

# 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.

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### 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](http://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.

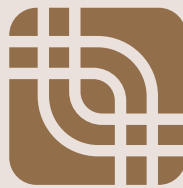
## WE BEHOLD

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.

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## 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.

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# 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	<ul style="list-style-type: none"> <li>To improve design and build quality, shorten construction times, improve defect rectification and develop customer brand loyalty</li> </ul>
ENERGY MANAGEMENT AND CLIMATE ACTION	<ul style="list-style-type: none"> <li>To reduce carbon footprint through the generation of renewable energy and to reduced energy consumption cost with reduced reliance on grid sourced electricity</li> <li>Generation of Renewable Energy Certificates</li> <li>Progressing towards decarbonisation goals and ultimately realisation of Net Zero Emissions</li> </ul>
LABOUR PRACTICES AND HUMAN RIGHTS	<ul style="list-style-type: none"> <li>To develop more sustainable and resilient supply chains to mitigate disruption impacts that can impact product quality and completion progress</li> <li>To strengthen internal controls and practices towards supporting ability to hire and retain employees as well as enhance brand reputation with regulatory stakeholders</li> </ul>
LANDBANK	<ul style="list-style-type: none"> <li>Re-strategisation of landbank use through joint venture partnerships. This includes eco-tourism</li> </ul>
CORPORATE GOVERNANCE AND BUSINESS ETHICS	<ul style="list-style-type: none"> <li>Improving financial, business and operational performance by strengthening oversight on internal processes and controls. This includes matters related to selection of vendors, procurement strategies.</li> <li>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</li> </ul>



# 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 4<sup>th</sup> 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").

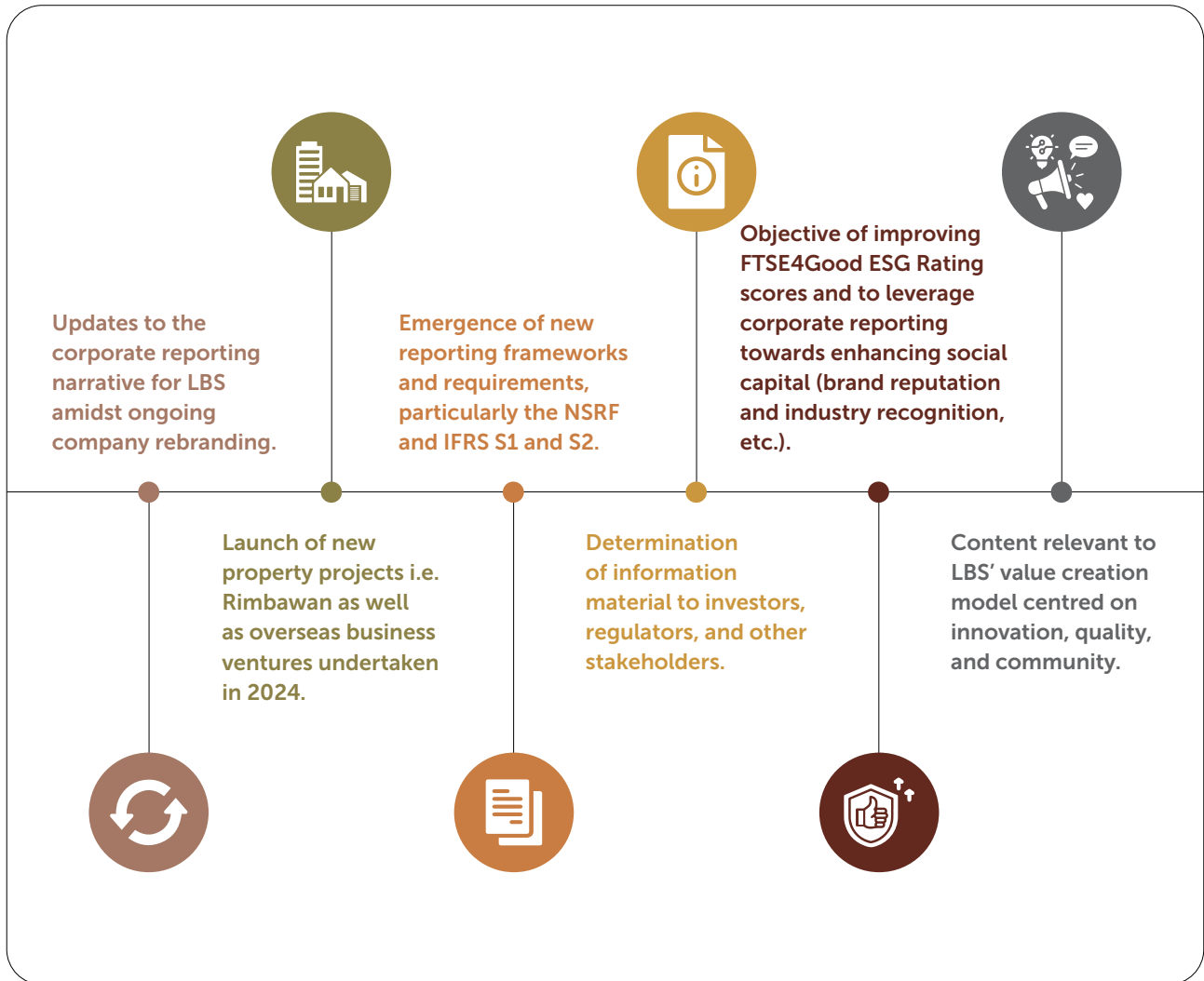
For detailed sustainability information and disclosures, including performance data, readers are encouraged to refer to SR2024. The Report has been developed in accordance with local and international reporting frameworks and standards such as the Bursa Malaysia Sustainability Reporting Guide (Third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



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.

# ABOUT THIS REPORT

## 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](mailto: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.

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## THE LBS STORY



**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<sup>^</sup>**  
**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 25<sup>th</sup> AGM.

# The figures excluded discontinued operations

<sup>^</sup> 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](http://www.lbs.com.my)

### CUSTOMER SERVICE

<https://helpdesk.lbs.com.my/tickets/open>

### SOCIAL MEDIA



LBS Bina Group  
Berhad



lbsbinagroup



LBS Bina Group



lbsbinagroup



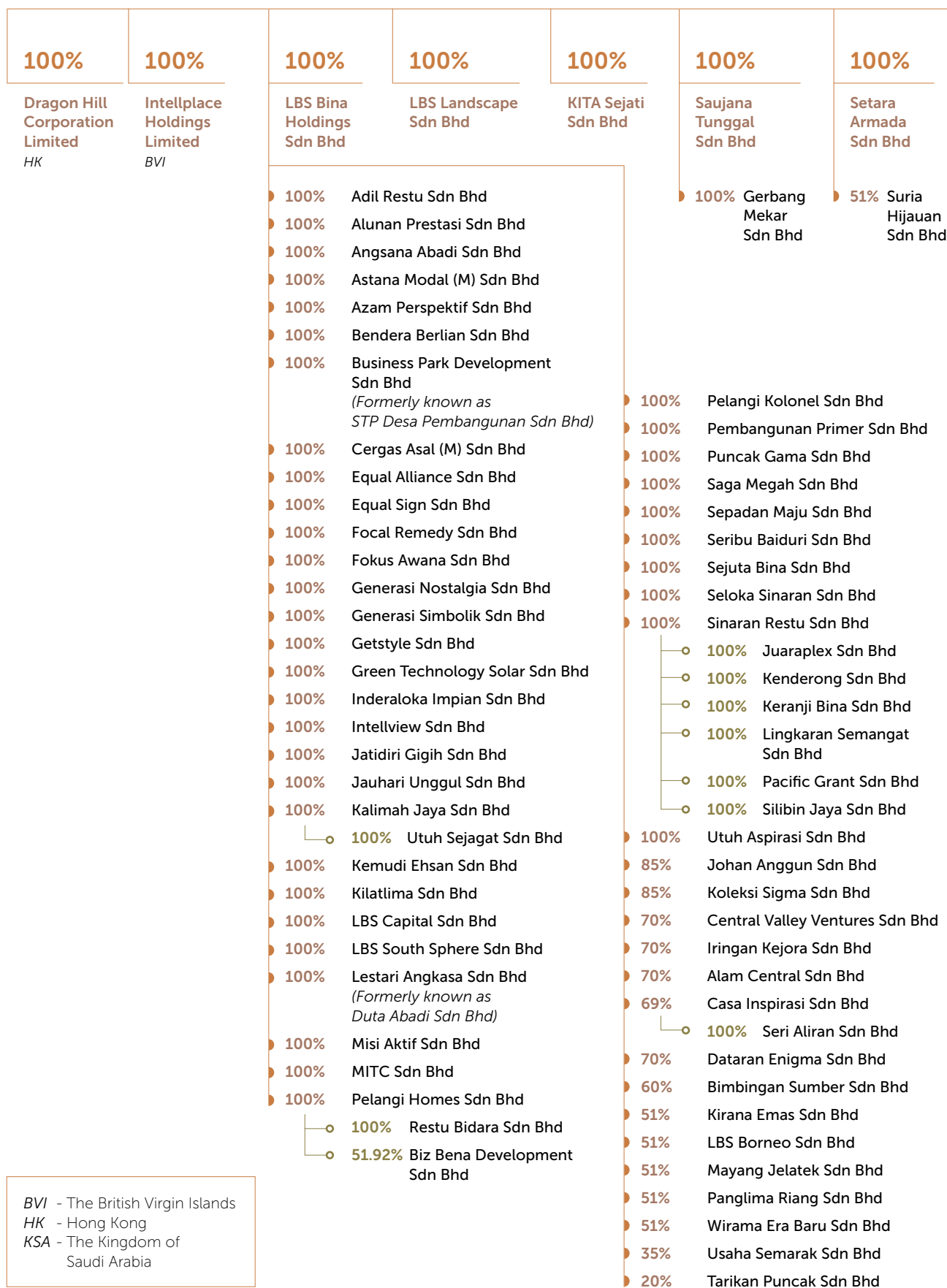
LBS Bina Group



@lbsbinagroup

# CORPORATE STRUCTURE

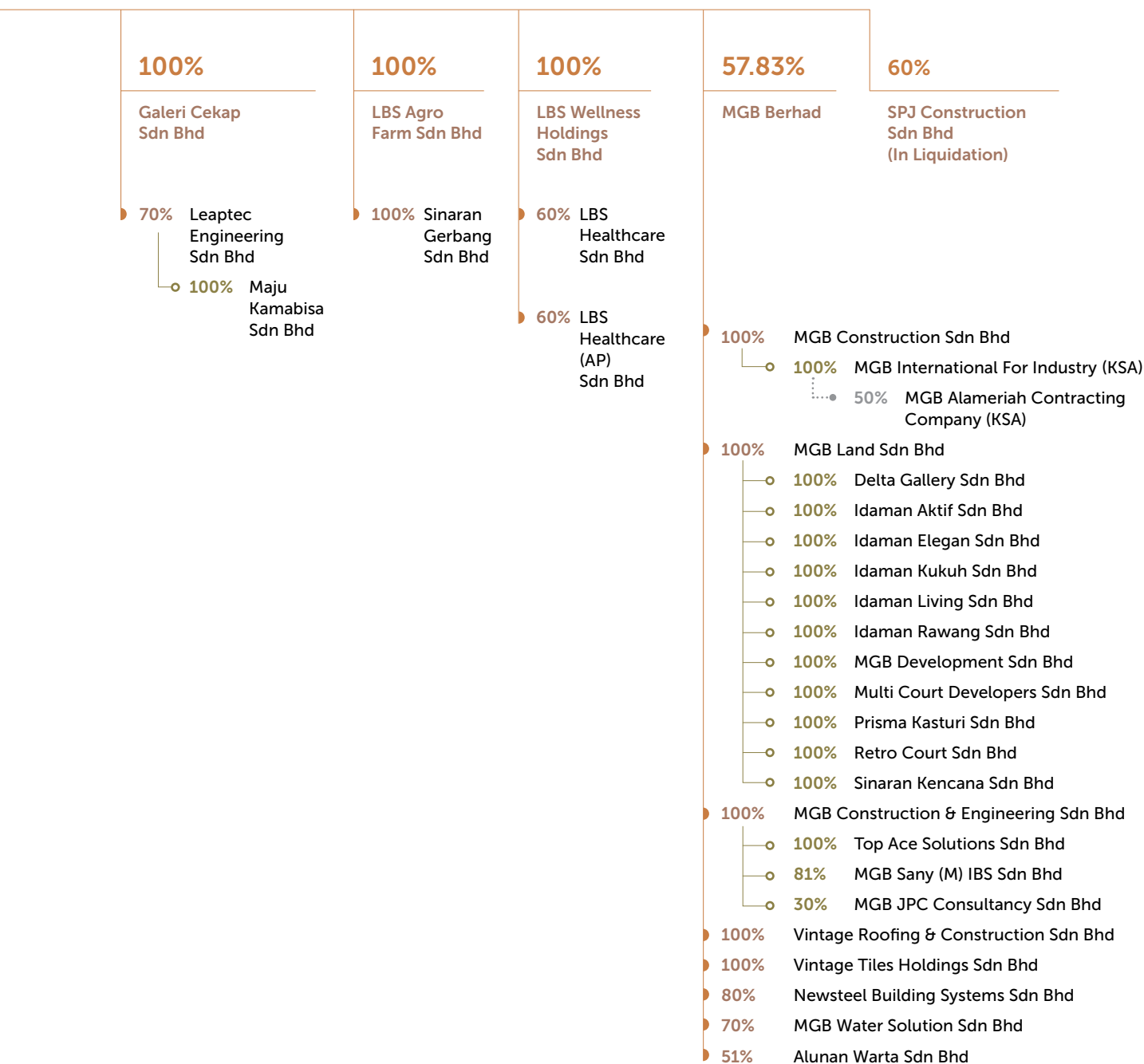
AS AT 11 APRIL 2025



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



## CORPORATE STRUCTURE AS AT 11 APRIL 2025





## 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





## OUR PORTFOLIO

AS AT 11 APRIL 2025

### PROPERTY



#### 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 (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.

## Sutera <sup>BSP</sup>

## BSP SUTERA SELANGOR



## OUR PORTFOLIO

AS AT 11 APRIL 2025

## PROPERTY

**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**  
CAMERON HIGHLANDS, PAHANG

artist impression



## OUR PORTFOLIO

AS AT 11 APRIL 2025

### PROPERTY



**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 climates 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.



**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



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.

### IMPERIAL GARDEN 御園林

#### IMPERIAL GARDEN BATU PAHAT, JOHOR





## OUR PORTFOLIO

AS AT 11 APRIL 2025

## PROPERTY

### PRESTIGE -RESIDENCE-

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



RUMAH IDAMAN MBI  
IDAMAN

*artist impression*

**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 峇丁葵園 flora

TAMAN KINDING FLORA  
CHEMOR, PERAK

*artist impression*

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**  
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, PAHANG

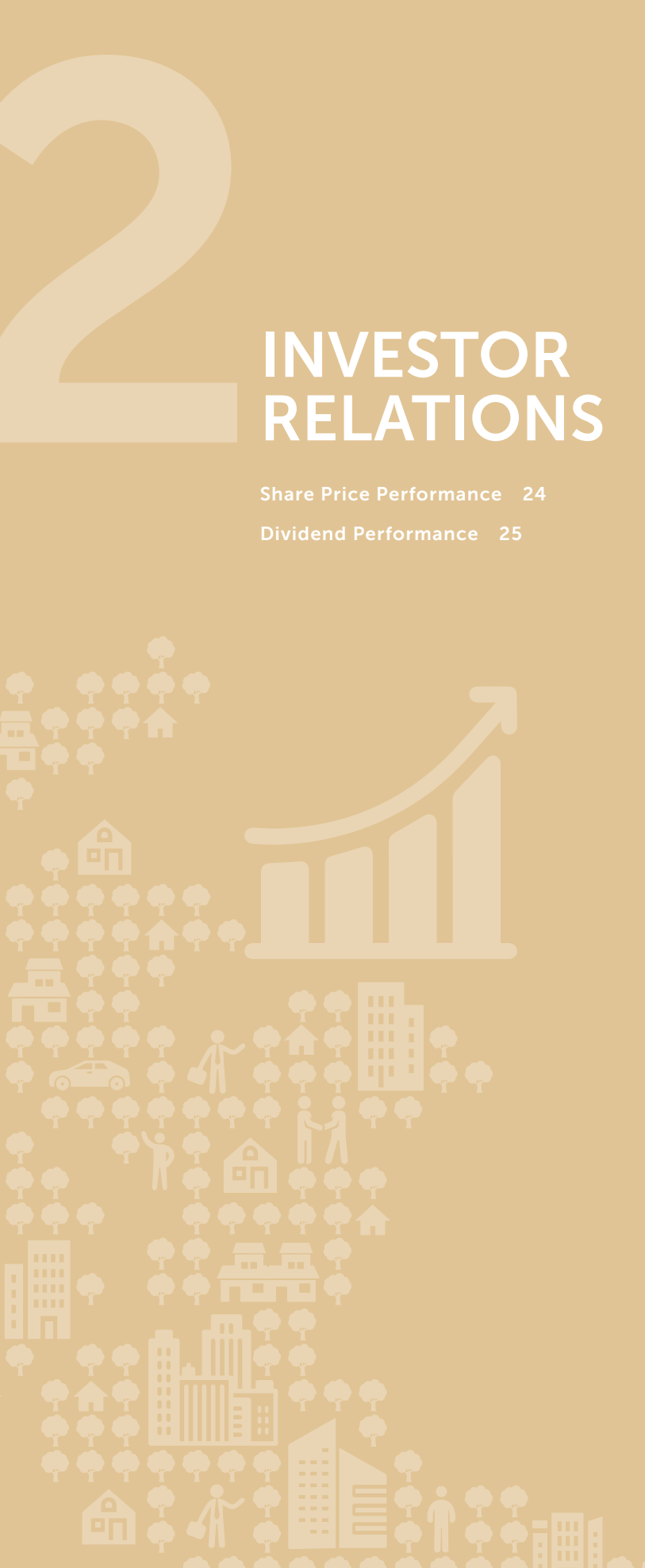


Nestled in the scenic enclave of Genting Highlands, **SCAPES Hotel** is LBS' flagship venture into the high-potential hospitality sector, reinforcing the Group's strategy to diversify into recurring income assets. As a 4-star, 176-room hotel, it offers a perfect blend of modern comfort and nature-inspired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

Share Price Performance 24

Dividend Performance 25

## 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.



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](http://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

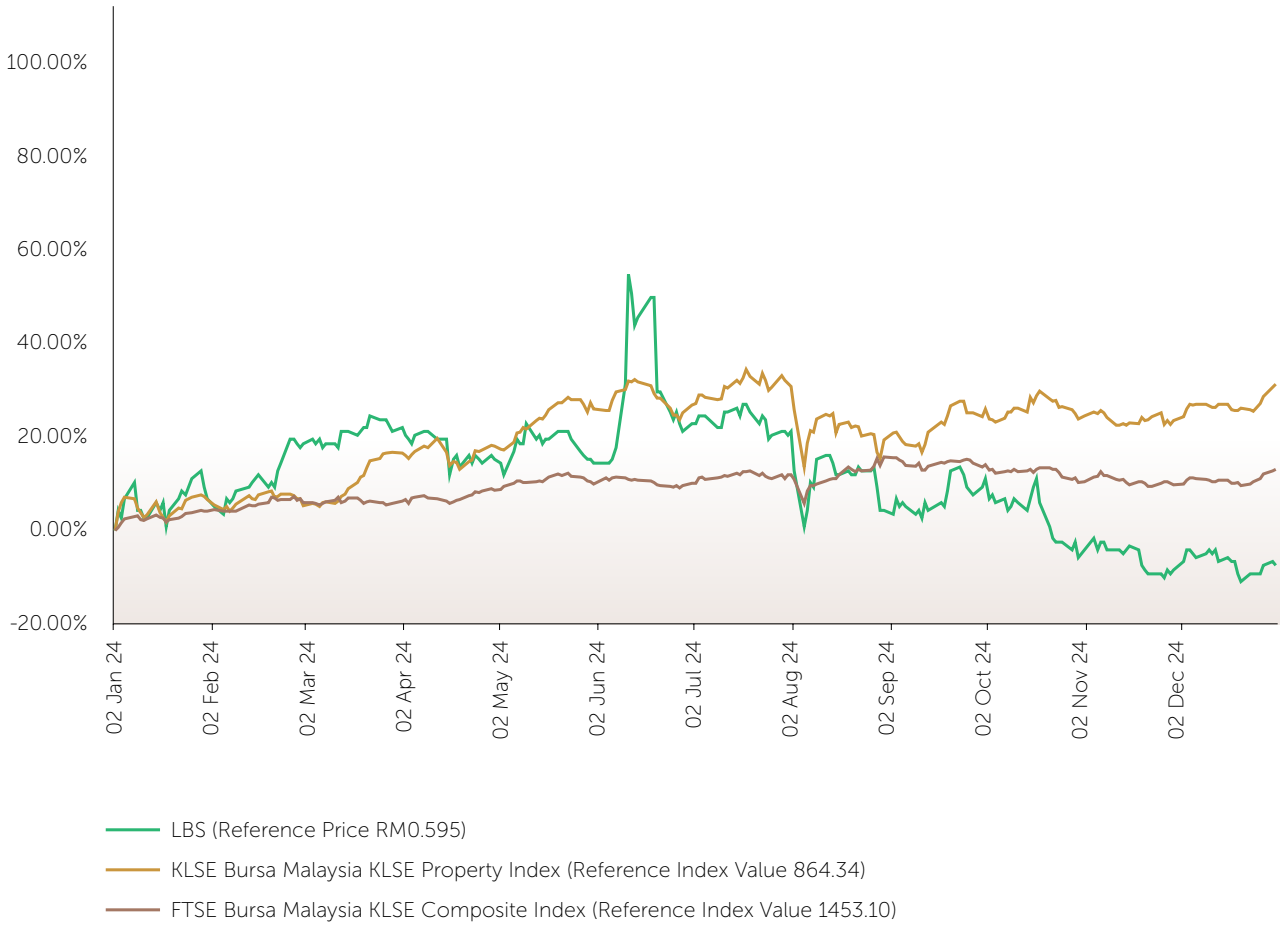
Market Capitalisation as of 31 December 2023 = RM885.5 million

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)

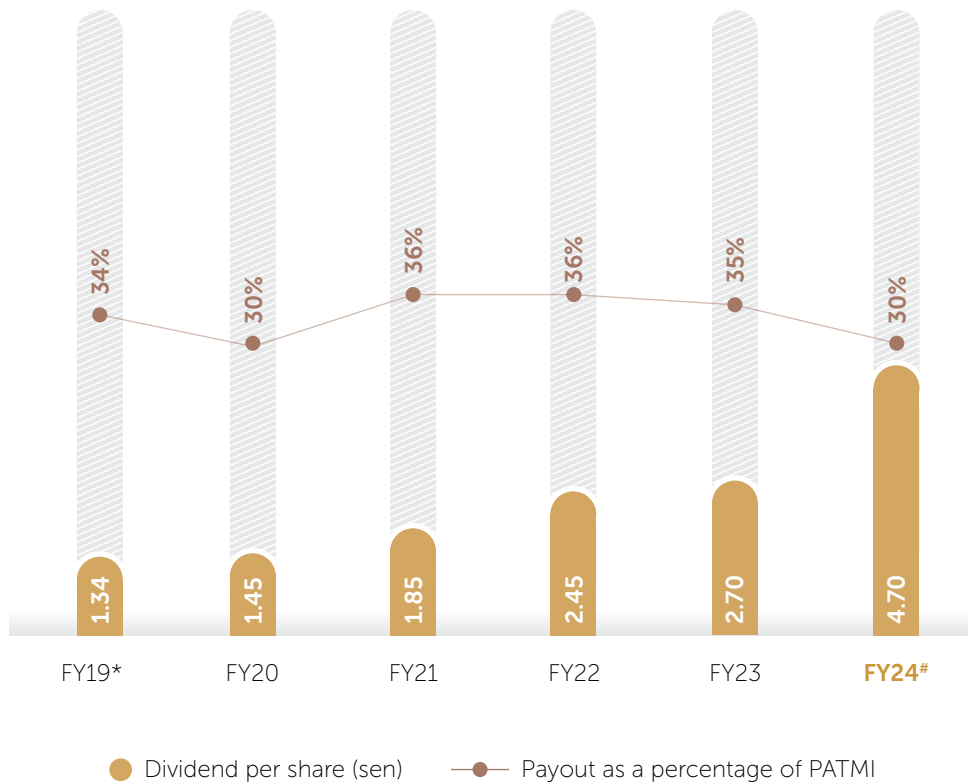
No. of Shareholders (as of 31 December 2024) = 11,120 shareholders



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 25<sup>th</sup> 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



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Statement of Value-Added Distribution and Simplified Financial Statement 31

Value Creation Model 32

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

*Remarks*

- <sup>1</sup> The comparative figures have been restated following the adoption of IFRIC Agenda Decision on MFRS 123 Borrowing Costs.
- <sup>2</sup> The comparative figures have been restated in accordance with MFRS5 Non-current Assets Held for Sale and Discontinued Operations.
- <sup>#</sup> 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 25<sup>th</sup> Annual General Meeting.

## FINANCIAL CALENDAR

FINANCIAL YEAR ENDED 31 DECEMBER 2024

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

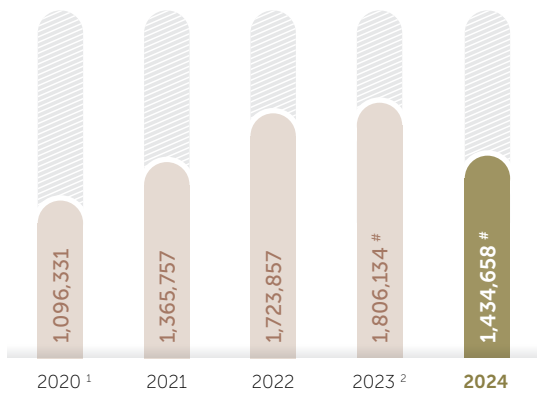


# GROUP FINANCIAL HIGHLIGHTS

FINANCIAL YEAR ENDED 31 DECEMBER

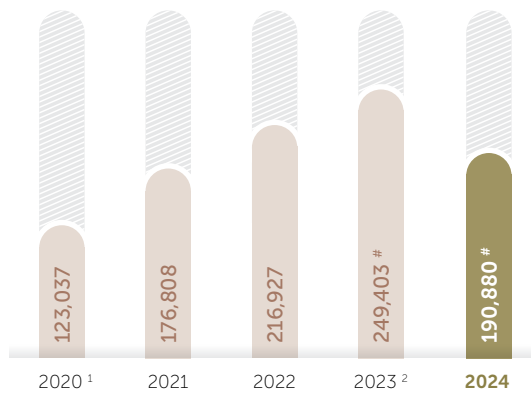
## REVENUE

(RM'000)



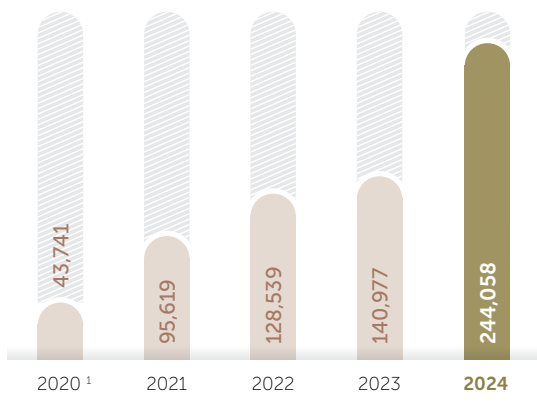
## PROFIT BEFORE TAX

(RM'000)



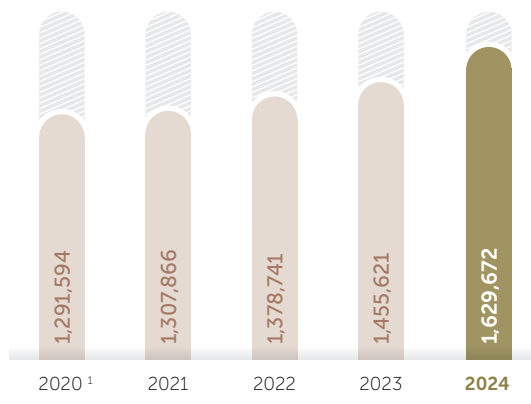
## PROFIT AFTER TAX AND NON-CONTROLLING INTERESTS

(RM'000)



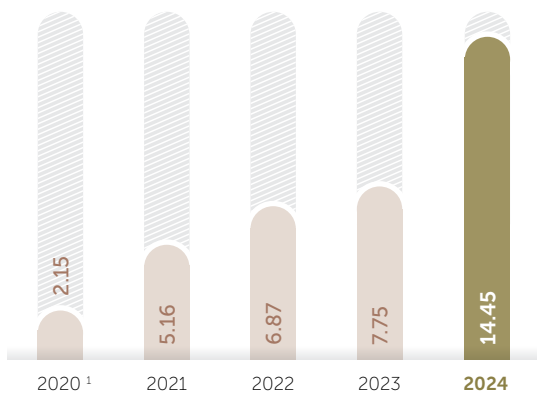
## EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT

(RM'000)



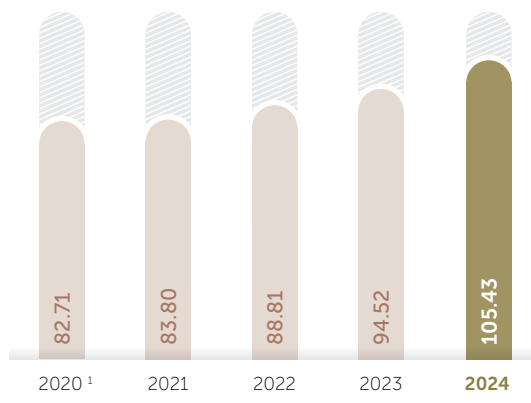
## BASIC EARNINGS PER SHARE

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

# 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

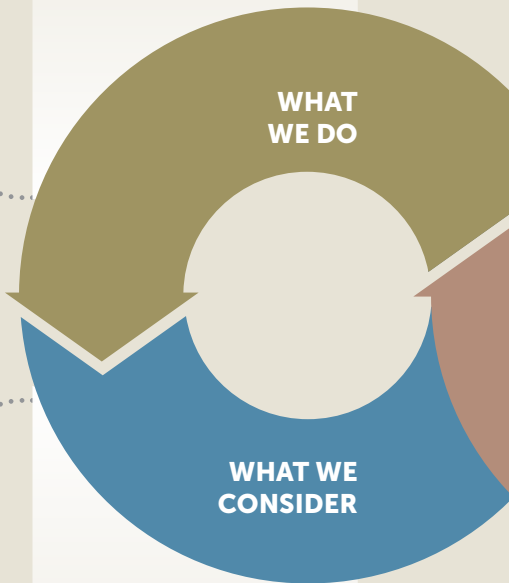
#### NATURAL

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 m<sup>3</sup>** 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



OUR DEVELOPMENT FOCUS

OUR STRATEGIES

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



OUTPUTS	OUTCOMES
<ul style="list-style-type: none"> <li>• Revenue: <b>RM1.43 billion</b></li> <li>• PAT: <b>RM265.94 million</b></li> <li>• Cash and cash equivalents: <b>RM511.49 million</b></li> <li>• Total assets: <b>RM4.35 million</b></li> <li>• Total liabilities: <b>RM2.25 million</b></li> <li>• Total borrowings: <b>RM957.72 million</b></li> </ul>	<ul style="list-style-type: none"> <li>• Unbilled sales: <b>RM1.68 billion</b></li> <li>• <b>RM91.58 million</b> dividend payout</li> <li>• <b>RM15.26 million</b> paid to Perpetual Sukuk Holders</li> <li>• <b>RM101.09 million</b> paid in taxes</li> <li>• <b>RM122.37 million</b> paid/payable in wages</li> <li>• <b>RM5.26 million</b> paid in community investments</li> <li>• <b>RM43.53 million</b> paid in finance costs</li> <li>• Market capitalisation: <b>RM850.2 million</b> as at end 2024</li> </ul>
<ul style="list-style-type: none"> <li>• <b>9</b> property launches.</li> <li>• Average QLASSIC score levels of <b>72</b></li> <li>• <b>2.7 million</b> mall footfall</li> <li>• Strong M3 Shopping Mall occupancy rate of <b>98%</b></li> <li>• <b>56%</b> hotel occupancy rate</li> </ul>	<ul style="list-style-type: none"> <li>• GDV of units achieved VP: <b>RM1.9 billion</b></li> <li>• <b>85%</b> customer experience index</li> <li>• Enabling more middle-income Malaysians to own a home</li> <li>• Provision of enhanced lifestyle and improved quality of living</li> </ul>
<ul style="list-style-type: none"> <li>• Continued business growth as reflected in property sales, revenues and earnings performance.</li> <li>• Strengthening of the risk management and mitigation framework</li> <li>• <b>100%</b> of new suppliers assessed environmental and social criteria</li> <li>• Employee engagement score</li> </ul>	<ul style="list-style-type: none"> <li>• Continued growth and progress in the creation of financial and non-financial values for LBS and/or its stakeholders.</li> </ul>
<ul style="list-style-type: none"> <li>• More than <b>476-strong</b> workforce.</li> <li>• Implemented <b>3-pillar</b> talent strategy</li> <li>• Approximately <b>27.59 average training hours</b> per employee</li> <li>• <b>RM121,943</b> for employee engagement activities</li> <li>• <b>93% participation rate</b> in Employee Engagement Survey</li> </ul>	<ul style="list-style-type: none"> <li>• High employee engagement score <b>79%</b>, 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</li> <li>• Clinched the <b>Graduates' Choice Award (GCA)</b> for consecutive three years</li> </ul>
<ul style="list-style-type: none"> <li>• Improved stakeholder relationships</li> <li>• <b>3 buy calls</b> from analysts and research houses</li> <li>• <b>8 awards</b> attained</li> <li>• <b>100%</b> supplier compliance to ABAC Policy</li> <li>• <b>Zero fines</b> for social/labour non-compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Over <b>RM2.1 million</b> donated to community via LBS Foundation</li> <li>• Rollout of <b>8x8 Strategy (2025-2027)</b> growth plan</li> <li>• Rebranding exercise to resonate better with target audience</li> </ul>
<ul style="list-style-type: none"> <li>• <b>3,789 acres</b> of landbank</li> <li>• <b>279 tonnes</b> CO<sub>2</sub>e Scope One Emissions</li> <li>• <b>5,418 tonnes</b> CO<sub>2</sub>e Scope Two Emissions</li> <li>• <b>743 tonnes</b> CO<sub>2</sub>e Scope Three Emissions</li> </ul>	<ul style="list-style-type: none"> <li>• <b>58 tonnes</b> of total waste</li> <li>• Set up first <b>43-MWp</b> solar farm project</li> <li>• <b>Zero</b> reported fines for environmental non-compliance</li> </ul>
<ul style="list-style-type: none"> <li>• Strengthened positive brand perception among multiple stakeholder groups which contribute to robust sales, positive media publicity and investor interest</li> <li>• Recognised as one of Malaysia's 'Best Managed Companies 2024'</li> <li>• Awarded 'Malaysia Deal of the Year' and 'Sustainability Deal of the Year' for Islamic Financial and Sustainability excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Improved environmental oversight and implementation of practices with progressive integration of ESG into the Group's business strategies and its operations</li> <li>• Launch of Rimbawan, our maiden eco-conscious development</li> <li>• In support of the nation's objective of achieving Net Zero Carbon Emissions by 2050</li> <li>• <b>25.63 tonnes</b> of disposed waste</li> <li>• <b>32.46 tonnes</b> of diverted waste</li> </ul>

MASTER PLANNING/  
PROJECT DESIGN

REGULATORY/  
AUTHORITY APPROVALS

CONSTRUCTION  
AND DEVELOPMENT

MARKETING/  
BRANDING LAUNCH



# 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.





# OUR SUSTAINED PATH TO VALUE CREATION

Our Business Model And Business Strengths 36

The Business Model At Work – Our Value Chain 38

Matters Material To Value Creation 39

## RISKS AND MATERIAL MATTERS

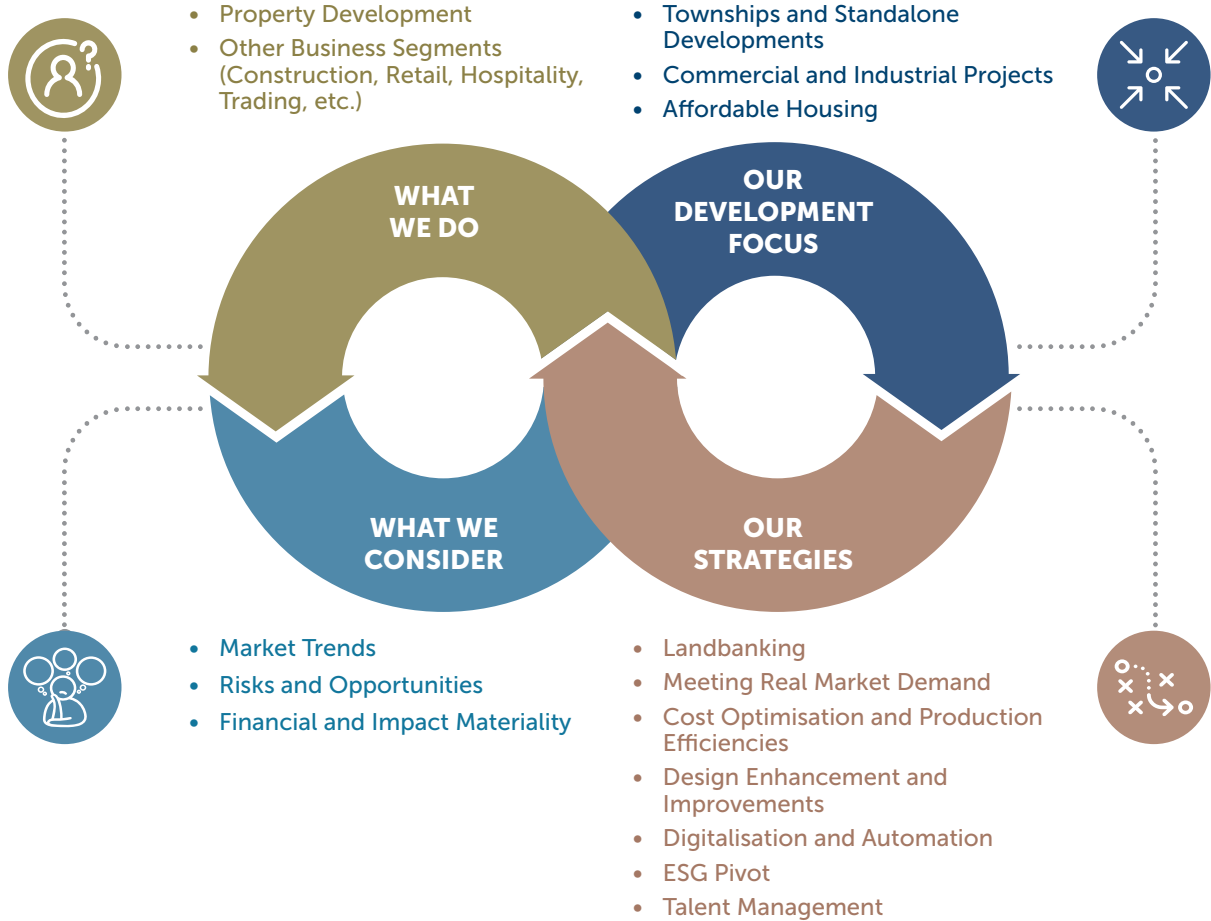
- Product Quality and Customer Experience
- Economic Performance
- Governance
- Responsible Supply Chain
- Thriving Townships

## 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



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%	<b>71%</b>

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.

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.

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.

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

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.

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.

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.

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.

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.

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			TIMEFRAME			
Acute	Chronic		Short-Term (0-2 years)	Medium-Term (2-5 years)	Long-Term (6-10 years)	
LIKELIHOOD			SEVERITY			
Low	Medium	High	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.	<ul style="list-style-type: none"> <li>Continued delivery of excellent product quality reduces rework costs, safeguards brand reputation, and instils customer confidence.</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Operational</li> <li>Financial</li> <li>Compliance and Legal</li> <li>Reputational</li> </ul>	<p> 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.</p> <p>The risk varies but typically remains well under control through effective project management.</p> <p><b>TIMEFRAME:</b>     <b>LIKELIHOOD:</b>     <b>SEVERITY:</b> </p>

**APPLIED METRICS**

- 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	OPPORTUNITY	TYPE OF RISK
<p>The speed and effectiveness of defect management directly impact brand reputation, cost efficiency, regulatory compliance, and customer satisfaction, driving referrals and repeat purchases.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>This includes opportunities to enhance cost and production efficiency through process re-engineering and the adoption of new technologies.</li> <li>Opportunities also include understanding how physical climate risks may increase defects or affect product quality, influencing building design and material choices.</li> </ul>	<ul style="list-style-type: none"> <li>Operational</li> <li>Financial</li> <li>Compliance and Legal</li> <li>Reputational</li> </ul>
NATURE OF RISKS AND TIME FRAME		APPLIED METRICS
<p>LBS' ongoing efforts have steadily reduced defects. However, since defects cannot be fully eliminated, a robust management process ensures effective resolution.</p> <p> Defects are considered an ongoing challenge, varying by project. Climate change, with rising temperatures and increased rainfall, may further worsen these issues.</p> <p><b>TIMEFRAME:</b>   </p> <p><b>LIKELIHOOD:</b> </p> <p><b>SEVERITY:</b> </p>		<ul style="list-style-type: none"> <li>18 employees managed defect rectification in 2024 (2023: 18 employees)</li> <li>99% customer enquiry resolution rate based on resolution within seven days from receipt of enquiry (2023: 99%)</li> <li>Customer Experience Index score upon VP: 85% (2023: 81%)</li> </ul>

## 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
<b>PROJECTS</b>	<ul style="list-style-type: none"> <li>• KITA Harmoni</li> <li>• KITA Impian</li> <li>• LBS SkyLake Residence</li> </ul>	<ul style="list-style-type: none"> <li>• KITA Ria</li> <li>• Melodi Perdana</li> <li>• Mercu Jalil</li> <li>• Residensi Bintang Bukit Jalil</li> </ul>	<ul style="list-style-type: none"> <li>• Idaman BSP</li> <li>• KITA Mekar</li> <li>• Ritma Perdana</li> </ul>
<b>AVERAGE ANNUAL SCORE</b>	<b>68</b>	<b>75</b>	<b>72</b>

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.



artist impression

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
<p>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").</p> <p>Factors which can impact timely project completion include labour shortages, OSH incidents, and physical climate risks.</p>	<ul style="list-style-type: none"> <li>Continued delivery of excellent product quality reduces rework costs, safeguards brand reputation, and instills customer confidence.</li> <li>Emphasising high product quality allows the Group to cultivate a reliable network of suppliers and contractors while strengthening professionalism within its supply chain.</li> </ul>	<ul style="list-style-type: none"> <li>Financial</li> <li>Compliance and Legal</li> <li>Reputational</li> </ul>	<p> 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").</p> <p><b>TIMEFRAME:</b>  </p> <p><b>LIKELIHOOD:</b>  <b>SEVERITY:</b> </p>

### APPLIED METRICS

- 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
<b>TOTAL</b>					<b>4,424</b>	

#### 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 supplier 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 <b>GOVERNANCE</b>			
RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
<p>LBS’ zero-tolerance, no compromise position on corruption has enabled the Group to achieve a strong track record of continued zero incidents of corruption.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic</li> <li>Operational</li> <li>Financial</li> <li>Compliance and Legal</li> <li>Reputational</li> </ul>	<div style="display: flex; justify-content: space-around; align-items: center;"> </div> <p>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.</p> <p><b>TIMEFRAME:</b></p> <div style="display: flex; justify-content: space-around;"> </div> <p><b>LIKELIHOOD:</b> <b>SEVERITY:</b> </p> <p>Moderate to Significant depending on the nature and type of corruption.</p>
APPLIED METRICS			
<ul style="list-style-type: none"> <li>Zero whistleblowing reports received annually</li> <li>Zero substantiated incidents of corruption</li> <li>Zero fines incurred related to corruption cases</li> <li>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.</li> <li>All suppliers engaged since the implementation of the KYS process have undergone KYS assessment</li> <li>100% of employees have received anti-corruption training in 2024 (2023: 100%, 2022: 84%)</li> </ul>			

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
<p>In October 2023, LBS conducted its first Climate Risk Assessment ("CRA") and Scenario Planning Workshop, facilitated by an external guidance and advisory firm.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>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").</li> </ul> <p>Additionally, these initiatives contribute to improved business resilience, particularly in defect management and timely project completion.</p>	<ul style="list-style-type: none"> <li>Strategic</li> <li>Operational</li> <li>Financial</li> <li>Compliance and Legal</li> </ul>	<p> </p> <p>Depending on the nature of the risks—whether physical or transition-related—they may be classified as acute or chronic.</p> <p><b>TIMEFRAME:</b>   </p> <p><b>LIKELIHOOD:</b> </p> <p><b>SEVERITY:</b>   </p> <p>Minimal to significant depending on nature of risk and type.</p>

APPLIED METRICS

- 279 tonnes of CO<sub>2</sub>e Scope One Emissions emitted (2022: 274, 2023: 288)
- 5,418 tonnes of CO<sub>2</sub>e Scope Two Emissions emitted (2022: 5,394, 2023: 5,173)
- 743 tonnes of CO<sub>2</sub>e 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<sub>2</sub>e 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 <b>5%</b> <b>REDUCTION IN ENERGY INTENSITY</b> by <b>Gross Floor Area ("GFA")</b> (Scope 2)  Baseline Year: 2022	Achieved <b>4.13%</b> decrease compared to 2022 levels
To achieve <b>5%</b> <b>REDUCTION IN CARBON INTENSITY</b> by <b>Revenue</b> (Scope 1, 2 and 3)  Baseline Year: 2022	Achieved <b>79.95%</b> 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

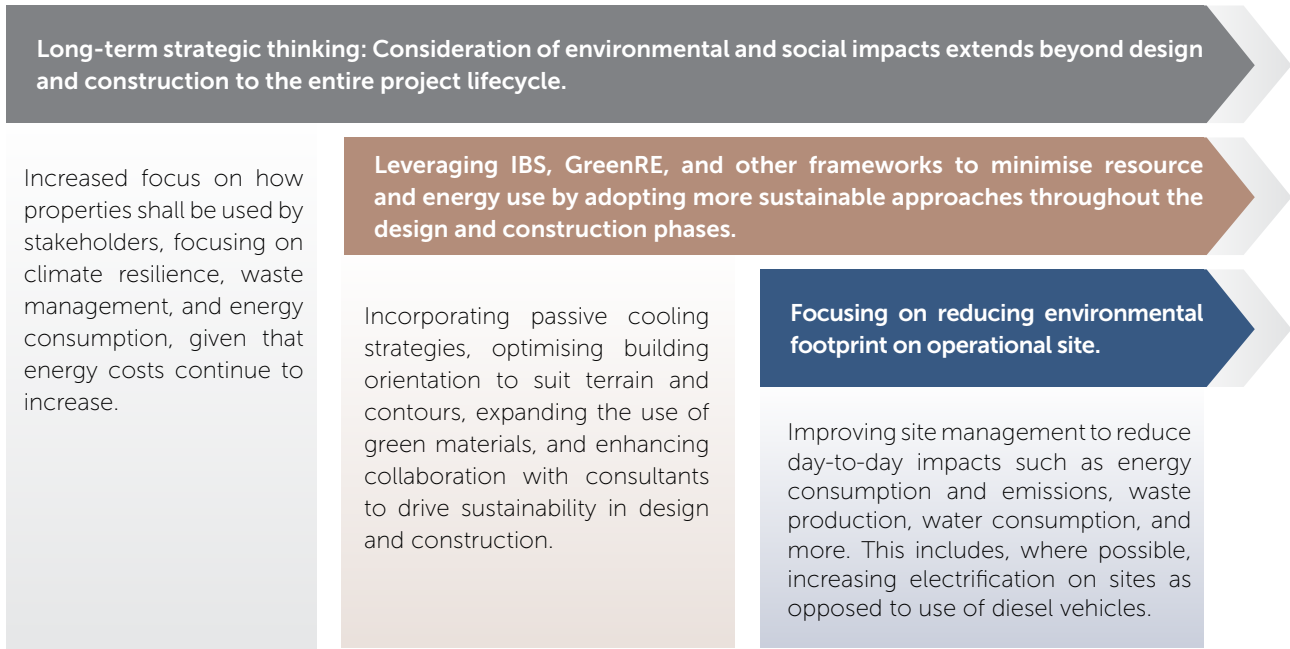
Aside from utilising renewable energy, LBS progressively intends to explore how waste recycling will further reduce the emissions profile of the Group and to expand its GHG inventory by including more aspects of Scope 3 emissions aside from employee commuting and business travel. This includes using 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



### CLIMATE RISK PROFILE

Following is LBS' climate risk profile:

	POTENTIAL RISKS AND IMPACTS	POTENTIAL OPPORTUNITIES
<b>OPERATIONAL SITES</b>	<ul style="list-style-type: none"> <li>Some of the Group's operational sites may need additional safeguards to protect against possible flooding.</li> <li>Hotter temperatures and increased rainfall may necessitate additional measures to protect workers from higher OSH risks.</li> <li>Increased defect incidences, which may require more defect rectification works, which could lead to higher associated costs.</li> </ul>	<ul style="list-style-type: none"> <li>Development of specific site profiles through more localised climate assessment and analysis.</li> <li>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.</li> <li>Expedited transition to technology driven approaches such as drones and robotics to reduce dependence on manual labour.</li> </ul>
<b>SUPPLY CHAIN</b>	<ul style="list-style-type: none"> <li>Potential impacts on the supply of materials, goods and services procured by LBS.</li> </ul>	<ul style="list-style-type: none"> <li>Development of more robust and "greener" supply chains.</li> <li>Potential improvements in efficiency, productivity and costs via supply chain revamp and diversification.</li> <li>Promotion of climate change awareness and spurring decarbonisation among small medium enterprises.</li> </ul>

## MATTERS MATERIAL TO VALUE CREATION








	POTENTIAL RISKS AND IMPACTS	POTENTIAL OPPORTUNITIES
<b>BRAND REPUTATION</b>	<ul style="list-style-type: none"> <li>Potential climate related impacts that may impact product and service quality.</li> <li>Specific focus areas are finished quality of properties, timely completion of projects and delivery of vacant possession.</li> <li>Changing perception of significant stakeholders towards LBS' corporate brand as a result of climate change, i.e. appeal of company as an investment target.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced brand credibility as LBS pursues decarbonisation, green financing, and more. Leveraging ESG initiatives to strengthen LBS' credentials as a sustainable property developer.</li> </ul>
<b>ACCESS TO FINANCING / CAPITAL</b>	<ul style="list-style-type: none"> <li>The potential impact of loan portfolio decarbonisation by banks and how this affects access to financing.</li> </ul>	<ul style="list-style-type: none"> <li>Wider access to financing options with LBS Sukuk Wakalah Programme as one example of how green financing can be leveraged.</li> </ul>
<b>LANDBANKING</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Development of a more evolved criteria for land acquisition (beyond commercial considerations).</li> <li>Redesignating landbank with no specific development plans for agriculture and solar energy generation.</li> </ul>
<b>ACQUISITIONS AND DIVESTMENTS</b>	<ul style="list-style-type: none"> <li>Greater consideration for the carbon profile or GHG inventory of the targeted companies when assessing acquisition targets and joint venture partners, locally and overseas.</li> </ul>	<ul style="list-style-type: none"> <li>Strong "green" credentials of targeted companies may provide additional value not captured by financial valuations.</li> <li>Exposure to new, lucrative business sectors.</li> </ul>
<b>ABILITY TO TENDER FOR PROJECTS</b>	<ul style="list-style-type: none"> <li>Increased "green" as prerequisites for projects, for joint ventures with public sector stakeholders and others.</li> </ul>	<ul style="list-style-type: none"> <li>New infrastructure development opportunities such as green buildings, green data centres, and more.</li> </ul>
<b>OTHERS</b>	<ul style="list-style-type: none"> <li>The workforce's ability to commute, along with a greater emphasis on research, development, and technological advancements.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities to change the ways of working for employees, by introducing hybrid or work from home arrangements to reduce Scope 3 emissions.</li> <li>May also support higher employee productivity and satisfaction reduced employee turnover.</li> </ul>

# MATTERS MATERIAL TO VALUE CREATION

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

RCP 3.4	NGFS Net Zero 2050
<ul style="list-style-type: none"> <li>Intermediate pathway between the "very stringent" RCP2.6 and less stringent RCP4.5.</li> <li>Radiative forcing level of 3.4 watts per square metre by the year 2100.</li> <li>Projects a 2.0–2.4 Celsius warming by 2100 from pre-industrial levels.</li> <li>Moderate to high physical risks.</li> </ul>	<ul style="list-style-type: none"> <li>Limits global warming to 1.5 °C via stringent climate policies and innovation.</li> <li>Achieves net zero CO<sub>2</sub> emissions around 2050.</li> <li>Transition risks are high.</li> </ul>

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 undertaken 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
<p>The Group recognises that competent talent is essential for optimum productivity, effective execution of business strategies, succession planning, seamless technological adoption, and more.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic</li> <li>Operational</li> <li>Financial</li> </ul>	<p> 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.</p> <p><b>TIMEFRAME:</b></p> <p> </p> <p><b>LIKELIHOOD:</b>  <b>SEVERITY:</b>  </p> <p>Minimal to Moderate</p> <p>Depending on the type of talent and specific employment positions, severity ranges from minimal to moderate</p>

### APPLIED METRICS

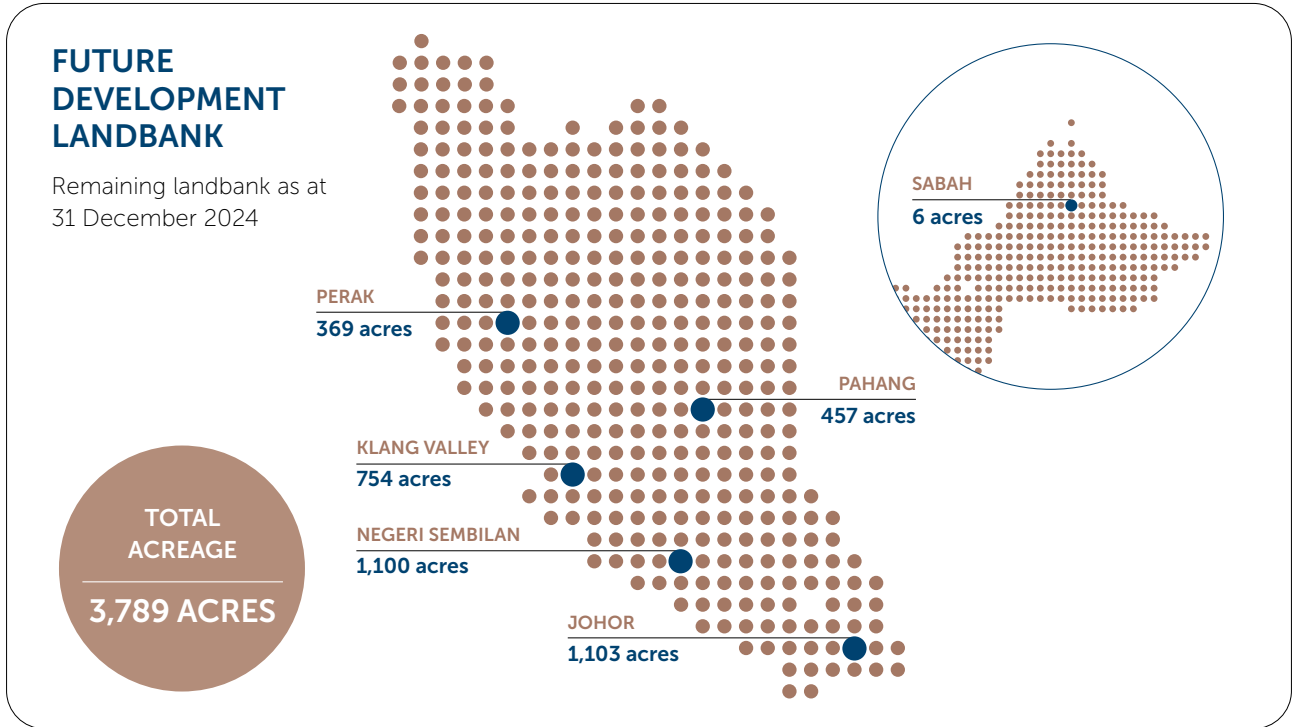
- 104 new employee hires
- 476 employees
- 23.6% employee turnover rate
- More than RM296,000 annual employee training spend
- 13,131 total number of employee training hours
- Achieved 27.59 training hours per employee
- 79% employee engagement score





# MATTERS MATERIAL TO VALUE CREATION

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



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.	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Operational</li> <li>Financial</li> <li>Compliance and Legal</li> <li>Reputational</li> </ul>	<p><b>⚡</b> Acute, as OSH incidents can happen across any timeframe.</p> <p><b>TIMEFRAME:</b> 🕒 🕒 🕒</p> <p><b>LIKELIHOOD:</b> 🕒 <b>SEVERITY:</b> 😊 😐 😞</p> <p>Minimal to significant depending on type of incident, location, timing, and affected stakeholders</p>

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

MATERIAL TOPICS

11 DATA PRIVACY AND CYBERSECURITY 

RISK	OPPORTUNITY	TYPE OF RISK	NATURE OF RISKS AND TIME FRAME
<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>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.</li> <li>Information can also be easily provided to financiers (with data owners' prior consent) to streamline and expedite the property ownership process.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance and Legal</li> <li>Reputational</li> </ul>	<p><b>NATURE OF RISK:</b></p>  <p><b>TIMEFRAME:</b></p>  <p><b>LIKELIHOOD:</b>  <b>SEVERITY:</b> </p> <p>Minimal to significant depending on type of incident, location, timing, and affected stakeholders.</p>





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
<p>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.</p> <p>i. Species affected - Existing trees and wildlife                  ii. Extent of areas impacted - 315 acres                  iii. Duration of impacts - 20 years</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance and Legal</li> <li>Reputational</li> </ul>	<p><b>NATURE OF RISK:</b></p>  <p><b>TIMEFRAME:</b></p>  <p><b>LIKELIHOOD:</b></p>  <p><b>SEVERITY:</b></p> 

APPLIED METRICS

- 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	<b>5,783</b>

### 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	<b>1,944</b>

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



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

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Key Senior Management Profiles 68

## 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

DSCM, 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*



**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 9<sup>th</sup> 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. 8<sup>th</sup> 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 23<sup>rd</sup> 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 5<sup>th</sup> Session of the 12<sup>th</sup> Chinese People's Political Consultative Conference 2017
  33. Committee, China Federation 11<sup>th</sup> Plenary Session
  34. Committee, the 6<sup>th</sup> China Overseas Exchange Association
  35. Overseas Representative, the 3<sup>rd</sup> Session of the 11<sup>th</sup> Fujian Chinese People's Political Consultative Conference 2015
  36. Honorary Life Chairman, Member of the 6<sup>th</sup> Committee of Quanzhou Overseas friendship Association
  37. Overseas Representative, the 17<sup>th</sup> People's Congress of Quanzhou, China
  38. Vice President, Fujian Overseas Exchanges Association 6<sup>th</sup> Council
  39. Overseas Adviser, Fujian Provincial Federation 11<sup>th</sup> Plenary Session
  40. Vice President, The World Lin's Association
  41. Vice President, the 6<sup>th</sup> China Xiamen Overseas Friendship Association
  42. Honorary Life Adviser, Tan Kah Kee Educational Charity Foundation
  43. Executive Director of The 6<sup>th</sup> China Overseas Friendship Association 2024, Nov
  44. Inaugural Rotating President, The ASEAN Federation of Hokkien Association
  45. Honorary Adviser, the 1<sup>st</sup> 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*



**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*

**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*



**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



**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 Envoy 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*



**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*

**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



**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 Petroliaam 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



**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



**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



**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



**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



**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



**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



**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.



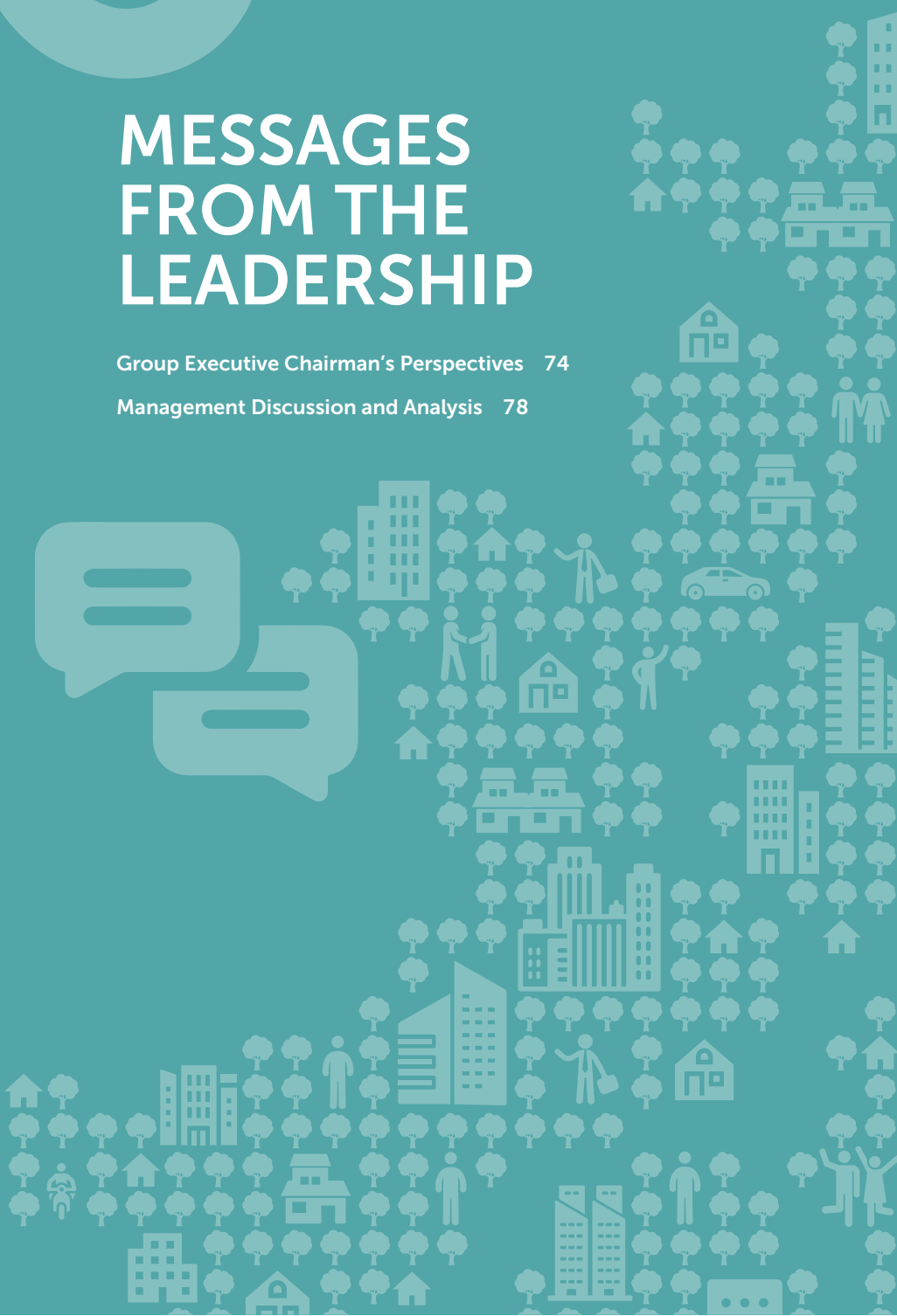


# 6

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### 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



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.

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

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 re-strategising 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<sub>2</sub>e, 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 contributor 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 for light- 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
<b>TOTAL</b>	<b>3,789</b>

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
<b>TOTAL</b>	<b>3,422</b>	<b>2,336.9</b>

## 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
<b>TOTAL</b>	<b>11,619</b>	<b>5,427.7</b>

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 <sup>1</sup>	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

<sup>1</sup> 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 25<sup>th</sup> 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 CLASSIC 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 to 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.

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.

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.



## 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:

<p>1</p>  <p>TALENT ACQUISITION AND EMPLOYER BRANDING</p>	<ul style="list-style-type: none"> <li>• Strengthened recruitment processes to ensure timely fulfillment of manpower requirements through targeted sourcing, partnerships, and participation in job fairs</li> <li>• Enhanced employer branding initiatives, leveraging our reputation as a Malaysia Best Managed Companies and a Graduates' Choice Award winner for three consecutive years</li> </ul>
<p>2</p>  <p>EMPLOYEE DEVELOPMENT AND GROWTH</p>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Conducted annual Training Needs Analysis to align development programmes with business priorities, covering technical, soft skills, safety &amp; health, compliance, sustainability and on the job training</li> <li>• Expanded access to learning opportunities through a robust e-learning platform, providing flexible, on-demand training in safety and compliance areas</li> </ul>
<p>3</p>  <p>ENGAGEMENT AND RETENTION</p>	<ul style="list-style-type: none"> <li>• Foster a culture of inclusivity and fairness by emphasising employee wellbeing and reinforcing our Human Rights Policy</li> <li>• Strengthened employee relations practices through open communication channels, including grievance mechanisms and whistleblowing systems, ensuring transparency and trust</li> <li>• Supported professional growth by reimbursing memberships in professional bodies, enhancing skills and certifications</li> <li>• 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</li> <li>• Enhanced its medical entitlement coverage, including both inpatient and outpatient benefits, to ensure employees have access to comprehensive medical support</li> </ul>

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.







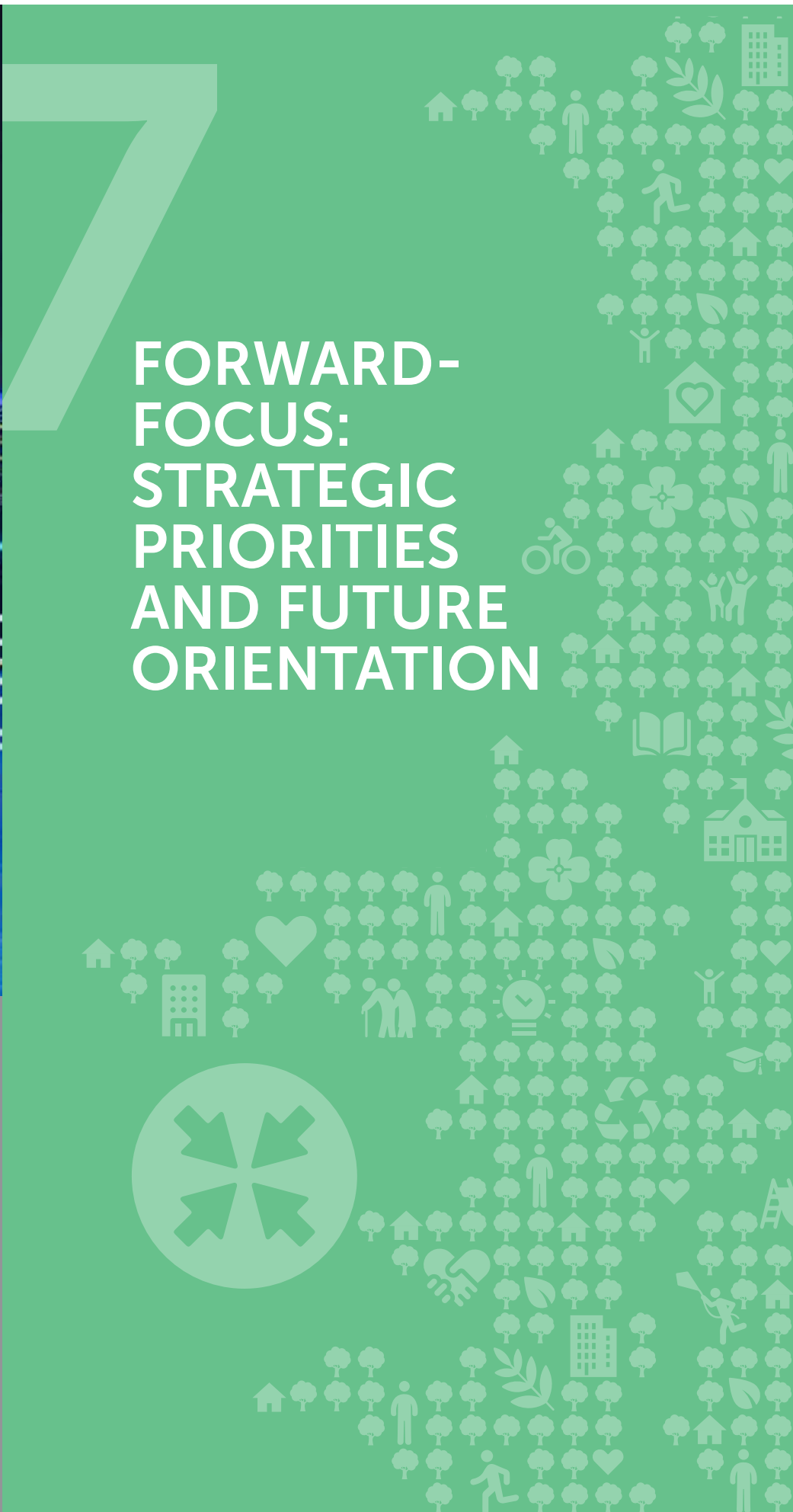
# FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

## 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.



artist impression

The grand entrance of Rimbawan township.

# FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION



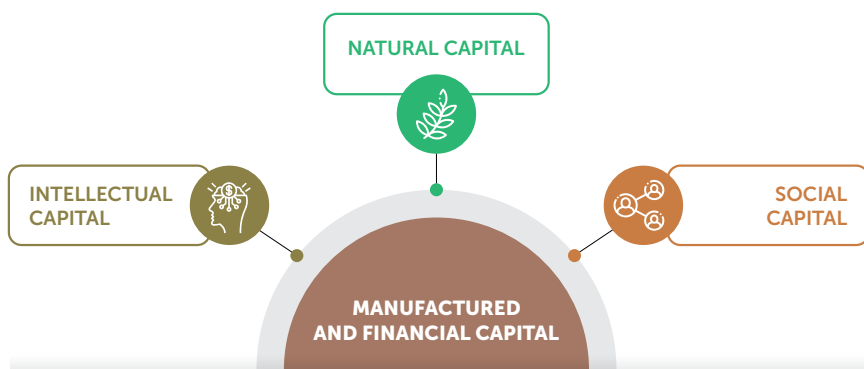
artist impression

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	• Innovation
• Landbank	• Product Quality and Customer Experience
• Climate Action	• Thriving Townships
• Economic Performance	

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

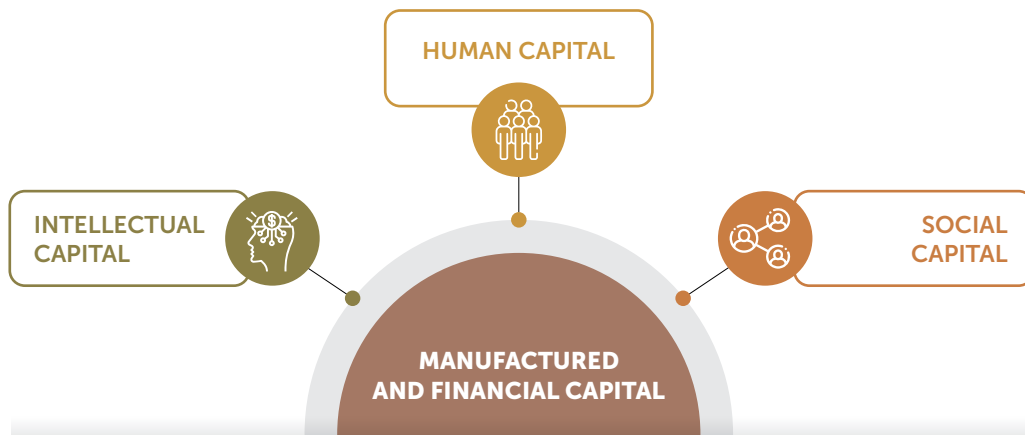
# FORWARD-FOCUS: STRATEGIC PRIORITIES AND FUTURE ORIENTATION

## 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.

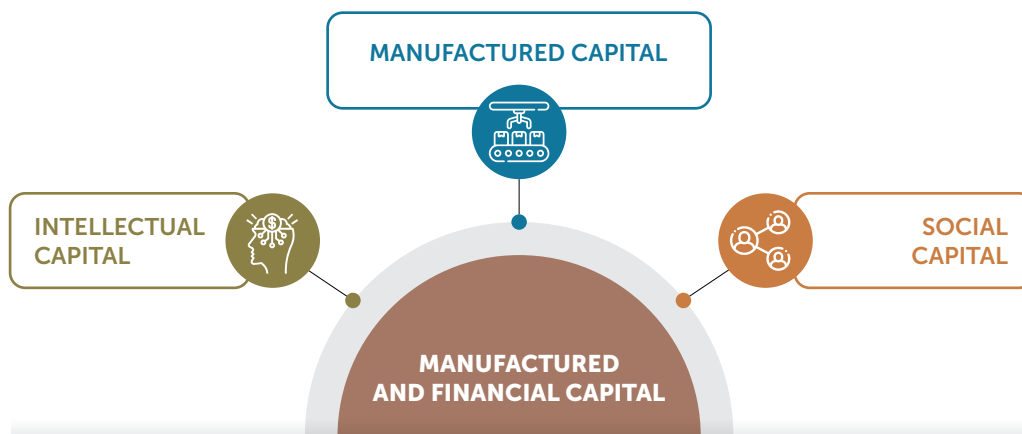
The challenge and opportunity lie in redefining traditional conventions of affordable homes to better meet societal needs and drive meaningful improvements in lifestyle quality, socioeconomic mobility, and overall well-being.

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
<b>Digitalised construction quality management processes</b>	Enables up-to-date monitoring of construction work, ensuring adherence to standards and early detection of defects during the construction progress.
<b>Deployment of a supplier and contractor performance dashboard</b>	Tracks and improves supplier and contractor outcomes effectively.
<b>Expansion of omnichannel digital presence</b>	Use of virtual showrooms and property fairs and online booking platforms, which drive improved customer interactions and engagements and sales.
<b>Title Management System</b>	Enhances efficiency, transparency, and accuracy by automating title-related workflows; reduces manual paperwork; minimises processing delays; provides real-time tracking; and secures document management.
<b>Implementation of digital HR functions</b>	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.
<b>Robotic Process Automation ("RPA")</b>	Reduces administrative workload and shortens related processes, allowing human resources to focus on more strategic initiatives.

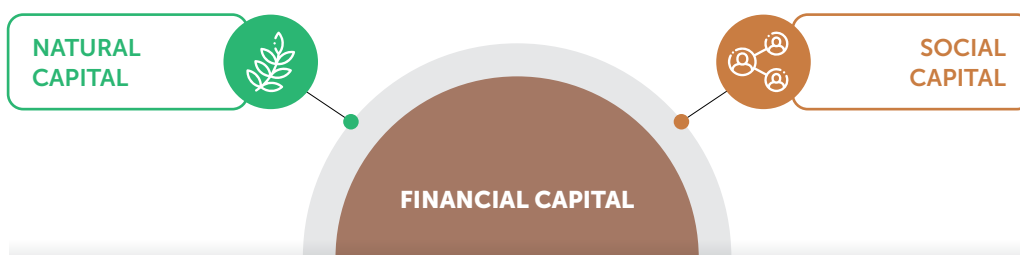
**RELATED MATERIAL TOPICS**

- 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 29<sup>th</sup> 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)
<b>AFFORDABLE HOUSING</b>		
Idaman BSP	Completed	115.0
Mercu Jalil	Completed	48.6
<b>SOCIO-ECONOMIC ADVANCEMENT AND EMPOWERMENT</b>		
BSP Flyover	Completed	35.0
Surau Al Amin Ibu Pejabat Polis Daerah Cameron Highlands	Completed	1.4
<b>TOTAL</b>		<b>200.0</b>

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

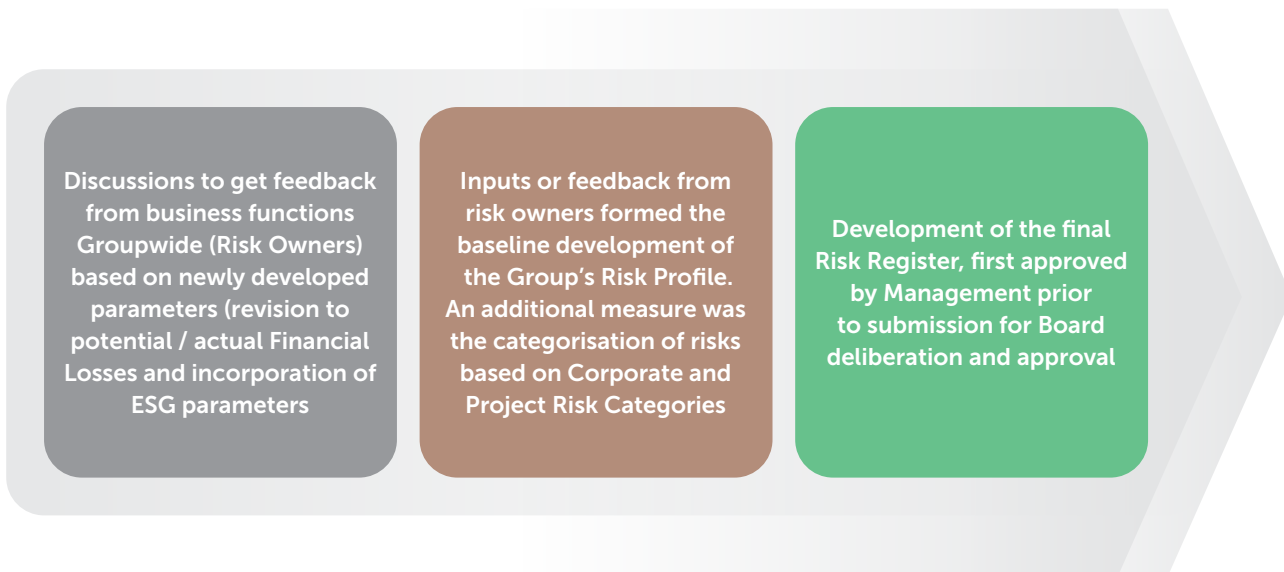
# FURTHER INTEGRATION OF ESG INTO RISK MANAGEMENT

**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.

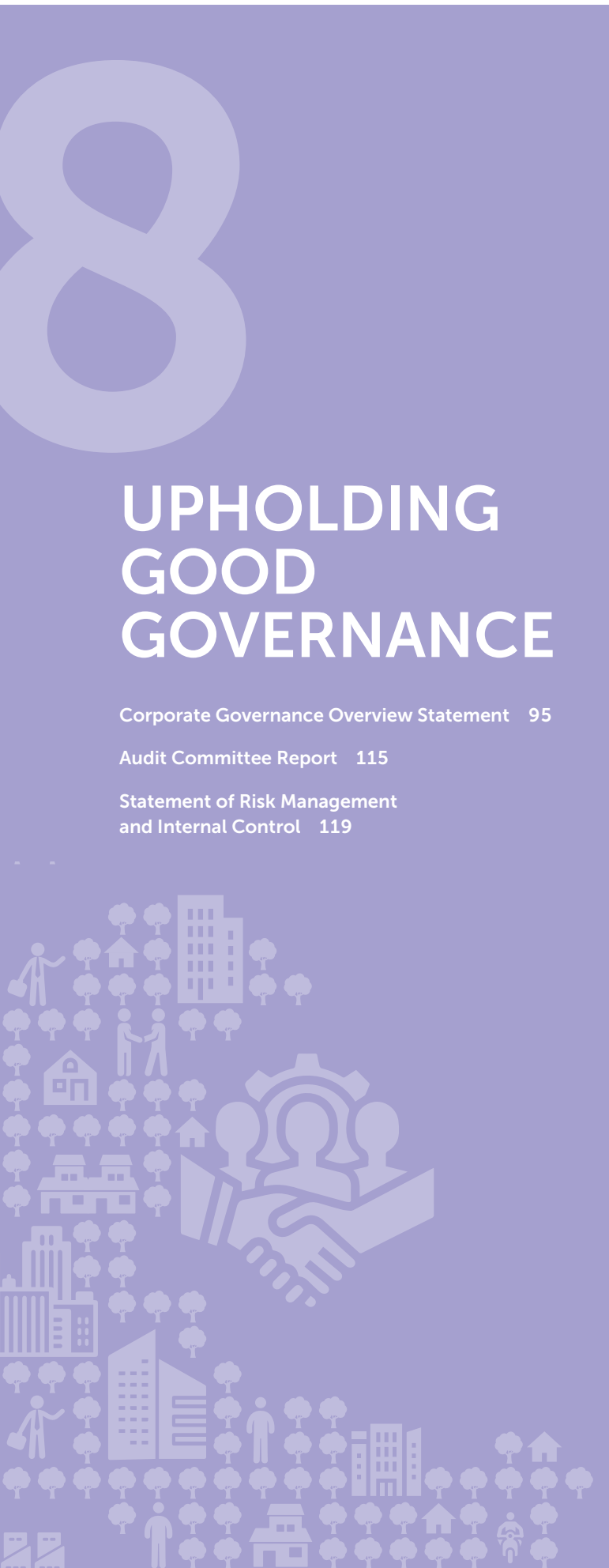
## RISK REFINEMENT PROCESS



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 95

Audit Committee Report 115

Statement of Risk Management and Internal Control 119

## 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

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- 2  
Main Market Listing Requirements (“MMLR”) of Bursa Malaysia Securities Berhad (“Bursa Malaysia”)

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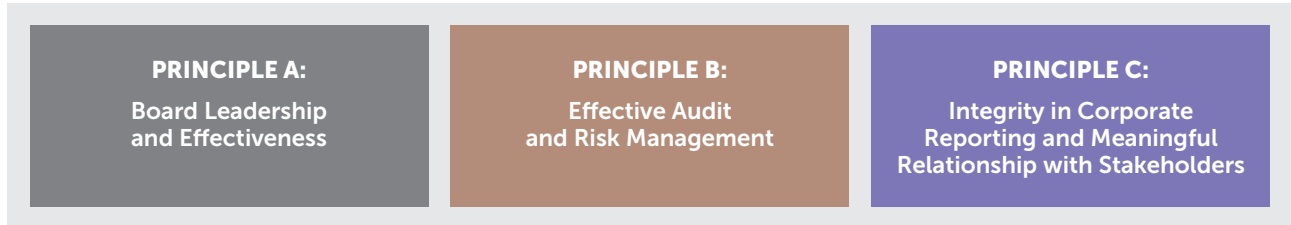
- 3  
Corporate Governance Guide 4<sup>th</sup> Edition issued by Bursa Malaysia

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- 4  
Companies Act, 2016

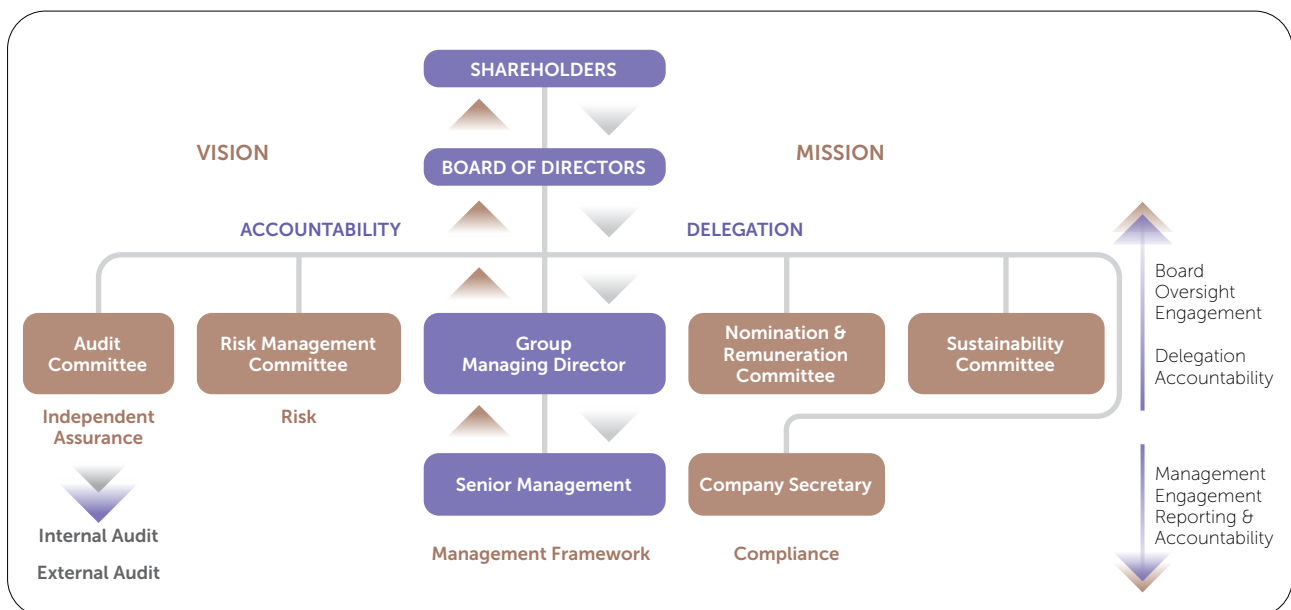
## CORPORATE GOVERNANCE OVERVIEW STATEMENT

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:



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](http://www.lbs.com.my) and within an announcement made by the Company on the website of Bursa Malaysia at [www.bursamalaysia.com](http://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](http://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:-

- Advising the Board on its roles and responsibilities;
- Facilitating the orientation of new Directors and assist in Directors' training and development;
- 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.
- Managing processes pertaining to the Directors', Board Committees' and shareholders' meetings;
- Monitoring corporate governance development and assist the Board in applying governance practices; and
- 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
<ul style="list-style-type: none"> <li>• Review of quarterly and year-end financial results as well as audit related matters.</li> <li>• Review of financial and operational performance against forecast/target.</li> <li>• Review cash flow and approve interim dividend, and propose final dividend.</li> <li>• Review matters related to recurrent related party transactions and conflict of interest as recommended by the Audit Committee.</li> <li>• Review of Directors' fees, performance bonuses and annual salary increments for 2024.</li> <li>• Review of Group business plan and operational financing.</li> </ul>

STRATEGIC PLANS AND INVESTMENTS
<ul style="list-style-type: none"> <li>• Review and approval of landbank acquisitions.</li> <li>• Review and approval of strategic business priorities.</li> <li>• Review and approval of all corporate proposals including strategic alliances and transactions.</li> <li>• Review of overall business strategy and the setting and adjustment of broad goals and overall strategic direction.</li> </ul>

GOVERNANCE, RISK AND INTEGRITY
<ul style="list-style-type: none"> <li>• Ensuring good governance practices in line with the MCCG and MMLR.</li> <li>• Continuing to stay abreast of current developments in Corporate Governance practices.</li> <li>• Ensuring continued progress and improvement across the Group in terms of creating a corporate governance oriented mindset and culture.</li> <li>• Ensuring Board diversity, evaluation and effectiveness.</li> <li>• Noted Minutes of Board Committee Meetings and received updates from Chairman of respective Board Committees.</li> <li>• Reviewed and approved the proposed digital and cybersecurity roadmap.</li> <li>• Reviewed and approved the Enterprise Risk Management framework.</li> <li>• Reviewed and approved the revised Internal Audit Plan.</li> </ul>

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### 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

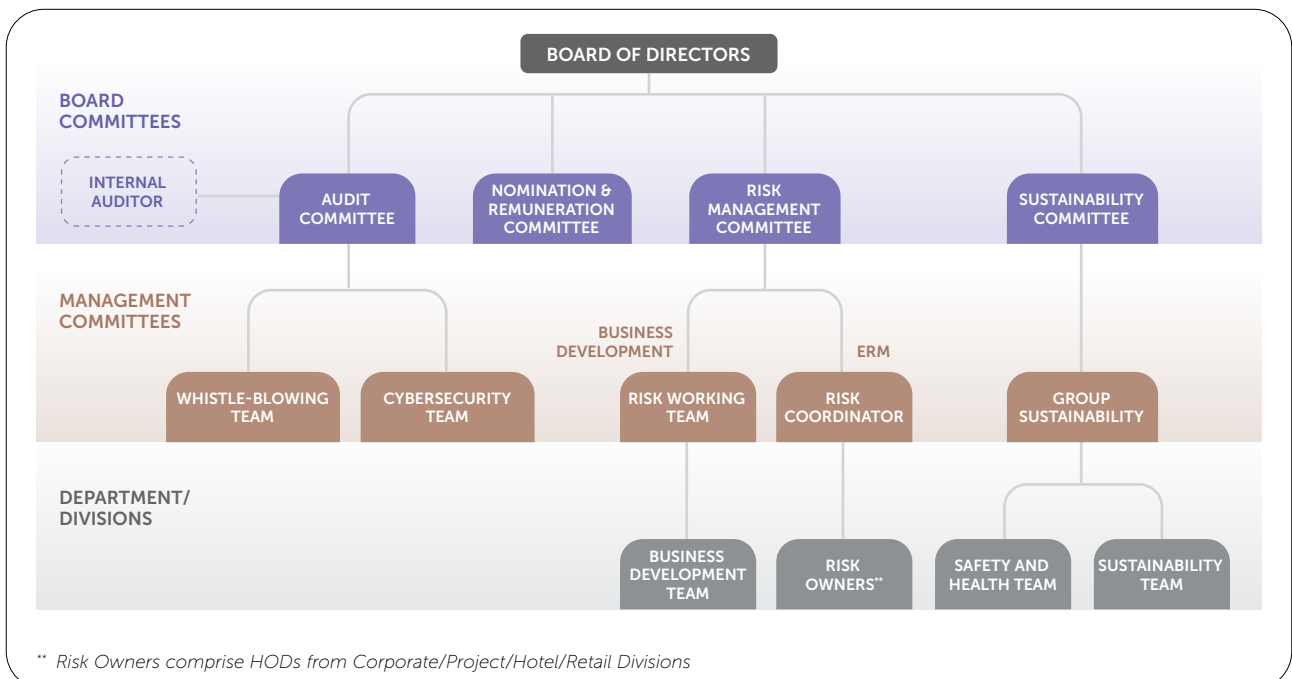
To enhance business and corporate efficiency and effectiveness, the Board delegates specific responsibilities to the respective committees of the Board.

BOARD COMMITTEE	ROLES AND RESPONSIBILITIES
<b>AUDIT COMMITTEE ("AC")</b>	<ul style="list-style-type: none"> <li>- Providing oversight on the Group's financial reporting, disclosure, regulatory compliance and risk management.</li> <li>- Monitoring of internal control processes within the Group.</li> <li>- Reviewing the quarterly results and full year financial statements.</li> <li>- Reviewing the audit reports pertaining to the risk management and internal controls.</li> <li>- Reviewing related party transactions and conflict of interest.</li> </ul>
<b>NOMINATION AND REMUNERATION COMMITTEE ("NRC")</b>	<ul style="list-style-type: none"> <li>- Reviewing the procedures for appointment of Directors and senior management personnel of the Group.</li> <li>- Reviewing the remuneration package.</li> <li>- Annual review of the required mix of skills, knowledge and experience and other qualification of the Board members.</li> <li>- Examining size of the Board with the optimum number of Directors on the Board to ensure its effectiveness.</li> </ul>
<b>RISK MANAGEMENT COMMITTEE ("RMC")</b>	<ul style="list-style-type: none"> <li>- Identifying, evaluating, monitoring, and reporting of risk areas.</li> <li>- Providing control measures, recommendations, and management action plans to mitigate such risks through periodic meetings and updates to the AC on a regular basis.</li> <li>- Ensure that the integrated risk management functions within the Group are effectively discharged.</li> </ul>
<b>SUSTAINABILITY COMMITTEE ("SC")</b>	<ul style="list-style-type: none"> <li>- Providing oversight on the sustainability strategy, encompassing economic, environmental, social and governance aspects, including climate change and occupational safety, health, and environment matters.</li> <li>- Providing advice and recommendations on sustainability strategies and policies for the Board's approval, and monitoring their implementation on a quarterly basis.</li> <li>- 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.</li> </ul>

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

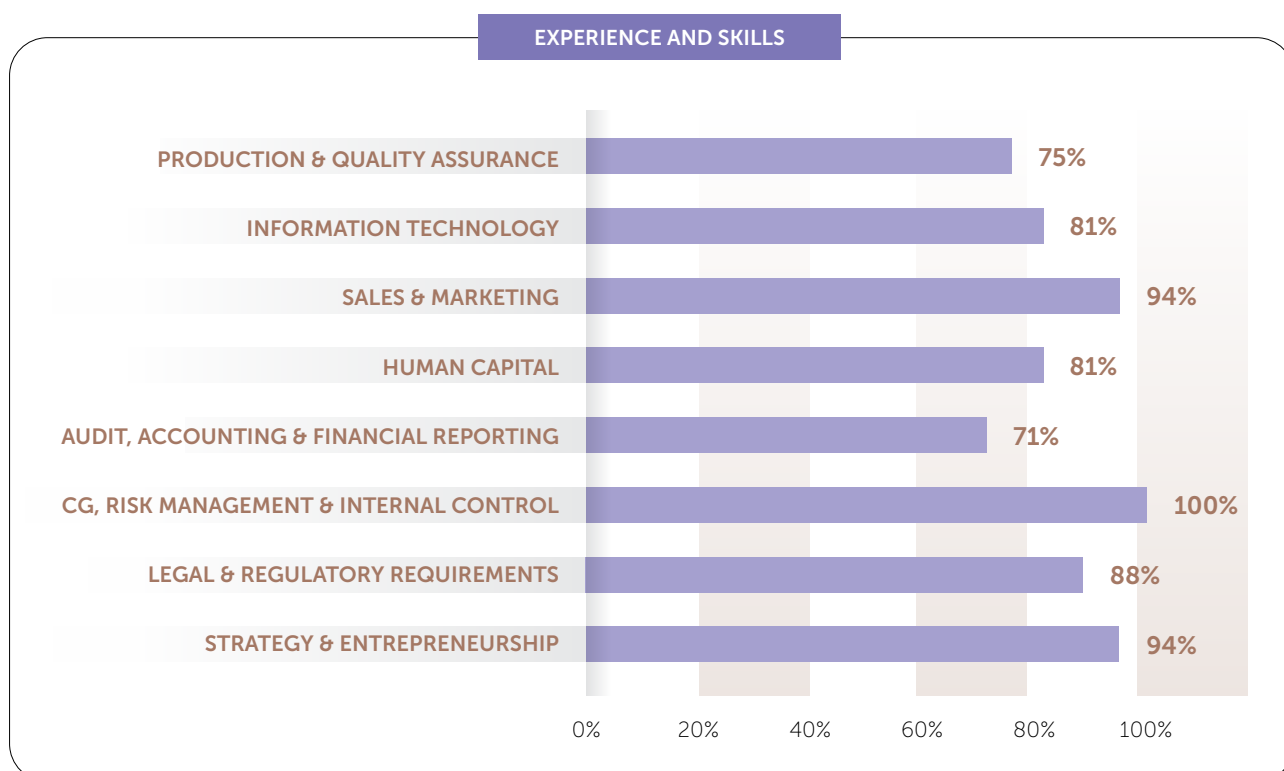
The Board has in place a Board Diversity Policy which sets out the approaches approved by the Company to achieve diversity of the Board. Under this policy, the Company recognises and embraces the benefits of having a diverse Board and sees increasing diversity within the Board as an essential element 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 25<sup>th</sup> 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 24<sup>th</sup> 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.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### 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

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

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
<b>TAN SRI DATO’ SRI IR. (DR.) LIM HOCK SAN</b>		
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

<b>DATUK WIRA LIM HOCK GUAN</b>		
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
<b>MAJ (HON) DATO' SRI LIM HOCK SING</b>		
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
<b>DATO' LIM MOOI PANG</b>		
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
<b>DATO' LIM HAN BOON</b>		
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
<b>DATO' YONG LEI CHOO</b>		
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
<b>DATO' AMINUDIN ZAKI BIN HASHIM</b>		
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
<b>PUAN NURAINI BINTI ISMAIL</b>		
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.

## CORPORATE GOVERNANCE OVERVIEW STATEMENT

### 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 25<sup>th</sup> 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](http://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](http://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](mailto: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 24<sup>th</sup> 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 24<sup>th</sup> 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 25<sup>th</sup> AGM for the renewal of the General Mandate.

The General Mandate has remained appropriate since its renewal at the 24<sup>th</sup> 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	
<b>Dato’ Lim Han Boon</b> <i>Chairman/Senior Independent Non-Executive Director</i>	5/5	100%
<b>Dato’ Aminudin Zaki Bin Hashim</b> <i>Member/Independent Non-Executive Director</i>	5/5	100%
<b>Nuraini Binti Ismail</b> <i>Member/Independent Non-Executive Director</i>	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](http://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.

## AUDIT COMMITTEE REPORT

### 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:

- Anti-bribery and Corruption Policy; and
- 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

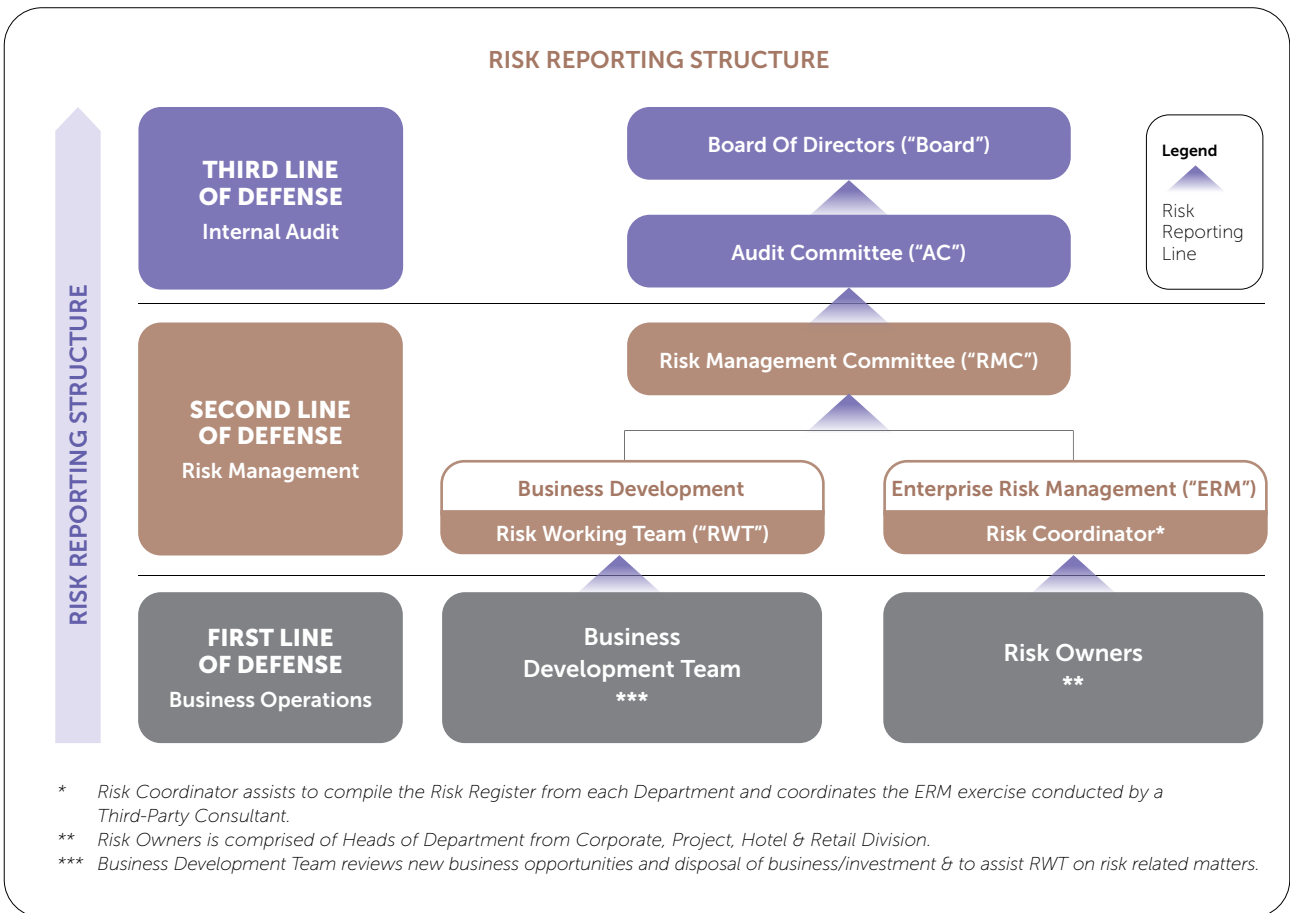
The Board has established key processes for reviewing the adequacy and effectiveness of the risk management and internal control system, including the following:

#### 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.



- 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**

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- **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.