has not entered into any derivative instruments for hedging or trading purposes. Where possible, the Group will apply natural hedging by selling and purchasing in the same currency. However, the exposure to foreign currency risk is monitored from time to time by the management.

The carrying amounts of the Group's and of the Company's foreign currency denominated monetary assets and monetary liabilities that are exposed to foreign currency risk at the end of the reporting period are as follows:

	USD RM	HKD RM	EUR RM	RMB RM	SGD RM	TOTAL RM
Group						
2024						
Cash and bank balances	656,010	8,808	1,008	274,854	–	940,680
Fixed deposits with licensed banks	–	–	–	24,927,083	–	24,927,083
Other payables	–	(362,141)	–	(1,755,120)	–	(2,117,261)
Bank borrowings	(20,236,729)	–	–	–	–	(20,236,729)
Net exposure	(19,580,719)	(353,333)	1,008	23,446,817	–	3,513,773
2023						
Other receivables	–	1,175	–	–	–	1,175
Cash and bank balances	1,050,456	8,216	2,006,450	24,420	1	3,089,543
Trade payables	(327,810)	–	–	–	–	(327,810)
Other payables	(193,305)	(193,305)	–	–	–	(386,610)
Net exposure	529,341	(183,914)	2,006,450	24,420	1	2,376,298

	HKD RM
Company	
2024	
Cash and bank balances	7,055
2023	
Cash and bank balances	6,223

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

45. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The Group and the Company have exposure to the following risks from its use of financial instruments: (Cont'd)

(iii) Market risks (Cont'd)

Foreign currency risk sensitivity

Foreign currency risk arises from Group entities which have a RM functional currency. The exposure to currency risk of Group entities which do not have a RM functional currency is not material and hence, sensitivity analysis is not presented.

The following table demonstrates the sensitivity of the Group's profit before tax to a reasonably possible change in the USD, HKD, EUR, RMB and SGD exchange rates against RM, with all other variables held constant.

	2024		2023	
GROUP	CHANGES IN CURRENCY RATE	EFFECT ON PROFIT BEFORE TAX RM	CHANGES IN CURRENCY RATE	EFFECT ON PROFIT BEFORE TAX RM
USD	Strengthened 10%	(1,958,072)	Strengthened 10%	52,934
	Weakened 10%	1,958,072	Weakened 10%	(52,934)
HKD	Strengthened 10%	(35,333)	Strengthened 10%	(18,391)
	Weakened 10%	35,333	Weakened 10%	18,391
EUR	Strengthened 10%	101	Strengthened 10%	200,645
	Weakened 10%	(101)	Weakened 10%	(200,645)
RMB	Strengthened 10%	2,344,682	Strengthened 10%	2,442
	Weakened 10%	(2,344,682)	Weakened 10%	(2,442)
SGD	Strengthened 10%	–	Strengthened 10%	–
	Weakened 10%	–	Weakened 10%	–
COMPANY				
HKD	Strengthened 10%	706	Strengthened 10%	613
	Weakened 10%	(706)	Weakened 10%	(613)

Interest rate risk

The Group's and the Company's fixed rate deposits placed with licensed banks and borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The Group's and the Company's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates.

The Group manages the interest rate risk of its deposits with licensed banks by placing them at the most competitive interest rates obtainable, which yield better returns than cash at bank and maintaining a prudent mix of short and long-term deposits.

45. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The Group and the Company have exposure to the following risks from its use of financial instruments: (Cont'd)

(iii) Market risks (Cont'd)

Interest rate risk (Cont'd)

The Group manages its interest rate risk exposure from interest bearing borrowings by obtaining financing with the most favourable interest rates in the market. The Group constantly monitors its interest rate risk by reviewing its debts portfolio to ensure favourable rates are obtained. The Group does not utilise interest swap contracts or other derivative instruments for trading or speculative purposes. The carrying amounts of the Group's and of the Company's financial instruments that are exposed to interest rate risk at the end of the reporting period are as follows:

	GROUP	
	2024 RM	**2023 RM**
Fixed Rate Instruments		
Financial Asset		
Fixed deposits with licensed banks	129,122,633	73,159,435
Financial Liability		
Lease liabilities	25,475,539	29,882,642
Floating Rate Instruments		
Financial Assets		
Cash held under Housing Development	218,355,783	478,126,186
Cash and bank balances	7,982,882	6,837,751
	226,338,665	484,963,937
Financial Liabilities		
Borrowings and bank overdrafts	734,957,017	675,372,529
Islamic Medium Term Notes	197,283,096	62,968,000
	932,240,113	738,340,529

	COMPANY	
	2024 RM	**2023 RM**
Fixed Rate Instrument		
Financial Asset		
Fixed deposits with licensed banks	5,705,967	1,421,944
Floating Rate Instruments		
Financial Asset		
Cash and bank balances	86,404	1,741,471
Financial Liabilities		
Islamic Medium Term Notes	197,283,096	–
Bank borrowings and overdrafts	149,000,000	160,078,501
	346,283,096	160,078,501

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

45. FINANCIAL INSTRUMENTS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The Group and the Company have exposure to the following risks from its use of financial instruments: (Cont'd)

(iii) Market risks (Cont'd)

Interest rate risk sensitivity

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

A change in 1% interest rate at the end of the reporting period would have increased or decreased the Group's profit before tax by RM7,059,014 (2023: RM2,533,766), arising mainly as a result of lower or higher interest expense on floating rate financial assets and financial liabilities. A change in 1% interest rate at the end of the reporting period would have increased or decreased the Company's profit before tax by RM3,461,967 (2023: RM1,583,370), arising mainly as a result of higher or lower interest income on floating rate financial assets and financial liabilities. This analysis assumes that all other variables remain constant. The assumed movement in basis points for interest rate sensitivity analysis is based on the currently observable market environment.

(c) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investment in quoted instruments. This investment is listed on Bursa Securities and is classified as financial asset measured at fair value through profit or loss or financial assets measured at fair value through other comprehensive income.

Management of the Group monitors investment in quoted instruments on a portfolio basis. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by Risk Management Committee of the Group.

(d) Fair value of financial instruments

The carrying amounts of short-term receivables and payables, cash and cash equivalents and short-term loans and borrowings approximate their fair value due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The carrying amount of long-term floating rate loans approximate their fair value as the loans will be re-priced to market interest rate on or near reporting date.

It was not practical to estimate the fair value of investment in unquoted equity due to the lack of comparable quoted prices in an active market and the fair value cannot be reliably measured.

The table below analyses financial instruments carried at fair value and those not carried at fair value for which fair value is disclosed, together with their fair values and carrying amounts shown in the statements of financial position.

	FAIR VALUE OF FINANCIAL INSTRUMENTS CARRIED AT FAIR VALUE				TOTAL FAIR VALUE	CARRYING AMOUNT
	LEVEL 1 RM	LEVEL 2 RM	LEVEL 3 RM	TOTAL RM	RM	RM
2024						
Group						
Financial asset						
Other investments	26,422,393	-	-	26,422,393	26,422,393	26,422,393
2023						
Group						
Financial asset						
Other investments	-	-	-	-	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

46. CAPITAL MANAGEMENT

The Group's and the Company's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group and the Company may adjust the amount of dividends to shareholders, return capital to shareholders, issue new shares, buy back issued shares or sell assets to reduce debt.

The Group and the Company monitors capital using gearing ratio, which is the net debts divided by total equity. The Group's and the Company's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at the end of the reporting period are as follows:

	GROUP	
	2024 RM	2023 RM
Debts		
Lease liabilities	25,475,539	29,882,642
Bank borrowings and overdrafts	734,957,017	675,372,529
Islamic Medium Term Notes	197,283,096	62,968,000
Total debts	957,715,652	768,223,171
Deposits, cash and bank balances		
Fixed deposits with licensed banks	129,122,633	73,159,435
Cash held under Housing Development Accounts	218,355,783	478,126,186
Cash and bank balances	220,330,010	156,376,552
Total deposits, cash and bank balances	567,808,426	707,662,173
Net debts	389,907,226	60,560,998
Total equity	2,092,249,818	1,845,431,220
Gross gearing ratio	0.46	0.42
Net gearing ratio	0.19	0.03

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

46. CAPITAL MANAGEMENT (CONT'D)

The Group and the Company monitors capital using gearing ratio, which is the net debts divided by total equity. The Group's and the Company's policy is to maintain a prudent level of gearing ratio that complies with debt covenants and regulatory requirements. The gearing ratios at the end of the reporting period are as follows: (Cont'd)

	COMPANY	
	2024 RM	2023 RM
Debts		
Bank borrowings and overdrafts	149,000,000	160,078,501
Islamic Medium Term Notes	197,283,096	–
Total debts	346,283,096	160,078,501
Deposits, cash and bank balances		
Fixed deposits with licensed banks	5,705,967	1,421,944
Cash and bank balances	6,913,361	4,824,217
Total deposits, cash and bank balances	12,619,328	6,246,161
Net debts	333,663,768	153,832,340
Total equity	1,471,093,817	1,179,619,599
Gross gearing ratio	0.24	0.14
Net gearing ratio	0.23	0.13

There were no changes in the Group's and the Company's approach to capital management during the financial year.

47. SUBSEQUENT EVENTS

(a) On 23 January 2025, MGB International for Industry ("MII"), a wholly-owned subsidiary of MGB Construction Sdn. Bhd. ("MCSB"), an indirect wholly-owned subsidiary of MGB, had subscribed 50,000 ordinary shares of SAR10 for each share, representing 50% equity interest in MGB Alameriah Contracting Company ("MALCC"), a Limited Liability Company incorporated in the Kingdom of Saudi Arabia, for a total cash consideration of SAR500,000 (approximately RM595,000) only. MALCC is a Joint Venture Company with Alameriah Real Estate Development, which holds 50,000 ordinary shares representing 50% equity interest in MALCC. Following this transaction, MALCC became a joint venture of MGB.

(b) On 16 February 2025, MII had increased its paid-up share capital from 412,500 to 1,362,500 ordinary shares of SAR10 for each share. MCSB has subscribed for an additional 950,000 ordinary shares of SAR10 each share in MII for a total consideration of SAR9,500,000 (approximately RM11,305,000) only by way of capitalisation of amount due from MII.

(c) As at the date of this report, the Company's equity interest in MGB has increased from 57.56% to 57.83%, as the result of acquisition of 1,601,100 ordinary shares in MGB for a total cash consideration of RM1,118,327 only.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

48. CAPITAL COMMITMENTS

	GROUP	
	2024 RM	2023 RM
Approved and contracted for:		
- Property development lands	393,026,848	488,845,181
- Construction of right-of-use assets	31,986,276	33,032,611
- Acquisition of property, plant and equipment	624,359	11,695,720
	425,637,483	533,573,512

49. FINANCIAL GUARANTEES

	GROUP	
	2024 RM	2023 RM
Secured:		
Bank guarantees for:		
- Property development	107,075,537	124,738,420
- Others	133,000	103,000
	107,208,537	124,841,420
Unsecured:		
Corporate guarantees given to third parties in respect of trade facilities granted to subsidiaries	25,000,000	27,000,000
	25,000,000	27,000,000

	COMPANY	
	2024 RM	2023 RM
Unsecured:		
Corporate guarantees given to:		
- Licensed banks to secure banking facilities granted to subsidiaries	751,345,028	726,862,778
- Third parties for undertaking due performance in relation to development rights and joint venture agreements	–	9,435,622
	751,345,028	736,298,400

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

50. MATERIAL LITIGATION

Mega Planner Jaya Sdn. Bhd. (In Liquidation) vs Gerbang Mekar Sdn. Bhd. and 5 Others

On 29 July 2024, the Company's indirect wholly-owned subsidiary, Gerbang Mekar Sdn. Bhd. ("GMSB") ("1st Defendant") has been served a Writ and Statement of Claim filed by the liquidator of Mega Planner Jaya Sdn. Bhd. ("Plaintiff"). The Plaintiff's claims against the Company are as follows:-

(i) The sum of RM43.03 million;
(ii) Interest at the rate of 5% per annum on the sum of RM43.03 million will be chargeable from date of breach and/or cause of action until the date of full settlement;
(iii) Cost; and
(iv) Any such relief as the Court deems fit and proper.

On 12 August 2024, the Company has filed a memorandum of appearance at the Kuala Lumpur High Court in response to the Plaintiff's claims.

The Plaintiff alleges that RM43.03 million arising as part of the consideration sum for the Sale and Purchase Agreement dated 23 April 2014 ("SPA"), executed between GMSB and the Plaintiff prior to the Company's acquisition of GMSB, has not been settled. The SPA involved the purchase of a unit of retail mall and a unit of shop with retail car-parking bays located in Setapak, Kuala Lumpur.

The Court has fixed the case for hearing on 9 July 2025.

The directors are of the opinion, based on legal advice and management assessment, that no significant exposure will arise.

51. LIST OF SUBSIDIARIES

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Direct holding				
*^	Dragon Hill Corporation Limited	Hong Kong	100	–	Investment holding
	Galeri Cekap Sdn. Bhd.	Malaysia	100	100	Investment holding
	Intellplace Holdings Limited	The British Virgin Islands	100	100	Investment holding
@	LBS Agro Farm Sdn. Bhd.	Malaysia	100	–	Investment holding
	LBS Bina Holdings Sdn. Bhd.	Malaysia	100	100	Property development, provision of management services and investment holding
	LBS Landscape Sdn. Bhd.	Malaysia	100	100	Turfing and landscaping
	LBS Wellness Holdings Sdn. Bhd.	Malaysia	100	100	Investment holding
	Kita Sejati Sdn. Bhd.	Malaysia	100	100	Property development

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

51. LIST OF SUBSIDIARIES (CONT'D)

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Direct holding (Cont'd)				
	MGB Berhad	Malaysia	57.56	58.65	Provision of management services and investment holding
	Saujana Tunggal Sdn. Bhd.	Malaysia	100	100	Investment holding
	Setara Armada Sdn. Bhd.	Malaysia	100	100	Development and/or operation of power generation from renewable energy solar and other renewable energy projects
^^	SPJ Construction Sdn. Bhd.	Malaysia	60	60	Dormant
	Indirect holding				
	Subsidiaries of LBS Bina Holdings Sdn. Bhd.:				
	Adil Restu Sdn. Bhd.	Malaysia	100	100	Property development
@	Alam Central Sdn. Bhd.	Malaysia	70	–	Property development
	Alunan Prestasi Sdn. Bhd.	Malaysia	100	100	Property development
	Angsana Abadi Sdn. Bhd.	Malaysia	100	100	Property development
	Astana Modal (M) Sdn. Bhd.	Malaysia	100	100	Property development
	Azam Perspektif Sdn. Bhd.	Malaysia	100	100	Property development
	Bendera Berlian Sdn. Bhd.	Malaysia	100	100	Property development
	Bimbingan Sumber Sdn. Bhd.	Malaysia	60	60	Property development
	Business Park Development Sdn. Bhd. *(Formerly known as STP Desa Pembangunan Sdn. Bhd.)*	Malaysia	100	100	Construction activities
	Casa Inspirasi Sdn. Bhd.	Malaysia	69	69	Investment holding, property development and property investment
	Central Valley Ventures Sdn. Bhd.	Malaysia	70	70	Property development
	Cergas Asal (M) Sdn. Bhd.	Malaysia	100	100	Property development
	Dataran Enigma Sdn. Bhd.	Malaysia	61	61	Property development
	Equal Alliance Sdn. Bhd.	Malaysia	100	100	Property development

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

51. LIST OF SUBSIDIARIES (CONT'D)

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Indirect holding (Cont'd)				
	Subsidiaries of LBS Bina Holdings Sdn. Bhd.: (Cont'd)				
	Equal Sign Sdn. Bhd.	Malaysia	100	100	Property development and hotel operations
	Focal Remedy Sdn. Bhd.	Malaysia	100	100	Property development
	Fokus Awana Sdn. Bhd.	Malaysia	100	100	Property development
	Generasi Nostalgia Sdn. Bhd.	Malaysia	100	100	Property development
	Generasi Simbolik Sdn. Bhd.	Malaysia	100	100	Property development
	Getstyle Sdn. Bhd.	Malaysia	100	100	Property development
	Green Technology Solar Sdn. Bhd.	Malaysia	100	100	Property development and property investment
	Inderaloka Impian Sdn. Bhd.	Malaysia	100	100	Property development, and provision of financial services to the group
	Intellview Sdn. Bhd.	Malaysia	100	100	Property development
	Iringan Kejora Sdn. Bhd.	Malaysia	70	70	Property development
	Jatidiri Gigih Sdn. Bhd.	Malaysia	100	100	Property development
	Jauhari Unggul Sdn. Bhd.	Malaysia	100	100	Property development
	Johan Anggun Sdn. Bhd.	Malaysia	85	85	Property development
	Kalimah Jaya Sdn. Bhd.	Malaysia	100	100	Investment holding
	Kemudi Ehsan Sdn. Bhd.	Malaysia	100	100	Property development
	Kilatlima Sdn. Bhd.	Malaysia	100	100	Property development and car park management
	Kirana Emas Sdn. Bhd.	Malaysia	51	51	General trading
	Koleksi Sigma Sdn. Bhd.	Malaysia	85	85	Property development
	LBS Borneo Sdn. Bhd.	Malaysia	51	51	Construction of buildings n.e.c.
	LBS Capital Sdn. Bhd.	Malaysia	100	100	Provision of financial services
@	LBS South Sphere Sdn. Bhd.	Malaysia	100	–	Property development

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

51. LIST OF SUBSIDIARIES (CONT'D)

NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
Indirect holding (Cont'd)				
Subsidiaries of LBS Bina Holdings Sdn. Bhd.: (Cont'd)				
Lestari Angkasa Sdn. Bhd. *(Formerly known as Duta Abadi Sdn. Bhd.)*	Malaysia	100	100	Property development
Mayang Jelatek Sdn. Bhd.	Malaysia	51	51	Property development
Misi Aktif Sdn. Bhd.	Malaysia	100	100	Property development
MITC Sdn. Bhd.	Malaysia	100	100	Property development and provision of property management services
Panglima Riang Sdn. Bhd.	Malaysia	51	51	Wholesale of a variety of goods
Pelangi Homes Sdn. Bhd.	Malaysia	100	100	Property development and investment holding
Pelangi Kolonel Sdn. Bhd.	Malaysia	100	100	Property development
Pembangunan Primer Sdn. Bhd.	Malaysia	100	100	Property development
Puncak Gama Sdn. Bhd.	Malaysia	100	100	Property development
Saga Megah Sdn. Bhd.	Malaysia	100	100	Trading of building materials
Seloka Sinaran Sdn. Bhd.	Malaysia	100	100	Property development
Sepadan Maju Sdn. Bhd.	Malaysia	100	100	Property development
Seribu Baiduri Sdn. Bhd.	Malaysia	100	100	Property development
Sejuta Bina Sdn. Bhd.	Malaysia	100	100	Property development
Sinaran Restu Sdn. Bhd.	Malaysia	100	100	Property development and investment holding
Utuh Aspirasi Sdn. Bhd.	Malaysia	100	100	Property development
Wirama Era Baru Sdn. Bhd.	Malaysia	51	51	Property development
Subsidiary of Casa Insipirasi Sdn. Bhd.:				
Seri Aliran Sdn. Bhd.	Malaysia	69	69	Treatment and distribution of water for water supply purposes

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

51. LIST OF SUBSIDIARIES (CONT'D)

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Indirect holding (Cont'd)				
	Subsidiary of Galeri Cekap Sdn. Bhd.:				
	Leaptec Engineering Sdn. Bhd.	Malaysia	70	70	Ship chartering and ship-to-ship (STS) transfer of oil and liquified natural gas (LNG) products and investment holding
	Subsidiary of Kalimah Jaya Sdn. Bhd.:				
	Utuh Sejagat Sdn. Bhd.	Malaysia	100	100	Property development
	Subsidiary of LBS Agro Farm Sdn. Bhd.:				
@	Sinaran Gerbang Sdn. Bhd.	Malaysia	100	–	Agriculture activities
	Subsidiary of LBS Wellness Holdings Sdn. Bhd.:				
	LBS Healthcare Sdn. Bhd.	Malaysia	60	60	Operation of hospital activities
@	LBS Healthcare (AP) Sdn. Bhd.	Malaysia	60	–	Development and operation of hospital activities
	Subsidiary of Leaptec Engineering Sdn. Bhd.:				
	Maju Kamabisa Sdn. Bhd.	Malaysia	70	70	Property development
	Subsidiaries of Pelangi Homes Sdn. Bhd.:				
	Restu Bidara Sdn. Bhd.	Malaysia	100	100	Property development
	Biz Bena Development Sdn. Bhd.	Malaysia	51.92	51.92	Property development
	Subsidiary of Saujana Tunggal Sdn. Bhd.:				
^	Gerbang Mekar Sdn. Bhd.	Malaysia	100	100	Letting and management of a retail mall and provision of retail management services
	Subsidiary of Setara Armada Sdn. Bhd.:				
@	Suria Hijauan Sdn. Bhd.	Malaysia	51	–	Development and/or operation of power generation from renewable energy solar and other renewable energy projects
	Subsidiaries of Sinaran Restu Sdn. Bhd.:				
	Juaraplex Sdn. Bhd.	Malaysia	100	100	Property development
	Kenderong Sdn. Bhd.	Malaysia	100	100	Property development
	Keranji Bina Sdn. Bhd.	Malaysia	100	100	Property development

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

51. LIST OF SUBSIDIARIES (CONT'D)

NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
Indirect holding (Cont'd)				
Subsidiaries of Sinaran Restu Sdn. Bhd.: (Cont'd)				
Lingkaran Semangat Sdn. Bhd.	Malaysia	100	100	Property development
Pacific Grant Sdn. Bhd.	Malaysia	100	100	Property development
Silibin Jaya Sdn. Bhd.	Malaysia	100	100	Property development
Subsidiaries of MGB Berhad :				
Alunan Warta Sdn. Bhd.	Malaysia	29.36	29.91	Other services activities
MGB Construction Sdn. Bhd.	Malaysia	57.56	58.65	Civil engineering, design and build, general construction activities, provision of management services, investment holding
MGB Land Sdn. Bhd.	Malaysia	57.56	58.65	Investment holding
MGB Construction & Engineering Sdn. Bhd.	Malaysia	57.56	58.65	Civil engineering, design and build, general construction activities, trading of construction materials, investment holding, management of property, building, land and estates, architectural, technical and engineering consultancy, sales and marketing and credit administration activities
MGB Water Solution Sdn. Bhd.	Malaysia	40.29	41.06	Construction of reservoir and water treatment
Newsteel Building Systems Sdn. Bhd.	Malaysia	46.05	46.92	Manufacture, supply and installation of steel related building materials
Vintage Roofing & Construction Sdn. Bhd.	Malaysia	57.56	58.65	Construction activities
Vintage Tiles Holdings Sdn. Bhd.	Malaysia	57.56	58.65	Investment holding and trading of roof tiles and related roof products
Subsidiary of MGB Construction Sdn. Bhd.:				
* MGB International for Industry	Kingdom of Saudi Arabia	57.56	58.65	Manufacturing of Industrialised Building System precast concrete products and construction of residential buildings

NOTES TO THE FINANCIAL STATEMENTS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024 (CONT'D)

51. LIST OF SUBSIDIARIES (CONT'D)

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Indirect holding (Cont'd)				
	Subsidiaries of MGB Land Sdn. Bhd.:				
	Delta Gallery Sdn. Bhd.	Malaysia	57.56	58.65	Property development and operation of generation facilities that produce electric energy
	Idaman Aktif Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	Idaman Elegan Sdn. Bhd.	Malaysia	57.56	58.65	Property development and operation of generation facilities that produce electric energy
	Idaman Kukuh Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	Idaman Rawang Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	Idaman Living Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	Multi Court Developers Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	MGB Development Sdn. Bhd.	Malaysia	57.56	58.65	Property development and operation of generation facilities that produce electric energy
^	Prisma Kasturi Sdn. Bhd.	Malaysia	57.56	–	Property development
	Retro Court Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	Sinaran Kencana Sdn. Bhd.	Malaysia	57.56	58.65	Property development
	Subsidiaries of MGB Construction & Engineering Sdn. Bhd.:				
	MGB SANY (M) IBS Sdn. Bhd.	Malaysia	46.41	47.51	Manufacturing of Industrialised Building System precast products
^	Prisma Kasturi Sdn. Bhd.	Malaysia	–	58.65	Property development
	Top Ace Solutions Sdn. Bhd.	Malaysia	57.56	58.65	Trading of building material and general construction activities
	Subsidiary of Intellplace Holdings Limited:				
*^	Dragon Hill Corporation Limited	Hong Kong	–	100	Investment holding

51. LIST OF SUBSIDIARIES (CONT'D)

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Indirect holding (Cont'd)				
	Subsidiary of Dragon Hill Corporation Limited:				
*#	Lamdeal Investments Limited	Hong Kong	–	100	Project investment through a subsidiary in The People's Republic China ("PRC")
	Subsidiary of Lamdeal Investments Limited:				
*#	Zhuhai International Circuit Limited	PRC	–	60	Racing circuit development and management
	Subsidiary of Zhuhai International Circuit Limited:				
*#	Zhuhai International Circuit Promotion (HK) Limited	Hong Kong	–	60	Providing handling services to its holding company

* *Subsidiaries not audited by UHY Malaysia PLT (formerly known as UHY)*
@ *Became subsidiary during the financial year*
\# *Disposed during the financial year*
^ *Changes in holding company due to internal restructuring*
^^ *In liquidation*

52. LIST OF ASSOCIATES

	NAME OF COMPANY	PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	EFFECTIVE INTEREST 2024 %	EFFECTIVE INTEREST 2023 %	PRINCIPAL ACTIVITIES
	Indirect holding				
	Associates of LBS Bina Holdings Sdn. Bhd.:				
	Tarikan Puncak Sdn. Bhd.	Malaysia	20	20	Property development
*	Usaha Semarak Sdn. Bhd.	Malaysia	35	35	Property development
#	Warnasari Idaman Sdn. Bhd.	Malaysia	–	30	Dormant
	Associate of MGB Construction & Engineering Sdn. Bhd.:				
	MGB JPC Consultancy Sdn. Bhd.	Malaysia	17.60	17.60	Engineering consultancy services

* *Associate not audited by UHY Malaysia PLT (formerly known as UHY)*
\# *Strike off during the financial year 2024*

53. DATE OF AUTHORISATION FOR ISSUE OF FINANCIAL STATEMENTS

The financial statements of the Group and of the Company for the financial year ended 31 December 2024 were authorised for issue in accordance with a resolution of the Board of Directors on 11 April 2025.

LIST OF MATERIAL PROPERTIES

OWNED BY THE GROUP AS AT 31 DECEMBER 2024

LOCATION	DESCRIPTION	TENURE	NET BOOK VALUE RM'000	LAND AREA (ACRES)	DATE OF ACQUISITION
Lot 62607, 77380, 77381, 78557-78596 & 83809 Mukim Tanjong Duabelas Daerah Kuala Langat Selangor Darul Ehsan	Land under development and held for development	Leasehold (expiring on 05.02.2094 & 22.11.2116)	242,604	52.01	31.10.2012
Lot 13961, Mukim Dengkil Daerah Sepang Selangor Darul Ehsan	Land under development and held for development	Leasehold (expiring on 06.10.2108 & 20.12.2121)	141,207	72.01	09.10.2009
Mukim Linau Daerah Batu Pahat Johor Darul Takzim	Land under development and held for development	Freehold	124,211	452.05	27.07.2007 / 27.01.2022
Lot 20952, 24962 & 24963 District of Johor Bahru Johor Darul Takzim	Land held for development	Freehold and leasehold (expiring on 01.11.2099)	123,585	5.50	30.04.2015 / 27.10.2015
Lot 15311, 15315, 15316, 15621, 15673, 15674 & PT 3905 Mukim Tanah Rata Cameron Highlands Pahang Darul Makmur	Land under development and held for development	Leasehold (expiring on 03.03.2115 & 24.04.2115)	111,748	76.55	30.11.2016
Lot 117118 Mukim Petaling Selangor Darul Ehsan	Land under development	Leasehold (expiring on 04.09.2112)	103,373	7.98	01.02.2018
Lot 22823 & 22824 Mukim Ulu Sungai Johor Kota Tinggi Johor Darul Takzim	Land held for development	Leasehold (expiring on 12.01.2103)	89,779	341.85	19.04.2016
Gombak Kuala Lumpur	Retail mall known as M3 Shopping Mall (age: 8 years)	Leasehold (expiring on 01.11.2111)	82,672	3.24	08.03.2018
PT 147855 to 147950 Mukim Klang Selangor Darul Ehsan	Land held for development	Leasehold (expiring on 24.02.2107)	80,428	60.92	19.10.2015
Lot 104065 Mukim Petaling Wilayah Persekutuan Kuala Lumpur	Land held for development	Leasehold (expiring on 12.02.2118)	77,967	5.97	23.05.2023

ANALYSIS OF ORDINARY SHAREHOLDINGS
AS AT 31 MARCH 2025

ORDINARY SHARE CAPITAL

Types of Shares	:	Ordinary Shares
Issued Shares Capital	:	1,543,072,657 ordinary shares (excluding treasury shares of 37,172,494)
No. of Shareholders	:	11,020
Voting Rights	:	One (1) vote per ordinary share on a poll, in the meeting of shareholders.

DISTRIBUTION OF ORDINARY SHAREHOLDINGS

SIZE OF HOLDINGS	NO. OF HOLDERS	%	NO. OF SHARES	%
1-99	870	7.894	38,068	0.002
100-1,000	1,723	15.635	678,985	0.044
1,001-10,000	3,853	34.963	20,761,478	1.345
10,001-100,000	3,733	33.874	121,958,753	7.903
100,001-77,153,631 (*)	836	7.586	838,457,227	54.336
77,153,631 AND ABOVE (**)	5	0.045	561,178,146	36.367
	11,020	100.000	1,543,072,657	100.000

Remark: * - *Less than 5% of issued shared*
** - *5% and above of issued shared*

SUBSTANTIAL SHAREHOLDERS

	SHAREHOLDINGS			
NAME OF SHAREHOLDERS	DIRECT NO. OF SHARES	%	INDIRECT NO. OF SHARES	%
Gaterich Sdn Bhd	577,793,450	37.44	–	–
Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San	43,117,614	2.79	577,793,450 [1]	37.44
Datuk Wira Lim Hock Guan	18,130,444	1.18	577,793,450 [1]	37.44
Kumpulan Wang Persaraan (Diperbadankan)	113,947,326	7.38	23,820,859 [2]	1.54

DIRECTORS' INTEREST IN SHARES

	SHAREHOLDINGS			
NAME OF DIRECTORS	DIRECT NO. OF SHARES	%	INDIRECT NO. OF SHARES	%
Tan Sri Dato' Sri Ir. (Dr.) Lim Hock San	43,117,614	2.79	577,793,450 [3]	37.44
Datuk Wira Lim Hock Guan	18,130,444	1.17	577,793,450 [3]	37.44
Maj (Hon) Dato' Sri Lim Hock Sing	571,650	0.04	615,280 [4]	0.04
Dato' Lim Mooi Pang	5,672,759	0.37	–	–
Dato' Lim Han Boon	150,000	0.01	–	–

Notes:
[1] *Indirect interest by virtue of his substantial shareholdings in Gaterich Sdn Bhd pursuant to Section 8 of the Companies Act, 2016 ("the Act").*
[2] *Indirect interest by virtue of shares held by Fund Managers of Kumpulan Wang Persaraan (Diperbadankan).*
[3] *Indirect interest by virtue of his substantial shareholdings in Gaterich Sdn Bhd pursuant to Section 8 of the Act and deemed interest by virtue of Section 59(11)(c) of the Act.*
[4] *Deemed interest by virtue of Section 59(11)(c) of the Act.*

ANALYSIS OF ORDINARY SHAREHOLDINGS

AS AT 31 MARCH 2025 (CONT'D)

LIST OF THE THIRTY (30) LARGEST SHAREHOLDERS

(Without aggregating securities from different securities accounts belonging to the same registered holder)

NO.	HOLDER NAME	SHARES HELD	%
1	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR GATERICH SDN BHD	146,592,518	9.500
2	**RHB NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR GATERICH SDN BHD	119,314,100	7.732
3	**KUMPULAN WANG PERSARAAN (DIPERBADANKAN)**	112,001,579	7.258
4	**AMSEC NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR GATERICH SDN.BHD. (SMART)	105,060,000	6.808
5	**ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR GATERICH SDN BHD (8120976)	78,209,949	5.068
6	**GATERICH SDN. BHD.**	45,520,300	2.949
7	**RHB NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR GATERICH SDN BHD	44,886,040	2.908
8	**CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD.** PLEDGED SECURITIES ACCOUNT FOR LIM HOCK SAN (MY2970)	30,637,278	1.985
9	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	26,564,134	1.721
10	**CIMSEC NOMINEES (TEMPATAN) SDN BHD** CIMB FOR GATERICH SDN BHD (PB)	25,123,000	1.628
11	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	23,993,868	1.554
12	**CIMSEC NOMINEES (TEMPATAN) SDN BHD** CIMB FOR LIM WEE CHAI (PB)	23,179,680	1.502
13	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	20,006,000	1.296
14	**LIM HOCK GUAN**	18,130,444	1.174
15	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (P)	13,246,444	0.858
16	**GATERICH SDN BHD**	13,087,543	0.848
17	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LEEF)	12,795,300	0.829

ANALYSIS OF ORDINARY SHAREHOLDINGS

AS AT 31 MARCH 2025 (CONT'D)

LIST OF THE THIRTY (30) LARGEST SHAREHOLDERS

(Without aggregating securities from different securities accounts belonging to the same registered holder) (Cont'd)

NO.	HOLDER NAME	SHARES HELD	%
18	**ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR LIM HOCK SAN (3000664)	12,480,336	0.808
19	**TMF TRUSTEES MALAYSIA BERHAD** LBS BINA GROUP BERHAD	10,688,136	0.692
20	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND (50156 TR01)	10,658,300	0.690
21	**IFAST NOMINEES (TEMPATAN) SDN BHD** GLOBAL SUCCESS NETWORK SDN BHD	10,000,000	0.648
22	**MAYBANK NOMINEES (TEMPATAN) SDN BHD** ETIQA LIFE INSURANCE BERHAD (LIFE PAR)	9,799,400	0.635
23	**CITIGROUP NOMINEES (ASING) SDN BHD** UBS AG	9,073,177	0.587
24	**LIM SIN KHONG**	8,786,504	0.569
25	**CHEONG SOK YIN**	8,342,000	0.540
26	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (ULIFE)	8,148,217	0.528
27	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (DR)	8,103,900	0.525
28	**LIM HOCK SEONG**	7,742,695	0.501
29	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND	6,259,700	0.405
30	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (ULIFE2)	5,922,192	0.383
	TOTAL	974,352,734	63.143

ANALYSIS OF PREFERENCE SHAREHOLDINGS
AS AT 31 MARCH 2025

PREFERENCE SHARE CAPITAL

Types of Shares	:	Redeemable Convertible Preference Shares ("RCPS")
Issued RCPS Capital	:	84,099,035 RCPS
No. of Shareholders	:	841
Voting Rights	:	Ten (10) RCPS for eleven (11) votes

DISTRIBUTION OF PREFERENCE SHAREHOLDINGS

SIZE OF HOLDINGS	NO. OF HOLDERS	%	NO. OF RCPS	%
1-99	22	2.615	958	0.001
100-1,000	306	36.385	206,086	0.245
1,001-10,000	351	41.736	1,337,723	1.590
10,001-100,000	104	12.366	3,557,421	4.230
100,001-4,204,950 (*)	55	6.539	27,693,327	32.929
4,204,950 AND ABOVE (**)	3	0.356	51,303,520	61.003
TOTAL	841	100.000	84,099,035	100.000

Remark: * - *Less than 5% of issued RCPS*
** - *5% and above of issued RCPS*

DIRECTORS' INTEREST IN RCPS

	RCPS SHAREHOLDINGS			
NAME OF DIRECTORS	DIRECT NO. OF RCPS	%	INDIRECT NO. OF RCPS	%
Tan Sri Dato Sri' Lim Hock San	–	–	158,000 [1]	0.19
Maj (Hon) Dato' Sri Lim Hock Sing	–	–	38,800 [1]	0.05

Note:
[1] *Deemed interest by virtue of Section 59(11)(c) of the Act.*

ANALYSIS OF PREFERENCE SHAREHOLDINGS

AS AT 31 MARCH 2025 (CONT'D)

LIST OF THIRTY (30) LARGEST RCPS SHAREHOLDERS

(Without aggregating securities from different securities accounts belonging to the same registered holder)

NO.	HOLDER NAME	SHARES HELD	%
1	**AMSEC NOMINEES (TEMPATAN) SDN BHD** AMBANK (M) BERHAD	35,000,000	41.617
2	**KUMPULAN WANG PERSARAAN (DIPERBADANKAN)**	10,773,120	12.810
3	**HO CHU CHAI**	5,530,400	6.576
4	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** CIMB COMMERCE TRUSTEE BERHAD - KENANGA GROWTH FUND	2,732,120	3.248
5	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** EMPLOYEES PROVIDENT FUND BOARD (CIMB PRIN)	2,490,000	2.960
6	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (KENANGA)	2,116,120	2.516
7	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)	1,600,000	1.902
8	**MOOMOO NOMINEES (TEMPATAN) SDN. BHD.** PLEDGED SECURITIES ACCOUNT FOR LIM BUN HWA	1,000,000	1.189
9	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (P)	964,260	1.146
10	**NG HO FATT**	946,500	1.125
11	**YAP KON LIAN**	873,600	1.038
12	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LPF)	826,300	0.982
13	**CIMB ISLAMIC NOMINEES (TEMPATAN) SDN BHD** CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND	817,580	0.972
14	**LEN CHUI PHIN**	686,000	0.815
15	**POH SIEW KUAN**	683,306	0.812
16	**LIM SOO YONG**	680,000	0.808
17	**YEOH WAN CHIN**	578,300	0.687
18	**HLIB NOMINEES (TEMPATAN) SDN BHD** PLEDGED SECURITIES ACCOUNT FOR NG HO FATT	576,000	0.684
19	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD (LGF)	568,320	0.675

ANALYSIS OF PREFERENCE SHAREHOLDINGS

AS AT 31 MARCH 2025 (CONT'D)

LIST OF THIRTY (30) LARGEST RCPS SHAREHOLDERS

(Without aggregating securities from different securities accounts belonging to the same registered holder) (Cont'd)

NO.	HOLDER NAME	SHARES HELD	%
20	**CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD.** PLEDGED SECURITIES ACCOUNT FOR LOH YEM PHOI (J KUNING 2-CL)	567,200	0.674
21	**CITIGROUP NOMINEES (TEMPATAN) SDN BHD** EMPLOYEES PROVIDENT FUND BOARD (F.TEMISLAMIC)	538,350	0.640
22	**LIM KHUAN ENG**	470,000	0.558
23	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (ULIFE)	413,360	0.491
24	**YEIK NAI SOON**	412,000	0.489
25	**CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD.** PLEDGED SECURITIES ACCOUNT FOR CHAN SIN SANG (KUCHAI LAMA-CL)	389,000	0.462
26	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (MEF)	335,391	0.398
27	**LIM BUN HWA**	300,000	0.356
28	**HSBC NOMINEES (TEMPATAN) SDN BHD** HSBC (M) TRUSTEE BHD FOR ALLIANZ LIFE INSURANCE MALAYSIA BERHAD (ULIFE2)	288,880	0.343
29	**TEO TIN LUN**	268,800	0.319
30	**CIMB GROUP NOMINEES (TEMPATAN) SDN BHD** CIMB COMMERCE TRUSTEE BERHAD - KENANGA MALAYSIAN INC FUND	264,300	0.314
	TOTAL	73,689,207	87.621

NOTICE OF TWENTY-FIFTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Fifth Annual General Meeting ("AGM") of LBS Bina Group Berhad ("LBS" or "Company") will be held at Function Room, Level 5, Plaza Seri Setia, No. 1, Jalan SS9/2, 47300 Petaling Jaya, Selangor Darul Ehsan on Thursday, 26 June 2025 at 2.30 p.m. for the following purposes:-

AGENDA

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. **(Please refer to Note 1 of the Explanatory Notes on Ordinary Business)**

2. To approve the payment of a Final Single-Tier Dividend of 1.10 sen per ordinary share for the financial year ended 31 December 2024. **Resolution 1**

3. To approve the payment of Directors' Fees to the Independent Non-Executive Directors for the 12 months period from 1 July 2025 to 30 June 2026 as below: **Resolution 2**

	ANNUAL DIRECTOR'S FEE (RM)	
DESCRIPTION	CHAIRMAN	MEMBER
Board of Directors	–	75,000
Audit Committee	8,000	3,000
Nomination and Remuneration Committee	5,000	3,000
Sustainability Committee	5,000	3,000
Risk Management Committee	5,000	3,000

4. To approve the payment of allowances and benefits to the Directors of the Company up to an amount of RM1.50 million, for the period from 27 June 2025 to the next AGM of the Company to be held in year 2026. **Resolution 3**

5. To re-elect the following Directors who retire in accordance with Clause 100 of the Company's Constitution:-

   (i) Maj (Hon) Dato' Sri Lim Hock Sing, JP **Resolution 4**

   (ii) Dato' Lim Han Boon **Resolution 5**

   (iii) Dato' Yong Lei Choo **Resolution 6**

6. To re-appoint Messrs. UHY Malaysia PLT as Auditors and to authorise the Directors to fix their remuneration. **Resolution 7**

7. As Special Business:
   To consider and, if thought fit, to pass with or without any modifications, the following resolutions:-

NOTICE OF TWENTY-FIFTH ANNUAL GENERAL MEETING
(CONT'D)

(a) **ORDINARY RESOLUTION** **Resolution 8**
AUTHORITY TO ISSUE SHARES PURSUANT TO SECTIONS 75 & 76 OF THE COMPANIES ACT, 2016 ("THE ACT")

"THAT, subject always to the Act, the Constitution of the Company and the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby empowered, pursuant to Sections 75 & 76 of the Act, to issue shares in the Company from time to time at such price, upon such terms and conditions, for such purposes and to such person or persons whomsoever as the Directors may deem fit provided that the aggregate number of shares issued pursuant to this Resolution does not exceed ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being AND THAT the Directors be also empowered to obtain the approval for the listing and quotation of the additional shares so issued on the Bursa Malaysia Securities Berhad ("Bursa Malaysia") AND THAT such authority shall continue in force until the conclusion of the next Annual General Meeting of the Company."

(b) **ORDINARY RESOLUTION** **Resolution 9**
PROPOSED SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE INVOLVING LBS AND ITS SUBSIDIARIES ("THE GROUP") AND DIRECTORS AND MAJOR SHAREHOLDERS OF THE GROUP AND PERSONS CONNECTED WITH THEM

"THAT approval be and is hereby given pursuant to Chapter 10.09 of the Main Market Listing Requirements of Bursa Malaysia for the Company, its subsidiaries or any one of them to enter into the specified recurrent transactions of a revenue or trading nature with the related parties stated in Part A of Section 2.3 of the Circular to Shareholders dated 30 April 2025 which is necessary for its day-to-day operations, in its ordinary course of business, made on an arm's length basis and on normal commercial terms of the Group and on such terms which are no more favourable to the related party than those generally available to the public and which are not detrimental to the minority shareholders of the Company.

THAT such approval shall continue to be in force until:-

(i) the conclusion of the next Annual General Meeting of the Company at which time it will lapse, unless by ordinary resolution passed at the meeting, the authority is renewed;
(ii) the expiration of the period within the next Annual General Meeting after this date it is required to be held pursuant to Section 340(2) of the Act, but shall not extend to such extensions as may be allowed pursuant to Section 340(4) of the Act; or
(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is earlier.

THAT the aggregate value of the transactions conducted pursuant to the Proposed Shareholders' Mandate during the financial year of the Company be disclosed in the Integrated Annual Report by providing a breakdown of the aggregate value of the transaction, amongst others, based on the following information:-

(i) the type of transactions made; and
(ii) the names of the related parties involved in each type of transactions made and their relationship with the Company and its subsidiaries.

NOTICE OF TWENTY-FIFTH ANNUAL GENERAL MEETING
(CONT'D)

AND THAT the Directors of the Company be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required or approved or permitted by the relevant authorities) as they may consider expedient or necessary or in the interests of the Company to give effect to the Proposed Shareholders' Mandate described in the Circular to Shareholders dated 30 April 2025 and/or this resolution."

(c) **ORDINARY RESOLUTION** **Resolution 10**

PROPOSED RENEWAL OF SHARE BUY-BACK AUTHORITY

"THAT, subject always to the provisions under the Act, the Company's Constitution, the Main Market Listing Requirements of Bursa Malaysia and the approvals of all relevant authorities (if any), the Company be and is hereby authorised to purchase such number of ordinary shares in the Company ("LBS Shares") as may be determined by the Directors of the Company from time to time through Bursa Malaysia upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company provided that the aggregate number of shares purchased pursuant to this resolution shall not exceed ten per centum (10%) of the total number of issued shares of the Company as at the point of purchase ("Proposed Renewal of Shares Buy-Back Authority").

THAT the maximum amount of funds to be utilised for the purpose of the Proposed Renewal of Share Buy-Back Authority shall not exceed the retained profits of the Company.

THAT authority be and is hereby given to the Directors of the Company to decide at their discretion as may be permitted and prescribed by the Act and/or any prevailing laws, rules, regulations, orders, guidelines and requirements issued by the relevant authorities for the time being in force to deal with any LBS Shares so purchased ("Purchased Shares") by the Company in the following manners:-

(i) to cancel the Purchased Shares;
(ii) to retain the Purchased Shares as treasury shares held by the Company;
(iii) to distribute the treasury shares as dividend to shareholders;
(iv) to resell the treasury shares on Bursa Malaysia in accordance with the relevant rules of Bursa Malaysia;
(v) to transfer the treasury shares for the purposes of or under an employees' share scheme and/or as purchase consideration; and/or
(vi) in such manner as may be permitted pursuant to Section 127 of the Act, the provision of the Main Market Listing Requirements and any other relevant authorities for the time being in force.

THAT the authority conferred by this resolution will be effective immediately from the passing of this ordinary resolution until:-

(i) the conclusion of the next Annual General Meeting of the Company, at which time the said authority will lapse unless by an ordinary resolution passed at a general meeting of the Company, the authority is renewed, either unconditionally or subject to conditions; or
(ii) the expiration of the period within which the next Annual General Meeting after that date is required to be held; or
(iii) revoked or varied by ordinary resolution passed by the shareholders of the Company in a general meeting,

NOTICE OF TWENTY-FIFTH ANNUAL GENERAL MEETING
(CONT'D)

whichever occurs first.

AND THAT the Directors of the Company be and are hereby authorised to take such steps to give full effect to the Proposed Renewal of Share Buy-Back Authority with full power to assent to any conditions, modifications, variations and/or amendments as may be imposed by the relevant authorities and/or to do all such acts and things as the Directors may deem fit and expedient in the best interest of the Company."

8. To consider any other business of which due notice shall have been given.

NOTICE OF DIVIDEND ENTITLEMENT

NOTICE IS HEREBY GIVEN that, subject to the approval of the shareholders at the 25th AGM, a Final Single-Tier Dividend of 1.10 sen per ordinary share in respect of the financial year ended 31 December 2024 will be paid on 25 September 2025 to depositors registered in the Record of Depositors on 29 August 2025.

A Depositor shall qualify for entitlement to the dividend only in respect of:-

(a) shares transferred into the Depositor's Securities Account before 4.30 p.m. on 29 August 2025 in respect of transfers; and

(b) shares bought on Bursa Malaysia on a cum entitlement basis according to the Rules of Bursa Malaysia.

By Order of the Board

LEE CHING CHING
EUGENE CHOW JAN LIANG
Company Secretaries

Petaling Jaya, Selangor
30 April 2025

Notes:

(1) A member of the Company who is entitled to attend, participate, speak and vote at the 25th AGM, may appoint a proxy or proxies to attend and vote in his/her stead. A proxy may but need not be a member.

(2) If a member has appointed a proxy to attend a meeting and subsequently he/she attends such meeting, the appointment of such proxy shall be null and void, and his/her proxy shall not be entitled to attend the 25th AGM.

(3) In the case of a corporate member, the instrument appointing a proxy shall be under its Common Seal or under the hand of a duly authorised officer or attorney.

(4) Where a member appoints more than one proxy, the appointment shall be invalid unless he/she specifies the proportions of his/her shareholdings to be represented by each proxy.

(5) Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly. Any alteration to the instrument appointing a proxy must be counter-signed next to the alteration.

NOTICE OF TWENTY-FIFTH ANNUAL GENERAL MEETING
(CONT'D)

(6) *The instrument appointing of a proxy may be made in a hard copy form or electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 25th AGM or adjourned 25th AGM at which the person named in the appointment proposes to vote:*

(i) *In hard copy form*

a. *In the case of an appointment made in hard copy form (by hand/post), the proxy form shall be deposited with the Company's Share Registrar at Tricor Investor & Issuing House Services Sdn. Bhd. of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.*

b. *By email to is.enquiry@vistra.com or fax to 03-27839222.*

(ii) *By electronic form*

The proxy form can be electronically lodged with the Share Registrar of the Company via TIIH Online at http://tiih.online and steps to submit are summarised in the Administrative Guide for the 25th AGM.

(7) *For a corporate member who has appointed an authorised representative instead of a proxy to attend this meeting, please deposit the ORIGINAL certificate appointment of authorised representative with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia. Alternatively, please bring the ORIGINAL certificate of appointment of authorised representative if it has not been deposited with the Share Registrar.*

(8) *The certificate of appointment of authorised representative should be executed in the following manner:*

(i) *If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.*

(ii) *If the corporate member does not have a common seal, the certificate of appointment of authorised representative 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 member is incorporated.*

(9) *Where a member of the Company is an exempt authorised nominee which holds 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.*

(10) *The date of Record of Depository for the purpose of determining members' entitlement to attend, vote and speak at the meeting is Thursday, 19 June 2025.*

(11) *Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia, all resolutions set out in this Notice of 25th AGM will be put to vote by way of poll.*

Explanatory Notes on Ordinary Business

(1) *Item 1 of the Agenda*

This item is meant for discussion only as the provision of Section 340(1)(a) of the Act does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item on the Agenda is not put forward for voting.

(2) *Ordinary Resolution 2*

Pursuant to Section 230(1) of the Act stipulates that the fees of Directors and any benefits payable to Directors shall be subject to shareholders' approval at a general meeting.

Based on the annual review, the Board had proposed fees payable to Independent Non-Executive Directors ("INED") under Resolution 2 for the 12 months from 1 July 2025 to 30 June 2026. This resolution, if passed, will give approval to the Company to continue paying the INEDs' fees in arrears on a quarterly basis for their services on the Board and Board Committees. The Board opined that it is just and equitable for the INEDs to be paid such payment on such basis upon them discharging their responsibilities and rendering their services to the Company.

INEDs who are members of the Company will abstain from voting on this Resolution concerning their own remuneration at the 25th AGM.

(3) *Ordinary Resolution 3*

The Company is seeking shareholders' approval pursuant to Section 230(1) of the Companies Act 2016 for the payment of Directors' benefits to be incurred from the date of the 25th AGM until the next annual general meeting of the Company to be held in the year 2026.

NOTICE OF TWENTY-FIFTH ANNUAL GENERAL MEETING

(CONT'D)

In determining the estimated total amount payable, the Board considered various factors including the Directors' involvement and responsibilities in the Group. Payment of the allowances and benefits will be made in arrears on a monthly basis and/or as and when incurred, if the Ordinary Resolution 3 has been passed. The Board is of the view that it is just and equitable for the Directors to be paid such allowances and benefits on a monthly basis and/or as and when incurred, particularly after they have discharged their responsibilities and rendered their services to the Group throughout the period from the conclusion of the 25th AGM to the next AGM to be held in year 2026. The payment of remuneration and benefits for the period from last AGM to 25th AGM does not exceed the approved limit of RM2.0 million.

Directors who are members of the Company will abstain from voting on this Resolution 3 concerning their own remuneration at the 25th AGM.

(4) Ordinary Resolutions 4 to 6

Maj (Hon) Dato' Sri Lim Hock Sing, JP, Dato' Lim Han Boon and Dato' Yong Lei Choo are standing for re-election as Directors in accordance with Clause 100 of the Constitution of the Company and being eligible, have offered themselves for re-election at the 25th AGM. They had undergone the performance evaluation and had individually made declaration of their fitness and propriety to continue acting as Directors of the Company in accordance with the Fit and Proper Policy of the Group.

Based on the assessment of the Nomination and Remuneration Committee ("NRC"), the NRC is satisfied that the retiring Directors had demonstrated their commitment and continues to be diligence and competent in the role as Directors and the Board had endorsed the NRC's recommendations. The retiring Directors had abstained from deliberations and decisions on their re-election at the Board's meeting.

The profiles of Maj (Hon) Dato' Sri Lim Hock Sing, JP, Dato' Lim Han Boon and Dato' Yong Lei Choo are set out in the Board of Directors' Profiles section and details of their interests in the securities of the Company are set out in the Analysis of Shareholdings section of the Company's Integrated Annual Report 2024.

(5) Ordinary Resolution 7

The Board has through the Audit Committee ("AC"), considered the re-appointment of Messrs. UHY Malaysia PLT as the Auditors of the Company. The factors considered by the AC in making the recommendation to the Board to table their re-appointment at the 25th AGM are disclosed in the Corporate Governance Overview Statement of the Company's Integrated Annual Report 2024.

Explanatory Notes on Special Business

(1) Ordinary Resolution 8

The Ordinary Resolution 8 proposed for the renewal of general mandate in relation to the authorisation for issuance of shares by the Directors, if passed, will enable the Directors to issue up to ten per centum (10%) of the total number of issued shares (excluding treasury shares) of the Company for the time being for such purposes as the Directors consider would be in the best interest of the Company. This authority unless revoked or varied at a general meeting will expire at the next AGM.

As at the date of this Notice, no new share of the Company was issued pursuant to the mandate granted to the Directors at the 24th AGM held on 13 June 2024.

The renewed mandate will provide flexibility to the Company for any possible fund raising activities, including but not limited to further placing of shares, for the purpose of funding future investment, working capital and/or acquisition.

(2) Ordinary Resolution 9

Ordinary Resolution 9, if passed, will allow the Group to enter into the Recurrent Related Party Transactions in its ordinary course of business and the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such Recurrent Related Party Transactions occur would not arise. This will reduce substantial administrative time, inconvenience and expenses associated with the convening of such meetings, without compromising the corporate objectives of the Group or adversely affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

Further information on the Recurrent Related Party Transactions is set out in the Part A of Circular to Shareholders dated 30 April 2025 of the Company.

(3) Ordinary Resolution 10

Ordinary Resolution 10, if passed, will give authority to the Company to purchase its own shares up to ten per centum (10%) of the total number of issued shares of the Company as at the point of purchase. This authority, unless revoked or varied by the shareholders of the Company in general meeting, will expire at the conclusion of the next AGM.

Further information on the Proposed Renewal of Share Buy-Back Authority is set out in the Part B of Circular to Shareholders dated 30 April 2025 of the Company.

PRIVACY NOTICE

Dear Sirs/Madams,

This privacy notice for personal data ("**Privacy Notice**") is issued to all shareholders of LBS (details of which can be found at https://lbs.com.my/pdpa-notice/) ("**Company**", "**we**", "**us**" or "**our**"), pursuant to the statutory requirements of the Personal Data Protection Act 2010 ("**PDPA**").

During your course of dealings with us, we will collect and process your personal data for purposes, including, to communicate with you, provide administrative assistance to you in the course of you being our shareholder, respond to your enquiries or input, invite you to meetings and events, provide you with notices, documents, information and/or updates relating to us and any matters relating to your involvement in the Board of Directors, for publication and dissemination of your personal data in any circulars, reports, minutes, websites, newsletters, bulletins, brochures, pamphlets or any other materials which may be published and circulated internally or to the general public, to comply with our legal and regulatory obligations and other purposes required to operate and maintain our business as set out in our Privacy Policy (collectively referred to as "**Purposes**").

We will not disclose any of your personal data to any third party without your consent except to LBS, our professional advisers, vendors, suppliers, agents, contractors, service providers, business partners, insurance companies, banks and financial institutions, any governmental agencies, regulatory authorities and/or statutory bodies, within or outside Malaysia, where necessary, for the Purposes mentioned above, to any party who undertakes to keep your personal data confidential, to any person as set out in our Privacy Policy, or to whom we are compelled or required under the law to disclose to. A copy of our Privacy Policy is available on our website at http://www.lbs.com.my/.

It is necessary for us to collect and process your personal data. If you do not provide us with your personal data, or do not consent to this Privacy Notice, we will not be able to effectively provide products and/or services to you in connection with or incidental to your role as our shareholder or process your personal data for any of the Purposes, if at all.

We are committed to ensuring that your personal data is stored securely. You have the right to request for access to, or a copy of and to update or correct your personal data held by us. You also have the right, at any time, to request us to limit the processing and use of your personal data, subject to our right to rely on any statutory exemptions and/or exceptions to collect, use and disclose your personal data.

Your written requests or queries should be addressed to:

Legal Department

Address : Plaza Seri Setia, Level 1-4, No. 1, Jalan SS9/2, 47300 Petaling Jaya, Selangor Darul Ehsan
Contact No. : 03-7877 7333
Fax No. : 03-7861 6099
Email Address : pdpa@lbs.com.my

If we do not hear from you within the next fourteen (14) days from the date of issuance of this Privacy Notice, we will take it that you have consented to us continuing to process your personal data in accordance with this Privacy Notice, and we will also take it that all personal data provided by you is accurate and complete, and that none of it is misleading or out of date. You will promptly update us in the event of any change to your personal data. You shall also procure the consent of your proxy appointed to attend any general meetings of the Company on your behalf whose personal data is provided to us by you for any purpose relating to the general meetings.

To the extent that you have provided (or will provide) personal data about your family members, spouse and/or other dependents/ individuals, you confirm that you have explained to them that their personal data will be provided to, and processed by, us and you represent and warrant that you have obtained their consent to the processing (including disclosure and transfer) of their personal data in accordance with this Privacy Notice.

In respect of minors (i.e. individuals under 18 years of age) or individuals not legally competent to give consent, you confirm that you are the parent or guardian or person who has parental responsibility over them or the person appointed by court to manage their affairs or that they have appointed you to act for them, to consent on their behalf to the processing (including disclosure and transfer) of their personal data in accordance with this Privacy Notice.

We reserve the right to update and amend this Privacy Notice or our Privacy Policy from time to time. Any updates and amendments to our Privacy Policy will be posted on our website as above, and you are advised to check the Privacy Policy from time to time. If we amend this Privacy Notice or our Privacy Policy, the amendment(s) will apply retrospectively to all personal data collected.

In accordance with Section 7(3) of the PDPA, this Privacy Notice is issued in both English and Bahasa Malaysia. In the event of any inconsistencies or discrepancies between the English version and the Bahasa Malaysia version, the English version shall prevail.

NOTIS PRIVASI

Kepada tuan-tuan dan puan-puan,

Notis privasi untuk data peribadi ini (**"Notis Privasi"**) diberikan kepada semua pemegang saham LBS (butirannya boleh didapati di https://lbs.com.my/pdpa-notice/) ("**Syarikat**", "**kita**" atau "**kami**"), selaras dengan obligasi statutori di bawah Akta Perlindungan Data Peribadi 2010 ("**PDPA**").

Data peribadi anda yang telah dikumpulkan sebelum ini sedang, dan akan diproses secara berterusan bagi tujuan, termasuk, berkomunikasi dengan anda, memberi bantuan pentadbiran kepada anda, memberi maklum balas terhadap pertanyaan atau input anda, menjemput anda ke mesyuarat dan acara kami, memberi anda notis, dokumen, maklumat dan/atau isu-isu terkini berkaitan dengan kami dan perkara-perkara berhubungan dengan penglibatan anda di Lembaga Pengarah, untuk penerbitan dan pendedahan data peribadi anda di pekeliling, laporan, minit, laman web, surat berita, buletin, brosur, risalah atau media lain yang mungkin diterbitkan dan diedarkan di dalam organisasi kami atau kepada orang awam, untuk memenuhi kewajipan kami dalam mematuhi undang-undang dan peraturan-peraturan, serta tujuan-tujuan lain yang kami perlukan untuk mengendalikan dan mengekalkan perniagaan kami sepertimana yang tertera dalam Polisi Privasi kami (secara kolektifnya dirujuk sebagai "**Tujuan-Tujuan**").

Kami tidak akan mendedahkan apa-apa data peribadi anda kepada mana-mana pihak ketiga tanpa kebenaran anda kecuali kepada syarikat-syarikat LBS, penasihat profesional, ejen, vendor, pembekal, kontraktor, pembekal perkhidmatan, rakan kongsi perniagaan, syarikat insurans, bank dan institusi kewangan, agensi kerajaan, pihak berkuasa dan/atau badan berkanun, di dalam atau di luar Malaysia, jikalau perlu, bagi Tujuan-Tujuan yang disebut di atas, kepada mana-mana pihak yang berjanji untuk menyimpan data peribadi anda secara sulit, kepada mana-mana pihak sepertimana yang tertera dalam Polisi Privasi kami, atau sekiranya diperlukan di bawah undang-undang. Sesalinan Polisi Privasi kami boleh didapati di laman web kami di http://www.lbs.com.my/.

Kami perlu mengumpul dan menyimpan data peribadi anda. Sekiranya anda tidak memberikan data peribadi anda kepada kami, atau tidak bersetuju dengan Notis Privasi ini, kami mungkin tidak dapat memberikan produk dan/atau perkhidmatan secara efektif kepada anda berkaitan atau bersampingan dengan peranan anda sebagai pemegang saham kami atau memproses data peribadi anda bagi Tujuan-Tujuan yang disebut di atas.

Kami akan memastikan data peribadi anda disimpan dengan selamat. Anda mempunyai hak untuk meminta akses kepada, mendapat salinan, mengemaskini atau memperbetulkan data peribadi anda yang disimpan oleh kami. Anda juga mempunyai hak untuk meminta kami menghadkan pemprosesan dan penggunaan data peribadi anda pada bila-bila masa. Walaubagaimanapun, kami mempunyai hak untuk bergantung kepada mana-mana pengecualian berkanun dalam mengumpul, mengguna dan mendedah data peribadi anda.

Permintaan atau pertanyaan bertulis anda perlu disampaikan ke alamat di bawah:

Jabatan Undang-Undang

Alamat	: Plaza Seri Setia, Level 1-4, No. 1, Jalan SS9/2, 47300 Petaling Jaya, Selangor Darul Ehsan
No Telefon	: 03-7877 7333
No Faks	: 03-7861 6099
Alamat E-mel	: pdpa@lbs.com.my

Jika kami tidak menerima maklumbalas daripada anda berkenaan dengan perkara di atas dalam tempoh empat belas (14) hari dari tarikh Notis Privasi ini dikeluarkan, kami akan menganggap bahawa anda telah memberi kebenaran kepada kami untuk terus memproses data peribadi anda sepertimana yang tertera dalam Notis Privasi ini, dan kami akan menganggap bahawa semua data peribadi yang diberikan oleh anda adalah betul dan lengkap, dan tiada data peribadi yang mengelirukan atau yang belum dikemaskinikan. Anda mesti, dengan segera, mengemaskini data peribadi anda sekiranya terdapat apa-apa perubahan kepada data peribadi yang anda beri kepada kami. Anda juga harus mendapatkan persetujuan proksi anda yang dilantik untuk menghadiri apa-apa mesyuarat agung Syarikat bagi pihak anda, sekiranya data peribadi mereka dibekalkan oleh anda kepada kami untuk apa-apa tujuan yang berkaitan dengan mesyuarat agung.

Setakat mana yang anda telah memberikan (atau akan memberikan) data peribadi tentang ahli keluarga, pasangan, tanggungan anda dan/atau individu lain, anda mengesahkan bahawa anda telah menjelaskan kepada mereka bahawa data peribadi mereka akan didedahkan kepada, dan akan diproses oleh, kami dan anda menyata dan menjamin bahawa anda telah diberi kuasa untuk mendedahkan data peribadi mereka kepada kami dan anda telah memperolehi persetujuan daripada mereka berkenaan dengan pemprosesan (termasuk pendedahan dan pemindahan) data peribadi mereka sepertimana yang tertera dalam Notis Privasi ini.

Berkenaan dengan individu yang belum mencapai usia dewasa (iaitu individu di bawah umur 18 tahun) atau individu yang tidak mempunyai kompeten untuk memberi persetujuan, anda mengesahkan bahawa anda ialah ibu bapa atau penjaga atau orang yang mempunyai kewajipan terhadap mereka atau orang yang dilantik oleh mahkamah untuk menguruskan urusan mereka atau mereka telah melantik anda untuk mewakili mereka, untuk memberi persetujuan bagi pihak mereka berkenaan dengan pemprosesan (termasuk pendedahan dan pemindahan) data peribadi mereka sepertimana yang tertera dalam Notis Privasi ini.

Kami berhak untuk mengemaskini dan meminda Notis Privasi ini atau Polisi Privasi kami dari semasa ke semasa. Sebarang perubahan atau pemindahan kepada Notis Privasi ini atau Polisi Privasi kami akan dimaklumkan di laman web kami seperti di atas, dan anda dinasihatkan untuk menyemak Polisi Privasi dari semasa ke semasa. Jika kami meminda Notis Privasi ini atau Polisi Privasi kami, pindaan itu akan berkuat-kuasa secara retrospektif kepada semua data peribadi yang dikumpul.

Mengikut Seksyen 7(3) PDPA, Notis Privasi ini diterbitkan dalam Bahasa Inggeris dan Bahasa Malaysia. Sekiranya terdapat sebarang ketidakseragaman atau percanggahan di antara versi Bahasa Inggeris dan Bahasa Malaysia, versi Bahasa Inggeris akan digunapakai.

FORM OF PROXY

LBS
BELIEVE • BECOME • BEHOLD

I/We ______________________________ NRIC No. / Company No. ______________

of ____

being a member/members of **LBS BINA GROUP BERHAD**, hereby appoint:-

FULL NAME	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS	
		NO. OF SHARES	%
ADDRESS			

and/or

FULL NAME	NRIC/PASSPORT NO.	PROPORTION OF SHAREHOLDINGS	
		NO. OF SHARES	%
ADDRESS			

or failing him/her, the Chairman of the Meeting, as my/our proxy to vote for me/us and on my/our behalf at the Twenty-Fifth Annual General Meeting ("25th AGM") of the Company to be held at Function Room, Level 5, Plaza Seri Setia, No. 1, Jalan SS9/2, 47300 Petaling Jaya, Selangor Darul Ehsan on Thursday, 26 June 2025 at 2.30 p.m. or at any adjournment thereof.

RESOLUTIONS	FOR	AGAINST
Ordinary Resolution 1		
Ordinary Resolution 2		
Ordinary Resolution 3		
Ordinary Resolution 4		
Ordinary Resolution 5		
Ordinary Resolution 6		
Ordinary Resolution 7		
Ordinary Resolution 8		
Ordinary Resolution 9		
Ordinary Resolution 10		

Please indicate with (X) how you wish your vote to be cast. If no specific direction as to voting is given, the proxy will vote or abstain at his/her discretion.

Dated this ____________________ day of ______________ 2024

NO. OF SHARES HELD	
CDS ACCOUNT NO.	

____
Signature/ Common Seal of Shareholder(s)

NOTES:

(1) A member of the Company who is entitled to attend, participate, speak and vote at the 25th AGM, may appoint a proxy or proxies to attend and vote in his/her stead. A proxy may but need not be a member.

(2) If a member has appointed a proxy to attend a meeting and subsequently he/she attends such meeting, the appointment of such proxy shall be null and void, and his/her proxy shall not be entitled to attend the 25th AGM.

(3) In the case of a corporate member, the instrument appointing a proxy shall be under its Common Seal or under the hand of a duly authorised officer or attorney.

(4) Where a member appoints more than one proxy, the appointment shall be invalid unless he/she specifies the proportions of his/her shareholdings to be represented by each proxy.

(5) Please ensure ALL the particulars as required in the Proxy Form are completed, signed and dated accordingly. Any alteration to the instrument appointing a proxy must be counter-signed next to the alteration.

(6) The instrument appointing of a proxy may be made in a hard copy form or electronic means in the following manner and must be received by the Company not less than forty-eight (48) hours before the time appointed for holding the 25th AGM or adjourned 25th AGM at which the person named in the appointment proposes to vote:

(i) In hard copy form

(a) In the case of an appointment made in hard copy form (by hand/post), the proxy form shall be deposited with the Company's Share Registrar at Tricor Investor & Issuing House Services Sdn. Bhd. of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or its drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia.

(b) By email to is.enquiry@vistra.com or fax to 03-27839222.

(ii) By electronic form

The proxy form can be electronically lodged with the Share Registrar of the Company via TIIH Online at http://tiih.online and steps to submit are summarised in the Administrative Guide for the 25th AGM.

(7) For a corporate member who has appointed an authorised representative instead of a proxy to attend this meeting, please deposit the ORIGINAL certificate appointment of authorised representative with the Share Registrar of the Company at Tricor Investor & Issuing House Services Sdn. Bhd. of Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia or the drop-in box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia. Alternatively, please bring the ORIGINAL certificate of appointment of authorised representative if it has not been deposited with the Share Registrar.

(8) The certificate of appointment of authorised representative should be executed in the following manner:

(i) If the corporate member has a common seal, the certificate of appointment of authorised representative should be executed under seal in accordance with the constitution of the corporate member.

(ii) If the corporate member does not have a common seal, the certificate of appointment of authorised representative 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 member is incorporated.

(9) Where a member of the Company is an exempt authorised nominee which holds 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.

(10) The date of Record of Depository for the purpose of determining members' entitlement to attend, vote and speak at the meeting is Thursday, 19 June 2025.

(11) Pursuant to Paragraph 8.29A(1) of the Main Market Listing Requirements of Bursa Malaysia, all resolutions set out in this Notice of 25th AGM will be put to vote by way of poll.

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STAMP

The Share Registrar

TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN BHD
(197101000970 (11324-H))
Unit 32-01, Level 32, Tower A
Vertical Business Suite
Avenue 3, Bangsar South
No. 8, Jalan Kerinchi
59200 Kuala Lumpur.

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BELIEVE • BECOME • BEHOLD

LBS BINA GROUP BERHAD
[REGISTRATION NO. 200001015875 (518482-H)
Plaza Seri Setia, Level 1-4,
No. 1, Jalan SS9/2,
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Selangor, Malaysia

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