LAGENDA
PROPERTIES

Mapping Growth, Elevating Value

Annual Report **2024**

24TH ANNUAL GENERAL MEETING

Date and Time:

Wednesday,
11 June 2025
10.30 a.m.

AGM to be held physically at:

Ballroom I
Tropicana Golf & Country Resort
Jalan Kelab Tropicana,
47410 Petaling Jaya,
Selangor

Lagenda at a Glance

Lagenda Properties Berhad is a real estate developer listed on the Main Market of Bursa Malaysia, focusing on providing affordable homes and integrated townships to the underserved communities in Malaysia. Established since 2018, we have successfully launched numerous affordable residential projects and integrated townships starting in Sitiawan, Perak, and has since expanded into four more states including Johor, Selangor, Kedah, and Pahang with more developments in the pipeline.

This growth is driven by our dedication to bridge the housing affordability gap and uplifting underserved communities through the development of affordable, practical, and sustainable homes. As a responsible developer, we see our efforts as a lasting contribution to nation-building—empowering families with a stable foundation to grow, thrive, and positively impact society. Guided by our core values of Trust, Integrity, Empathy, and Resilience, we take pride in shaping the future of affordable housing in Malaysia.

Vision

- To be Malaysia's preferred affordable homes developer

Mission

- To provide affordable housing solutions for the underserved market.
- To create a self-sustaining township with comprehensive community and public amenities.
- To enhance stakeholders' value by being a long-term, sustainable, reputable and affordable housing developer in the Malaysia.
- To embrace quality and innovation while committing to uphold ESG principles.

CONTENTS

Cover Rationale

Mapping Growth, Elevating Value

As we continue our journey of sustainable expansion, every step we take is a deliberate effort to map out a path for growth that not only strengthens our presence but also elevates the value we bring to the world. Each location we touch is more than just a pin on a map; Perak, Johor, Selangor, Kedah, and Pahang, represent a commitment to thoughtful development and responsible impact. Our growth is guided by the belief that progress must harmonise with the environment, ensuring that as we expand, we preserve the natural beauty and resources that sustain us. Through careful planning and mindful execution, we are not just growing—we are elevating value, fostering prosperity, and building a future where both people and nature thrive together.

Online Version
www.lagendaproperties.com

CORPORATE STRUCTURE

LAGENDA
PROPERTIES

Property Development

100% **Blossom Eastland Sdn Bhd**
Reg No. 200801034471 (835809-T)

- Maxitanah Sdn Bhd — 100%
  Reg No. 200801012046 (813334-D)
- Opti Vega Sdn Bhd — 100%
  Reg No. 201801045219 (1307251-K)
- Taraf Nusantara Sdn Bhd — 100%
  Reg No. 201401039828 (1115974-K)
  - Lagenda Tapah Sdn Bhd — 100%
    Reg No. 202001033105 (1389426-M)
- Triprise Sdn Bhd — 100%
  Reg No. 199401043027 (328715-H)

100% **LPB Development Sdn Bhd**
Reg No. 201801004165 (1266179-W)

- Lagenda Mersing Sdn Bhd — 70%
  Reg No. 202101021908 (1422208-V)
- BDB Lagenda Sdn Bhd — 50%
  Reg No. 202101012211 (1412510-A)

Construction

100% **LPB Construction Sdn Bhd**
Reg No. 201801005998 (1268012-T)

100% **Rantau Urusan (M) Sdn Bhd**
Reg No. 200001016286 (518893-U)

50% **Lagenda Inta Sdn Bhd**
Reg No. 202201003405 (1449102-U)

Building Materials Supply

100% **Yik Wang Trading Sdn Bhd**
Reg No. 200401010109 (648612-V)

- Sitiawan Bolts & Nuts Hardware Sdn Bhd — 100%
  Reg No. 201601029967 (1200908-X)

Others

100% **Lagenda Harta Sdn Bhd**
Reg No. 202301022192 (1516115-X)

100% **Lagenda Management Solutions Sdn Bhd** **
(formerly known as Lagenda Sentral Sdn. Bhd.)
Reg No. 202301022206 (1516129-X)

100% **Vivafirst Sdn Bhd** *
Reg No. 202501009717 (1611131-W)

100% **Lagenda International Sdn Bhd**
Reg No. 202301045361 (1539276-H)

- Lagenda Perth Pty Ltd — 100%
  Reg No. 673101436

50% **Seed Homes Lagenda Sdn Bhd**
Reg No. 202401000999 (1546850-K)

12.5% **Northern Solar Holdings Berhad** #
Reg No. 201901040021 (1349351-T)

* *Company incorporated after 31 December 2024*
\# *Shareholding post-IPO of Northern Solar in February 2025*
** *On 27 March 2025, Lagenda Sentral Sdn Bhd has changed its name to Lagenda Management Solutions Sdn Bhd*

CORPORATE INFORMATION

BOARD OF DIRECTORS

Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj. Ahmad Badaruddin (Retired)
Independent Non-Executive Chairman

Tengku Faradiza Binti Tengku Baharuddin
Independent Non-Executive Director

Dato' Doh Jee Ming
Managing Director

Datin Loa Bee Ha
Independent Non-Executive Director

Dr. Lim Pang Kiam
Non-Independent Non-Executive Director

Chua Seng Hooi
Executive Director

Looi Sze Shing
Independent Non-Executive Director

Koong Wai Seng
Executive Director

Ts. Myrzela Binti Sabtu
Independent Non-Executive Director

Audit and Risk Management Committee

Datin Loa Bee Ha (Chairperson)
Looi Sze Shing
Ts. Myrzela Binti Sabtu

Nomination and Remuneration Committee

Looi Sze Shing
Ts. Myrzela Binti Sabtu
Tengku Faradiza Binti Tengku Baharuddin

Board Sustainability Committee

Ts. Myrzela Binti Sabtu
Tengku Faradiza Binti Tengku Baharuddin
Koong Wai Seng

Company Secretaries

Liew See See (MAICSA 7062468)
(SSM PC NO. 202008001371)
Yeow Sze Min (MAICSA 7065735)
(SSM PC NO. 201908003120)
Chew Kit Yee (MAICSA 7067474)
(SSM PC NO. 202208000376)

Auditors

Moore Stephens Associates PLT (AF002096)
Chartered Accountants
Unit 3.3A, 3rd Floor, Surian Tower
No. 1, Jalan PJU7/3,
Mutiara Damansara
47810 Petaling Jaya
Selangor
Tel: 603-7724 1033
Fax: 603-7733 1033

Registered Office

Level 7, Menara Milenium,
Jalan Damanlela, Pusat Bandar Damansara,
Damansara Heights, 50490 Kuala Lumpur,
Wilayah Persekutuan
Tel: 603-2084 9000
Fax: 603-2094 9940
Email: info@sshsb.com.my

Share Registrar

Insurban Corporate Services Sdn Bhd
No. 149, Jalan Aminuddin Baki
Taman Tun Dr. Ismail
60000 Kuala Lumpur
Tel: 603-7729 5529
Fax: 603-7728 5948
Email: insurban@gmail.com

Principal Bankers

AmBank (M) Berhad
HSBC Bank Malaysia Berhad
Hong Leong Bank Berhad
Alliance Bank Berhad
CIMB Bank Berhad

Stock Exchange Listing

Main Market of Bursa Malaysia Securities Berhad
Stock Code: 7179
Stock Name: LAGENDA

Website

https://lagendaproperties.com/

CHAIRMAN'S STATEMENT

Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj. Ahmad Badaruddin (Retired)
Independent Non-Executive Chairman

Dear Shareholders,

It is my privilege to address you once again as Chairman of Lagenda Properties Berhad ("Lagenda"). The year 2024 proved itself a defining period of growth and resilience for our company. Guided by a steadfast commitment and a clear strategic vision, we have successfully navigated an evolving industry landscape to achieve remarkable results.

Our performance this year reflects the strength of our approach, operational excellence, and unwavering dedication to creating a meaningful and lasting impact in the affordable housing sector. These milestones not only highlight our adaptability but also reinforce our long-term dedication to delivering value and enhancing the communities we serve.

On behalf of the Board of Directors of Lagenda, I am pleased to present the Annual Report and audited financial statements for the financial year ended 31 December 2024 ("FY2024").

BUILDING HOMES, EMPOWERING COMMUNITIES

In FY2024, Malaysia's property sector remained resilient, supported by a steadily growing economy that expanded by 5.1%. Strong investment activity, a recovering export sector, and sustained household spending fuelled market confidence, with transaction volume rising by 5.4% to 420,545 transactions. Additionally, transaction value grew by 18.0% to RM232.3 billion, reflecting steady demand across both residential and commercial segments. Favourable economic conditions, stable inflation, and proactive government initiatives further contributed to a supportive environment for property development, particularly within the affordable housing segment.

However, the sector is not entirely insulated from recent global developments. Heightened geopolitical tensions, including escalating trade disputes and tariff impositions, have introduced renewed uncertainty into the broader economic landscape. While these external factors may influence investor sentiment in certain sectors, the underlying demand for housing—especially in the affordable segment—remains resilient. Homeownership continues to be a key priority for many, and this segment stands out as a defensive asset class with enduring appeal despite macroeconomic headwinds.

At Lagenda, we view affordable housing as more than just providing shelter—it is about fostering vibrant, sustainable communities that drive social mobility and economic stability. The appetite for quality, landed homes priced below RM300,000 remains strong, underscoring the need for well-designed, accessible housing solutions.

Lagenda is uniquely positioned to meet this demand through geographic diversification and expansion into high-growth regions. In FY2024, we are pleased to have expanded into Selangor and Pahang, bringing our total footprint to 5 states in Peninsular Malaysia alongside Perak, Kedah and Johor. Our commitment extends beyond property development; we strive to create a lasting impact by shaping a more inclusive housing landscape and empowering communities for the future.

OUR FOOTPRINT

CHAIRMAN'S STATEMENT

EXPANDING OPPORTUNITIES AND SHAREHOLDER REWARDS

We are pleased to report another stellar performance in FY2024, with revenue increasing by 18% from RM834.9 million in FY2023 to RM988.8 million in FY2024. In addition, profit after tax for FY2024 showed a robust increase of 24% compared to the previous year, demonstrating our ability to deliver sustained profitability. This growth is driven by successful project launches, enhanced operational efficiencies, and sustained demand for affordable housing.

Lagenda further upheld its commitment to rewarding shareholders by consistently adhering to its dividend policy, which ensures a payout ratio of at least 25% of profit after tax and minority interest. For FY2024, we are pleased to declare a dividend payout ratio of 30**%**, reflecting our strong financial performance and dedication to delivering shareholder value. This approach underscores our balanced strategy of rewarding investors while reinvesting in business growth to sustain long-term success.

REVENUE

FY2024

18%

RM988.8 million

(FY2023 : RM834.9 million)

Profit after tax for FY2024 showed a robust increase of	Dividend payout ratio for FY2024
24%	30%

Additional details on the financial performance of Lagenda and its subsidiaries ("the Group") for FY2024 can be found in the Management Discussion and Analysis section of this Annual Report.

DRIVING SUCCESS THROUGH ESG COMMITMENTS

At Lagenda, we earnestly believe that sustainability is a continuous journey that drives our strategies and shapes our business values for long-term success through the Environmental, Social, and Governance (ESG) principles and practices. More than just a strategic priority, sustainability is our commitment as a responsible corporate citizen. Through our progressive ESG practices and initiatives, we are dedicated to addressing the key challenges to the best of our ability, including economic inequality, social well-being, resource scarcity, and climate change.

In FY2024, we enhanced our ESG practices in environmental initiatives through solar installations at our clubhouse facility at Bandar Baru Setia Awan Perdana and a mangrove planting programme in support of climate action. We also addressed the challenges of tracking carbon emissions by monitoring our Scope 3 Emissions, which cover both employee commutes and business travel. In line with this, we offer shuttle transport for our employees to encourage the use of public transportation, aligning with our goal to reduce indirect emissions. Additionally, we have strengthened our commitment to the circular economy by building on our 5R Waste Management efforts from the previous year, with approximately 2,300 kg of waste recycled through our continuous recycling programme at our Manjung and Kuala Lumpur offices.

On the social front, we remain attuned to the well-being of our employees and key stakeholders, prioritizing workplace safety and employee benefits. We have successfully maintained a record of zero workplace injuries and fatalities, and increased training hours compared to the previous year. Our commitment goes beyond the workplace, as we actively contribute to various community causes, particularly in education and sports. This year, we have spent approximately RM263,000 towards these initiatives, demonstrating our ongoing dedication to social responsibility.

Our commitment to sustainability is further validated by our continued inclusion in the FTSE4GOOD Bursa Malaysia Index and FTSE4GOOD Bursa Malaysia Shariah Index. In addition, we were honoured to receive the Company of the Year (Property Development) – Best in Community Welfare and Well-being award from CSR Malaysia at the Sustainability & CSR Malaysia Awards 2024, in recognition of our ongoing contributions to community development and well-being. These recognition underscores our ongoing dedication to uphold ESG standards, deliver value to our stakeholders, and drive positive impact through ethical business practices, environmental sustainability, and social responsibility.

A comprehensive overview of our sustainability performance, achievements, and key highlights can be found in the Sustainability Statement section of this report.

CHAIRMAN'S STATEMENT

LEADERSHIP & GOVERNANCE EXCELLENCE

In line with our commitment to strong governance and strategic leadership, we are pleased to welcome Tengku Faradiza Binti Tengku Baharuddin as an Independent Non-Executive Director, effective 2 December 2024. Her expertise in corporate affairs, banking, and finance will be invaluable in strengthening our business strategies. As of 31 December 2024, our Board now comprises 33% women representation, reinforcing our unwavering dedication to gender diversity and equality.

Further enhancing our leadership team, we have appointed Mr. Koong Wai Seng and Mr. Chua Seng Hooi as Executive Directors. With each bringing over 30 years of experience, Mr. Koong will oversee Finance and Investments while Mr. Chua leads key operations such as sales, project planning, management and implementation—both bringing invaluable expertise to drive our strategic ambitions forward.

A FUTURE DRIVEN MISSION

Looking ahead to FY2025 and beyond, Lagenda remains confident in our growth prospects. We are well-positioned to leverage key government initiatives, particularly the RM10 billion housing loan allocation for first-time homebuyers, which will help drive homeownership accessibility.

Our strategic expansion across multiple states, coupled with active land banking efforts, strengthens our ability to meet the growing demand for affordable housing while ensuring a robust pipeline of future developments. We are especially excited about broadening our footprint into new regions, with particular focus on East Malaysia—especially Sarawak—as part of our long-term growth strategy. At the same time, with a strong pipeline of upcoming launches, including our highly anticipated Kulai township, we remain committed to growing our sales, reinforcing our financial stability and ensuring long-term sustainability.

As we continue to champion affordable housing, our commitment goes beyond building homes—we strive to enhance the quality of life for Malaysian families. By integrating cost-efficient construction, sustainable design, and community-driven planning, we are shaping resilient, inclusive communities. As we scale operations and innovate, our long-term vision remains clear: to be Malaysia's preferred affordable home developer by delivering practical and sustainable homes within well-planned townships to the B40 and lower-M40 income groups.

I extend my deepest appreciation to our dedicated team, whose passion and commitment have been instrumental in our success. My gratitude also goes to our homebuyers, suppliers, contractors, and partners for their continued trust and collaboration. To our shareholders, your unwavering support fuels our ambition, and we remain dedicated to delivering sustainable, long-term value.

The future holds tremendous opportunities, and Lagenda is poised to embrace them with confidence and purpose. Together, we will continue building thriving communities, fostering economic progress, and shaping a brighter, more sustainable future for all.

Thank you for being part of our journey.

Thank you

Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj Ahmad Badaruddin (Retired)
Independent Non-Executive Chairman

BOARD OF DIRECTORS

ADMIRAL TAN SRI DATO' SERI PANGLIMA DR. AHMAD KAMARULZAMAN BIN HJ. AHMAD BADARUDDIN (RETIRED)

Independent Non-Executive Chairman

Nationality	Gender	Age
Malaysian	Male	66 years

Date of appointment as Director

14 January 2022

Length of service as Director since appointment (as at 30 April 2025)

3 years 3 months

Academic/Professional Qualification(s)/ Membership

- Advance Management Program (AMP), Harvard Business School, Harvard University
- Master of Business Administration (MBA), University of Strathclyde Business School, United Kingdom
- Executive Leadership Program, Kenan-Flagler Business School, University of North Carolina
- Master of Arts (MA) in Defense Studies and International Relations, National University of Malaysia

Accomplishments and Contributions

Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj. Ahmad Badaruddin (Retired) (Admiral Kamarul) retired as the Chief of The Royal Malaysian Navy on 30 March 2019, following 42 years of devoted service to both the King and the nation. He has vast knowledge in risk management, cybersecurity, transformation strategy, international diplomacy and corporate management.

Admiral Kamarul has been honoured with prestigious awards and titles, both locally and internationally. These accolades include the Order of Legion d'Honneur from France, Excellent Grade of The Order of King Abdulaziz from the Kingdom of Saudi Arabia and the Nishan-e-Imtiaz (Military) from Pakistan, and the Darjah Kebesaran Panglima Setia Mahkota (PSM) from the Yang di-Pertuan Agong. He has been conferred Honorary Doctorates in Management from both UNITAR International University and University Malaysia Terengganu.

Board Committee(s) served on

Nil

Present Directorship(s) in other Public/Listed Companies

- TRC Synergy Bhd

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

Admiral Kamarul attended all six (6) Board of Directors' Meetings of the Company held in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

DATO' DOH JEE MING

Managing Director

Nationality	Gender	Age
Malaysian	Male	45 years

Date of appointment as Director

20 December 2017

Length of service as Director since appointment (as at 30 April 2025)

7 years 4 months

Academic/Professional Qualification(s)/ Membership

- Master of Business Administration, International Teaching, University of Georgia
- Life corporate member, Perak Chinese Chamber of Commerce and Industry

Accomplishments and Contributions

Driven by a strong sense of purpose, **Dato' Doh Jee Ming** has consistently championed the belief that everyone deserves a place to call home. His philanthropic vision is driven by a clear mission: to bridge the housing affordability gap and uplift the underserved communities through the development of affordable, practical and sustainable homes.

Under his visionary leadership, the Company has successfully launched numerous affordable residential projects and integrated townships starting in Sitiawan, Perak, and has since expanded into five more states including Johor, Selangor, Kedah, Pahang, and Negeri Sembilan, with more developments in the pipeline. Recognising that a home is more than just a place to live, Dato' Doh Jee Ming ensures that these developments are designed to meet the everyday needs of the homeowners. With affordable pricing, practical layouts, and accessible locations, each project offers convenient access to public transport, schools, and workplace, supporting both homeownership and sustainable community growth.

Beyond the realm of property development, Dato' Doh Jee Ming views this commitment as a long-term contribution to nation-building, providing families with a stable foundation to grow, thrive, and contribute meaningfully to society. His vision has positively impacted thousands of lives, uplifting communities and fostering inclusive, resilient neighborhoods.

Dato' Doh Jee Ming continues to demonstrate his belief that businesses should not only drive economic growth but also serve as catalysts for social equity and community well-being.

Board Committee(s) served on

Nil

Present Directorship(s) in other Public/Listed Companies

Nil

Family Relationship with any Director and/or Major Shareholder of the Company

Save as disclosed under Shareholding in the Company, there is no family relationship between Dato' Doh Jee Ming and any Director and/or Major Shareholder of the Company.

Shareholding in the Company

Dato' Doh Jee Ming is the major shareholder of the Company, holding 10,500,800 ordinary shares directly and 488,461,636 ordinary shares indirectly, through his indirect interest in Doh Properties Sdn Bhd, Doh Capital Sdn Bhd which is held via Setia Awan Plantation Sdn Bhd and Lagenda Land Sdn Bhd, both of which are major shareholders of the Company.

Time Committed

Dato' Doh Jee Ming attended all six (6) Board of Directors' Meetings of the Company held in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

DR. LIM PANG KIAM

Non-Independent Non-Executive Director

Nationality	Gender	Age
Malaysian	Male	62 years

Date of appointment as Director

1 March 2021

Length of service as Director since appointment (as at 30 April 2025)

4 years 1 month

Academic/Professional Qualification(s)/ Membership

- Doctor of Philosophy in Business Administration, SEGi University
- Master of Science in Planning, Universiti Sains Malaysia
- Bachelor of Science (Honours) in Housing, Building and Planning, Universiti Sains Malaysia
- Fellow, Chartered Institute of Management Accountants (FCMA)
- Member, Malaysian Institute of Accountants (MIA)
- Member, Chartered Global Management Accountant (CGMA)
- Member, ASEAN Chartered Professional Accountants (ASEAN CPA)

Accomplishments and Contributions

Dr. Lim Pang Kiam has spent 15 years in the banking industry, gaining extensive expertise in financial management through a range of key positions. His expertise laid the groundwork for his successful transition to the commercial sector where he took on senior leadership roles, including Finance Director, Executive Director, and Chief Executive Officer.

In addition to his successful career in the private sector, Dr. Lim Pang Kiam is also deeply committed to shaping the future of education and industry collaboration. He was appointed as the External Advisory Committee (EAC) member by Sunway University for a 3-year term expiring on 31 October 2026. He was also appointed by the Universiti Teknologi Petronas as the member of the Industry Advisory Panel (IAP) to the Management & Humanities Department for Undergraduate and Postgraduate Programs, for a 2-year term expiring on 31 December 2025. Dr. Lim Pang Kiam is also a Director, Council Member, and Chairman of the Audit Committee at Tung Shin Hospital, Kuala Lumpur.

Board Committee(s) served on

Nil

Present Directorship(s) in other Public/Listed Companies

- SDS Group Berhad
- Engtex Group Berhad
- Inta Bina Group Berhad
- K. Seng Seng Corporation Berhad

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Dr. Lim Pang Kiam holds 500,000 ordinary shares in the Company.

Time Committed

Dr. Lim Pang Kiam attended all six (6) Board of Directors' Meetings of the Company held in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

MS. LOOI SZE SHING

Independent Non-Executive Director

Nationality	Gender	Age
Malaysian	Female	48 years

Date of appointment as Director

28 June 2019

Length of service as Director since appointment (as at 30 April 2025)

5 years 10 months

Academic/Professional Qualification(s)/ Membership

- Fellow, Association of Chartered Certified Accountants (FCCA)
- Member, Malaysian Institute of Accountants (MIA)
- Member, ASEAN Chartered Professional Accountants (ASEAN ACPA)

Accomplishments and Contributions

Ms. Looi Sze Shing currently serves as the Finance Director of Mechmar Boilers Sdn Bhd, overseeing the company's financial strategy, management, and operations. Prior to this, she accumulated valuable experience as an Audit Manager at H L Hong & Co., where she worked from 2003 to 2009.

Board Committee(s) served on

- Member of Audit & Risk Management Committee
- Member of Nomination and Remuneration Committee

Present Directorship(s) in other Public/Listed Companies

Nil

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

Ms. Looi Sze Shing attended all six (6) Board of Directors' Meetings of the Company held in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

TS. MYRZELA BINTI SABTU

Independent Non- Executive Director

Nationality	Gender	Age
Malaysian	Female	63 years

Date of appointment as Director

27 February 2023

Length of service as Director since appointment (as at 30 April 2025)

2 years 2 months

Academic/Professional Qualification(s)/ Membership

- Master of Project Management (MPM), Open University Malaysia
- Bachelor of Science (Hons), Building, Leeds Beckett University, United Kingdom
- Diploma in Building, MARA University of Technology (UiTM), Malaysia

Accomplishments and Contributions

Ts. Myrzela binti Sabtu (Ts. Myrzela) has 36 years of extensive experience in real estate development, construction, asset management, and fund administration.

Throughout her career, she has held key roles with three prominent developers and served as a board member for development companies in Malaysia, Australia, and the United Kingdom from March 2019 to January 2022. Currently, she is an Independent Non-Executive Director for two Malaysian companies primarily focused on real estate development and plantation operations.

Her expertise spans leadership, strategic planning, project management, real estate investments, procurement, land administration, public relations, sales and marketing, and facilities management.

She is a Muslim Women Coach for Leadership at Muslim Women Coach Malaysia. She also serves on the Industry Advisory Panel at Malaysia University of Technology (UTM) for the Faculty of Land Management (2020–2025) and is a member of the Industry Advisory Panel at MARA University of Technology (UiTM) for the Construction Management program at Kolej Pembinaan Alam Bina (2023–2025).

Board Committee(s) served on

- Chairperson of Board Sustainability Committee
- Member of Audit & Risk Management Committee
- Member of Nomination and Remuneration Committee

Present Directorship(s) in other Public/Listed Companies

Nil

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

Ts. Myrzela attended all six (6) Board of Directors' Meetings of the Company held in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

TENGKU FARADIZA BINTI TENGKU BAHARUDDIN

Independent Non-Executive Director

Nationality	Gender	Age
Malaysian	Female	57 years

Date of appointment as Director

2 December 2024

Length of service as Director since appointment (as at 30 April 2025)

4 months

Academic/Professional Qualification(s)/ Membership

- Bachelor of Accountancy, University of Wales, Cardiff United Kingdom
- Chartered Banker "CB", Asian Institute of Chartered Bankers (AICB)
- Certified Credit Professional (AICB)
- Chartered member, Chartered Professional in Islamic Finance (CPIF)
- Associate member, Certified Practicing Accountant (CPA) Australia

Accomplishments and Contributions

Tengku Faradiza binti Tengku Baharuddin (Tengku Faradiza) has 30 years of banking experience in senior roles across various local & international financial institutions specializing in corporate & investment banking, Islamic finance, and Sustainable/ESG Financing.

Few key roles achieved throughout her career were Director in Corporate Banking Deutsche Bank (DB) Malaysia and Director of International Islamic Banking in Deutsche Bank AG. She was also the Head of Government-linked companies (GLCs) and public sector clients in AmBank and Head of corporate banking department in Kuwait Finance House (KFH) Malaysia.

Prior to joining Lagenda Board she was the Director, Global Banking & Markets of HSBC Amanah (M) Bhd. She was leading the Islamic unit of HSBC Global Banking & Markets and responsible for coordination, origination, and execution of activities across the spectrum of global banking, treasury market products and services. Additionally, her role involved promoting sustainable financing in support of ESG initiatives. She left HSBC in December 2024.

Tengku Faradiza is an affiliate member of the Institute of Corporate Directors Malaysia (ICDM) since 2019 and admitted to the Directors' list, Financial Institution Directors Education (FIDE Forum) Malaysia in 2024.

Board Committee(s) served on

- Member of Nomination and Remuneration Committee
- Member of Board Sustainability Committee

Present Directorship(s) in other Public/Listed Companies

- Cropmate Bhd

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

There was no Board meeting held during the time Tengku Faradiza held office in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

DATIN LOA BEE HA

Independent Non-Executive Director

Nationality	Gender	Age
Malaysian	Female	61 years

Date of appointment as Director

2 April 2025

Length of service as Director since appointment (as at 30 April 2025)

1 month

Academic/Professional Qualification(s)/ Membership

- Bachelor Degree of Accounting (Honours), University of Malaya
- Member, Malaysian Institute of Accountants (MIA)
- Member, Malaysian Institute of Certified Public Accountants (MICPA)

Accomplishments and Contributions

Datin Loa Bee Ha began her professional journey with PricewaterhouseCoopers (PwC) after graduating in 1989. During her time at PwC, she played a key role in auditing a diverse range of multinational companies, both private and public listed organizations, across various sectors such as banking, plantation, healthcare, hospitality, manufacturing and trading. In 1994, she transitioned to Team Accountants Sdn Bhd, an investment holding company with interests in education, food manufacturing and inflight catering. She served as the Finance Manager for 12 years.

Datin Loa Bee Ha was an Independent Non-Executive Director of Sunsuria Berhad from August 2014 to March 2025. She has also previously served on the Board of Taylor's College Sdn Bhd, Garden International School Sdn Bhd and Taylor's International School (KL) Sdn Bhd.

Board Committee(s) served on

- Chairperson of Audit & Risk Management Committee

Present Directorship(s) in other Public/Listed Companies

Nil

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

Not applicable

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

MR. CHUA SENG HOOI

Executive Director

Nationality	Gender	Age
Malaysian	Male	60 years

Date of appointment as Director

31 December 2024

Length of service as Director since appointment (as at 30 April 2025)

4 months

Academic/Professional Qualification(s)/ Membership

- Advance Diploma in Marketing Management, University of Wales, United Kingdom
- Postgraduate Diploma in Information Technology in Business, University of Lincoln, United Kingdom

Accomplishments and Contributions

Mr. Chua Seng Hooi (Mr. Chua) brings over 30 years of extensive experience, having held senior roles at well-established companies like IOI Properties Berhad, Mines Resort Berhad, and Mah Sing Berhad. Before joining Lagenda, he served as the Executive Director at Guocoland (Malaysia) Berhad. Throughout his career, Mr. Chua has been instrumental in driving revenue growth and enhancing profitability across a variety of projects, from residential properties to integrated mixed developments. His leadership has also spanned international markets, overseeing ventures in countries including Singapore, China, Japan, Australia, the United Arab Emirates, and the United Kingdom.

Board Committee(s) served on

Nil

Present Directorship(s) in other Public/Listed Companies

Nil

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

There was no Board meeting held during the time Mr. Chua held office in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

BOARD OF DIRECTORS

MR. KOONG WAI SENG

Executive Director

Nationality	Gender	Age
Malaysian	Male	58 years

Date of appointment as Director

31 December 2024

Length of service as Director since appointment (as at 30 April 2025)

4 months

Academic/Professional Qualification(s)/ Membership

- Bachelor of Finance & Accounting, Universiti Malaya
- Member, Malaysia Institute of Accountant (MIA)
- Member, Malaysia Institute of Certified Public Accountant (MICPA)

Accomplishments and Contributions

Mr. Koong Wai Seng (Mr. Koong) has nearly 32 years of diverse experience in various industries, including audit, hospitality, healthcare, property development, and construction. He started his career at Arthur Andersen & Co. as a senior auditor and consultant.

He then joined Sunway City in Finance before being promoted to Chief Financial Officer and later as Sunway Group Finance Director. During his tenure, he gained valuable experience and exposure in the property development and construction sectors through Sunway City and Sunway Construction groups. After a successful 14-year tenure with Sunway Group, he joined Tropicana Corporation Berhad. During his 3 years at Tropicana, he played a pivotal role as Executive Director in driving key business initiatives and strategic decisions.

In 2013, Mr. Koong joined Sunsuria Berhad as Deputy CEO and was later promoted to CEO, serving for 6 years while also being an Executive Director on the Board of Sunsuria Berhad. In addition to the core business of property development, he was also involved in the strategic management of the group's construction business, a responsibility he continued during his time as Group CEO of Quill Group in 2019. He also served as CEO of SkyWorld Development Group in 2021 and Pan-Asia Property Group in 2022, both under one-year term contracts.

In the same year of 2022, Mr. Koong was appointed to the Board of Epicon Berhad as an Independent Director. He was re-designated as Chairman of the Audit and Risk Management Committee in 2023 prior to his appointment as Executive Chairman in 2024.

His extensive experience in senior leadership roles across multiple companies has provided him with deep knowledge of corporate governance and risk management.

Board Committee(s) served on

- Member of Board Sustainability Committee

Present Directorship(s) in other Public/Listed Companies

- Epicon Berhad

Family Relationship with any Director and/or Major Shareholder of the Company

Nil

Shareholding in the Company

Nil

Time Committed

There was no Board meeting held during the time Mr. Koong held office in the financial year ended 31 December 2024.

Note:
None of the Directors has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

KEY SENIOR MANAGEMENT

DATO' DOH JEE MING
Managing Director

His profile is disclosed in the Board of Directors' Profile on page 9 of this Annual Report.

MR. CHUA SENG HOOI
Executive Director

His profile is disclosed in the Board of Directors' Profile on page 15 of this Annual Report.

MR. KOONG WAI SENG
Executive Director

His profile is disclosed in the Board of Directors' Profile on page 16 of this Annual Report.

MS. LOH LAI PHUI
Chief Financial Officer

Date of Appointment

16 August 2024

Nationality	Gender	Age
Malaysian	Female	52 years

Date of appointment

16 August 2024

Academic/Professional Qualification(s)/Membership

- Degree in Accounting & Finance, Lancaster University, United Kingdom
- Chartered Accountant, Malaysian Institute of Accountants (MIA)
- Fellow, Association of Chartered Certified Accountants (ACCA)

Accomplishments and Contributions

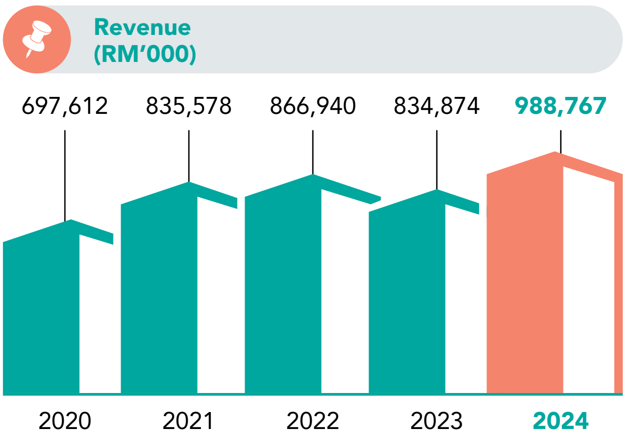
Ms. Loh Lai Phui has over 27 years of vast experience in auditing, accounting, finance, tax, treasury, corporate finance, corporate strategy & planning and corporate governance areas. Her broad expertise includes managing corporate activities such as acquisitions and disposals, merger and integration, corporate restructuring, transformation, as well as fundraising initiatives. She has a strong track record across a wide array of industries, including media, investment banking, asset management, automotive, property development, construction, plantation and telecommunications. Over the course of her career, she has held prominent leadership positions, including Chief Financial Officer (CFO) and Group CFO positions, in several respected organizations.

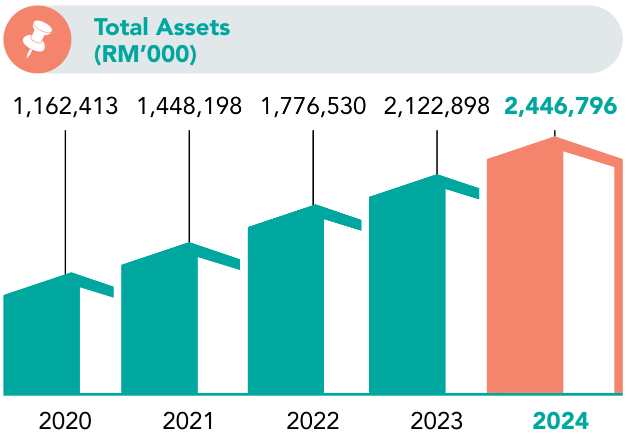
Note:
None of the Key Senior Managements has any conflicts of interest or potential conflicts, including competing business with the Company. They have not been convicted of any offences within the past five years, nor have they been subject to any public sanctions or penalties imposed by the relevant regulatory bodies during the financial year, other than traffic offences, if any.

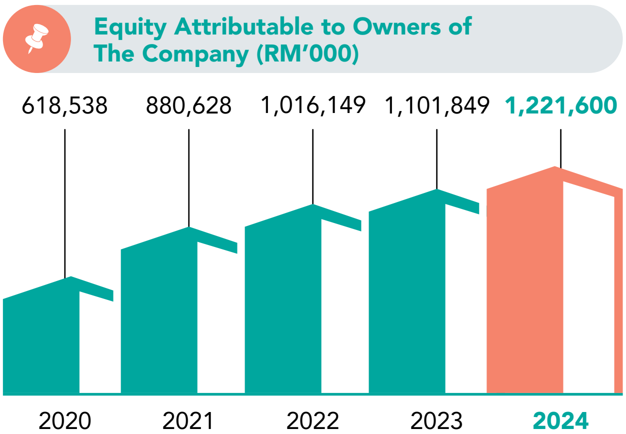
5 YEARS GROUP FINANCIAL HIGHLIGHTS

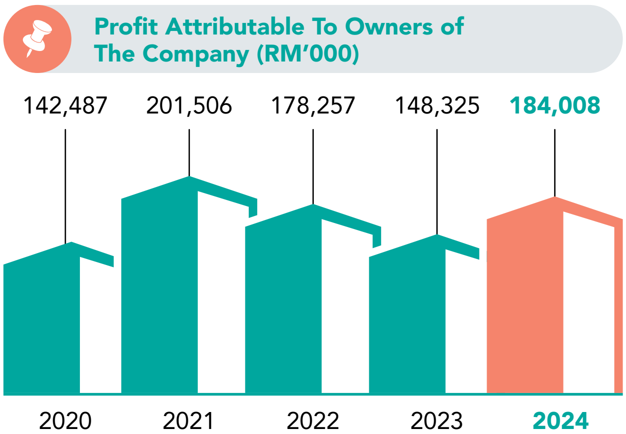
Financial Year Ended	Audited 31-Dec 2024	Audited 31-Dec 2023	Audited 31-Dec 2022	Audited 31-Dec 2021	Audited 31-Dec 2020
Financial Results					
Revenue (RM'000)	**988,767**	834,874	866,940	835,578	697,612
Profit Before Taxation (RM'000)	**248,384**	212,556	251,501	279,079	215,943
Profit Attributable To Owners of The Company (RM'000)	**184,008**	148,325	178,257	201,506	142,487
Dividend Per Share (sen)	**6.50**	6.50	6.50	6.50	2.50
Financial Position					
Total Cash And Cash Equivalents (RM'000)	**316,558**	321,466	441,796	229,363	214,280
Total Assets (RM'000)	**2,446,796**	2,122,898	1,776,530	1,448,198	1,162,413
Total Debt (RM'000)	**826,128**	309,626	386,202	204,799	226,180
Share Capital (RM'000)	**333,171**	333,171	333,171	314,551	220,520
Equity Attributable to Owners of The Company (RM'000)	**1,221,600**	1,101,849	1,016,149	880,628	618,538
Financial Ratio					
Basic Earnings Per Share (RM)	**0.22**	0.18	0.21	0.25	0.57
Net Assets Per Share (RM)	**1.46**	1.32	1.21	1.07	1.30
Return On Equity (%)	**15.06**	13.46	17.54	22.88	23.04
Gross Gearing Ratio (times)	**0.68**	0.28	0.38	0.23	0.36
Net Gearing Ratio (times)	**0.42**	*	*	*	0.02

** Net cash position*









MANAGEMENT DISCUSSION AND ANALYSIS

Dear Shareholders,

I am thrilled to share Lagenda's exceptional journey and accomplishments in FY2024. As we move forward in our mission to become the leading nationwide developer of affordable housing, I take great pride in the progress we have made in transforming the affordable living environment in Malaysia.

Despite challenges like rising operational costs affecting margins and pricing strategies, key developments—particularly policy changes like the expansion of the Housing Credit Guarantee Scheme to RM10 billion to support more borrowers in securing housing loans—have positively influenced the property market, creating new growth opportunities. Amid these economic shifts, Lagenda remains steadfast in its commitment to potential homeowners, delivering exceptional quality products and services to foster sustainable living environments for families and communities.

In FY2024, sales demonstrated substantial growth, with encouraging bookings for our property launches, particularly in Selangor, Johor and Pahang. Our total landbank across five states positions us for sustained growth and expansion, serving as the anchor for Lagenda's long-term development strategy.

In this Management Discussion and Analysis, we present a detailed review of our financial and operational performance over the past year. This analysis provides insights into our key achievements, the challenges we faced, the opportunities we seized and most importantly, the strategic initiatives that lie ahead.

STRATEGIC OVERVIEW

Lagenda is a developer of affordable housing and integrated townships, listed on the Main Market of Bursa Malaysia Securities Berhad. We specialise in creating self-sustaining townships focusing mainly on single-storey landed terrace houses that prioritise community-based facilities and public amenities, designed to meet the specific needs of Malaysian homebuyers within the B40 and lower-M40 household income groups.

The demand for a home as a basic necessity and for affordable landed housing remains strong, especially when priced appropriately. To ensure affordability, we tailor the prices of our homes based on the income levels of the B40 and lower M40 household groups in the respective states where our townships are located.

Our larger townships feature a range of facilities and amenities, including a clubhouse, swimming pool, gymnasium, futsal courts, multipurpose hall, football fields, and badminton courts, all designed to foster social interaction and community building. With a focus on lifestyle and competitive pricing, we continue to achieve strong take-up rates.

Lagenda's operations are strengthened by an in-house construction arm and a building materials supply division, allowing us to optimise costs and maintain competitive pricing. Our construction arm handles a portion of our projects, reducing reliance on external contractors, while the supply division purchase materials directly from manufacturers or wholesalers, allowing for better cost management.

This integrated approach enables us to control home prices, ensuring affordability while preserving healthy profit margins.

OPERATIONAL PERFORMANCE OVERVIEW

Launches and Sales Overview

Lagenda successfully launched RM1.15 billion worth of projects in FY2024, totalling 4,490 units. These launches spanned across various states, including Lagenda Ardea Phase 1 (Selangor), Lagenda Suria Phase 1B (Johor), Puncak Warisan Seri Embun Phase 1 (Johor), and Lagenda Aman (Perak), reinforcing our presence in strategic markets nationwide.

The Group's performance across all states in FY2024 underscores the strength and effectiveness of our diversified portfolio. The following key operating statistics highlight our continued success as we diversified out of Perak and into new states.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL PERFORMANCE OVERVIEW (CONT'D)

Launches and Sales Overview (Cont'd)

Sales as of 31 December 2024
RM1.13 billion

Bookings as of 31 December 2024
RM473.4 million

Unbilled Sales as of 31 December 2024
RM896.3 million

Overall, we achieved RM1.13 billion in sales for FY2024, marking a record high for Lagenda. This achievement, representing a 9% year-on-year growth in sales, reflects the robust demand for our affordable, well-designed townships and reaffirms our commitment to delivering quality homes that cater to the diverse needs of Malaysians.

Apart from the strong sales figure in FY2024, the unbilled sales figure of RM896.3 million, coupled with RM473.4 million in bookings, creates a solid foundation for future revenue growth. Our broad geographical presence and strong sales pipeline position us for continued success in the years ahead.

TOWNSHIP DEVELOPMENT UPDATES

We remain confident in our capacity to achieve consistent growth over the mid to long term. We see significant opportunities to expand both within our established townships and into new regions, as affordable homes with essential amenities continue to be a top priority for most Malaysians. Thanks to our competitive pricing strategy, we consistently experience strong take-up rates across our key townships. The demand for housing among the B40 group remains resilient, as long as prices remain within an affordable range. Below are the updates on our key townships:

PERAK DARUL RIDZUAN

Bandar Baru Setia Awan Perdana (BBSAP)

Our flagship development, Bandar Baru Setia Awan Perdana (BBSAP) is a meticulously planned township that has significantly transformed the Manjung district in Perak. Strategically located next to the West Coast Expressway (WCE), BBSAP offers seamless connectivity to Kuala Lumpur, just 155 km away, and Pangkor Island, only 25 km from the township.

Designed with comprehensive infrastructure and a wide array of community facilities, BBSAP is a self-sustaining township that caters to the diverse needs of its residents. It features essential amenities, including schools, government offices, upcoming commercial developments, and supermarkets. Additionally, the township offers an elevated lifestyle with premium facilities such as a clubhouse, gymnasium, and an Olympic-sized swimming pool. To further enhance the quality of life, we have developed community garden spaces, increased recreational facilities and improved access to fresh produce.

OPERATIONAL PERFORMANCE OVERVIEW (CONT'D)

TOWNSHIP DEVELOPMENT UPDATES (CONT'D)

PERAK DARUL RIDZUAN (CONT'D)

Bandar Baru Setia Awan Perdana (BBSAP) (Cont'd)

BBSAP is being developed in four major phases, with over 14,000 homes planned for completion. As of 31 December 2024, more than 10,000 units have already been delivered across completed phases 1A–4A, achieving an outstanding 98% of confirmed sales. Meanwhile, Phases 4B and 4C with 1,596 units are currently under construction.

With a strong track record of delivering high-quality, affordable homes, BBSAP continues to set new benchmarks for integrated township development. Our commitment to fostering a thriving community extends beyond just building homes—we are creating a sustainable, well-connected environment that enriches the lives of our residents.

Lagenda Teluk Intan (LTI)

Lagenda Teluk Intan (LTI) is the first and largest affordable township in Teluk Intan, strategically located within 5 km of the West Coast Expressway (WCE) to the west and just 6 km from the town centre, ensuring excellent connectivity. This transformative development is poised to reshape the Teluk Intan landscape, offering a wide range of facilities and amenities. Among these are a state-of-the-art clubhouse and robust security measures, designed to foster a safe and vibrant community for its residents.

The township is being developed in six major phases, with over 13,000 homes planned upon completion. By the end of FY2024, more than 6,000 units had been launched. Phases 1 and 2, comprising 4,510 units, have completed and achieved a 99% confirmed take-up rate. With the launch of Phases 3A and 3B in January 2023, 1,853 units were introduced, with a take-up rate (including bookings) of 84% at the end of FY2024.

This strong performance reflects the high demand for the township's offerings and underscores the successful execution of these initial phases. The impressive take-up rates highlight the continued appeal of the development and further demonstrate its strong market position.

Lagenda Tropika & Lagenda Aman

Located in Tapah, Perak, both Lagenda Tropika and Lagenda Aman reflect Lagenda's commitment to providing accessible, well-designed homes for families and first-time buyers.

Launched in November 2021, Lagenda Tropika offers a thoughtfully curated mix of single-storey terrace and cluster homes, designed with modern amenities and contemporary finishes to ensure comfortable living. Nestled in scenic surroundings and strategically positioned within 10 km of the Tapah town centre, the township provides convenient access to essential services including a hospital, health clinic, schools, and retail hubs. Residents also benefit from a range of lifestyle facilities such as a football field, playground, kindergarten, cycling track, and jogging paths—fostering a healthy, vibrant community. The development comprises a total of 1,777 residential units.

Meanwhile, Lagenda Aman, launched in May 2023, features single-storey terrace homes with 3 bedrooms and 2 bathrooms. Ideally located just 200 metres from established residential areas such as Taman Perwira Jaya and Taman Indah Tapah, the township also lies approximately 8 km from the PLUS North-South Highway Interchange, offering seamless connectivity. Its close proximity to schools and key urban amenities further enhances liveability for residents.

As of 31 December 2024, the combined launches of Lagenda Tropika and Lagenda Aman totalled 3,226 units. The developments have recorded a strong market response, achieving a notable take-up rate (including bookings) of 82%. This performance underscores the continued demand for quality, affordable housing in Tapah and highlights the enduring appeal and success of these townships.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL PERFORMANCE OVERVIEW (CONT'D)

TOWNSHIP DEVELOPMENT UPDATES (CONT'D)

KEDAH DARUL AMAN

Darulaman Lagenda

Darulaman Lagenda is a joint venture with Bina Darulaman Bhd to develop the largest affordable housing township in Sungai Petani, Kedah, comprising over 2,500 homes across two phases. Strategically located within a well-established neighbourhood, the township offers easy access via the North-South Expressway PLUS, with direct entry through the Sungai Petani exit. It is also surrounded by key community facilities, including a hospital, schools, and commercial areas, providing added convenience for residents.

As of 31 December 2024, Phase 1-3A of the development with 2,029 units, has received an overwhelming response, with 99% of the units taken up. This strong demand underscores the appeal of affordable housing in this thriving township.

JOHOR DARUL TAKZIM

Lagenda Suria

Lagenda Suria is an affordable township spanning 431 acres in Mersing, Johor, offering a variety of single-storey terrace and cluster homes designed for families and first-time homebuyers, featuring modern amenities for comfortable living. Strategically located within a well-established neighbourhood, the township provides easy access to key amenities such as schools, polytechnics, healthcare facilities, local attractions, supermarkets, and a wet market, ensuring convenience for its residents.

With a focus on building a vibrant community, Lagenda Suria incorporates recreational facilities and green spaces to enhance the quality of life. The development has garnered strong market interest, underscoring Lagenda Properties' commitment to delivering affordable, well-designed homes across Malaysia.

In October 2023, over 600 units were successfully launched in Phase 1A, followed by 359 units in Phase 1B in April 2024. As of 31 December 2024, the project achieved a remarkable 99% take up rate (including booking), demonstrating strong demand and positive reception for this affordable housing option in Mersing.

OPERATIONAL PERFORMANCE OVERVIEW (CONT'D)

TOWNSHIP DEVELOPMENT UPDATES (CONT'D)

JOHOR DARUL TAKZIM (CONT'D)

Puncak Warisan Seri Embun

Puncak Warisan Seri Embun is a serene township located in Kota Tinggi, Johor, set within offering a tranquil haven that seamlessly blends residential and commercial properties. Nestled amidst rolling hills and rich forests, Puncak Warisan Seri Embun offers an idyllic living environment, with a comprehensive range of facilities curated to enhance residents' quality of life and foster a sense of community. This development ensures an elevated quality of life for families, providing not only a comfortable living space but also an atmosphere that promotes well-being and relaxation.

Launched in May 2024, the project marks a significant milestone as Lagenda's first venture into double-storey terrace homes. This phase offers affordable, well-designed 2-storey terrace homes, featuring practical layouts with 4 bedrooms and 3 bathrooms, making them ideal for families. The development's strategic design fosters a vibrant community, ensuring easy access to essential amenities and making it a highly attractive option for homebuyers seeking both comfort and convenience.

As of 31 December 2024, Puncak Warisan Seri Embun has recorded an impressive take-up rate (including bookings) of 97%. This strong performance reflects the high demand for affordable and well-located housing, further solidifying Lagenda's position as a key player in the region's property market.

SELANGOR DARUL EHSAN

Lagenda Ardea

Lagenda Ardea is situated in Bernam Jaya, Selangor. The project encompasses 2,340 single-storey terrace homes spread across three phases. Each home is designed with practical layouts to meet the needs of modern living.

Strategically located near the North-South Expressway and approximately 5 km from the KTM Tanjung Malim Station, residents enjoy excellent connectivity. Essential amenities such as schools, clinics, and supermarkets are nearby, making it an ideal choice for first-time homebuyers and government servants seeking affordable housing in Selangor.

Phase 1, launched in May 2024, consists of 831 units and has achieved a take-up rate (including bookings) of 97%.

MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL PERFORMANCE OVERVIEW (CONT'D)

TOWNSHIP DEVELOPMENT UPDATES (CONT'D)

PAHANG DARUL MAKMUR

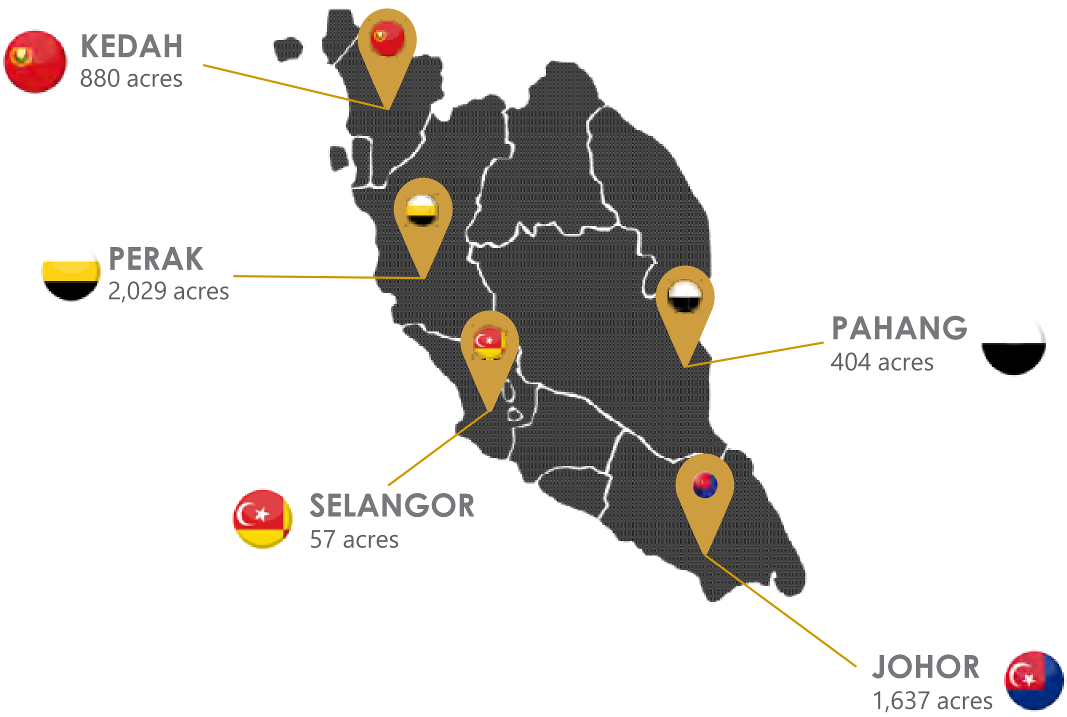
La' Indera

La'Indera is an affordable housing development located in Penor, Kuantan, and marks Lagenda's first venture into the state of Pahang. The project comprises single-storey terrace homes with practical layouts featuring 3 bedrooms and 2 bathrooms, aimed at meeting the needs of families seeking affordable and functional housing.

Strategically situated approximately 8 km from the PLUS East Coast Expressway Interchange, the development offers good connectivity to major road networks. It is also in close proximity to established residential areas and key public amenities, including schools and healthcare facilities, supporting convenient daily living for residents.

Phase 1A of La'Indera was launched in November 2024 and recorded a strong market response, with a 92% take-up rate (including bookings) as of 31 December 2024. This reflects encouraging demand for affordable housing in the region and highlights the development's role in addressing housing needs in Pahang.

LAND BANKING AND OTHER CORPORATE ACTIVITIES



MANAGEMENT DISCUSSION AND ANALYSIS

OPERATIONAL PERFORMANCE OVERVIEW (CONT'D)

LAND BANKING AND OTHER CORPORATE ACTIVITIES (CONT'D)

One of Lagenda's core strengths is our ability to effectively monetise our land bank, driving long-term, sustainable growth with efficiency. Our relatively quick development cycle makes it essential to maintain an active land banking strategy, ensuring a steady flow of new projects through continuous replenishment.

We take a disciplined, strategic approach to land banking, carefully selecting locations with high development potential and prioritising strong financial metrics, including return on equity and overall project profitability. At Lagenda, land banking goes beyond simple acquisition - we explore diverse avenues, such as joint ventures and acquiring development rights, to maximize the value of our land assets. This flexibility allows us to adapt to different structures and strategies that align with our financial goals and growth aspirations, ensuring we are well-positioned for continued success.

As of 31 December 2024, Lagenda continued to demonstrate strong growth potential with a remaining landbank of nearly 5,063 acres, carrying an estimated GDV of approximately RM13.0 billion

Unlocking Development Potential

In FY2024, Lagenda strengthened its landbank and long-term growth prospects with a series of strategic acquisitions and development agreements. In May, our wholly-owned subsidiary Blossom Eastland Sdn. Bhd. acquired 855 acres of land in Sungai Petani, Kedah, strategically located near the Kedah-Penang border and Sungai Petani town centre. We plan to develop a large-scale, self-sustaining township comprising over 8,000 residential units and commercial spaces, with an estimated GDV of RM2.0 billion, subject to final approvals, with the first launch targeted for 2026 featuring single-storey landed homes priced below RM300,000.

In Johor, we entered into a development rights agreement in January 2024 for a 148-acre plot in Kota Tinggi with a GDV of RM576.0 million and subsequently exercised our option in November 2024 to acquire the remaining 232 acres in response to strong market demand. These developments, located about 8 km from our Kulai land, will feature double-storey terraced houses and commercial shop lots, supporting a projected development timeline of three to four years. With approximately 1,637 acres of land in Johor and a GDV of RM5.6 billion, we remain confident in the state's vibrant market and the sustained demand for affordable housing.

Looking ahead, we are poised to capitalise on our expanded strategic landbank, with upcoming launches planned across multiple states to meet the rising demand for affordable housing. Our 1,637 acres in Johor and 880 acres in Kedah serve as prime opportunities for expansion, supported by infrastructure growth and evolving homebuyer needs.

With a remaining GDV of approximately RM13.0 billion and 5,063 acres of unlaunched land, Lagenda is well-positioned to drive sustainable long-term growth. Our focus remains on expanding our geographic footprint, strengthening our sales pipeline, and enhancing affordability through cost-efficient, sustainable development. By aligning with national housing policies and evolving market trends, we are committed to delivering high-quality, affordable homes while creating thriving, self-sustaining communities across Malaysia.

RECOGNITION & ACCOLADES

Lagenda is proud of our steadfast commitment to excellence, with numerous awards over the years attesting to this commitment. Our relentless pursuit of growth and innovation has earned us yet another award, the Company of the Year (Property Development) – Best in Community Welfare and Wellbeing, accorded at the Sustainability and CSR Malaysia Awards 2024.

This award is a testament to our team's unwavering commitment to creating exceptional value for our stakeholders. It not only recognises our efforts but also motivates us to continually raise the bar in our pursuit of excellence.

MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF FINANCIAL PERFORMANCE

Revenue, Profitability and Earnings

In FY2024, Lagenda has once again delivered an outstanding financial performance, underscoring the Group's strong market positioning and resilient business model.

Total revenue surged to RM988.8 million, representing an 18% increase compared to the previous year, reflecting the Group's strong sales momentum and enhanced construction progress. This revenue growth translated into remarkable profitability gains, with net profit soaring by 24% year-on-year to RM184.0 million, up from RM148.1 million in FY2023. Our profit margin remained steady at 19%, consistent with the previous year. This demonstrates Lagenda's superior ability to generate sustainable earnings, supported by our disciplined cost management and operational efficiency. Earnings per share (EPS) also rose significantly to RM0.22 from RM0.18, reinforcing our solid value creation for shareholders.

As of 31 December 2024, our financial position remains robust with unbilled sales standing at RM896 million, while outstanding bookings have reached RM473 million. This provides a strong revenue pipeline and ensures continued earnings visibility in the upcoming financial year.

Our revenue trajectory remains firmly on an upward trend, bolstered by successful project launches and our deep understanding of market demand. Lagenda's in-house construction capabilities have been a significant driver in optimizing cost efficiency, enabling us to maintain attractive pricing while mitigating inflationary pressures. Additionally, we have delivered consistent quarter-over-quarter revenue growth, solidifying our reputation as a market leader in the affordable housing segment.

Property development continues to be the primary revenue driver, contributing over 82% of our total earnings. In FY2024, our property development segment achieved an impressive gross profit margin of 40%. While the margin was slightly moderated due to lower profit recognition from high-margin projects such as Lagenda Teluk Intan (LTI), we remain highly confident in our ability to sustain strong profitability levels.

Dividends & Shareholder Returns

Lagenda remains steadfast in its commitment to rewarding shareholders, consistently adhering to its dividend policy to payout at least 25% of profit after tax and minority interest. This policy reflects our dedication to delivering value to shareholders while maintaining a strong balance between rewarding investors and reinvesting in business growth.

The total dividend pay-out for FY2024 was 6.5 sen per share, amounting to RM54.4 million, which represents a payout ratio of 30%. Our approach ensures both stability for shareholders and continued investment in business expansion. Lagenda is committed to generating sustainable returns and enhancing long-term value for all stakeholders as we continue executing our growth strategy.

Balance Sheet & Cash Flow

As of 31 December 2024, Lagenda's total assets surged to an impressive RM2.4 billion, a substantial increase from RM2.1 billion at the end of 2023. This remarkable expansion reflects the Group's strong financial stewardship and growth-driven strategies. Additionally, cash and cash equivalents soared to RM316.6 million as of 31 December 2024, further reinforcing our financial resilience and liquidity strength. With this formidable balance sheet, Lagenda is strategically poised to accelerate its expansion plans, capitalize on high-growth opportunities, and cement its dominance in the affordable housing sector.

An overview of Lagenda's financial performance indicators has been furnished in the 5-year Group Financial Highlights section preceding this analysis.

RISK ASSESSMENT AND MITIGATION STRATEGIES

Manpower Challenges

In 2024, Malaysia's construction industry continues to experience significant manpower challenges, particularly a shortage of both skilled and unskilled workers. The sector's heavy reliance on foreign labour—mainly from Bangladesh, Indonesia, and Nepal—has been disrupted by stricter immigration policies and a slower-than-expected post-pandemic recovery, leading to a reduced workforce supply. Consequently, this shortage has contributed to rising labour costs, further increasing overall operating expenses.

To mitigate these challenges, Lagenda has progressively adopted the Industrialised Building System (IBS), particularly in our newer phases, such as Lagenda Teluk Intan Phase 3 and Darulaman Lagenda in Kedah. This strategic shift is expected to gradually reduce our reliance on foreign labour while improving construction efficiency. IBS is particularly well-suited for our large-scale townships, as it enhances consistency, accelerates project timelines, and optimises resource utilisation. By leveraging this innovative approach, we aim to drive sustainable and cost-effective development across our projects.

Expanding & Diversifying Land Bank Portfolio

Access to land is a critical asset for property development. To maintain the viability of the business model, it is essential to strategically expand land bank through the acquisition of key parcels. On this note, Lagenda undertook a strategic initiative to continue to grow its land bank beyond Perak, aligning with its mission to establish a presence in other states where the need for affordable housing remains unfulfilled.

As of 31 December 2024, Lagenda boasts a strategic land bank of 5,063 acres across key locations in Johor, Kedah, Perak, Pahang, and Selangor, with a total remaining GDV of approximately RM13.0 billion. These diverse land assets are primed for development, particularly in the affordable housing sector, allowing Lagenda to cater to growing market demands.

Lagenda's land bank spans both established and emerging regions, offering significant growth potential. This strong foundation ensures Lagenda's ability to drive long-term revenue while continuing its expansion and creating value for stakeholders.

Managing Regulatory Approval Risks

Regulatory approvals in the property development industry often require a considerable timeframe, as they involve multiple considerations, including compliance with government policies and evolving regulatory requirements.

When operating across multiple states, each with its own regulatory authority, the approval process becomes even more complicated. Additional challenges, such as limited resources within regulatory bodies, public opposition, environmental issues, and community conflicts can further extend timelines. These uncertainties can lead to delays in project timelines, increased holding costs, and risks to the overall profitability of developments.

To manage these risks, Lagenda adopts a proactive approach by maintaining close engagement with regulatory authorities and staying abreast of policy developments. The company continuously monitors the regulatory landscape in key markets and implements robust risk management strategies to anticipate challenges, minimise disruptions, and ensure efficient project execution.

Material Supply and Cost Challenges

The property development and construction industry has been met with fluctuations of the cost of raw materials throughout the years. That said, to date, we have not faced significant challenges from rising commodity prices, as our focus on single-storey landed terrace houses requires fewer raw materials, such as steel bars, compared to high-rise developments.

During the peak of the commodity price surge, we proactively adjusted the prices of our upcoming launches to mitigate the impact and safeguard our profit margins. Given the highly competitive pricing of our homes, the modest price increase will not affect affordability for the B40 group, particularly when spread across their loan instalment period. As a result, we remain confident that demand for our homes will remain strong.

Climate Change, ESG Strategy and Achievements

As global concerns about climate change grow, regulatory frameworks and public expectations are rapidly evolving, significantly impacting the real estate industry. ESG considerations have become increasingly important metrics for investment decisions, and failure to meet these evolving standards could result in reputational damage and financial consequences. Lagenda's ability to secure financing, attract investors, and maintain stakeholder trust could be at risk if it is perceived as not aligning with responsible and sustainable business practices.

Recognising these risks, Lagenda is committed to integrating sustainable practices across its operations, ensuring compliance with emerging regulations, and building resilience against the physical impacts of climate change. Our ongoing focus on ESG initiatives has earned us consecutive placements in the FTSE4GOOD Bursa Malaysia Index and the FTSE4GOOD Bursa Malaysia Shariah Index.

MANAGEMENT DISCUSSION AND ANALYSIS

RISK ASSESSMENT AND MITIGATION STRATEGIES (CONT'D)

Climate Change, ESG Strategy and Achievements (Cont'd)

Looking ahead, we aim to deepen the integration of ESG elements into our core affordable housing business, with a particular focus on the renewable energy sector. Our expansive townships offer a unique opportunity for innovative solar projects, further enhancing our sustainability efforts.

Lagenda has rolled out multiple sustainability programmes, including mangrove planting and sustainability talks, which emphasise the company's ESG focus. Furthermore, Lagenda's commitment to responsible business practices was recognised when it was awarded Company of the Year (Property Development) – Best in Community Welfare and Wellbeing, at the Sustainability and CSR Malaysia Awards 2024.

Additional Market Considerations

While the demand for affordable housing in Malaysia continues to be robust, factors such as location, quality, sustainability of townships, and product mix also play a crucial role in the decision-making process of homebuyers. We adopt a cautious approach and rigorously conduct market research and analysis to ensure that our developments are economically viable and align with the needs of our target demographic. Thorough and systematic feasibility studies, due diligence, and risk assessments are conducted to account for all variables and minimise potential risks in our developments.

Moving forward, we will keep a close watch on key risks and implement suitable measures to address them effectively.

For further details on our risk management strategies, please refer to the Statement of Risk and Internal Control section of this Annual Report.

SUSTAINABILITY & RESPONSIBLE BUSINESS

The year 2024 was a period of reflection for us as we revisited the core elements of our sustainability framework and monitoring indicators. We also refined our sustainability material matters to better align with stakeholder expectations and the global aspirations set out in the United Nations Sustainable Development Goals (UN SDGs).

On the compliance standpoint, following the Securities Commission's (SC) announcement on the National Sustainability Reporting Framework (NSRF) for International Financial Reporting Standards (IFRS) adoption, we have tracked Scope 3 emissions for both employee travel and business travel to evaluate their feasibility for seamless IFRS reporting.

Our commitment to ESG-driven value propositions go beyond mere compliance. We uphold strong governance practices by ensuring transparency in our business conduct. In FY2024, we proudly maintained a record of zero substantiated incidents of bribery and corruption, with no whistleblowing cases reported.

Our employees are the foundation of our Company, and we are committed to empowering them through diversity, inclusion, and ongoing development. In FY2024, women made up 50% of our workforce, demonstrating a balanced and inclusive environment. To support talent growth, we invested RM89,000 in training programs, with a strong emphasis on managerial development, marking a 66% increase compared to the previous year.

As part of our environmental commitment, we have launched several sustainability initiatives, including the planting of 700 mangrove saplings. To date, we have planted around 29,000 trees, featuring native species and addressing ecological vulnerabilities highlighted in the International Union for Conservation of Nature (IUCN) Red List.

MANAGEMENT DISCUSSION AND ANALYSIS

SUSTAINABILITY & RESPONSIBLE BUSINESS (CONT'D)

In FY2024, we expanded our impact beyond internal initiatives by investing approximately RM260,000 in community programs, benefiting nearly 33 associations and 1,723 individuals. Our employees played an active role in these efforts, further strengthening our commitment as a responsible corporate citizen.

Through all these initiatives, we are proud to reaffirm our continued inclusion in the FTSE4GOOD Bursa Malaysia Index and FTSE4GOOD Bursa Malaysia Shariah Index for the second consecutive year, underscoring our commitment to ESG best practices. Furthermore, we were honoured with the Sustainability and CSR Award for Best in Community Welfare and Well-being, recognising our meaningful contributions to the community.

A comprehensive overview of our sustainability performance, achievements, and key highlights can be found in the Sustainability Statement section of this report.

FUTURE OUTLOOK AND STRATEGIC PRIORITIES

Lagenda delivered a stellar performance in FY2024, underscoring its robust growth trajectory. This success was fuelled by strategic land bank expansion, record-breaking sales, and an unwavering dedication to affordable housing. With community welfare and sustainability at its core, Lagenda is well-positioned to maintain its momentum, particularly as it pursues geographic diversification and strengthens its ESG initiatives.

In FY2025, Lagenda aims to build on these strengths, responding to evolving market demands with continued expansion and enhanced operational efficiency. Lagenda plans to launch a total of 8,322 units in FY2025, with an estimated GDV of RM2.10 billion, a significant increase from the launches in FY2024, which comprised of 4,490 units with a GDV of RM1.15 billion.

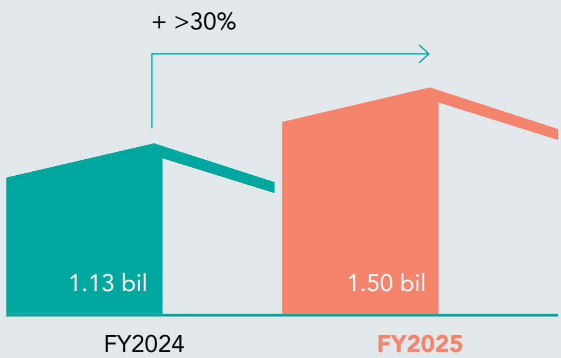
For FY2025, Johor will take centre stage with the largest share of new launches, reflecting Lagenda's strategic expansion in this high-potential region. A key highlight is the much-anticipated Kulai township, which has generated significant interest and is poised to drive substantial development. Our presence in Johor is expected to play a crucial role in strengthening the company's market presence and contributing meaningfully to overall growth.

In addition to the strong pipeline of upcoming launches, Lagenda has secured a solid foundation of sales, reinforcing confidence in its growth trajectory. The strong sales figures reflect sustained demand for the company's affordably priced homes and underscore its ability to capture market interest. With historically steady conversion of bookings into sales, Lagenda remains well-positioned to achieve its sales target. The company aims to achieve RM1.50 billion in sales—a 30% increase from the RM1.13 billion recorded in FY2023—further solidifying its market leadership in the affordable housing segment.

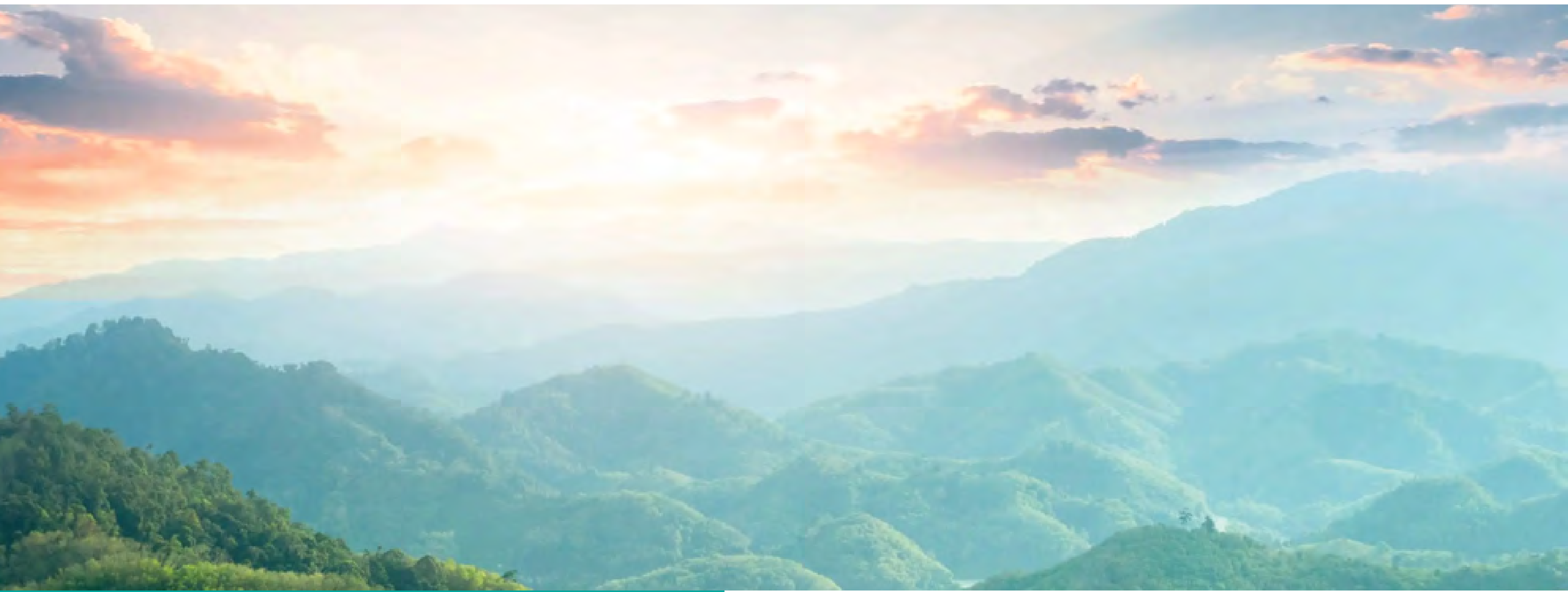
2025 Sales Target

FY2024 (Achieved): RM1.13 bil

FY2025: **RM1.50 bil**



MANAGEMENT DISCUSSION AND ANALYSIS



Looking ahead, Lagenda is actively pursuing expansion into new states, with a focus on underserved regions across both Peninsular and East Malaysia—particularly Sarawak. This planned growth supports the Group's long-term vision of extending affordable housing solutions to a broader segment of Malaysians, especially in areas where demand remains significantly unmet. Amid ongoing global geopolitical uncertainties and economic headwinds, the Group's focus on affordable housing remains highly relevant, offering resilient and accessible options for homebuyers seeking stability and long-term value.

With a solid foundation and a forward-looking strategy, Lagenda is poised to achieve sustained success and further strengthen its position as a leader in the affordable housing sector.

ACKNOWLEDGEMENT

On behalf of the Board, it is with great pleasure that I extend our heartfelt gratitude to our esteemed homebuyers, business associates, partners, and dedicated shareholders for your unwavering support throughout FY2024. Your trust and collaboration have been instrumental in our journey.

In FY2024, we have strengthened our Board leadership with the addition of an Independent Non-Executive Director (INED) and two distinguished Executive Directors. Additionally, we welcome onboard our new Chief Financial Officer in FY2024, Ms. Loh Lai Phui. These strategic appointments are crucial in fortifying our governance, mitigating risks and ensuring a more resilient foundation for long-term growth and success.

To our Board members, Senior Management team and entire Lagenda workforce, your remarkable dedication, resilience, and collective efforts have been the driving force behind our successes and operational expansion. Each of you has played a pivotal role in our achievements, and for that, we are truly grateful.

As we reflect on the past year, I am filled with immense pride and gratitude for all that we have accomplished together. Despite the challenges, our unwavering commitment to redefining affordable living in Malaysia has led us to deliver exceptional value, empower countless families to achieve their dream of homeownership and build vibrant communities.

Looking ahead, we are excited about the future opportunities that await us. With such a strong foundation, we are poised to embrace new challenges and continue making a meaningful impact. The journey ahead promises to be inspiring, and together, we are ready to seize every opportunity with enthusiasm and determination.

Thank you once again for your invaluable support and hard work. Here's to another year of shared success and creating a brighter future together.

Dato' Doh Jee Ming
Managing Director

SUSTAINABILITY STATEMENT

About this Statement

As we pursue our vision of becoming Malaysia's preferred affordable housing developer, Lagenda remains committed to responsible and sustainable growth.

Our Sustainability Statement ("Statement") for the financial year ended 31 December 2024 outlines our approach to managing ESG impacts and sustainability risk and opportunities (SRO). This Statement highlights our ongoing efforts to create long-term value for our stakeholders while building resilient and inclusive communities.

Reporting Scope and Boundary

The reporting period for this Statement covers 1 January 2024 to 31 December 2024, unless specified otherwise. Where applicable, we have provided historical data from the past three years to enable comparative and trend analysis.

This Statement covers all our domestic operations, where the Group has direct control and holds a majority stake.

Reporting Framework

This Statement has been prepared in accordance with Bursa Malaysia's Main Market Listing Requirements (MMLR), Sustainability Reporting Guide (3rd Edition) and Illustrative Sustainability Reporting Guide (ISR), as well as the Malaysian Code on Corporate Governance (MCCG) 2021.

We are also a constituent of the FTSE4Good Bursa Malaysia (F4GBM). Our ESG disclosures are benchmarked against the Global Reporting Initiative (GRI) standards and are guided by the National Sustainability Reporting Framework (NSRF), International Financial Reporting Standards (IFRS) S2, and the United Nations' Sustainable Development Goals (UN SDGs).

Report Quality and Data Assurance

We established a sustainability database in FY2024 while recognising the existence of data gaps, which we are actively working to address. All data in this report has been internally sourced and verified by the relevant business units or functions. Our key operations and internal control documentation comply with ISO 9001 standards and have undergone internal quality audits. Moving forward, we will explore third-party assurance for our sustainability data to enhance credibility and strengthen our disclosures.

Forward-looking Statement

All forward-looking statements, including our plans, goals, operations and forecast figures, are based on reasonable assumptions made under current business trajectories. The Group advises readers not to rely solely on these statements, as our business is subject to risks and uncertainties beyond our control. Actual results may vary.

Feedback

We value the insights and suggestions of our stakeholders as they play a crucial role in enhancing our sustainability reporting. Please feel free to direct any questions, comments or suggestions to the contacts provided.

Intan Ilyani binti Azali @ Ghazali

Head of Stakeholders Relations & Sustainability Department

intan.ilyani@lagendaprops.com

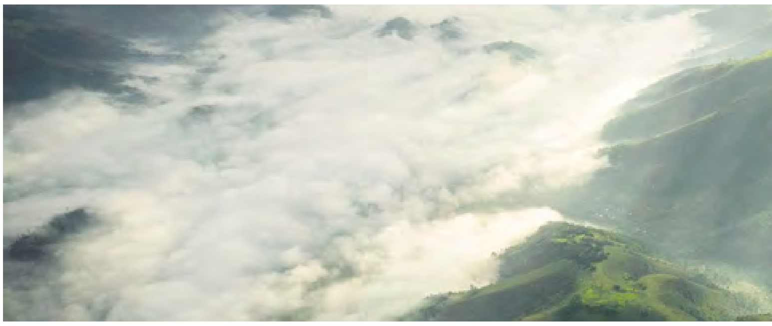
SUSTAINABILITY STATEMENT

Accolades and Memberships

The Group is honoured to be recognised with awards and to be part of leading industry associations.

Awards and Recognitions

Sustainability and CSR Malaysia Awards 2024
Company of the Year (Property Development) – Best in Community Welfare and Well-being



Memberships and Associations

We have maintained memberships with the following professional bodies and industry associations:

- Corporate Member of the International Real Estate Federation Malaysia (FIABCI) (Malaysian Chapter)
- Member of Real Estate and Housing Developers Association Malaysia (REHDA)

Sustainability Highlights

The Group has made significant progress across key ESG areas. These highlights reflect our ongoing efforts to creating long-term value, driving positive change and strengthening our resilience as a responsible developer.

Economic Advancement

98% customer satisfaction score achieved (FY2023: 80%)

100% of procurement budget spent on local suppliers since FY2021

100% new suppliers screened for environmental and social impacts

Ethical Governance

100% of operations assessed for corruption-related risks

Zero substantiated incidents of corruption or bribery

Zero reported whistleblowing incidents

Zero substantiated complaints regarding breaches of customer privacy and losses of customer data

Environmental Stewardship

Commenced disclosures for Scope 3 (Category 6: Business Travel)

30% reduction in water consumption in headquarters (compared to FY2021 baseline)

5,841 rainwater harvesting systems have been installed

29,052 trees planted in total

Social Accountability

1,537 total training hours provided

Zero substantiated complaints concerning human rights violations

Zero work-related fatalities and lost-time injuries

RM 263,367 invested in Corporate Social Responsibility (CSR) programmes

Sustainability Journey

ESG and sustainability are continuous journeys, evolving alongside challenges related to skills, financial commitments and regulatory changes. Advancing sustainability requires a commitment to transparency, which we uphold as a key driver of progress.

As we move forward, we recognise the need to adapt to evolving standards and expectations. With the introduction of the NSRF, we will reevaluate our approach, refining sustainability metrics, key data points, performance indicators, financial implications and governance requirements to strengthen the rigour of our reporting and enhance practices across our supply chain.

FY2018

- Published inaugural sustainability statement in FY2018 as DBE Gurney Resources Berhad
- Reported in accordance with Bursa Malaysia's MMLR and with reference to GRI and with the reporting boundary limited to poultry business
- Disclosed initiatives under four sustainability pillars: Economic, Environmental, Social and Governance
- Established a Sustainability Governance Structure comprising the Board of Directors and the Sustainability Committee, with oversight limited to the poultry business
- Aligned sustainability initiatives with three UN SDGs
- Identified six key stakeholder groups and established a stakeholder engagement table

FY2019 – FY2020

- Renamed and rebranded from DBE Gurney Resources Berhad, a poultry-based business, to Lagenda Properties Berhad, focusing on property development
- Conducted first materiality assessment in FY2019 and a re-assessment in FY2020 to identify new priorities
- Established the following policies in FY2020:
  - Anti-Bribery and Anti-Corruption Policies and Guidelines
  - Whistleblowing Policy
  - Code of Conduct and Ethics
- Revised the governance structure in FY2020 to establish a Sustainability Working Committee and renamed the Sustainability Committee to the Sustainability Steering Committee
- Aligned with six UN SDGs in FY2020

FY2021 – FY2023

- Developed a two-year Sustainability Roadmap and Action Plan in FY2021, in preparation for inclusion in the F4GBM Index
- Established a series of Key Performance Indicators (KPIs) in FY2021
- Aligned with 10 UN SDGs in FY2021
- Commenced disclosure of Scope 3 GHG emissions (limited to employee commuting) in FY2023
- Listed in F4GBM Index in FY2023
- Aligned with 14 UN SDGs in FY2023
- Established 5R recycling programme in FY2023
- Established the following policies in FY2023:
  - Human Rights Policy
  - Environmental Policy
  - Climate Change Policy
  - Biodiversity Policy
- Initiated reporting on climate-related disclosures with reference to the Task Force on Climate-related Financial Disclosures (TCFD)

FY2024

- Maintained our inclusion in FTSE4Good Index
- Adopted one new UN SDG, SDG 15: Life on Land
- Expanded Scope 3 Greenhouse Gases (GHG) emissions disclosure to include Category 6: Business Travel
- Implemented initiatives including Earth Hour, Recycling Day, "Zero Waste Living" sharing and mangrove planting programme
- Revisited and refined KPIs to ensure progress towards achieving targets

SUSTAINABILITY STATEMENT

Our Approach to Sustainability

As a property developer, we aspire to create positive impacts by aligning our operations with the principles of economic, governance, environmental and social responsibility. These principles guide our actions, support global and national sustainability goals and drive our business strategies. We will continue to embed sustainability into our decision-making processes, fostering a culture of responsibility throughout the organisation.

Sustainability Framework

Redefining Affordable Living

Vision	To be Malaysia's preferred affordable homes developer			
Mission Statement	To provide affordable housing solutions for the underserved market	To create a self-sustaining township with comprehensive community and public amenities	To enhance stakeholders' value by being a long-term, sustainable, reputable and affordable housing developer in Malaysia	To embrace quality and innovation while committing to uphold ESG principles
Strategic Thrusts	Deliver value through affordable, practical and sustainable housing, strategic landbank management, responsible supply chains, and innovation to enhance market competitiveness	Ensure good governance, risk management, and data security while fostering an ethical, corruption-free business environment	Enhance resource efficiency, reduce emissions, manage waste responsibly, and integrate biodiversity conservation into developments for long-term environmental resilience	Prioritise employee well-being, diversity, and development while fostering a safe workplace and actively engaging communities to create lasting positive impacts
Sustainability Pillars	Economic Advancement	Ethical Governance	Environmental Stewardship	Social Accountability
Material Sustainability Matters	• Economic Value • Affordable Housing • Landbank • Product Quality and Responsibility • Responsible Supply Chain • Innovation	• Corporate Governance and Anti-Corruption • Risk Management and Mitigation • Data Privacy and Security	• Energy, Emissions and Climate Resilience • Pollution and Waste Management • Water Consumption • Biodiversity	• Occupational Health and Safety • Human Rights and Labour Practices • Diversity and Equal Opportunity • Talent Retention and Development • Community Engagement and Contribution

Sustainability Governance Structure

Lagenda's sustainability governance is supported by our Sustainability Steering Committee, which is accountable in sustainability matters, strategies and performance. The Committee plays a key role in ensuring effective governance and alignment with Group's sustainability goals.

Lagenda's Sustainability Governance Structure

Board of Directors	Sustainability Steering Committee	Sustainability Working Committee
• Provide oversight on the Group's ESG plans, programmes and initiatives • Offer advice on the Group's sustainability roadmap and strategy • Review the effectiveness of the Group's sustainability strategies	• Oversee the execution of programmes, initiatives and progress • Make recommendations to the Board on sustainability strategies and initiatives • Review sustainability data and the progress of operational units	• Collect and monitor data on ESG performance • Assist in preparing sustainability disclosures • Support the execution of programmes and initiatives

On 16 April 2025, the Board established the Board Sustainability Committee to provide strategic oversight of the Group's sustainability governance. Further information can be found in the Corporate Governance Overview Statement of this Annual Report.

Stakeholder Engagement

Lagenda's key stakeholder groups are identified based on their influence and reliance on our business. We maintain open communication channels to address mutual needs and expectations, enabling us to identify key issues and adjust our strategies and plans to effectively align with stakeholder priorities.

Stakeholder Group	Engagement Methods	Engagement Channels and Frequency	Material Matters
Investors and Shareholders			Priority: Critical
• Economic considerations • Audited financial statements • Long-term value creation • Ongoing communication	• Providing timely and transparent financial and operational updates through annual reports • Engaging with investors and shareholders through briefings and annual general meetings	As required • Press Release • Corporate Announcement Quarterly • Investor Briefings Annually • Annual report • Annual general meeting	• Economic Values • Landbank • Corporate Governance and Anti-Corruption • Risk Management and Mitigation
Regulatory Bodies			Priority: Critical
• Standards and certifications • Government policies • Audit findings and reports • Economic considerations • Legal and regulatory compliance	• Ensuring alignment with laws and regulations through reporting and inspections • Established policies and procedures to prevent incidences of corruption, bribery and unethical conduct • Engaging government agencies for community welfare, education and sustainability initiatives	As required • Inspections Periodically • Meetings • CSR-related event participation Annually • Regulatory reporting	• Corporate Governance and Anti-Corruption • Risk Management and Mitigation • Energy, Emissions and Climate Resilience • Biodiversity • Occupational Health and Safety

SUSTAINABILITY STATEMENT

Stakeholder Group	Engagement Methods	Engagement Channels and Frequency	Material Matters
Fund Providers			Priority: High
• Regular reporting • Loan covenant compliance reports • Timely loan repayments • Ongoing communication	• Maintaining investor confidence through transparent reporting and regular updates • Providing updates through meetings and financial reports	As Required • Media releases and project launches Continuous • Marketing and promotional events Annually • Annual general meeting • Annual report	• Economic Value • Landbank • Corporate Governance and Anti-Corruption • Risk Management and Mitigation
Customers			Priority: Very High
• Legal and regulatory compliance • Industry standards and certifications • Audit findings and reports • Economic considerations	• Enhancing customer experience through feedback and resolution mechanisms • Strengthening brand awareness through marketing and promotional activities • Providing accessible communication channels for customer support	As required • Defect feedback forms • Events and roadshows Continuous • Advertising, billboards and marketing campaigns • Communication channels (online enquiry forms, sales brochures) • Social media engagement Annually • Customer satisfaction surveys	• Affordable Housing • Product Quality and Responsibility • Data Privacy and Security
Employees			Priority: Critical
• Career growth and development • Skills and competency training • Workplace safety • Compensation and employee benefits • Performance-based rewards • Ongoing employee engagement • Work-life balance	• Supporting career growth and competency through training programmes • Providing employee benefits to maintain a healthy workplace environment • Enhancing work-life balance and fostering team spirit through activities and feedback mechanisms	As required • Communication channels (emails, intranet memos and announcements) Continuous • Training sessions Annually • Corporate and team-building activities • Employee engagement survey	• Innovation • Data Privacy and Security • Pollution and Waste Management • Occupational Health and Safety • Human Rights and Labour Standards • Diversity and Equal Opportunity • Talent Retention and Development

SUSTAINABILITY STATEMENT

Stakeholder Group	Engagement Methods	Engagement Channels and Frequency	Material Matters
Business Partners			Priority: Very High
• Overall Group performance • Business growth and opportunities • Corporate governance practices • Current and future project developments • Share price performance	• Providing regular business updates through media releases • Maintaining transparency and alignment on project developments	As Required • Meetings • Project launches Continuous • Corporate announcements • Website updates • Media releases Annually • Annual report	• Economic Value • Product Quality and Responsibility • Responsible Supply Chain • Corporate Governance and Anti-Corruption • Risk Management and Mitigation
Suppliers			Priority: High
• Transparent procurement processes • Fair and clear pricing • Timely payments • Payment terms and conditions • Contractual terms and agreements	• Conducting supplier assessment and performance reviews • Ensuring fairness and accountability in supplier selection through clear procurement processes	As required • Project updates Continuous • Communication channels (phone and email) Quarterly • Meetings • Supplier registration updates Annually • Supplier feedback surveys	• Responsible Supply Chain • Corporate Governance and Anti-Corruption
Media			Priority: High
• Operational impact on the environment and local communities • Corporate governance and ethical practices • Building and maintaining strong relationships • Accuracy and transparency of information	• Enhancing brand visibility through media engagements and corporate announcements • Maintaining transparency through continuous updates and reporting	As Required • Project launches and updates Continuous • Corporate announcements • Media releases • Website updates Annually • Annual report	• Affordable Housing • Corporate Governance and Anti-Corruption • Pollution and Waste Management • Community Engagement and Contribution
Local Communities			Priority: Medium
• Social challenges and community issues • Environmental impact and sustainability • Health and safety • Employment and job opportunities • Community and charity events • Sponsorship and support initiatives	• Engaging in CSR programmes • Strengthening community relationships through engagement activities	As required • Media release and project launches • Community engagement activities • CSR initiatives Continuous • Social media engagement Annually • Festive celebrations	• Pollution and Waste Management • Water Consumption • Biodiversity • Community Engagement and Contribution

SUSTAINABILITY STATEMENT

Materiality Assessment

Evaluating Material Matters

Understanding our material issues is crucial for business resilience and stakeholder engagement. Shaped by our ESG priorities, these issues are regularly assessed to ensure alignment with strategic priorities. Addressing these matters proactively strengthens governance, enhances decision-making process and supports long-term business sustainability.

To identify and prioritise key ESG concerns, we conducted a materiality assessment based on the steps outlined below.

Phase 1: Identification

18 material sustainability matters were identified based on their relevance to Lagenda and its stakeholders. These matters are benchmarked against Bursa Malaysia's sustainability reporting. requirements and industry best practices.

Phase 2: Ranking

Internal stakeholders completed an online Google survey form to rank material sustainability matters based on their impact on business operations and their importance to stakeholders.

Phase 3: Prioritisation

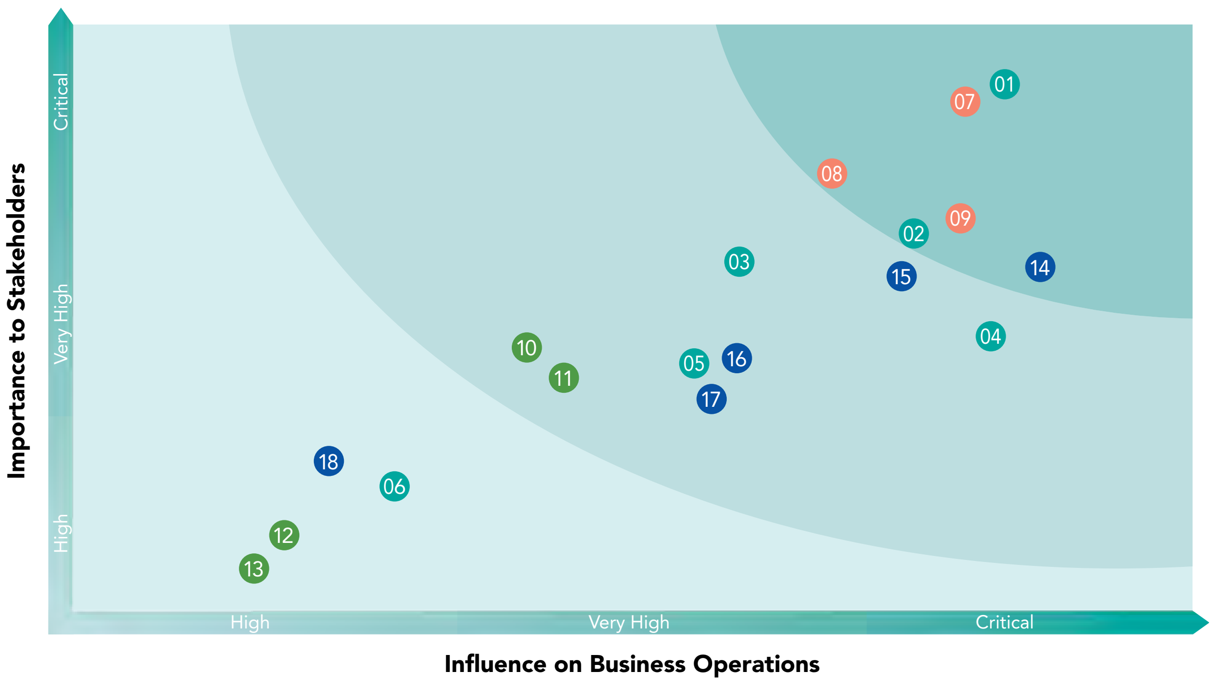
The responses were collated and analysed to generate a materiality matrix that reflects the importance of each material matter.

Phase 4: Approval

The materiality matrix was presented to the Board of Directors for approval.

Developing the Materiality Matrix

We recognise the importance of focusing our efforts on addressing the most critical sustainability issues to meet stakeholder expectations as our business evolves. Accordingly, we reassessed 21 of our existing material matters to ensure their continued relevance to stakeholders and business operations, refining them into 18 key matters.



SUSTAINABILITY STATEMENT

Economic Advancement	Ethical Governance	Environmental Stewardship	Social Accountability
1 Economic Value	7 Corporate Governance and Anti-Corruption	10 Energy, Emission and Climate Resilience	14 Occupational Health and Safety
2 Product Quality and Responsibility	8 Data Privacy and Security	11 Pollution and Waste Management	15 Human Rights and Labour Practices
3 Affordable Housing	9 Risk Management and Mitigation	12 Water Consumption	16 Diversity and Equal Opportunity
4 Landbank		13 Biodiversity	17 Talent Retention and Development
5 Responsible Supply Chain			18 Community Engagement and Contribution
6 Innovation			

Performance Scorecard

Our scorecard showcases the key outcomes and achievements of the year, demonstrating the sustainability aspects of our business while aligning with the UN SDGs.

No.	ESG Pillars	Material Matters	Key Performance Indicators	Progress	Aligned UN SDGs
1	Economic	Product Quality and Responsibility	Maintain customer satisfaction score of 70% and above annually	98%	11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
2		Affordable Housing	Provide over 35,000 affordable homes by FY2030	More than 30,000 homes provided since 2016	
3		Landbank	Sustain a minimum of 2,800 acres of landbank annually	5,063 acres	
4		Responsible Supply Chain	Maintain 100% procurement spending on local suppliers annually	100%	
5	Governance	Corporate Governance and Anti-Corruption	Maintain zero incidents of corruption cases annually	0	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
6			Achieve and retain 30% of female Board representation annually, in line with the MCCG	33%	
7		Risk Management and Mitigation	Maintain 100% implementation of risk management functions and processes annually	100%	
8	Environment	Energy, Emissions and Climate Resilience	Adopt 100% LED lighting in all operational buildings	100%	6 CLEAN WATER AND SANITATION; 7 AFFORDABLE AND CLEAN ENERGY; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 15 LIFE ON LAND
9		Pollution and Waste Management	Maintain environmental-related non-compliance below 20% annually	Zero environmental-related non-compliance	

SUSTAINABILITY STATEMENT

No.	ESG Pillars	Material Matters	Key Performance Indicators	Progress	Aligned UN SDGs
10	Environment	Water Consumption	Install more than 3,000 rainwater harvesting systems in our townships by FY2025	Installed 5,841 rainwater harvesting systems	
12		Biodiversity	Plant more than 30,000 plants across our developments by FY2025	29,052 total trees planted	
13	Social	Occupational Health and Safety	Maintain zero workplace fatalities and lost time injuries annually	Zero fatalities and zero lost time injuries	
14			Achieve an average of 20 hours of safety training for each site employee per year	25 hours	
15		Human Rights and Labour Practices	Maintain zero confirmed cases of human rights breaches annually	0	
16		Talent Retention and Development	Achieve at least 600 total training hours annually	1,537 hours	
17			Conduct at least five employee engagement programmes annually	5	
18			Ensure that women comprise at least 30% of our workforce annually	50%	
18		Community Engagement and Contribution	Conduct a minimum of 15 community activities annually	45	

SUSTAINABILITY STATEMENT

Economic Advancement

As a property developer, we focus on driving long-term financial growth by embedding sustainability into our core operation, products and services. We believe that this fuels innovation and ensures economic resilience, contributing to shared prosperity and strengthening our ability to deliver financial value to our business and stakeholders.

Material Sustainability Matters

- Economic Value
- Affordable Housing
- Landbank
- Product Quality and Responsibility
- Responsible Supply Chain
- Innovation

Key Stakeholders

Highlights

- 98% customer satisfaction score achieved
- 100% of procurement budget spent on local suppliers since FY2021
- 100% new supplier screened for environmental and social impacts

SUSTAINABILITY STATEMENT

Economic Value

Lagenda continues to demonstrate strong economic performance, driven by a strategic business model that generates direct and indirect economic value for the organisation and our stakeholders. With a focus on prudent financial management and long-term growth, the Group consistently strives to deliver strong results, enhance shareholder value and contribute to economic development to ensure sustainable growth.

The table below presents a breakdown of the economic value generated by Lagenda over a three-year period.

	FY2022	FY2023	FY2024
Group revenue (RM'000)	866,940	834,874	**988,767**
Group profit before tax (RM'000)	251,501	212,556	**248,384**
Group profit after tax and minority interests (RM'000)	178,257	148,325	**184,008**
Total assets (RM'000)	1,776,530	2,122,898	**2,446,796**
Earnings per share (sen)	0.21	0.18	**0.22**
Dividends (sen)	6.50	6.50	**6.50**
Dividends (RM million)	54.43	54.43	**54.43**
Dividend pay-out ratio to profits	31%	37%	**30%**
Gearing ratio (times)	0.38	0.28	**0.68**

Affordable Housing

Malaysia's housing market is classified as 'seriously unaffordable,' with median multiple scores consistently exceeding the affordability threshold of 3.0—placing homeownership beyond the reach of many Malaysians, according to the Khazanah Research Institute (2022). This challenge is driven by wage stagnation and the rapid rise in house prices relative to household incomes, further widening the affordability gap.

At Lagenda, we believe that housing is a fundamental necessity, not a privilege. Rather than viewing affordability as a constraint, we address it head-on with practical solutions. Guided by our vision to be Malaysia's leading affordable housing developer, we are committed to making homeownership a reality for more Malaysians.

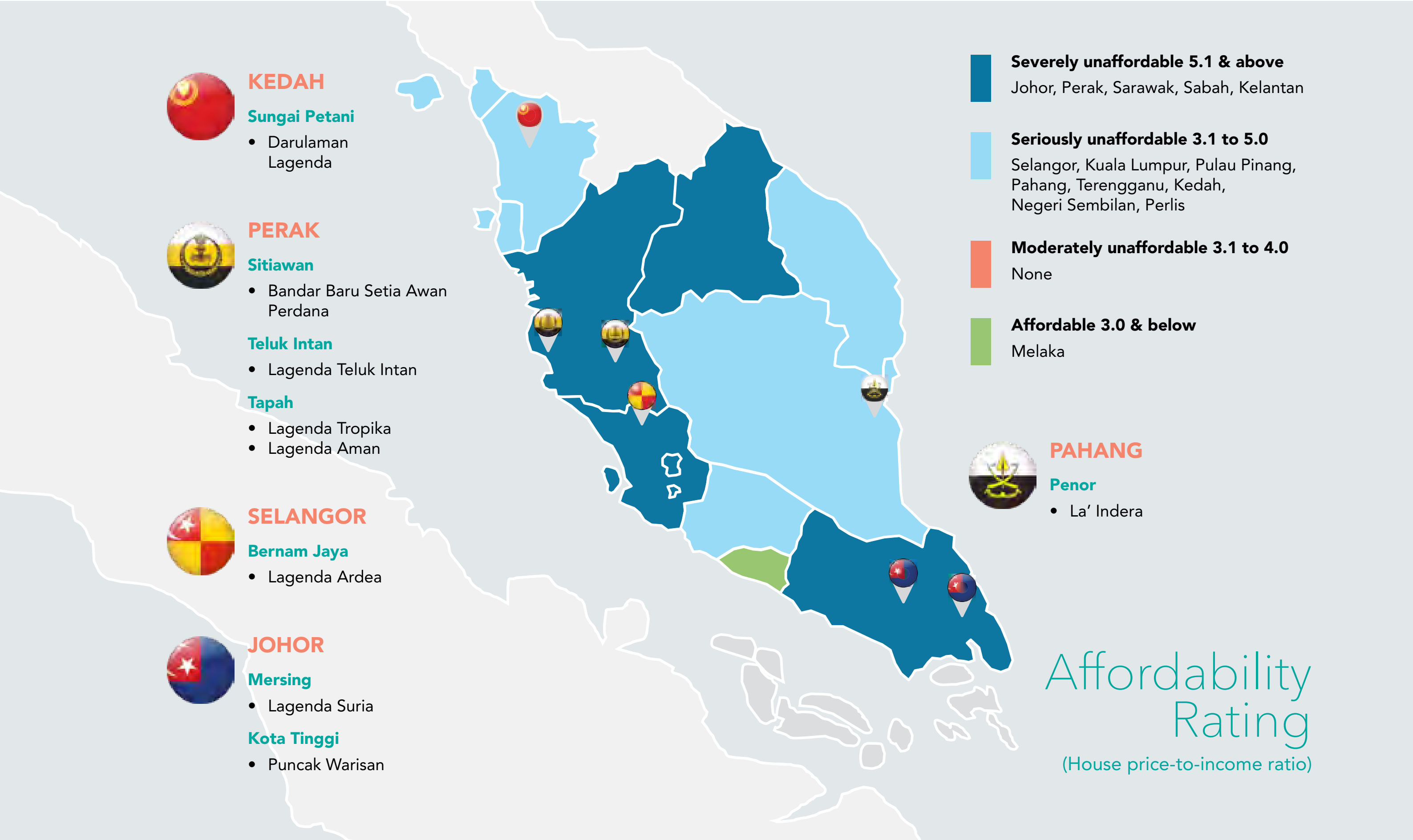
We plan to develop over 35,000 affordable homes over the next 5 to 10 years and have already delivered 30,000 homes as of FY2024, bringing us close to our target.

Our vision aligns with the Malaysian government's 12th Malaysia Plan, which aims to meet the provision of 500,000 affordable housing units by 2025. To achieve this, Lagenda continues to collaborate with the relevant authorities to support national goals, contribute to community welfare and promote equitable growth and shared prosperity through our affordable housing initiatives. This includes participation in government-initiated schemes such as *Rumah Selangorku, Rumah Pahangku and Rumah Makmur Kedah* — all of which aim to provide affordable housing for state residents, particularly targeting the low- and middle-income groups.

92% of our affordable homes sold in the past three years were priced below **RM300,000**

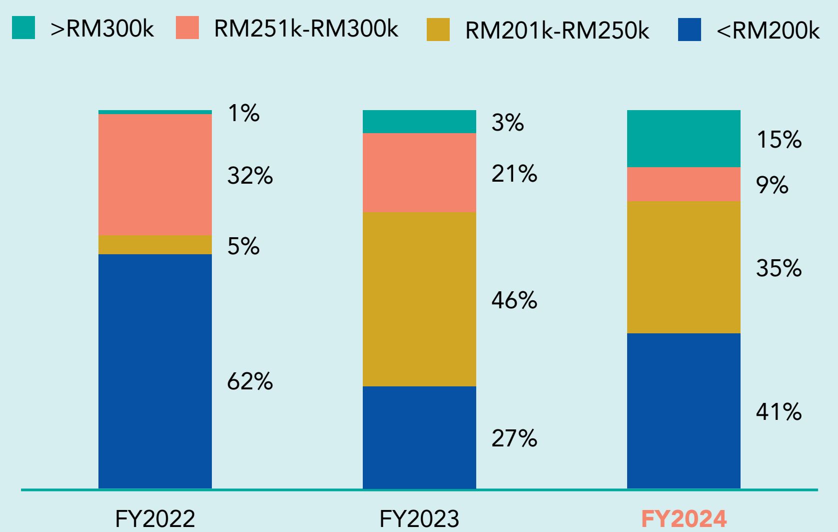
* Benchmarked against the ceiling prices set in the National Affordable Housing Policy

SUSTAINABILITY STATEMENT

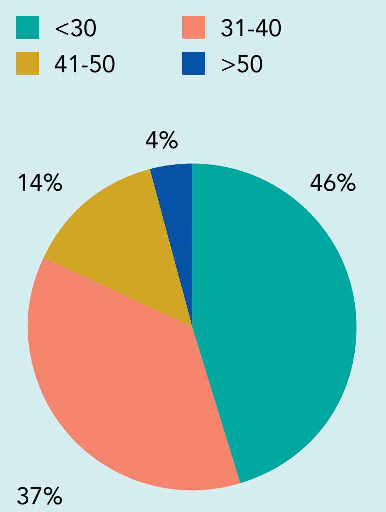


Our developments attract a diverse buyer base, with 46% of homeowners being young individuals under 30. We will continue to address the housing needs of the lower- to middle-income groups while empowering the next generation to build stable, sustainable futures in well-designed, affordable environments.

Confirmed Sales by Price Range (Nett Price)



Age Group of Buyers in FY2024



SUSTAINABILITY STATEMENT

Community-Focused Infrastructure and Services

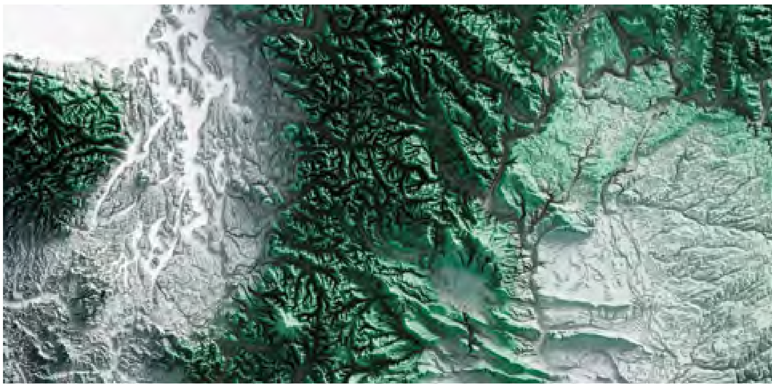
We are dedicated to developing affordable homes in well-connected locations with access to public transport and essential amenities, whenever feasible. Our developments are designed to support a balanced lifestyle by integrating spaces for work, recreation, education and economic activities.

To enhance the well-being of our residents, we actively invest in public infrastructure and community amenities. This includes pedestrian-friendly networks and recreational spaces that cater to all age groups, fostering a vibrant and inclusive environment. Additionally, we build accessible roads and commercial lots to improve connectivity, enhance convenience and improve the overall liveability of surrounding areas.

We also assess all our projects for accessibility, ensuring the inclusion of essential facilities such as ramps and designated parking to enhance inclusivity and ease of access for persons with disabilities.

As an eco-conscious developer, we also spearhead environmental stewardship efforts, encouraging residents to reduce resource consumption. Our sustainability initiatives include installing rainwater harvesting tanks to promote responsible water management, as well as building designs that optimise natural lighting and ventilation for enhanced energy efficiency.

We continuously keep the community in mind. For example, at BBSAP, we provide dedicated night market sites to stimulate economic activity and foster a sense of belonging as part of our urban regeneration initiatives.



Landbank

We understand that expanding and unlocking our landbank is crucial to achieving our goal of delivering 35,000 affordable homes by the end of FY2030. To support this, we prioritise strategic joint ventures and pursue value-accretive land acquisitions to drive growth and expand our geographical footprint.

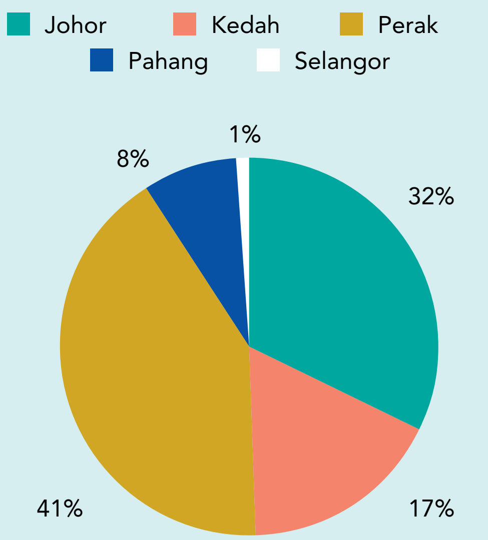
Internally, our land acquisition strategy is led by a dedicated team that conducts thorough pre-screening and risk assessments to evaluate land suitability. This assessment considers factors such as accessibility, available facilities and amenities, public transport connectivity, infrastructure plans, zoning regulations, biodiversity, environmental and social concerns, flood risk, local demand and projected construction costs.

As of FY2024, we are primarily present in five states — Johor, Kedah, Perak, Pahang and Selangor, with an approximate landbank of 5,063 acres.

Amenities

- Multi-purpose halls
- Badminton courts
- Event spaces
- Clubhouses
- Gymnasiums
- Swimming pools

Our Land Composition



SUSTAINABILITY STATEMENT

Product Quality and Responsibility

In property development, it is important to provide quality homes and excellent services that meet diverse customer needs while ensuring compliance with regulatory requirements.

Our key operational strategy is guided by the internationally recognised Quality Policy and the ISO 9001:2015 Quality Management System (QMS) certification. These frameworks are designed to ensure that every affordable property we develop meets customer expectations while adhering to legal and regulatory standards.

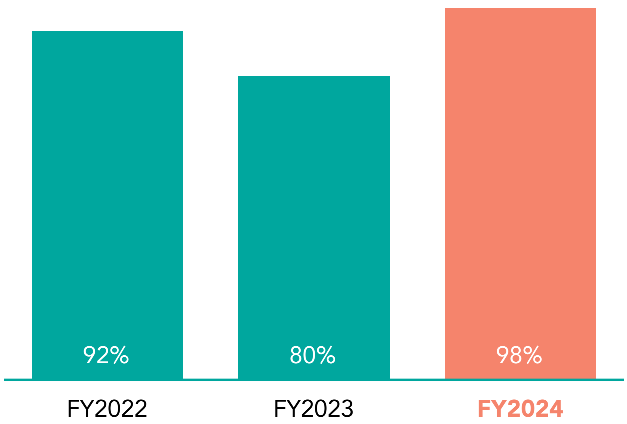
Customer Satisfaction

Lagenda seeks to meet and exceed customer expectations by continuously refining key aspects of our operations including communication, service support and responsiveness.

We actively monitor performance through annual customer satisfaction surveys and feedback channels. These insights help us refine our offerings, address concerns and elevate our customer's experience.

In FY2024, we achieved a Customer Satisfaction Score of 98%. We will continue to enhance our products and services to meet expectations, strengthen relationships and drive even higher satisfaction levels.

Customer Satisfaction Score



Maintained customer satisfaction score of **70% and above** for the past three years

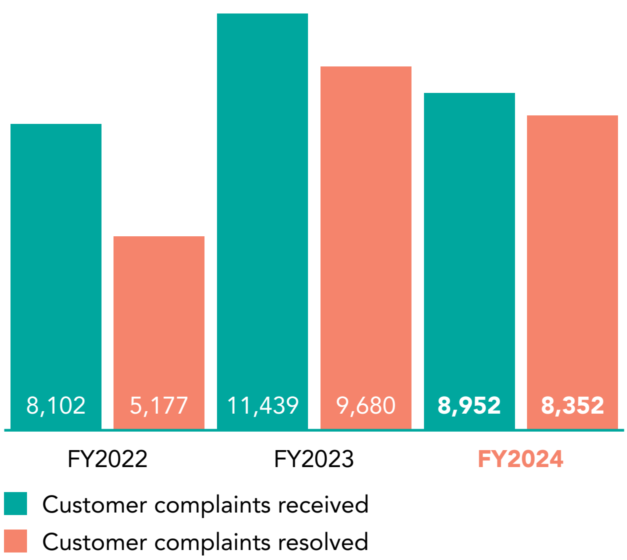
Defect Management

The Group strives to deliver the best quality and value across our affordable properties and services. We have a dedicated team responsible for ensuring a seamless key handover process, addressing defect complaints and conducting purchaser satisfaction surveys, which are embedded within Lagenda's Standard Operating Procedure (SOP).

To further strengthen our dedication to quality, we have implemented structured defect management procedures that enable customers to report defects easily through our Defect Complaint Form. This procedure facilitates the swift identification and resolution of defects at no additional cost to the purchaser. We also work closely with our vendors to track and resolve complaints, providing quarterly progress updates to ensure transparency and accountability. All unresolved cases are actively being addressed and remain in progress.

Our procedures ensure that purchaser complaints are acknowledged and targeted for resolution within 30 days or within an agreed timeframe, demonstrating our commitment to enhancing customer service efficiency and satisfaction.

Number of Complaints Received and Resolved



93% complaints resolved in FY2024

Zero recalls due to health and safety reasons

SUSTAINABILITY STATEMENT

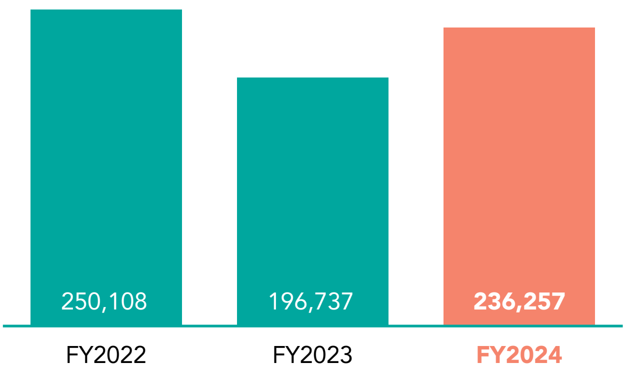
Responsible Supply Chain

The Group consistently promotes the growth of local businesses and the local economy by prioritising local procurement whenever possible.

In FY2024, we continued to support local procurement, with total expenditure amounting to RM236 million, ensuring that 100% of our sourcing remains within the local economy.

Lagenda sets standards for suppliers in our tender processes, encouraging them to improve their products and services. Through an evaluation form, we assessed contractors annually, focusing on key areas such as financial stability, past performance, quality control and adherence to delivery timelines. Environmental and social criteria have been incorporated into the supplier assessment process. The assessment has been fully implemented for new suppliers and applied to ten key existing suppliers. We are exploring ways to further strengthen ESG criteria within the supplier assessment process and extend this initiative to more existing suppliers across our supply chain.

Total Spending on Local Procurement (RM'000)



100% of procurement budget spent on local suppliers since FY2021

100% of new suppliers screened using environmental and social criteria in FY2024

10 existing suppliers assessed for environmental and social impacts in FY2024

Innovation

We understand that innovation enables us to build smarter, faster and more cost-efficiently without compromising quality. One of the key innovations we leverage is the Industrialised Building System (IBS) which we apply to suitable projects to enhances productivity while addressing industry-wide challenges, such as labour shortages and rising construction costs.

Internally, we are embracing digital transformation as part of our efforts to improve efficiency. Our Human Resource operations have migrated to a digital environment, contributed to streamlining processes, improving employee experience, reducing paper usage, and enhancing decision-making and workforce management. Additionally, we are exploring technology to further enhance customer engagement and service delivery where applicable.

Benefits of IBS

- Enables efficient off-site fabrication of building components
- Reduces reliance on manual labour
- Lowers costs by minimising the need for a large workforce
- Accelerates construction timelines
- Reduces material waste

SUSTAINABILITY STATEMENT

Ethical Governance

Good governance forms the foundation of ethical decision-making, ensuring accountability and integrity at every level of our organisation. Through clear policies, regulatory compliance and effective risk management, we uphold stakeholder interests, build trust and encourage responsible leadership that drives long-term value creation.

Material Sustainability Matters

- Corporate Governance and Anti-Corruption
- Risk Management and Mitigation
- Data Privacy and Security

Key Stakeholders

Highlights

- 100% of operations assessed for corruption-related risks
- Zero substantiated incidents of corruption or bribery
- Zero reported whistleblowing incidents
- Zero substantiated complaints concerning breaches of customer privacy and losses of customer data

SUSTAINABILITY STATEMENT

Corporate Governance and Anti-Corruption

As a property developer, we uphold ethical standards in our business practices. The Board, Senior Management and employees adhere to the Code of Conduct and Ethics ("Code"), which aligns with the Malaysian Anti-Corruption Commission (Amendment) Act 2018. The Code establishes the principles guiding our business practices and outlines the expected values and behaviours of our representatives, especially when dealing with vendors, suppliers, contractors and business partners. Additionally, it provides guidance on issues such as conflicts of interest, employee-supervisor relationships and the prohibition of unethical practices, including bribery and corruption.

The Board reviews the Code to ensure it remains relevant and effective in promoting a culture of integrity. The Code is accessible to our employees via the Group's website and the Viva Engage internal platform, which serves as a key channel for disseminating vital information to employees.

Ethical Governance

The Group prioritises accountability and transparency by enforcing the highest standards of corporate governance, ensuring compliance with internal procedures, the Bursa Main Market Listing Requirements and the MCCG.

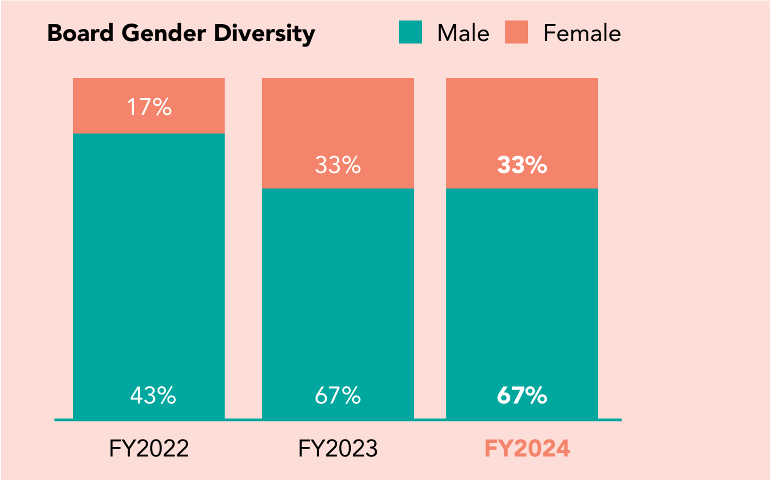
We adopt the following three core principles of the MCCG.

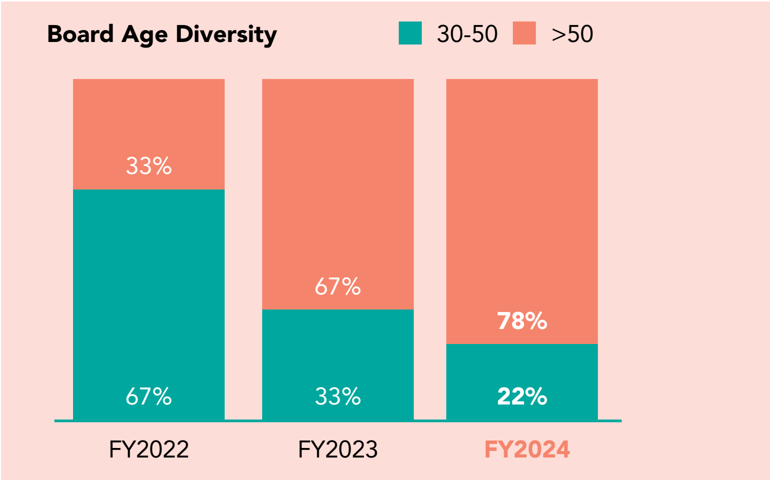
- Board leadership and effectiveness
- Effective audit and risk management
- Integrity in corporate reporting and meaningful stakeholder relationships

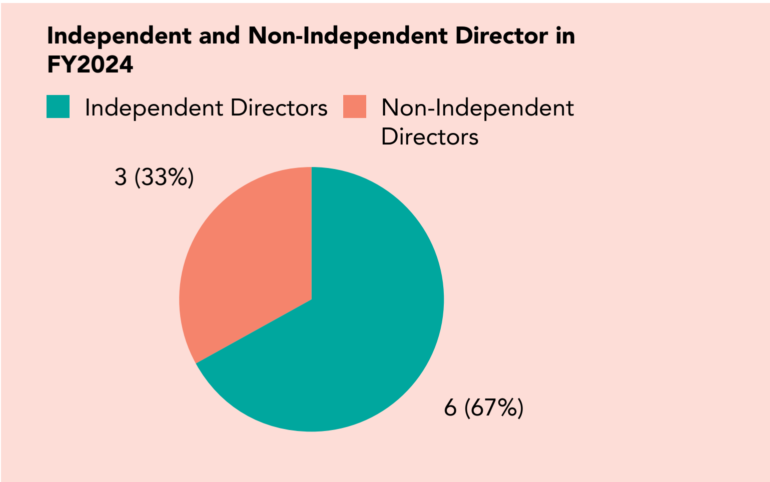
To strengthen our governance framework, we comply with MCCG Practices 4.1-4.5, which outlines the Board's responsibilities in overseeing sustainability processes.

Board Diversity

Lagenda's Board consists of independent non-executive directors, ensuring a diverse and well-balanced composition. In FY2024, we surpassed the MCCG target of 30% female representation, with women now comprising 33% of our Board.







SUSTAINABILITY STATEMENT

Culture of Compliance

Fostering a culture of compliance helps uphold integrity and ethical conduct across Lagenda. The Group believes that compliance is a shared responsibility that transcends job titles and ranks, fostering a collective commitment across the organisation.

Lagenda strives to comply with laws and regulations relevant to our business operations. Additionally, we adhere to various policies that guide our efforts in responsible practices, ensuring alignment with industry standards and best practices.

Environment

- Environmental Policy
- Climate Change Policy
- Biodiversity Policy

Social

- Employment Policy
- Human Rights Policy
- Quality Policy
- Occupational Safety & Health Policy

Governance

- Code of Conduct and Ethics
- Anti-Bribery & Anti-Corruption (ABAC) Policy and Guidelines
- Whistleblowing Policy and Guidelines
- Board Charter
- Directors' Fit and Proper Policy
- Remuneration Policies and Procedures
- Dividend Policy

To ensure that our employees fully understand the core principles of our policies, we conduct briefings on aspects such as anti-corruption measures, during the onboarding process for new hires. This ensures that 100% of new employees are aware of and adhere to ethical standards upon joining the company. Any updates to our policies are promptly communicated to our staff through our internal platform, Viva Engage.

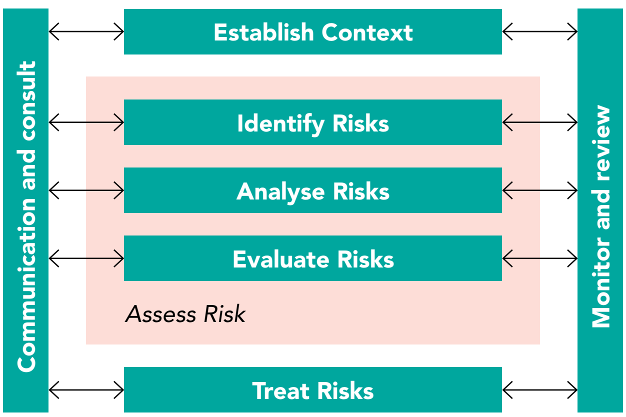
Zero Tolerance for Bribery and Corruption

We enforce a zero-tolerance policy on bribery and corruption across our operations and transactions. Guided by our ABAC Policy and Guidelines, we prohibit such acts to mitigate financial, operational and reputational risks. The Board sets the tone at the top, overseeing corruption risks through the Audit and Risk Management Committee (ARMC) with support from a Senior Management-led Risk Management Working Group. To drive the anti-corruption agenda, we have established a dedicated Enterprise Risk Management Department.

In addition to robust risk governance, we conduct due diligence assessments and require a signed ABAC policy compliance when engaging new suppliers, vendors and business partners. To ensure Group-wide compliance, employees are briefed on anti-corruption measures, while the employee handbook emphasises the importance of corporate ethics. The policy is also accessible on our corporate website, with periodic reviews to ensure effective implementation.

We have an Enterprise Risk Management Framework in place, guided by ISO 31000:2018 and Guidelines on Adequate Procedures. The following outlines our risk assessment process and the integration of risk management in the Group's operations, ensuring continuous monitoring of identified corruption risks.

In FY2024, we conducted a corruption risk assessment across Lagenda's operations. The Group will continue reporting any bribery or corruption through our Whistleblowing Policy and Guidelines.



SUSTAINABILITY STATEMENT

Gift-Giving and Conflicts of Interest Management

Lagenda values positive relationships with vendors, customers and government officials, and acknowledges that corporate hospitality, gift-giving, donations and sponsorships can foster goodwill. However, we follow strict guidelines to ensure these practices remain transparent and fair.

As an apolitical organisation, Lagenda maintains a neutral stance on political matters and does not make contributions to political parties or politically affiliated entities, highlighting our endeavours in ethical conduct and corporate integrity.

Gift Acceptance Policy and Guidelines

- Gifts received should be declined or returned
- If a gift is accepted, it must be reported to the Human Resources Department or the Managing Director's Office
- The purchase and acceptance of gifts must align with Clause 5.1 of Lagenda's ABAC Policy and Guidelines
- Gifts should never be used to influence business decisions or given in exchange for favours

Whistleblowing Mechanism and Channels

To empower employees to confidentially report illegal activities, fraud, misconduct, corruption and unethical workplace behaviour, Lagenda has a Whistleblowing Policy along with a dedicated channel and guidelines in place. The whistleblowing channel is accessible on our website and ensures that individuals can submit reports without fear of retaliation or reprisal.

Zero
whistleblowing cases reported in the past three years

Risk Management and Mitigation

We identify, assess and mitigate risks across our business, enabling us to address challenges and capitalise on emerging opportunities. The Group manages various risks including strategic, financial, business and operational risks.

Lagenda's ARMC oversees overall risk management and develops initiatives to address and mitigate risks that may impact the Group's operations. The ARMC is supported by senior management through the Risk Management Working Group. To ensure strong corporate governance, we have implemented an Enterprise Risk Management (ERM) framework that aligns with ISO 31000, guiding the company's risk management system.

Where applicable, these risks are also integrated into our ISO 9001:2015 Quality Management System for internal control. We continue to strictly adhere to ISO policies and standards, which underpin our robust risk management functions and processes.

Further details on the Group's risk management practices and internal controls can be found in the Statement of Risk Management and Internal Control on pages 97 of this Annual Report.

Data Privacy and Security

Lagenda values the privacy and security of our stakeholders' data, implementing protection measures and security protocols to protect sensitive information. Our approach is guided by relevant regulations including the Personal Data Protection Act (PDPA) 2010 as well as internal policies such as the Code of Conduct and the Employment Policy. To uphold confidentiality, mitigate risks and maintain stakeholder trust, we continuously review and enhance our data privacy and security strategies.

In FY2024, we continued to prioritise internal data security to minimise the risk of data loss. Employees are regularly reminded of IT risks through internal communications, and we remain committed to strengthening our security measures to safeguard our digital infrastructure and uphold stakeholder trust.

Zero

substantiated complaints concerning breaches of customer privacy and losses of customer data in the past three years

SUSTAINABILITY STATEMENT

Environmental Stewardship

As a property developer, Lagenda is dedicated to environmental stewardship, focusing on preserving ecosystems and mitigating the environmental impacts of our projects. We achieve this through responsible resource management, carbon emission reduction and innovative practices to combat climate change and biodiversity loss, while ensuring regulatory compliance and reducing our ecological footprint.

Below are the key environmental metrics used:

Metric	Unit
Scopes 1, 2 and 3 GHG Emissions	Tonnes of carbon dioxide equivalent (tCO_2e)
Waste	Kilogrammes (kg)
Energy Consumption (fuel)	Litres (L)
Energy Consumption (electricity)	Megawatt-hour (MWh)
Water	Megalitres (ML)

Material Sustainability Matters

- Energy, Emissions and Climate Resilience
- Pollution and Waste Management
- Water Consumption
- Biodiversity

Key Stakeholders

Highlights

- Commenced disclosures for Scope 3 (Category 6: Business Travel)
- 30% reduction in water consumption in headquarters, compared to FY2021 baseline
- 5,841 rainwater harvesting systems installed in total
- 29,052 trees planted in total

SUSTAINABILITY STATEMENT

Energy, Emissions and Climate Resilience

The Group focuses on reducing our environmental impact by implementing efforts to manage energy consumption, reduce emissions and enhance climate resilience. We believe these efforts will collectively lower our carbon footprint and generate long-term value for people and planet.

Energy Management

Lagenda recognises the importance of managing energy consumption to enhance efficiency and reduce our environmental footprint. We consistently monitor and optimise energy consumption across our developments to ensure our projects are energy-efficient and support a greener future.

Our approach to reducing our GHG emissions is guided by our Environmental Policy, which has led to the implementation of initiatives to reduce energy consumption and minimise emissions.

Mobility

- Transitioned 19% of our vehicle fleet to battery electric, plug-in hybrid and hybrid vehicles, reducing fuel consumption
- Provided shuttle transport to encourage employees to use public transport

Utilisation of Renewable Energy

- Expanded our solar energy project to all operational buildings, with 70 Kilowatt Peak (kWp) of solar capacity installed at our clubhouse at BBSAP

Energy Reduction at Properties

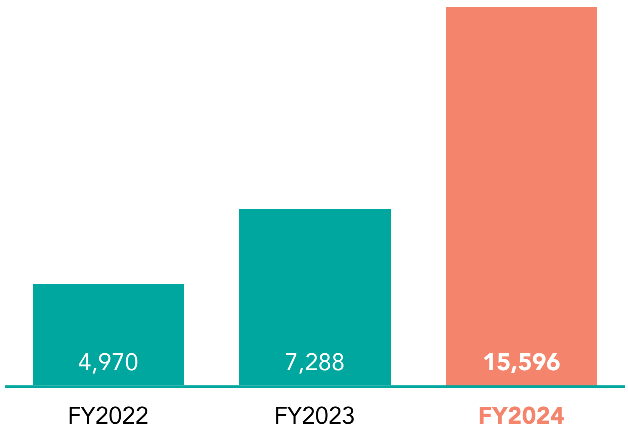
- Installed Light-emitting diode in our properties
- Adopted energy-efficient equipment, including Energy STAR-rated refrigerators and ovens in the pantry area
- Utilised natural ventilation and maximised natural lighting during the design phase

The solar installation at the Clubhouse, BBSAP, commissioned in June 2023, is expected to generate 90,011 kWh annually, avoiding approximately 57 tonnes of carbon emissions.

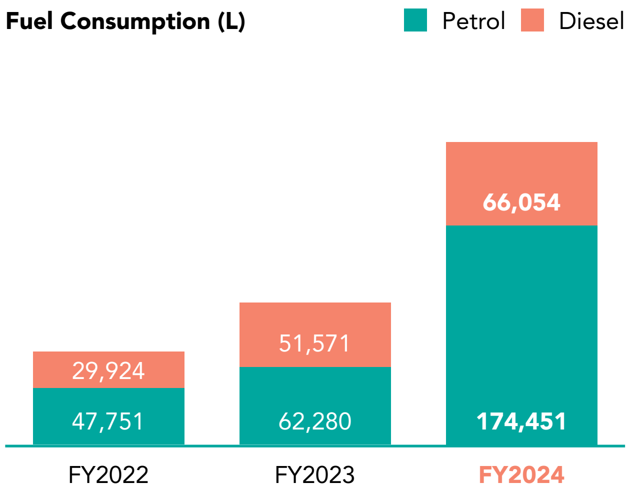
SUSTAINABILITY STATEMENT

In FY2024, the Group recorded a total energy consumption of 15,596 Gigajoule (GJ), with 7,438 GJ from electricity and 8,158 GJ from fuel. Purchased electricity is the primary source of energy at Lagenda, while fuel consumption is mainly attributed to company-owned vehicles.

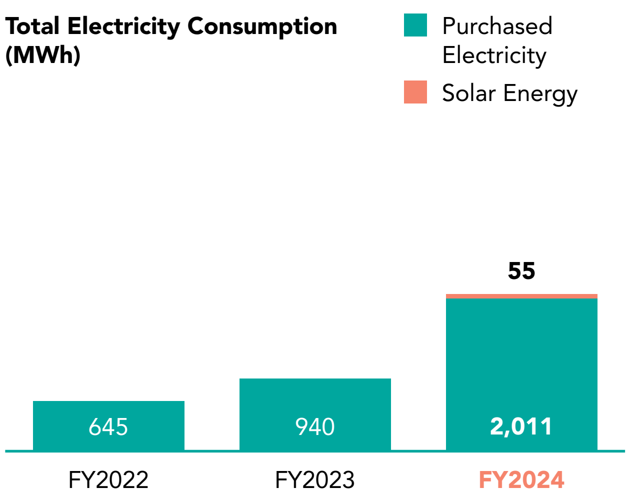
Total Energy Consumption (GJ)



Fuel Consumption (L)



Total Electricity Consumption (MWh)

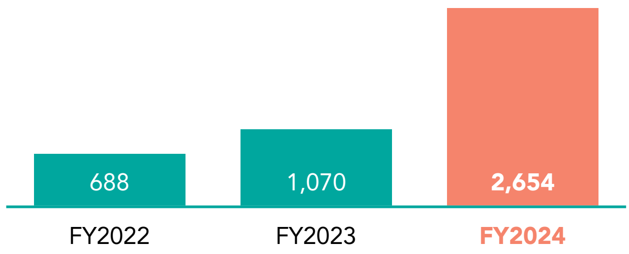


Climate Change and GHG Emissions

The Group have been exploring various strategies to address climate risks and opportunities. These include reducing GHG emissions through enhancing energy efficiency, establishing climate-focused procurement standards and leveraging technology to mitigate risks while unlocking new opportunities.

In FY2024, the Group reported a total of 2,654 tCO_2e in GHG emissions, with 21% from Scope 1, 59% from Scope 2 and 20% from Scope 3.

Total GHG Emissions (tCO_2e)



	Unit	FY2022	FY2023	FY2024
Total Scope 1 & 2 GHG Emissions	tCO_2e	688	1,004	2,133

Note: Total GHG emissions have been consolidated using the Operational Control method.

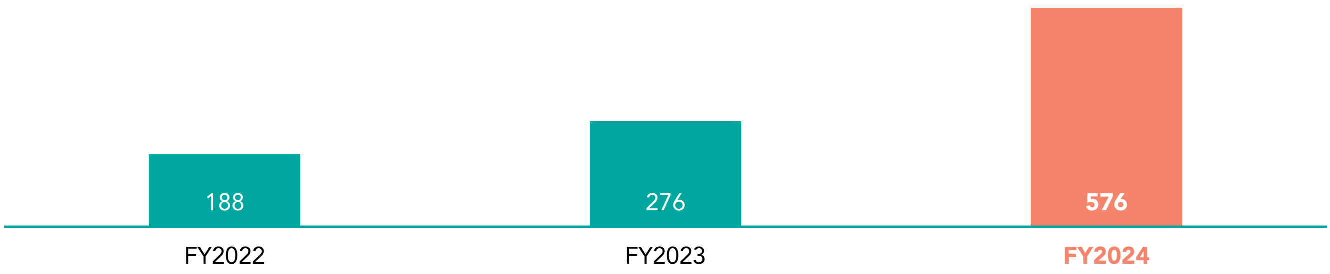
Scope 1 GHG emissions cover direct emissions from petrol and diesel consumption, while Scope 2 emissions refer to indirect emissions from purchased electricity used across our Group.

In FY2024, our GHG emissions increased due to the inclusion of data from additional offices and sales galleries, resulting in more accurate reporting of electricity consumption and emissions factor adjustments. This year, we also began disclosing emissions avoided through solar energy generation.

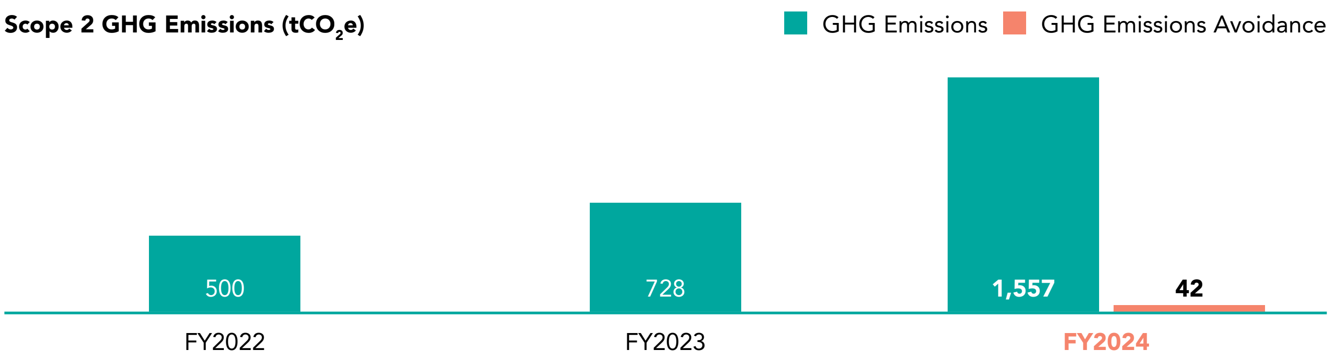
Additionally, we continued monitoring employee commutes through an online survey and expanded our Scope 3 disclosures to include emissions from business travel. In FY2024, total Scope 3 emissions amounted to 521 tCO_2e, with 80% attributed to employee commuting and 20% to business travel.

SUSTAINABILITY STATEMENT

Scope 1 GHG Emissions (tCO_2e)



Scope 2 GHG Emissions (tCO_2e)



Scope 3 GHG Emissions (tCO_2e)

Note:

1. *Calculation methodology is based on the GHG Protocol for Scope 1, 2 and 3 with the emissions factors sourced from UK Government's GHG Conversion Factor 2022, 2023 and 2024.*
2. *Scope 2 emissions factors were calculated using the 2022 Grid Emission Factor sourced from the National Energy Commission of Malaysia.*
3. *Scope 1 and 2 GHG emissions data have been restated to reflect more accurate GHG emission factors for FY2022, and FY2023.*
4. *Emissions from business travel were calculated based on a combination of fuel-consumption method and distance-based method due to the availability of data recorded.*
5. *Emissions from employee commute were based on available data from 88 employees in FY2023 and 244 employees in FY2024.*

SUSTAINABILITY STATEMENT

Supporting Carbon Neutrality

As a property developer, Lagenda recognises our crucial role in addressing the climate crisis. Aligned with our Climate Change Policy, we integrate targeted mitigation and adaptation strategies across our operations to reduce carbon emissions and enhance environmental stewardship.

Guided by the IFRS S2, our climate strategy is built on four core elements – Governance, Strategy, Risk Management and Metrics and Targets. These elements provide a robust framework to mitigate risks, seize opportunities and drive sustainable growth in an ever-evolving global landscape.

Governance

The Group acknowledges the substantial impact of climate change on our operations and has embedded climate-related roles and responsibilities within the Board and the Sustainability Steering Committee.

Strategy

During the reporting year, the Group initiated the identification of potential risks of climate change, their operational impacts and the associated opportunities.

Transition Risks

Transition Risk	Impact	Opportunities
Policy and Legal		
• Stricter government regulations, reporting obligations and commitments aimed at reducing GHG emissions	• Risk of fines or penalties due to regulatory non-compliance • Increased initial capital investment required to comply with evolving regulations	• Potential enhancement of market positioning through the adoption of green building initiatives, including obtaining Green Building Index (GBI) and GreenRE certifications • Eligibility for government incentives supporting green projects, such as the Green Investment Tax Allowance (GITA)
• Future implementation of carbon pricing or taxes	• Additional operational expenditure required for projects with high carbon emissions	• Potential long-term cost savings through energy-efficient building designs, renewable energy adoption and utilisation of low-carbon construction materials
Technology		
• Costs associated with incorporating renewable energy into affordable housing and townships	• Increased upfront expenditure from the adoption of renewable energy	• Achieve long-term cost-savings through the installation of solar photovoltaic (PV) systems
• Challenges related to the scalability, compatibility and accuracy of digitalisation across departmental functions	• Potential inefficiencies, miscommunication and data management issues arising from inconsistent digital integration	• Enhanced workflow efficiency and improved decision-making, through effective digital transformation
Market		
• Growing demand for environmentally sustainable and energy-efficient building designs and construction practices	• Increased upfront expenditure due to the adoption of green building standards and practices	• Potential enhancement of market positioning and brand reputation through the adoption of green building practices and the attainment of GBI and GreenRE certifications
Reputation		
• Heightened stakeholder expectations for corporate accountability in climate-related actions	• Potential challenges in securing financing or partnerships due to inadequate sustainability performance	• Strengthened stakeholder trust and investor confidence through transparent climate disclosures and measurable sustainability commitments

Physical Risks

Physical Risk	Impact	Opportunities
Acute		
• Increased frequency and severity of extreme weather events	• Increased costs and negative impact on reputation due to project delays resulting from weather-related disruptions	• Enhanced construction efficiency and structural durability through the adoption of IBS • Potential long-term cost savings through improved drainage systems and landscape planning
Chronic		
• Long-term changes in climate patterns, including rising temperatures, sea levels and droughts	• Increased operational expenditure driven by greater reliance on cooling systems during prolonged periods of extreme heat • Higher maintenance and operational expenses due to the accelerated deterioration of buildings	• Opportunity to incorporate weather-resistant construction materials to minimise long-term maintenance expenses caused by accelerated deterioration • Opportunity to adopt smart building solutions, including automated energy management systems to enhance operational efficiency

Risk Management

Sustainability risks are assessed within our enterprise risk management and internal control framework, overseen by the Internal Audit Department. The procedures and results of this framework are presented to the Management and Board.

Metrics and Targets

We track climate-related metrics across Scope 1, Scope 2, and Scope 3 GHG emissions. Scope 1 covers emissions from company-owned assets, while Scope 2 accounts for purchased electricity. For Scope 3, we focus on indirect emissions across our value chain, specifically Business Travel (Category 6) and Employee Commuting (Category 7).

As our operations expand with additional buildings and more comprehensive fuel data, we recognise the need to restate our emissions baseline to ensure consistency and comparability over time. Changes in emission factors, improved data access and updates to calculation methodologies have necessitated this adjustment.

While we remain committed to maintaining and monitoring our emissions reduction targets, we acknowledge the challenges in ensuring data accuracy. Moving forward, we will continue to review and refine our approach to ensure it remains realistic, accountable and aligned with the latest IFRS standards and industry best practices.

SUSTAINABILITY STATEMENT

Pollution and Waste Management

Effective waste management and pollution control are central to Lagenda's environmental stewardship, preventing social and environmental harm while ensuring smooth business operations.

Pollution and Environmental Compliance

The Group fully complies with environmental laws and regulations in areas where we operate, as outlined in our Environmental Policy. The Policy serves as a framework for guiding our ongoing efforts to mitigate environmental impacts through the following measures.

Environmental Policy

- Adhering to relevant environment regulations and standards
- Reducing waste generation by optimising construction processes and promoting recycling practices
- Adopting measures to minimise pollution across our operations
- Establishing initiatives to optimise resource use (i.e. building materials, water equipment and facilities)
- Working with stakeholders to enhance awareness and environmental performance
- Ensuring that employees and contractors understand and comply with our Environmental Policy
- Setting environmental goals and targets to advance the Group's sustainability efforts
- Tracking and assessing our environmental performance to ensure continuous improvement

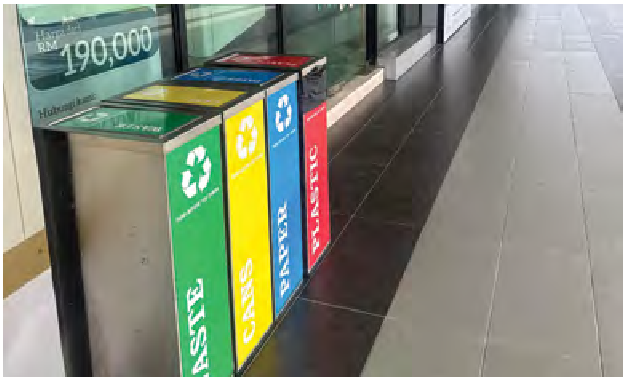
In FY2024, we recorded zero environmental non-compliance incidents and received no fines from the authorities for environmental violations. We adhere to the relevant regulations, standards and guidelines established by the Department of Environment (DOE). For projects requiring Environmental Impact Assessment (EIA) report, we submit detailed findings to the DOE for approval, covering key metrics such as biodiversity impact, effluent discharge quantity and type, and atmospheric emissions to ensure effective pollution control. Our operations generate minimal hazardous waste and when necessary, we adopt recognised environmental management systems, such as ISO 14001, particularly in the selection of contractors or consultants.

Resource and Waste Management

Lagenda has adopted the 5R's to manage waste in a sustainable and responsible manner.

5R Waste Management Approach

Refuse	• Adopting IBS to minimise construction waste
Reduce	• Reducing electricity and water consumption
Reuse	• Harvesting rainwater for landscape irrigation
Recycle	• Providing recycling facilities at our townships and operational buildings • Organising recycling and donation drives to encourage recycling habits
Repurpose	• Implementing upcycling initiatives to repurpose materials



Recycling bins at operational buildings

SUSTAINABILITY STATEMENT

In FY2024, we collaborated with Puvanameta Sdn Bhd to conduct multiple recycling sessions. To further embed a sustainability mindset, we partnered with Upcycle for Better to install fabric and recycling bins in our office, promoting proper waste segregation and disposal among employees. As a result of these collective efforts, a total of 2,316kg of recyclable materials was collected, with the following breakdown.

Recycled Materials	Unit	FY2024
Plastic	kg	149.5
Paper and cardboard	kg	1,667
Aluminium and metal	kg	12
E-waste - Car Batteries and Printers	kg	0
E-waste - Laptops and Phones	unit	0
Used Cooking Oil	kg	100
Glass	kg	0
Fabric	kg	387.1

	Unit	FY2024
Total Waste Generated	tonne	3.5
Total Waste Diverted from Landfill (Recycled Waste)	tonne	2.5
Total Waste Directed to Landfill (Non-Recycled Waste)	tonne	1.0

Championing Circularity in Fabric Waste Management

Lagenda fosters a circular economy by embedding a 'zero waste to landfill' culture within our communities. In FY2024, we continued providing fabric bins at our flagship township, encouraging residents to participate in upcycling and recycling initiatives, including fabric refashioning, to divert waste from landfills.

Water Consumption

As a property developer, we recognise the importance of sustainable water management and strive to optimise water use across our operations. While our main building operations are not located in water-stressed regions, we integrate efficient practices such as rainwater harvesting and water-efficient systems wherever feasible.

Our water consumption increased by 33% in FY2024, compared to the previous year, mainly driven by the inclusion of data from additional offices and sales galleries. As part of our sustainability goals, we have set a target to reduce water consumption in our headquarters by 5% by FY2025, using FY2021 as the baseline. This reporting year, we exceeded our goal, achieving a remarkable 30% reduction in water consumption at our Manjung headquarters.

Water Consumption (ML)

Note:
1. *Water consumption data for FY2021 covers Lagenda's headquarters in Manjung only.*
2. *All water is sourced from municipal potable water supplies.*

In 2024, there were no instances of non-compliance related to water quality. Going forward, we remain committed to maintaining high standards and will consider independent third-party verification to further strengthen our governance and assurance measures.

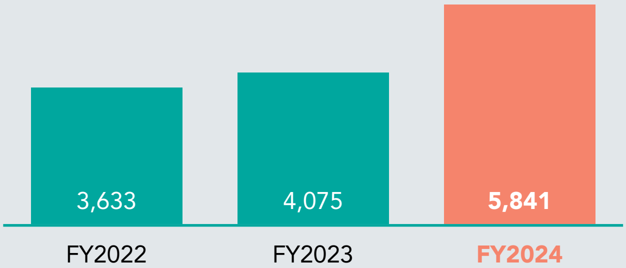
Rainwater Harvesting Systems

As part of our strategic approach, we leverage alternative water sources to reduce reliance on municipal supply and conserve potable water by installing rainwater harvesting systems in our townships for landscape irrigation.

In FY2024, Lagenda installed a total of 1,766 rainwater harvesting systems in BBSAP and Lagenda Teluk Intan. Additionally, we installed 5,841 new rainwater harvesting systems this year, exceeding our target of 3,000 installations in our townships by 2025.

A rainwater harvesting system at our township

Rainwater Harvesting Systems Installed at Townships (Cummulative units)



Our rainwater harvesting system helps conserve water by collecting at least 584 thousand litres of rainwater every year

Biodiversity

As a responsible property developer, we seek to minimise our environmental impact by providing green spaces, integrating trees into common landscape areas and adopting responsible land-use practices. Our approach to biodiversity is guided by our Biodiversity Policy which directs our efforts and underscores our responsibility to preserve and enhance biodiversity within our projects.

Our Biodiversity Policy is accessible at: https://lagendaproperties.com/sustainability/sustainability-governance/policies/.

To support this mission, we have established the following biodiversity target.

Plant over **30,000** plants across our developments by FY2025

We have excluded our target of increasing the number of trees from species with high-conservation value by 5%, as it has been consistently met. The Group is currently reviewing a more suitable target while considering other objectives.

SUSTAINABILITY STATEMENT

Our Tree-Planting Initiative

In FY2024, the Group planted 1,715 trees of diverse species at various townships, including BBSAP, Lagenda Aman, Lagenda Teluk Intan, Darulaman Lagenda and Residensi Bidoria.

	FY2022	FY2023	FY2024
Number of Trees Planted			
Cumulative number of trees planted at our townships	23,968	27,337	**29,052**
Number of Trees Planted (categorised based on the International Union for Conservation of Nature Red List) ("IUCN Red List")			
Endangered species	65	0	**0**
Vulnerable species	292	1,454	**288**
Low Risk: Conservation Dependent	8	0	**497**
Native species	n/a	n/a	**1,099**

Lush green areas and thriving trees enhance the sustainability of our township

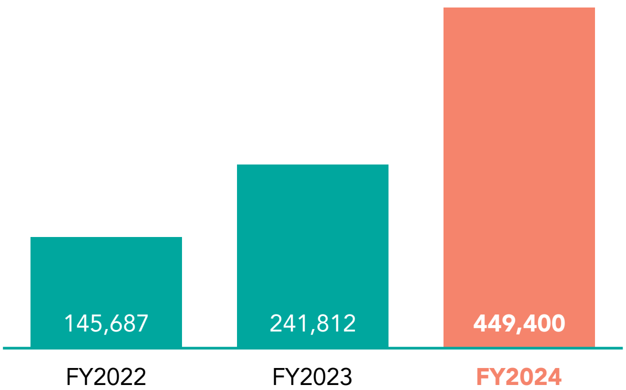
Balancing Nature and Development

Before developing any projects, we conduct thorough site assessments to ensure that our land development activities are carried out responsibly and sustainably.

Converting land from non-primary forests or underutilised areas with minimal risk to biodiversity

In FY2024, the Group developed 206,389m^2 of landscaped area, contributing to a cumulative total of 449,400m^2 of green spaces across our main townships. This supports the state requirement to allocate at least 10% of township areas as green spaces. As part of our strategic approach, we are currently establishing a database to track and monitor these areas.

Developed Landscape (m^2)



A total of 228 Hopea odorata trees, commonly known as *merawan siput jantan*, have been planted in our townships.

Uniqueness of Hopea odorata:

✓ Vulnerable & Native Species – Listed on the IUCN Red List
✓ Fast-Growing – Suitable for reforestation
✓ Soil Stabilisation – Helps prevent erosion
✓ Carbon Sequestration – Absorbs CO2 efficiently
✓ Wildlife Habitat – Supports biodiversity

SUSTAINABILITY STATEMENT

Social Accountability

As people are the cornerstone of our business, the Group prioritises equity, social well-being and community development by embedding inclusive practices, ensuring fair treatment and creating opportunities that empower individuals. Our focus on the welfare of employees, stakeholders and communities strengthens relationships and fosters a more equitable and resilient future.

Material Sustainability Matters

- Occupational Health and Safety
- Human Rights and Labour Practices
- Diversity and Equal Opportunities
- Talent Retention and Development
- Community Engagement and Contribution

Key Stakeholders

Highlights

- 1,537 total training hours provided
- Zero substantiated complaints concerning human rights violations
- Zero work-related fatalities and lost-time injuries
- RM263,367 total amount invested in CSR programmes

Occupational Health and Safety (OHS)

OHS is a core priority for Lagenda, reflecting our efforts to protect the well-being of our employees, contractors and stakeholders. The Group ensures a safe and healthy working environment through regulatory compliance and fosters a culture of responsibility to prevent accidents and illnesses.

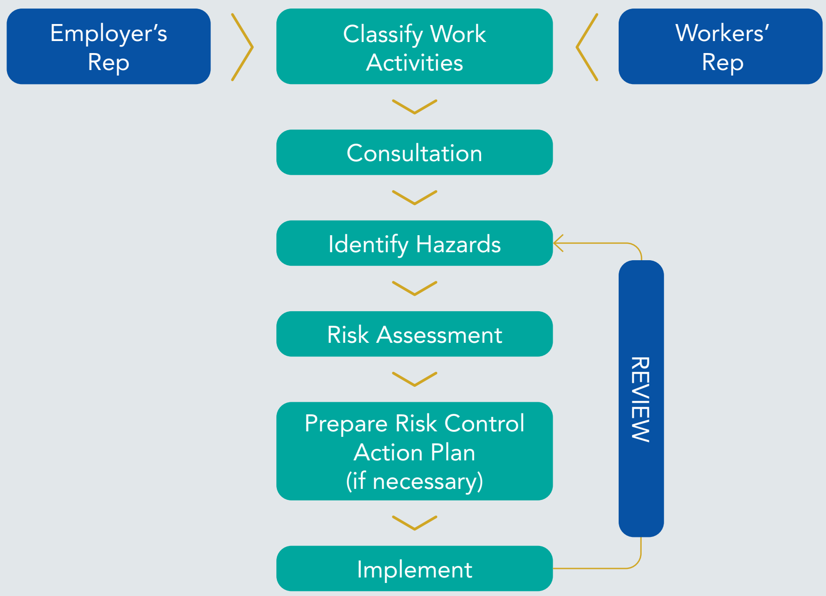
Our focus on employee safety, health and well-being is guided by the Employment Act, Occupational Safety and Health Act 1994, Construction Development Board Act 1994 and relevant legal and regulatory requirements. Additionally, we uphold established OHS policies, protocols and guidelines to ensure a safe work environment.

Measures Implemented to Ensure Workplace Safety	
Safety Investigations	**Safety and Health Training**
Health, safety and environment (HSE) personnel investigate incident reports to prevent accidents and pollution	Employees, subcontractors and stakeholders receive training on best practices in HSE management

Hazard Identification, Risk Assessment and Risk Control (HIRARC)

The Head of the Health and Safety Department is responsible for overseeing all OHS-related matters, particularly on-site. Our team operates in accordance with our Safety Policy, the HIRARC process and the QMS ISO 9001:2015 under the General Site HSE Management Procedure. The Management engages in discussions on health and safety with workers' representatives as part of this process, which includes the identification and assessment of hazards that could potentially cause injury or harm to individuals exposed to these risks.

Flow chart of HIRARC Process



OHS Investigations

OHS investigations are crucial for identifying the root cause of workplace incidents, particularly in property development, where hazards such as construction risks and site accidents require stringent safety measures and continuous improvement. We investigate accidents, near-misses and other safety-related events to identify hazards, assess risks and implement corrective actions to prevent future occurrences. These investigations enhance workplace safety, promote a culture of continuous learning and accountability and ensure compliance with safety regulations. As part of our site management procedures, incident investigations are conducted by HSE personnel in accordance with our QMS ISO 9001:2015.

SUSTAINABILITY STATEMENT

Lagenda's Incident Investigation Process

01 Upon receiving an incident complaint, HSE personnel are required to respond action and report the incident to the Management within 12 hours.

02 An investigation must be conducted using the Incident Investigation Form, which is reviewed and verified by a Project Manager or a higher authority.

03 An Incident Investigation Report is submitted to the department head for final review, and the case must be closed within 96 hours, with extensions granted with reasonable justification.

04 The report is forwarded to the relevant departments or management offices and filed for reference.

Additionally, in compliance with the First Schedule of the Notification of Accident, Dangerous Occurrence, Occupational Poisoning and Occupational Disease (NADOPOD), any incident involving fatalities or serious injuries are reported to the nearest Department of Occupational Safety and Health (DOSH) officer within seven days.

Safety Training

OHS training is vital for maintaining a safe and healthy work environment at our projects. We equip employees, contractors and stakeholders with the knowledge and skills to identify, assess and manage workplace hazards, fostering a culture of safety, reducing risks and ensuring compliance with regulatory standards and industry best practices.

Our motto drives our ongoing efforts to provide regular training and safety talks for employees, reinforcing workplace health and safety.

Our motto:
Safety – Our Joint Responsibility

OHS Safety Awareness

Internal communication platform using the hashtag #safety4all

Periodic housekeeping at workplace to ensure safety and eliminate health hazard

SUSTAINABILITY STATEMENT

Additionally, the OHS Department promotes safety awareness through our internal communication platform using the hashtag #safety4all. We also conduct regular housekeeping to eliminate safety and health hazards and ensure a safe work environment.

In FY2024, we conducted an interactive seminar in collaboration with DOSH and the Construction Industry Development Board (CIDB) Perak. DOSH officers provided insights on the Occupational Safety and Health Regulations (Construction Work, Design and Management) (CDM) 2024 and the responsibilities of Safety and Health Officers while CIDB Perak featuring insights on "Construction Site Worker Accreditation, Standard Compliance Certification, Site Supervisor & Construction Manager Accreditation, Project Declaration & Levy,". featuring insights from CIDB Perak and DOSH. These sessions enhanced employees' awareness of regulatory compliance and provided valuable safety knowledge.

Engagements with Department of Occupational Safety and Health

In FY2024, we provided safety training to instil a culture of safety across the Group, as outlined below.

25 hours
of OHS training programmes provided per employee

20 site employees
attended HSE training programmes

OHS Training Themes

- Fire extinguisher usage and fire drills
- Lifting work safety
- Machinery and lorry operator training
- Prevention of open burning
- Proper use of Personal Protective Equipment (PPE)
- Rigger and signalman training
- Scaffolding and working at height
- Workplace housekeeping

Safety training

Safety Performance

The Group tracks OHS performance through quarterly updates to the Management, under the Board's oversight. During the year, we recorded zero lost- time injuries, fatalities, work-related injuries and property damage across 2,736,560 man-hours worked by our site employees. Additionally, there were no reports of fines for social non-compliance. Moving forward, we will explore independent verification and ISO 45001:2018 certification for our sites.

Employee Safety Data	FY2022	FY2023	FY2024
Total number of man-hours worked	4,716,189	2,339,272	**2,736,560**
Number of fatality cases	0	0	**0**
Number of work injury	0	0	**0**
Number of Unsafe Act Unsafe Condition (UAUC)	334	60	**55**
Number of cases of property damage	0	0	**0**
Number of lost-time injuries	0	0	**0**
Lost-Time Incident Rate (LTIR)	0	0	**0**

Note: Lost time injury is defined as a work-related injury that requires at least one full day away from work for recovery.

Human Rights and Labour Practices

Adherence to human rights, ethical labour practices and high operational standards are integral to the Group's operations, ensuring fair and equitable treatment of employees while fostering a respectful, inclusive workplace culture. These principles are embedded in our practices, demonstrating our determination to building an environment where individuals can thrive.

The Group supports human rights and prevents violations through our Human Rights Policy, which aligns with the legal frameworks and guiding principles below.

- The United Nations Declaration of Human Rights
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The United Nations Global Compact Principles on Human Rights
- The United Nations Guiding Principles on Business and Human Rights
- The Industrial Relations Act 1967
- Employment (Amendment) Act 2022
- Occupational Safety and Health (Amendment) Act 2022
- Children and Young Persons (Employment) Act 1966

We promote equal opportunities, uphold freedom of association and collective bargaining and work to eradicate violence and harassment. Lagenda also encourages external stakeholders such as suppliers and contractors, to adopt and these principles in areas where we operate. In keeping with our values, we have achieved our KPI target of zero substantiated complaints concerning human rights violations.

Zero
substantiated incidents of forced or child labour for the past three years

Anti- Bullying and Harassment

Our workplace fosters a safe and inclusive environment, free from bullying and harassment. A confidential reporting channel is available through the whistleblowing system, allowing employees to report incidents without fear of retaliation. All reports are handled discreetly and appropriately, ensuring a secure platform for raising concerns while maintaining a professional and respectful work environment.

During the reporting period, no incidents of discrimination were reported across the Group.

	FY2022	FY2023	FY2024
Number of confirmed discrimination incidents	0	0	0
Number of confirmed child labour incidents	0	0	0
Number of confirmed forced labour or compulsory labour incidents	0	0	0

Diversity and Equal Opportunity

Lagenda aspires to cultivate a diverse and inclusive workplace where everyone has equal opportunities to succeed. By embracing diversity and championing equal opportunities, we drive innovation, enhance creativity and ensure employees are respected and supported in reaching their full potential.

The Group is guided by our Human Rights Policy, Employment Policy and relevant labour laws and regulations. We have a zero-tolerance approach to discrimination and strive to ensure that employees have equal career opportunities, regardless of race, religion, gender, physical abilities or nationality. Committed to gender diversity, we maintain a minimum of 30% female representation in our workforce.

In the year under review, our total workforce comprised 511 employees, all of whom are local. The majority of our workforce are aged between 31 and 50 across various employment levels, with 61% holding permanent positions. As of FY2024, we do not have any differently-abled employees.

SUSTAINABILITY STATEMENT

Total Employee Strength

FY2024: 511
(FY2023: 410)
(FY2022: 374)

Employee Gender Diversity

Male	Female
FY2024: 50%	**FY2024: 50%**
(FY2023: 49%)	(FY2023: 51%)
(FY2022: 44%)	(FY2022: 56%)

Type of Employment

Permanent	Contract/ Temporary
FY2024: 61%	**FY2024: 39%**
(FY2023: 62%)	(FY2023: 38%)
(FY2022: 50%)	(FY2022: 50%)

Employee Nationality

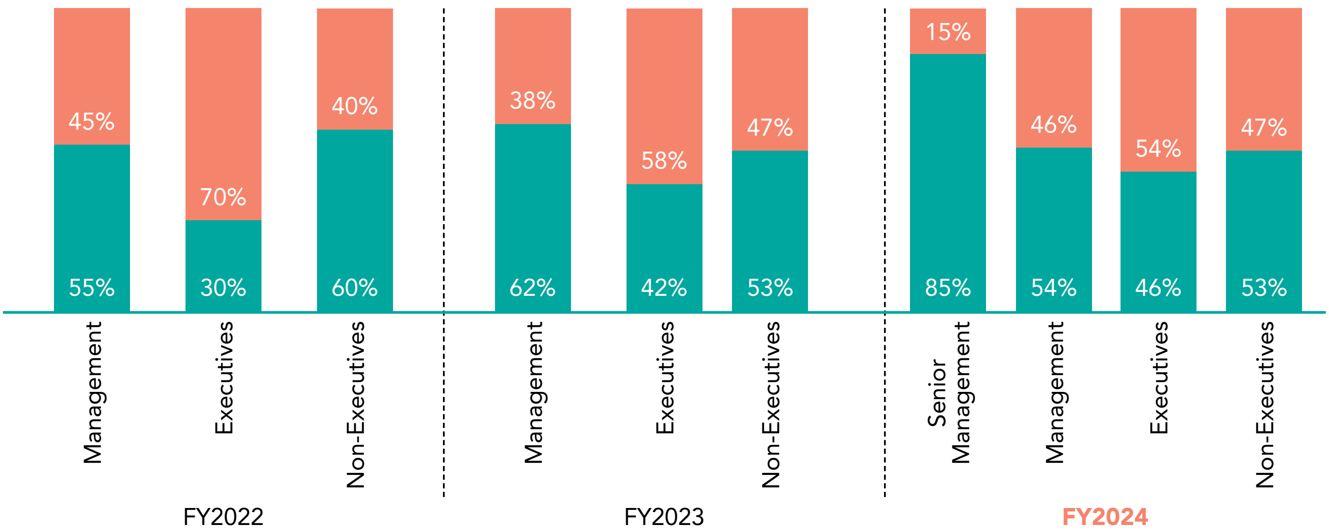
Local Employees

FY2024:511
(FY2023: 410)

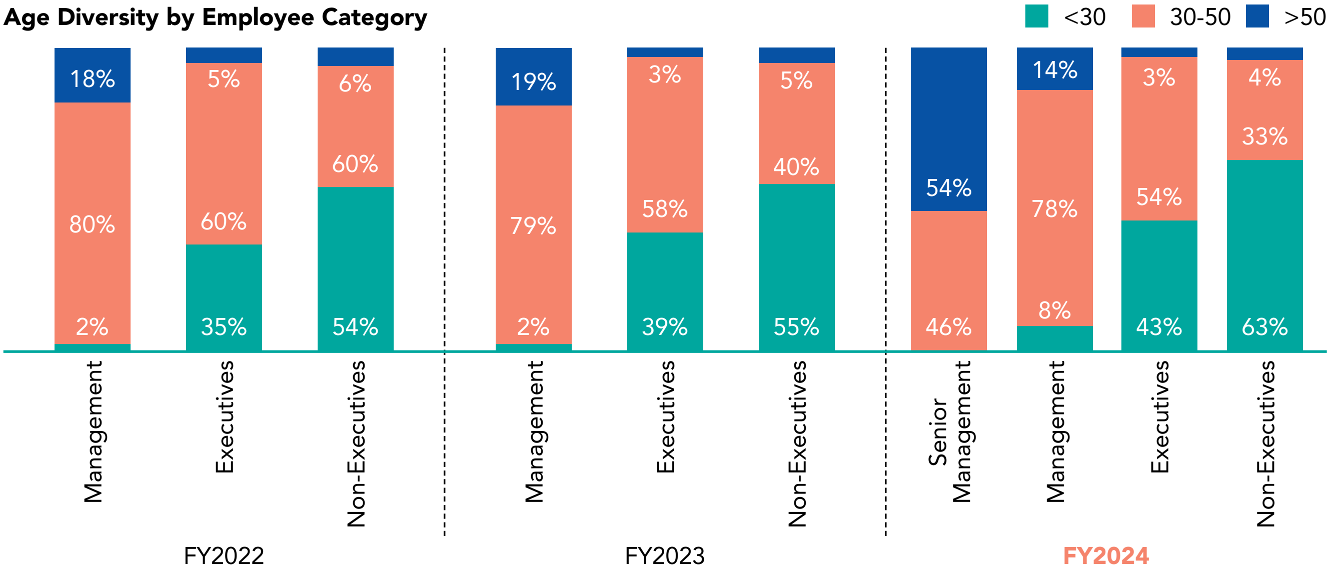
Employment Categories in FY2024

Senior Management	13
Management	63
Executives	292
Non-Executives	143

Gender Diversity by Employee Category



Age Diversity by Employee Category



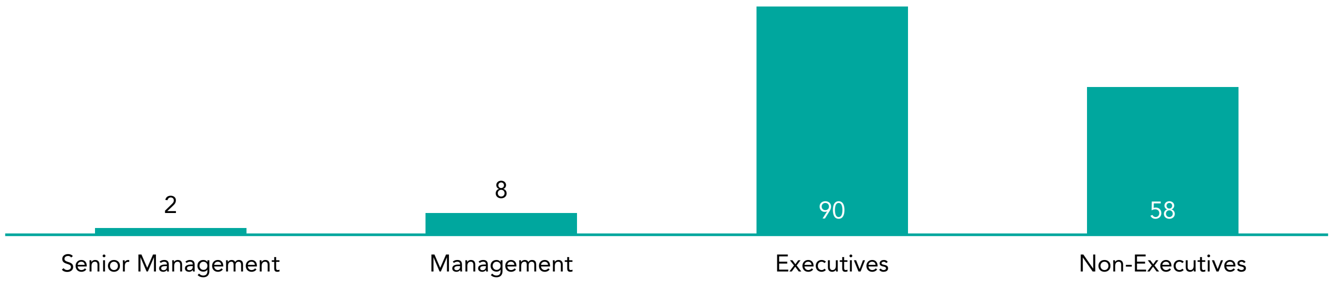
Note: In FY2024, disclosure of gender and age diversity was enhanced to include the Senior Management category.

SUSTAINABILITY STATEMENT

New Hires and Turnover

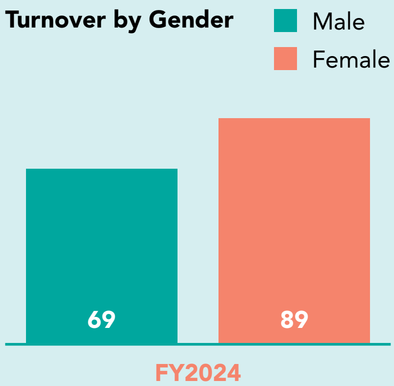
We embrace fair and transparent hiring practices to attract top talent and build a strong, diverse workforce. Additionally, we closely monitor employee turnover and cultivate a supportive work environment to retain our valued team members, promoting long-term growth and stability within the organisation. In FY2024, the Group welcomed 126 new employees and recorded 158 employee turnover.

Turnover by Employee Category for FY2024

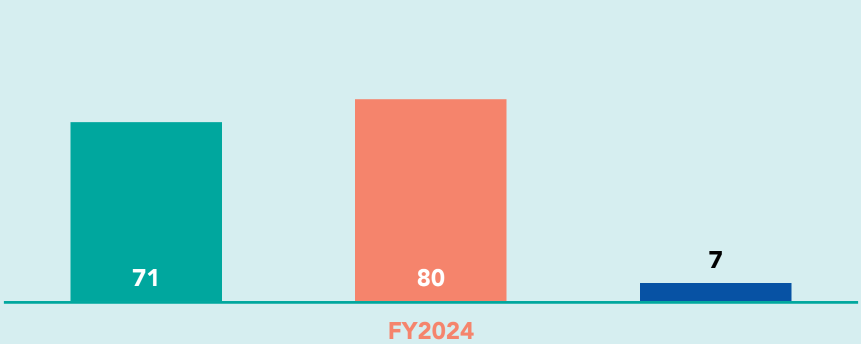


Note: The turnover rate in FY2024 is 31%.

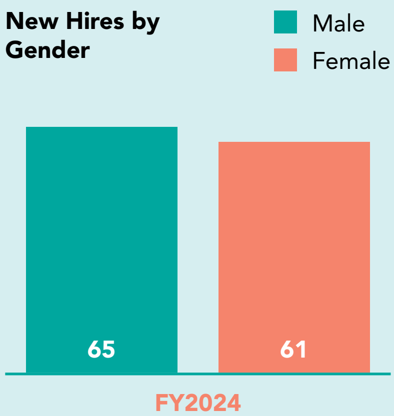
Turnover by Gender



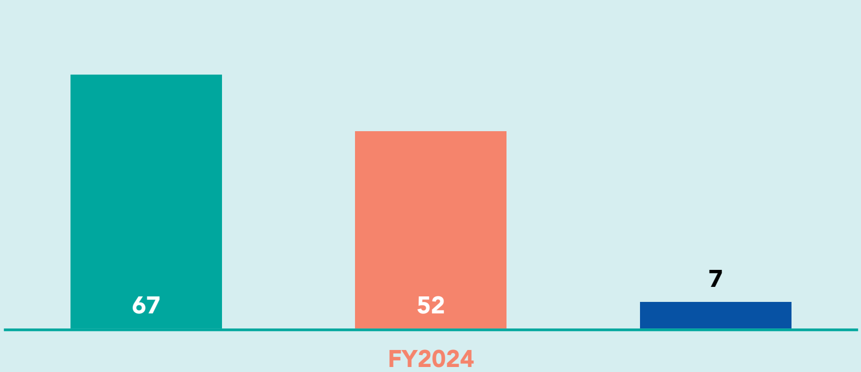
Turnover by Age Group



New Hires by Gender



New Hires by Age



Employee Benefits

The Group offers a range of competitive benefits to support the health, well-being and financial security of our employees. Our benefits package includes salaries, bonuses, various types of leave and wellness programmes, which are crucial for attracting and retaining top talent in a competitive labour market.

Insurance

- Group Personal Accident

Medical Benefit

- Outpatient (Extended to family members)
- Optical
- Dental
- Health Screening
- Executive Medical Checkup

Leave

- Annual Leave
- Medical, Prolonged Illness and Hospitalisation
- Marriage
- Maternity and Paternity
- Compassionate
- Emergency
- Examination
- Calamity

Allowances and Subsidies

- Childcare Support
- Business Travel Allowance
- Resettlement Allowance
- Accommodation and Transport Allowance
- Handphone Allowance
- Licence Reimbursement
- Outstation Allowance
- Professional Membership Reimbursement
- Fixed Allowance

Others

- Annual Increment
- Performance-based Bonus
- Compassionate Gift
- Marriage Gift
- Long Service Award
- Company Retreat
- Flexible Working Hours
- Company Retreats/Activities
- Wellness Programmes
- Shuttle Car Service
- Parking Facilities

In FY2024, a total of RM33 million was spent on employees' salaries, bonuses and benefits.

Total Payments Paid	FY2022	FY2023	FY2024
Total payments made to employees in terms of salaries, bonuses and benefits (RM'000)	23,500	26,361	**33,010**
Total statutory payments made for employees' retirement benefits (EPF) (RM'000)	6,698	2,805	**4,665**
Total payments in medical insurance (SOCSO) for employees (RM'000)	276	320	**397**

SUSTAINABILITY STATEMENT

Recognising the importance of fostering gender diversity and providing equal opportunities, we have worked to address imbalances and create a more supportive environment for female employees and workers.

To further support work-life balance, Lagenda offers parental leave, ensuring employees can manage family responsibilities while maintaining their well-being. In FY2024, 11 male and 20 female employees utilised parental leave, reflecting our support for work-life balance and family responsibilities. Additionally, we commenced tracking of return-to-work and retention rates this year, to enhance our workforce management.

Parental Leave	Gender	FY2022	FY2023	FY2024
Employees Entitled to Parental Leave	Male	N/A	200	**255**
	Female	N/A	210	**256**
Employees Who Took Parental Leave	Male	7	5	**11**
	Female	10	6	**20**
Return to Work Rate (%)	Male	N/A	N/A	**100**
	Female	N/A	N/A	**85**
Retention Rate (%)	Male	N/A	N/A	**100**
	Female	N/A	N/A	**95**

Empowering a Motivated Workforce

The Group prioritises the well-being, development and job satisfaction of our employees and strives to create a positive work environment that promotes loyalty and drives performance. To better understand workforce needs and improve retention, we conduct annual employee satisfaction surveys.

Employee Satisfaction Scores

SUSTAINABILITY STATEMENT

Talent Retention and Development

We believe that talent retention and development are key to building a resilient and high-performing workforce. Retaining skilled employees ensures continuity, reduces recruitment costs and strengthens institutional knowledge.

The Group invests in the continuous development of our workforce, contributing annually to the Human Resource Development Corporation (HRDC) to provide employees with access to work-related training at no cost. Additionally, we allocate resources to support various upskilling initiatives, including seminars, workshops, professional courses and other educational programmes, ensuring employees have opportunities to enhance their skills and advance in their careers.

To assess the effectiveness of these training sessions, we implemented a post-training evaluation through the Employee Feedback Form. This allows us to gather insights on content relevance, trainer effectiveness and overall satisfaction, ensuring continuous improvement in our learning and development efforts.

In FY2024, we invested approximately RM89,007 in training programmes, delivering a total of 1,537 hours of development for our employees. This marks an increase of 447 hours compared to the previous year, with a significant rise in training hours for management and executive roles, reflecting our emphasis on developing future leaders by equipping them with the skills and knowledge needed to drive long-term growth and organisational excellence. We continue to enhance our training initiatives by expanding learning opportunities across all levels.

RM8,901

invested in employee training programmes per business unit

(FY2023: RM6,685)
(FY2022: RM15,688)

RM89,007

invested in employee training programmes Group-wide

(FY2023: RM53,478)
(FY2022: RM107,289)

Average Training Hours by Gender

12 hours
(FY2023: 4 hours)
(FY2022: 6 hours)

13 hours
(FY2023: 9 hours)
(FY2022: 7 hours)

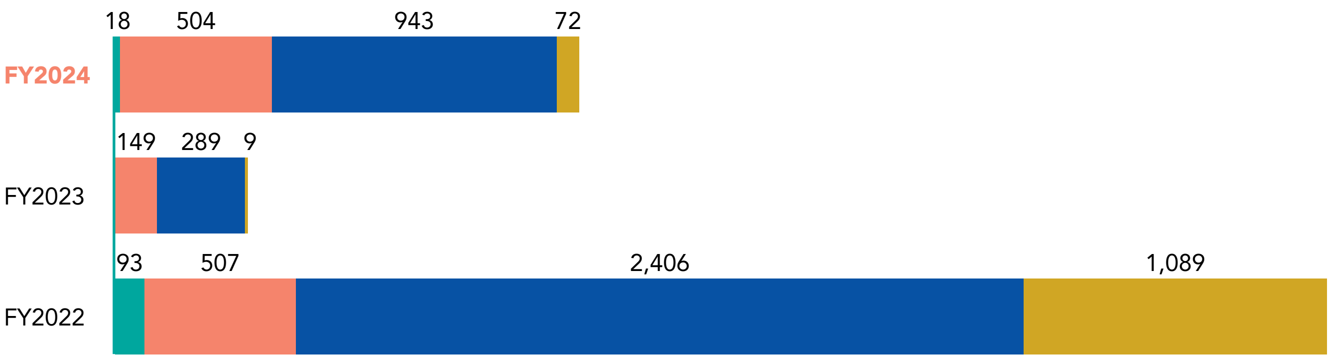
1,537 total training hours recorded for employee training programmes
(FY2023: 447 hours)
(FY2022: 4,095 hours)

6.07 average training hours attended per employee
(FY2023: 14.10 hours)
(FY2022: 6.27 hours)

0.68 average training days attended per employee
(FY2023: 0.97 hours)
(FY2022: 1.36 hours)

Total Training Hours by Employee Category

Senior Management Management Executives Non-Executives



We initially set a target of 4,000 training hours annually. However, with a revised approach to tracking training hours, we have adjusted our interim target to 600 hours, focusing on developing management-level employees for leadership roles, through executive training in operational efficiency. Moving forward, we will continue to refine this target to align with our evolving training needs.

SUSTAINABILITY STATEMENT

Employee Engagement

Employee engagement is at the core of our approach to building a thriving and sustainable organisation and we are committed to conducting five employee engagement activities annually. We understand that an engaged workforce leads to lower staff turnover, higher productivity and greater efficiency, which contribute to strengthening our brand value. In 2024, we have implemented the following initiatives to connect with and support our employees.

1. **Internal Communication Channel**
   We use Viva Engage to disseminate important information about our programmes and activities, ensuring effective and efficient employee engagement. New hires are briefed on our policies and procedures during induction, and all employees are notified of any policy or procedural changes at least seven days in advance.

2. **Advocating Well-being**
   We support employee well-being by promoting healthy eating habits and an active lifestyle. This reporting year, we continued the "Lose-to-Gain Challenge" to motivate participants to achieve fat loss or muscle gain through proper diet and exercise. Progress was measured based on body fat reduction and muscle growth. We also conducted informative sessions on general health and balanced nutrition.

3. **Sports & Recreational Club**
   We believe that life extends beyond work to include enjoyment, play and overall well-being. Our Sports & Recreational Club has organised various activities such as badminton sessions, where employees engage in friendly matches to strengthen team dynamics.

4. **Company Annual Dinner**
   We believe that a strong and engaged workforce is the foundation of our success. Our Annual Dinner is a highly anticipated event that brings employees together for an evening of celebration, appreciation and camaraderie.

5. **Festive Celebration and Other Initiatives**
   To foster team spirit and inclusivity, we organised events to celebrate festivals such as Chinese New Year, to promote cultural appreciation and strengthen workplace camaraderie. Additionally, we celebrate employees' birthdays and host various engagement activities to enhance connections and boost morale.

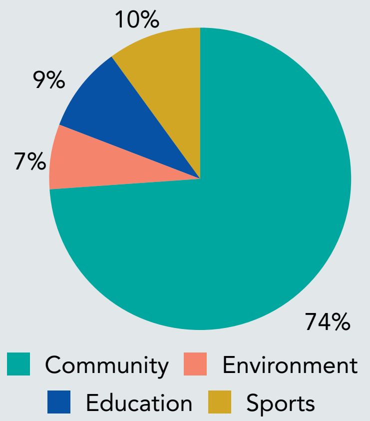
Community Engagement and Contribution

As a property developer that serves communities, we strive to build strong, positive relationships with communities in which we operate to enhance their overall well-being. Our community investment approach is guided by four key pillars – community, education, environment and sports, with a target of conducting 15 community initiatives annually to empower and support local communities.

We engage employees in charitable initiatives through strategic partnerships and CSR representatives, fostering meaningful participation. In FY2024, the Group contributed RM263,367 to various community initiatives.

CSR Contribution FY2024	Beneficiaries	Focus Area
Community	18 associations/ agencies	• Enhanced well-being • Closer community ties
Education	4 associations/ agencies	• Education access • Infrastructure support
Environment	1,723 individuals	• Waste management • Environmental awareness
Sports	11 associations/ agencies	• Healthy lifestyle awareness • Inclusive sports participation

CSR Contribution by Focus Area



COMMUNITY

1 Launch of High-Profile Community Policing/*Pondok Keselamatan Komuniti* & BBSAP Adopted Park – Manjung Ibu Pejabat Daerah (IPD) (BBSAP & PDRM)

This programme was held on 30 April 2024 at BBSAP, aiming to enhance security and foster cooperation among residents in maintaining safety within their neighbourhoods. Through this initiative, residents are encouraged to actively participate in crime prevention efforts, ensuring a safer living environment for all. Additionally, as part of the event, BBSAP was officially declared an Adopted Park under IPD Manjung's community engagement initiative. This recognition signifies a joint effort to enhance public safety and promote a secure and well-maintained living environment.

2 Contribution to *Semarak Ramadhan Bubur Lambuk* 2024 – Perak Scouts Federation

We extended our support to the *Semarak Ramadhan Bubur Lambuk* 2024, organised by the Perak State Scouts Federation. This programme celebrates the spirit of Ramadhan by fostering unity and togetherness within the community through the tradition of preparing and distributing Bubur Lambuk. By contributing to this initiative, we hope to bring joy to the community while spreading the spirit of generosity and compassion during Ramadhan.

3 Contribution of Mandarin Oranges during the Festive Season

In celebration of Chinese New Year 2024, 400 boxes of mandarin oranges were distributed to the community in Gopeng. Mandarin oranges, symbolising prosperity and good fortune, were shared with local residents to enhance the festive spirit. This contribution reflects our commitment to unity and inclusivity, ensuring that the joy of the season is shared by all.

SUSTAINABILITY STATEMENT

4 BBSAP Fun Run 2024

We contributed 100 T-shirts and 20 hampers to support the Fun Run Event at the BBSAP Clubhouse, organised in collaboration with our community. The event attracted approximately 100 participants, who came together to promote health, fitness and community spirit. Through our contributions, we aimed to create an engaging and rewarding experience for participants while promoting active living within the community.

EDUCATION

1 Contribution of Chairs & Tables – *Dewan Bestari, Sekolah Menengah Kebangsaan Sri Pekan*

We donated 100 chairs and 100 study tables to be utilised at Dewan Bestari in SMK Sri Pekan. This initiative was aimed at enhancing the school's facilities, providing a more comfortable and conducive environment for students and staff during events, gatherings and academic activities. We believe that a well-equipped space fosters better learning, collaboration and personal development.

2 Contribution to Back-to-School Programme – *Underprivileged Students at Sg. Rapat*

We donated essential supplies in to support students from Sg. Rapat in preparing for the new school year, ensuring they have the necessary resources for a successful academic journey. Through this contribution, we aim to ease the financial burden on families and empower students to excel in their studies.

SUSTAINABILITY STATEMENT

ENVIRONMENT

1 Participation in Earth Hour 2024

We participated in Earth Hour 2024 on 23 March 2024 by switching off non-essential lights and electrical appliances from 8:30pm to 9:30pm. This initiative reflects our commitment to environmental responsibility and promotes awareness of energy conservation and climate change. To encourage participation, we shared a poster on our internal communication platform, inspiring employees to take part from home. Our efforts were also recognised in the "WWF Thank You Report" for supporting Earth Hour.

2 Sustainability Day

In conjunction with World Sustainability Day, we collaborated with Ipoh Refill to deliver an insightful talk on "Zero Waste Living." During the session, participants learned about sustainable practices and practical ways to minimise waste in their daily lives.

Additionally, we organised engaging activities such as recycling waste and collecting used cooking oil to encourage hands-on participation in sustainable practices. During this event, we successfully recycled 180kg of various materials, including e-waste such as a television, an LCD monitor and a vacuum cleaner, along with 100kg of used cooking oil.

3 Mangrove Planting Programme

24 participants from Lagenda, along with their families, joined the *Persatuan Aktivis Sahabat Alam* ("KUASA") in a meaningful mangrove planting initiative, successfully planting nearly 700 mangrove saplings at Changkat Keruing, Perak. This effort contributes to restoring and protecting coastal ecosystems, which play a vital role in combatting climate change. Through this collaboration with KUASA, we continue to strengthen our sustainability efforts, emphasising the importance of proactive environmental stewardship and community-driven conservation actions.

SUSTAINABILITY STATEMENT

SPORTS

1 Junior Badminton Tournament Lagenda Championship 2024

In collaboration with Makhazim Mohammad Badminton Academy, we organised this programme to encourage our resident participation. Dedicated to nurturing young talent and promoting the sport at the grassroots level, the championship provided aspiring young athletes with a platform to showcase their skills, gain competitive experience and embrace a healthy, active lifestyle.

2 Contribution of Hockey Equipment to Sekolah Kebangsaan TLDM II

We extended our support to Sekolah Kebangsaan TLDM II's sports programme by contributing to the purchase of hockey equipment. This initiative encourages student participation, promotes an active lifestyle and nurtures young hockey talents by providing better training gear for skill development and higher-level competition.

3 Contribution to Plan Malaysia Putrajaya Volleyball Team for MAKSWIP 2024 Championship

To promote sports and community engagement, we contributed to the Plan Malaysia Putrajaya Volleyball Team for their participation in the *Majlis Kebajikan dan Sukan Anggota Kerajaan Wilayah Persekutuan* ("MAKSWIP") 2024 Championship.

Bursa Performance Data Table

Indicator	Measurement Unit	2024
Bursa (Anti-corruption)		
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category		
Management	Percentage	100.00
Executive	Percentage	100.00
Non-executive/Technical Staff	Percentage	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0
Bursa (Community/Society)		
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	263,367.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	1,756
Bursa (Diversity)		
Bursa C3(a) Percentage of employees by gender and age group, for each employee category		
Age Group by Employee Category		
Management Under 30	Percentage	8.00
Management Between 30-50	Percentage	78.00
Management Above 50	Percentage	14.00
Executive Under 30	Percentage	43.00
Executive Between 30-50	Percentage	54.00
Executive Above 50	Percentage	3.00
Non-executive/Technical Staff Under 30	Percentage	63.00
Non-executive/Technical Staff Between 30-50	Percentage	33.00
Non-executive/Technical Staff Above 50	Percentage	4.00
Senior Management Under 30	Percentage	0.00
Senior Management Between 30-50	Percentage	46.00
Senior Management Above 50	Percentage	54.00
Gender Group by Employee Category		
Management Male	Percentage	54.00
Management Female	Percentage	46.00
Executive Male	Percentage	46.00
Executive Female	Percentage	54.00
Non-executive/Technical Staff Male	Percentage	53.00
Non-executive/Technical Staff Female	Percentage	47.00
Senior Management Male	Percentage	85.00
Senior Management Female	Percentage	15.00
Bursa C3(b) Percentage of directors by gender and age group		
Male	Percentage	67.00
Female	Percentage	33.00
Under 30	Percentage	0.00
Between 30-50	Percentage	22.00
Above 50	Percentage	78.00

Internal assurance | External assurance | No assurance | (*)Restated

SUSTAINABILITY STATEMENT

Bursa Performance Data Table

Indicator	Measurement Unit	2024
Bursa (Energy management)		
Bursa C4(a) Total energy consumption	Megawatt	2,066.00
Bursa (Health and safety)		
Bursa C5(a) Number of work-related fatalities	Number	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	20
Bursa (Labour practices and standards)		
Bursa C6(a) Total hours of training by employee category		
Management	Hours	504
Executive	Hours	943
Non-executive/Technical Staff	Hours	72
Senior Management	Hours	18
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	39.00
Bursa C6(c) Total number of employee turnover by employee category		
Management	Number	8
Executive	Number	90
Non-executive/Technical Staff	Number	58
Senior Management	Number	2
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0
Bursa (Supply chain management)		
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00
Bursa (Data privacy and security)		
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0
Bursa (Water)		
Bursa C9(a) Total volume of water used	Megalitres	16.000000
Bursa (Waste management)		
Bursa C10(a) Total waste generated	Metric tonnes	3.50
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	2.50
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	1.00
Bursa (Emissions management)		
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	576.00
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	1,557.00
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of	Metric tonnes	521.00

Internal assurance | External assurance | No assurance | (*)Restated

SUSTAINABILITY STATEMENT

GRI Content Index

Statement of Use	Lagenda has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 2: General Disclosures 2021	2-1 Organisational details	1
	2-2 Entities included in the organisation's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	31
	2-5 External assurance	31
	2-6 Activities, value chain and other business relationships	3 and 31
	2-7 Employees	66
	2-8 Workers who are not employees	66
	2-9 Governance structure and composition	4
	2-10 Nomination and selection of the highest governance body	80
	2-11 Chair of the highest governance body	80
	2-12 Role of the highest governance body in overseeing the management of impacts	35
	2-13 Delegation of responsibility for managing impacts	35
	2-14 Role of the highest governance body in sustainability reporting	35
	2-15 Conflicts of interest	80
	2-16 Communication of critical concerns	80
	2-17 Collective knowledge of the highest governance body	80
	2-18 Evaluation of the performance of the highest governance body	80
	2-19 Remuneration policies	80
	2-20 Process to determine remuneration	80
	2-22 Statement on sustainable development strategy	31
	2-23 Policy commitments	49
	2-24 Embedding policy commitments	49
	2-25 Processes to remediate negative impacts	-
	2-26 Mechanisms for seeking advice and raising concerns	80
	2-27 Compliance with laws and regulations	49
	2-28 Membership associations	32
	2-29 Approach to stakeholder engagement	35
GRI 3: Material Topics 2021	3-1 Process to determine material topics	38
	3-2 List of material topics	39
	3-3 Management of material topics	39
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	55
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	46
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	76
	205-2 Communication and training about anti-corruption policies and procedures	49
	205-3 Confirmed incidents of corruption and actions taken	49

SUSTAINABILITY STATEMENT

GRI STANDARD	DISCLOSURE	LOCATION (PAGE)
GRI 301: Materials 2016	301-2 Recycled input materials used	NA
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	53
	302-4 Reduction of energy consumption	-
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	58
	303-5 Water consumption	58
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	54
	305-2 Energy indirect (Scope 2) GHG emissions	54
	305-3 Other indirect (Scope 3) GHG emissions	54
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	57
	306-3 Waste generated	58
	306-5 Waste directed to disposal	58
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	67
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	68
	401-3 Parental leave	69
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	62
	403-2 Hazard identification, risk assessment, and incident investigation	62
	403-4 Worker participation, consultation, and communication on occupational health and safety	62
	403-5 Worker training on occupational health and safety	64
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	-
	403-8 Workers covered by an occupational health and safety management system	-
	403-9 Work-related injuries	64
	403-10 Work-related ill health	-
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	70
	404-2 Programmes for upgrading employee skills and transition assistance programmes	70
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	48 and 66
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	65
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	65
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	65
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	71
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	50

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors ("**Board**") is pleased to present this Corporate Governance Overview Statement ("**CG Statement**") and the application of the corporate governance practices of the Company and its subsidiaries ("**Group**") pursuant to the three (3) main principles in the Malaysian Code on Corporate Governance ("**MCCG**") throughout the financial year ended 31 December 2024 ("**FYE 2024**").

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

This CG Statement provides a concise overview of the Group's corporate governance practices, highlighting key focus areas and outlining future priorities for ongoing governance enhancement.

In addition, this CG Statement is to be read in conjunction with the Company's Corporate Governance Report ("**CG Report**") for the FYE 2024 which contains details on the application of each of the Practices as well as the departures and alternative measures established within the Group. The CG Report is available in the Company's website https://lagendaproperties.com and is also available via announcement on the website of Bursa Malaysia Securities Berhad ("**Bursa Securities**").

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS

I Board Responsibilities

The Company is led by an experienced Board, with high personal integrity, business acumen and management skills, that promotes the long-term, sustainable success of the Group, generating value for shareholders whilst contributing to the broader community.

The responsibilities of the Board are outlined in the Company's Board Charter which documents the strategic intent, governance and structure of the Board and its committees, including the authority, matters reserved for the Board, guidance on Board's conduct and the Terms of Reference ("**TOR**") of the Board Committees. The responsibilities of the Board are inclusive of but not limited to:

i) Responsible for the overall corporate governance of the Group, including its strategic direction, establishing goals for Management and monitoring the achievement of these goals;
ii) Decides on the overall Group strategy and direction, acquisition and divestment policy, approval of capital expenditure, consideration of signification financial matters and the review of financial and reporting performance of the Group;
iii) Monitor and evaluate the performance of the Management to ensure that the performance criteria remains dynamic;
iv) Ensure the Group maintains an effective system of internal controls and is able to identify and manage principal risks resulting in efficiency in operations and a stable financial environment;
v) Monitor the compliance with all relevant statutory and legal obligations;
vi) Regularly considers succession planning and the composition of the Board;
vii) Clarify the roles and responsibilities of members of the Board and management to facilitate Board's and Management's accountability to the Company and its shareholders;
viii) Establish such committees, policies and procedures to effectively discharge the Board's roles and responsibilities; and
ix) to review and set a strategic plan for the Group to ensure that the strategic plan of the Group supports long-term value creation and includes strategies on economic, environmental, and social considerations underpinning sustainability.

The Group is led by an effective and experienced Board with the right mix of skills and balance to contribute to the achievement of the Group's objectives. The Directors collectively, with their different backgrounds and specialisation, bring with them a diverse wealth of experience and expertise in areas such as business, finance, banking industry, property development, construction and operations which are relevant to the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

The Independent Non-Executive Directors ("**INEDs**") of the Company play a key role in providing unbiased and independent views, advice and contributing their knowledge and experience toward the formulation of policies and in the decision-making process. The Board structure ensures that no individual or group of individuals dominates the Board's decision-making process. Although all the Directors have equal responsibility for the Company and the Group's operations, the role of the Independent Directors is particularly important in ensuring that the strategies proposed by the Managing Director ("**MD**") are deliberated on and have taken into account the interest, not only of the Company, but also that of the shareholders, employees, customers, suppliers and the community.

To enhance oversight function on specific responsibility areas, the Board has two (2) Board Committees, namely, the Audit and Risk Management Committee ("**ARMC**") as well as the Nomination and Remuneration Committee ("**NRC**") to assist the Board in discharging its statutory and fiduciary responsibilities.

On 16 April 2025, the Board established the Board Sustainability Committee ("**BSC**") to provide strategic oversight on the Group's sustainability governance. The BSC ensures that strategies, policies and economic, environmental and social ("**EES**") material matters align with the Group's development, business objectives, stakeholder expectations. It also ensures compliance with relevant laws and regulations, including integration of sustainability-related risks and opportunities ("**SRO**") into the Group's overall business strategy and risk management framework.

All the Board Committees are chaired by INEDs. The Board retains collective oversight over the Board Committees. Notwithstanding the delegation of specific powers, the Board retains full responsibility for the strategic initiatives, direction and control of the Company and the Group. The ultimate responsibility for decision-making on all matters lies with the Board.

<table>
<tr><td colspan="2" align="center">BOARD
Responsible for effective oversight of the Group's objectives, business plan, financial performance and governance structure that will help achieve strategic growth and deliver sustainable shareholders' value.</td></tr>
<tr><td align="center">ARMC</td><td align="center">NRC</td></tr>
<tr><td align="center">Oversees the Group's financial reporting process, related party transactions and conflict of interest ("COI") situations, internal and external audit, and risk management matters.</td><td align="center">Ensures that the Board and its Committees have the appropriate skills, knowledge, diversity, experience and the right remuneration to operate effectively.</td></tr>
</table>

To support the effective functioning of the Board Committees, the following management committees have been established to assist overseeing and discharging specific areas of the Board's responsibilities:

(i) Sustainability Working Committee ("**SWC**")
(ii) Employees' Share Option Scheme Committee

Each Committee operates within clearly defined TOR, which sets out the matters relevant to the functions, responsibilities and authorities of these committees.

Directors' responsibilities on Sustainability of the Group

The BSC has delegated the SWC to lead the development and execution of the Group's sustainability strategy. This includes the integration of EES and SRO considerations, through the implementation of policies, strategies, disclosures, initiatives, and targets, for BSC review and endorsement. The SWC comprises Head of Stakeholders Relations and Sustainability and relevant heads of departments.

Further information on sustainability is set out in the Sustainability Statement of this Annual Report.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

Directors' responsibilities in relation to the Financial Statements

The Board aims to provide and present a clear, balanced and comprehensive assessment of the Group's financial performance and prospects, primarily through the annual and quarterly financial statements to Shareholders as well as the Management Discussion and Analysis in this Annual Report. The Board is assisted by the ARMC to oversee the Group's financial reporting processes and ensures its compliance with applicable financial reporting standards and regulatory requirements as well as the quality of its financial reporting. The financial statements are reviewed by the ARMC prior to recommending them to the Board for relevant announcement and issuance to shareholders. The Board ensures the integrity of the Group's financial reporting and fully recognises that accountability in financial disclosure forms an integral part of good corporate governance practices.

The Directors have ensured that the financial statements of the Group and the Company are drawn up in accordance with the requirements of the applicable approved accounting standards for entities other than private entities issued by the Malaysian Accounting Standards Board and the provisions of the Companies Act 2016. In preparing the financial statements, the Directors have selected and applied consistently suitable accounting policies and made reasonable and prudent judgements and estimates.

Separation of Position of Chairman and MD

To ensure a balance of power and authority, accountability and independent decision making, the roles of the Chairman and the MD are distinct and separated.

The Company has a clear distinction and separation of role between the Chairman and MD, with a clear division of responsibilities. The Board is headed by Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj Ahmad Badaruddin (R), the Independent Non-Executive Chairman, who has wide exposure and vast strategic corporate experiences. As Chairman, he plays a vital role in leading and guiding the Board, creates a conducive environment geared towards building and growing Directors' oversight and effectiveness and ensures that the Board's decisions fairly reflect board consensus.

The Chairman's responsibilities encompass the following:

- Lead the Board and ensure its effectiveness in all aspects of its role;
- Ensure efficient organisation and conduct of the Board's function and meetings;
- Ensure that the Board is well informed and effective; that members, individually and as a group, have the opportunity to air differences, explore ideas and generate the collective views and wisdom necessary for the proper decision making of the Board;
- Encourage all Board members to engage in Board and Board Committee meetings by drawing on their skills, experience, knowledge and, where appropriate;
- Ensure that general meetings are conducted efficiently and ensure effective communication with shareholders and relevant stakeholders; and
- Promote constructive and respectful relations between Directors and between the Board and Management.

The MD has the authority and responsibility for the day-to-day management of the business and implementing policies, strategies and decisions adopted by the Board. The MD leads the Management and is responsible to ensure due execution of strategic goals, sustainability efforts, effective operations within the Group, and explaining, clarifying and informing the Board on key matters pertaining to the Group.

The Group continues to comply with Practice 1.3 of the MCCG in respect of the separation of roles between Chairman and MD.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

Company Secretaries

The Company is supported by Company Secretaries who possess the requisite qualification and are qualified to act as Company Secretaries under Section 235(2) of the Companies Act 2016. The Company Secretaries play a significant role in supporting the Board for ensuring that all governance matters and Board procedures are followed and that applicable laws and regulations are complied with. The Company Secretaries also highlighted all compliance and governance issues that they feel ought to be brought to the Board's attention, monitored corporate governance developments and assisted the Board in applying governance practices to meet the Board's needs and stakeholders' expectations.

The Company Secretaries are present at meetings to record deliberations, issues discussed and conclusions in discharging her duties and responsibilities and also provides a central source of guidance and advice to the Board and assists in determining board agenda, formulating governance, coordinating board assessment process and other board-related matters.

The Company Secretaries also undertake the statutory duties as prescribed under the Companies Act 2016 and the Main Market Listing Requirements ("**MMLR**") of Bursa Securities, which include but not limited to the following: -

- Manage all Board and Board Committee meeting logistics, attend and record minutes of all Board and Board Committee meetings and facilitate Board communications;
- Advise the Board on its roles and responsibilities;
- Facilitate the orientation of new Directors and assist in Director training and development;
- Advise the Board on corporate disclosures and compliance with company and securities regulations and listing requirements;
- Manage processes pertaining to the Annual General Meeting ("**AGM**");
- Monitor corporate governance developments and assist the Board in applying corporate governance practices to meet the Board's needs and stakeholders' expectations; and
- Serve as a focal point for stakeholders' communication and engagement on corporate governance issues.

Access to Information and advice

The Board meets on a quarterly basis, with additional meetings convened as and when necessary. The notices of Board and Board Committee meetings are sent out to the Directors via email at least 7 days prior to the meetings. Board papers are circulated to the Directors on a timely basis, at least 3 days in advance from the meeting date for them to have sufficient time to review and request further explanation and information, if necessary. The board papers are comprehensive and encompass both quantitative and qualitative factors so that informed decisions can be made.

Meeting papers on issues or corporate proposals which are deemed confidential and sensitive would only be presented to the Directors during the meeting itself. Verbal explanations and briefings are also provided by the MD, Management and external consultants to enhance understanding of matters in relation to the Group's business and operations.

All Directors have access to the advice and service of the Company Secretaries. The Board, whether as a full board or in their individual capacity, may, upon approval of the Board, seek independent professional advice if required, in furtherance of their duties, at the Group's expense.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

Board Charter

The Board is guided by a Board Charter which sets out the principles governing the Board of the Company and adopts the principles of good governance and practice in line with recommendations from MCCG and in accordance with applicable laws, rules and regulations in Malaysia. The Board Charter clearly defines the Board's and Board Committees' roles and responsibilities, composition, authorities, matters reserved for the Board and guidance on the Board's conduct.

The Board will review the Board Charter periodically and any amendments/ improvements shall be made thereto as and when the Board deems appropriate and necessary.

Code of Conduct and Ethics

The Code of Conduct and Ethics defines the standards of conduct that are expected of Directors and employees to help them make the right decision in the course of performing their jobs to the highest standards of ethics, integrity and governance. The Code of Conduct and Ethics includes details such as policies and procedures for managing conflicts of interest as well as preventing abuse of power, corruption, insider trading and money laundering. The Board will periodically review the Code of Conduct and Ethics to ensure it remains relevant and appropriate.

Whistleblowing Policy & Guidelines

The Board encourages employees and external parties to report suspected or known misconduct, wrongdoings, corruption and instances of fraud, waste or abuse involving the resources of the Group. The Whistleblowing Policy & Guidelines established by the Group provides and facilitates a mechanism for any employee and external parties to report and disclose suspected malpractice or misconduct and to provide protection to employees or external parties who report allegations of such practices.

Anti-Bribery and Anti-Corruption Policies and Guidelines

In line with Section 17A of the Malaysian Anti-Corruption Commission Act 2009 (Amendment 2018), the Board has adopted an Anti-Bribery and Anti-Corruption Policies and Guidelines. The policy sets out the Group's overall position to prevent bribery and corruption practices in relation to its business activities.

The policy will be reviewed from time to time to ensure its relevance.

COI Policy

The Company had on 28 February 2025 adopted the COI Policy, to regulate the effective administration of COI and to ensure that all COI are managed fairly and transparently.

The Board Charter, Code of Conduct and Ethics, Whistleblowing Policy & Guidelines, Anti-Bribery and Anti-Corruption Policies and Guidelines are published on the Company's website at https://lagendaproperties.com for ease of access for reporting by employees of the Group and external parties.

Time Commitment, Board Meetings and Directors' Training Programmes

During FYE 2024, six (6) Board meetings were held where the Board deliberated upon and considered a variety of matters including the Group's quarterly operations and financial results, major investments and strategic decisions, sustainability initiatives, business plans and any other strategic issues that may affect the Group's businesses. In the intervals between Board meetings, approvals are obtained via circular resolutions for exceptional matters requiring urgent Board decision-making which are then supported with information necessary for informed decision-making.

The Board meeting calendar scheduling the meeting dates of the Board for each financial year were fixed in advance for the whole year to ensure that all Board meeting dates are booked and also to enable the Management's planning for the whole financial year. The Board is also mindful of the importance of devoting sufficient time and effort to discharge the relevant duties and responsibilities besides attending meetings of the Board and Board Committees.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

Time Commitment, Board Meetings and Directors' Training Programmes (Cont'd)

The Board is satisfied with the level of time commitment given by Directors towards fulfilling their roles and responsibilities as Directors which is evidenced by their full attendance at all Board meetings in FYE 2024:

No.	Name of Directors	Position	No. of Meeting Attended[1]
1.	Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj Ahmad Badaruddin (R)	Independent Non-Executive Chairman	6/6
2.	Dato' Doh Jee Ming	MD	6/6
3.	Dr. Lim Pang Kiam	[6]Non-Independent Non-Executive Director	6/6
4.	Looi Sze Shing	Independent Non-Executive Director	6/6
5.	Ts. Myrzela Binti Sabtu	Independent Non-Executive Director	6/6
6.	[2]Tengku Faradiza Binti Tengku Baharuddin	Independent Non-Executive Director	Not Applicable
7.	[3]Chua Seng Hooi	Executive Director	Not Applicable
8.	[3]Koong Wai Seng	Executive Director	Not Applicable
9.	[4]Datin Loa Bee Ha	Independent Non-Executive Director	Not Applicable

No.	Name of former Director	Former Position	No. of Meeting Attended[1]
1.	[5]Dato' Mohamed Sharil Bin Mohamed Tarmizi	Independent Non-Executive Director	6/6

[1] Reflects the number of meetings held during the time the Director held office
[2] Appointed on 2 December 2024
[3] Appointed on 31 December 2024
[4] Appointed on 2 April 2025
[5] Resigned on 18 February 2025
[6] Redesignated on 2 April 2025

All the Directors have complied with the minimum attendance requirements as stipulated by the MMLR Bursa Securities. None of the Directors of the Company hold more than five (5) directorships of listed companies as provided under Paragraph 15.06 of the MMLR.

The Board continues to evaluate and determine the training needs of its Directors to ensure continuing education to assist them in the discharge of their duties as Directors. The Directors will continue to update their knowledge and enhance their skills through appropriate continuing education programmes to keep them abreast with the current development of the industry as well as any new statutory and regulatory requirements. This will also enable the Directors to effectively discharge duties and sustain active participation in the Board deliberations.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

The trainings and seminars attended by the Directors during the financial year under review are as follows:

Name of Directors	List of Training Attended	Date
Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj Ahmad Badaruddin (Retired)	Mandatory Accreditation Programme Part II - Leading for Impact	09/10/2024 & 10/10/2024
Dr. Lim Pang Kiam	Double Materiality Assessment for Sustainability Reporting: Challenges of Regulatory Evolutions - ACCA	31/01/2024
	Capital Gains Tax (CGT) on Foreign and Domestic Transaction - ACCA	21/02/2024
	Sustainable sustainability: Why ESG is Not Enough - Asia School of Business	01/03/2024
	How Accounting Professional can Use Thought Leadership to Drive Career progression and Attract the Best Employers - Association of International Certified Professional Accountants	05/03/2024
	IWD Coffee Talk – Invest in Women: Accelerate Progress - Association of International Certified Professional Accountants	08/03/2024
	Sustainable Finance Leadership - Association of International Certified Professional Accountants	27/03/2024
	Case Analysis on Federal Court's decision on Apex Equity's appeal case with Mr. Philip TN Koh with Wong Tat Chung (Malaysia Bar Council) and Amicus Curiae (Friend of Court)	29/03/2024
	MIA Town Hall 2023/24 Session 2 - MIA	24/04/2024
	Leadership in a changed world: Upskill your leadership capabilities to drive resilient teams – ACCA	09/05/2024
	MIA Town Hall 2023/24 Session 3 - MIA	23/05/2024
	Transfer Pricing Awareness – OECD Pillar 1 Amount B – KPMG	05/06/2024
	COI and Governance of COI by Mr. Khoo Guan Huat – Bursa Securities	02/10/2024
	MIA Town Hall 2023/24 Session 1 – MIA	12/11/2024
	Mandatory Accreditation Programme Part II - Leading for Impact	13/11/2024 & 14/11/2024
Dato' Doh Jee Ming	KPMG Board Leadership Center Exclusive – Bursa's Amended Listing Requirements on COI	20/03/2024
	Bursa's Sustainability Reporting Requirements – Recent Developments Affecting Your Business	04/04/2024
Looi Sze Shing	Double Materiality Assessment for Sustainability Reporting – Challenges of Regulatory Evolutions	31/01/2024
	Capital Gains Tax on Foreign and Domestic Transactions	21/02/2024
	LinkedUp Webinar Series – The Magic of Super Memory	29/04/2024
	E-invoicing implementation – A comprehensive guide and practical insights	15/07/2024
	Detecting Deception - ACCA	09/10/2024 & 10/10/2024
	Mandatory Accreditation Programme Part II - Leading for Impact	28/10/2024 & 29/10/2024

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

I Board Responsibilities (Cont'd)

Name of Directors	List of Training Attended	Date
Ts. Myrzela Binti Sabtu	Seminar Pelaburan Transfomasi Agro Makanan	23/01/2024
	The Insight Exploring Possibilities & Beyond 2024 (Amanah Hartanah Berhad)	29/01/2024
	Rahim & Co Research - Property Market Review 2023/2024	21/02/2024
	National Real Estate Convention 2024 - Sustainable in Property Sector	05/03/2024
	Industry Advisor to UITM for Project Evaluation & Development for Final Year Student Studies of Construction Management Review Day, UITM Shah Alam	11/07/2024
	Malaysia SDG Summit 2024	17/09/2024 & 18/09/2024
	National Sustainability Reporting Framework (Securities Commission Malaysia)	24/09/2024
	World Urban Forum 12, Egypt International Exhibition Centre,Cairo, Egypt	4/11/2024 to 08/11/2024
	Mandatory Accreditation Programme Part II - Leading for Impact	13/11/2024 & 14/11/2024
	Women in Construction Seminar - The Way Forward - Women in Construction 2024	20/11/2024
Dato' Mohamed Sharil Bin Mohamed Tarmizi	Mandatory Accreditation Programme Part II - Leading for Impact	12/08/2024 & 13/08/2024
	Sustainability-Related Risks & Opportunities – Malaysian Institute of Corporate Governance	30/10/2024

II. Board Composition

The Board continued to strengthen its board leadership and independence by ensuring that its composition reflects the requisite boardroom ingredients in terms of skill sets, experience and diversity.

During FYE 2024, the Board had nine (9) members, comprising three (3) Executive Directors and six (6) INEDs.

Currently, the Board has nine (9) members comprising three (3) Executive Directors, one (1) Non-Executive Non-Independent Director, and five (5) INEDs. The Chairman of the Board is an Independent Non-Executive Director, and the Board Chairman is not a member of the ARMC, NRC, and BSC in line with Practice 1.4 of MCCG. The current composition of the Board is in compliance with Paragraph 15.02 of the MMLR of Bursa Securities and the Board has also applied Practice 5.2 of the MCCG that at least half of the Board comprises Independent Directors. The Board will continue to monitor and review the Board size and composition as may be needed.

With its diversity of qualifications and skills, and the governance structure of the Board and its Board Committees, the Board has been able to provide clear and effective collective leadership to the Group and to ensure that the highest standards of conduct and integrity are always at the core of the Group's undertakings.

The INEDs do not participate in daily management of the Group. During meetings, the INEDs participate fully during deliberations and fulfill crucial role in corporate accountability by providing independent, impartial, unbiased and objective views, opinions, advice and judgement in the evaluation of various issues on strategies, performance and resources.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II. Board Composition (Cont'd)

Board Committees

The Board is supported by relevant Board Committees, i.e. ARMC, NRC, and BSC. These Committees play a significant part in reviewing matters within their defined roles and facilitating the Board's discharge of its statutory and fiduciary duties and responsibilities. Each of these Committees has specific TOR, scope and specific authorities to review matters tabled before the Committees prior to decisions by the Board as a whole.

The TOR for the Board Committees will be reviewed as and when necessary to enhance governance practices in line with MCCG and the MMLR.

NRC

The NRC currently comprised exclusively of three (3) INEDs. On 18 February 2025, Dato' Mohamed Sharil Bin Mohamed Tarmizi resigned as Independent Non-Executive Director and therefore ceased as the Chairman of NRC. In his place, Tengku Faradiza Binti Tengku Baharuddin, Independent Non-Executive Director, was appointed as member of NRC on 24 February 2025. The Board will appoint the Chairman of the NRC amongst the NRC members at a later date. The NRC is responsible for nominating individuals to the Board as Director and continually evaluating the performance of Directors

The key activities undertaken by the NRC during the financial year are as follows:

(a) assessed the effectiveness of the Board as a whole, the Board Committees and the contribution of each individual Director;

(b) reviewed the mix of skills, experience, boardroom diversity and other qualities, including core competence of the members of the Board;

(c) assessed and reviewed the independence and competency of Independent Directors to continue in office as an independent director of the Company;

(d) assessed the training needs of the Directors and collated training information from all Directors;

(e) reviewed the size and composition of the Board and Board Committees;

(f) considered the nomination of new membership of the Board and recommended the appointment of new INED and Executive Directors to the Board;

(g) considered the nomination of new Chief Financial Officer and recommend the appointment of new Chief Financial Officer;

(h) discussed the character, experience, integrity and competence of the Directors, chief executive or chief financial officer and to ensure they have the time to discharge their respective roles;

(i) recommended the Directors who are due for retirement and are eligible to stand for re-election at AGM;

(j) reviewed the fees and benefits of INEDs; and

(k) reviewed the bonus and remuneration package of MD and Key Senior Management.

Annual Evaluation of the Board

The Board, through the NRC, has conducted an annual assessment of the effectiveness and performance of the Board, its Committees, and individual Directors. The Directors are provided with questionnaires to carry out assessments based on contribution to interaction, quality of input, understanding of role and personal developments.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE A – BOARD LEADERSHIP AND EFFECTIVENESS (CONT'D)

II. Board Composition (Cont'd)

Remuneration

The Board has implemented a Remuneration Policy and Procedures for Directors and Senior Management aimed at linking the remuneration level with individuals' experience, expertise and level of responsibilities and structuring remuneration component to link rewards to both corporate and individual performance. The Remuneration Policy and Procedures for Directors and Senior Management are made available on the Company's website at https://lagendaproperties.com.

The details of Directors' remuneration for the FYE 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 the Company's CG Report for the FYE 2024.

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT

I ARMC

The ARMC of the Company currently comprises three (3) INEDs. During the FYE 2024, the ARMC was chaired by Dr. Lim Pang Kiam with vast and extensive knowledge in the banking industry, construction and related financial management expertise. The Committee also comprises members who are financially literate and can provide diverse perspectives that strengthen the quality of deliberations. The ARMC oversees the integrity of the financial statements, compliance with relevant accounting standards and the Group's risk management and internal controls.

On 2 April 2025, Datin Loa Bee Ha, Independent Non-Executive Director was appointed as the Chairperson of the ARMC in place of Dr. Lim Pang Kiam, who was re-designated to Non-Independent Non-Executive Director and resigned as the Chairman of ARMC. The profile of Datin Loa Bee Ha is set out on page 14 of this Annual Report.

The Company has complied with Practice 9.1 of the MCCG whereby the Chairman of the ARMC is not the Chairman of the Board and Step Up Practice 9.4 which stipulates that the ARMC should comprise solely of Independent Directors. The ARMC has a policy that requires a former key audit partner to observe a cooling-off period of at least 3 years before being appointed as a member of the ARMC and such practice was formalised and incorporated in the TOR of the ARMC.

Compliance with applicable financial reporting standards

The Directors aim to present a fair assessment of the Group's financial performance, position and prospects primarily through the quarterly reports to Bursa Securities as well as the Annual Report to shareholders.

The Board aims to ensure that it fulfills its responsibility in the area of financial reporting and has appointed a suitably qualified Chief Financial Officer to oversee the financial reporting function. The Board is also assisted by the ARMC to oversee the Group's financial reporting process and the quality of its financial reporting. Towards this end, the ARMC meets to discuss and review the quarterly results and the year-end financial statements together with the Chief Financial Officer and the External Auditors, where applicable before the financial reports are recommended to the Board for approval and public release.

Suitability, objectivity and independence of the External Auditors

The External Auditors fulfill an essential role in giving assurance to the shareholders and other parties of the reliability of the financial statements of the Company. The Company has always maintained a formal and transparent relationship with the External Auditors in ensuring the Company's compliance with applicable approved accounting standards and statutory requirements.

The ARMC is responsible for recommending the appointment or re-appointment of External Auditors. The Board has adopted a formalised External Auditors' Policy to enhance the External Auditors' assessment processes and procedures. The policy shall assess the performance, suitability, objectivity and independence of the external auditor.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE B – EFFECTIVE AUDIT AND RISK MANAGEMENT (CONT'D)

I ARMC (Cont'd)

Suitability, objectivity and independence of the External Auditors (Cont'd)

The ARMC recognises that the regular provision of non-audit services by the External Auditors may lead to impairment of the External Auditors' independence and objectivity. The External Auditors are therefore not normally engaged for non-audit related services. However, the External Auditors may be engaged for services related to corporate exercises carried out by the Group from time to time, which are not regular in nature, for which the engagement of the External Auditors may be deemed to be more effective for the Group. The External Auditors have affirmed that members of their engagement team and the firm have complied with the relevant ethical requirements regarding independence in the conduct of their audit engagement.

An annual assessment on Moore Stephens Associates PLT ("**MS**") was conducted in April 2025 in accordance with the criteria set out in the evaluation process. The ARMC was satisfied with the performance of MS and has recommended to the Board to put forth the proposal for re-appointment of MS as External Auditors of the Company for the financial year ending 31 December 2025 to the shareholders for approval at the upcoming 24th Annual General Meeting. Assurance from the External Auditors has been received by the Board confirming that they are and have been independent throughout the conduct of the audit engagement in accordance with the terms of all relevant professional and regulatory requirements for the year under review.

II Risk Management and Internal Control Framework

The Board remains committed to ensuring that its communications with shareholders continue to present a fair, balanced and understandable assessment of the Group and its prospects. The Board is responsible for determining the nature and extent of the significant risks it is willing to take in achieving its strategic objectives.

The Board is assisted by the ARMC and Risk Management Working Group ("**RMWG**") to discharge the risk management function of the Group. The RMWG is responsible in implementing processes in identifying, evaluating, monitoring and reporting of risks and internal controls which arise from daily business activities of the Group and report directly to the ARMC whenever there are any significant risks and to mitigate the risks. The ARMC then will report directly to the Board for notation.

The Company engages the Internal Auditors to review the operational procedures and processes to ensure the integrity of the system of internal control. The outsourcing of the internal audit function coupled with the fact that the Internal Auditors report directly to the ARMC helps to ensure that internal audit is carried out objectively and is independent from the Management of the Company and the functions which it audits.

The Board is cognisant of the fact that they are responsible for the adequacy and effectiveness of the Group's risk management and internal control system. The Board recognises the importance of good corporate governance and is committed to maintaining a sound and robust system of internal controls and risk management. This includes the establishment of an appropriate control environment and risk management framework, processes and structures, and a continuous review of the adequacy and integrity of the said systems.

The Statement on Risk Management and Internal Control furnished separately in this Annual Report provides an overview on the state of internal controls within the Group, in an effort to manage risk.

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

I Communication with Stakeholders

The Board is committed in ensuring the Group continues to engage effectively with the shareholders or stakeholders to facilitate a mutual understanding of objectives. The Group has a number of formal channels in place to effectively communicate this information to all the shareholders and stakeholders. The Board primarily achieves this through the following activities; the annual report, announcements to Bursa Securities, quarterly reports, Group's website and investor relations.

The MD is the designated spokesperson for all matters related to the Group and dedicated personnel are tasked to prepare and verify material information for timely disclosure upon approval by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

PRINCIPLE C – INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS (CONT'D)

I Communication with Stakeholders (Cont'd)

The Group maintains a website at www.lagendaproperties.com for shareholders and the public to access information on the Group for up-to-date information about the Company and its business as well as announcements made to Bursa Securities. Stakeholders can at any time seek clarification or raise queries through the corporate website with the primary contact details as stated.

II Conduct of General Meetings

The AGM is the principal forum for dialogue and interaction with shareholders. The Board is committed to providing shareholders with comprehensive and timely information about the Group's activities and performance to enable investors to make informed decisions. Shareholders are encouraged to attend general meetings and use the opportunity to ask questions on resolutions being proposed and, on the progress, performance and future prospects of the Company. The Chairman and Board members, with the assistance of Senior Management and External Auditors, where appropriate, are responsible to respond and provide explanations on matters raised. In accordance with the recommendations of the MCCG, the Company gives its shareholders at least 28 days advance notice of the AGM of the Company. Minutes of the general meetings are made available to the shareholders via the Company's website at www.lagendaproperties.com no later than 30 business days after the general meetings.

The Company has embraced technology to facilitate remote participation and voting in absentia via electronic polling for the convenience of shareholders. The virtual AGM was conducted on 24 June 2024 with smooth broadcast and facilitated meaningful interaction between the Board, Senior Management, and shareholders.

Statement on Compliance and CG Report

The Board will continue to strive for sound standards of corporate governance throughout the Group to comply with the principles and practices as set out in the MCCG. As required under Paragraph 15.25(2) of MMLR of Bursa Securities, the Group's application of each Practice of the MCCG during the financial year and explanation for departure or alternative practice is set out in the Group's CG Report and can be downloaded from the Company's website at www.lagendaproperties.com.

This Corporate Governance Overview Statement was approved by the Board on 16 April 2025.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

The Audit and Risk Management Committee ("**ARMC**") has been established by the Board of Directors ("**Board**") primarily for the purpose of overseeing the accounting, financial reporting, related party transaction, external audit functions, internal control and risk management processes of the Company and its subsidiaries ("**Group**").

Main responsibilities of the ARMC

- Assists the Board in overseeing the Group's financial reporting process and integrity of the financial and narrative reporting;
- Ensure the soundness and effectiveness of the Group's internal control and risk management framework;
- Evaluate and monitor the policies and procedures set-in-motion to ensure the independence and effectiveness of the internal and external auditors; and
- Reviewing related party transactions ("**RPT**") and conflict of interest situation that may arise within the Group.

Composition of the ARMC and Meetings

The ARMC comprises three (3) members, all of whom are Independent Non-Executive Directors. The composition of the ARMC is in compliance with Paragraph 15.09 of the Main Market Listing Requirements ("**MMLR**") of Bursa Malaysia Securities Berhad ("**Bursa Securities**") and Step-up Practice 9.4 under Principle B of the Malaysian Code on Corporate Governance ("**MCCG**").

The members of the ARMC and details of their attendance at the ARMC Meetings during the financial year ended 31 December 2024 ("**FYE 2024**") are as follows:

Members of the ARMC	No. of Meetings Attended[1]
<u>Chairman</u>	
[2] [3] Datin Loa Bee Ha, Independent Non-Executive Director	Not Applicable
<u>Members</u>	
[2] Looi Sze Shing, Independent Non-Executive Director	5/5
Ts. Myrzela Binti Sabtu, Independent Non-Executive Director	5/5
<u>Former Members</u>	
[2] Dr. Lim Pang Kiam, [4] Non-Independent Non-Executive Director	5/5
[5] Dato' Mohamed Sharil Bin Mohamed Tarmizi, Independent Non-Executive Director	5/5

[1] Reflects the number of meetings held during the time the Director held office
[2] Member of the Malaysian Institute of Accountants
[3] Appointed on 2 April 2025
[4] Redesignated on 2 April 2025
[5] Resigned on 18 February 2025

The ARMC met five (5) times during the FYE 2024. The Managing Director, and senior management staff were invited to the ARMC meetings to discuss, explain and deliberate on the financial and business operation of the Group.

The External Auditors and the outsourced Internal Auditors were also invited to attend the ARMC meetings to present their findings and report on the financial results and operational issues. They also table the internal audit reports, audit findings and other matters which require the attention and approval of the ARMC.

During the FYE 2024, the ARMC had two (2) private sessions with the External Auditors without the presence of executive Board members and Management of the Group to gather independent feedback and information with regards with the Management which may require the attention of the ARMC.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Composition of the ARMC and Meetings (Cont'd)

All proceedings of the ARMC meetings were duly recorded and confirmed at the subsequent ARMC Meeting. Minutes of the ARMC meetings are included in the Board meeting agendas for notation to keep the Board updated on the activities of the ARMC. The ARMC Chairman also briefed the Board on matters of significant concern raised in the ARMC meeting. The ARMC may also take action by way of circular resolutions in lieu of convening a formal meeting.

Terms of Reference ("TOR")

The TOR of the ARMC is aligned with the MMLR of Bursa Securities and the MCCG. The TOR is accessible to the public for reference on the Company's website at www.lagendaproperties.com.

Summary of activities

During the FYE 2024, the ARMC carried out the following activities and had discharged its duties and functions to the best of their abilities in accordance with the TOR:

Area of Focus	Matters Reviewed and Considered
Financial Reporting	• In overseeing the Group's financial reporting processes, the ARMC reviewed and discussed the Group's unaudited quarterly financial statements and the audited financial statements at the quarterly ARMC meetings with regards to the financial performance of the Group. • In the review of the quarterly financial statements and the Annual Audited Financial statements, the ARMC remains focused and vigilant in ensuring the accuracy and the integrity of the financial reporting. The ARMC deliberated and analysed with the Management and External Auditors to ensure that they are prepared in compliance with applicable financial reporting standards and regulatory requirements, before presentation to the Board for consideration and approval. • Reviewed and discussed the impact of any changes/adoption of new accounting standards, auditing and regulatory issues on the Group's financial reporting processes. • Reviewed and assessed the adequacy of the processes and controls in place for effective and efficient financial reporting and that reasonable estimates had been made in accordance with the requirements set out in the Malaysian Financial Reporting Standards.
Related Party Transactions	• The ARMC had reviewed on a quarterly basis the report of Recurrent Related Party Transactions ("**RRPTs**") of the Group presented by Management and ensured that these transactions are undertaken in the best interest of the Company, fair, reasonable, and on normal commercial terms as well as not detrimental to the interest of the minority shareholders. • Reviewed the Circular to the Shareholders in relation to the proposed renewal of and new shareholders mandate for RRPTs of the revenue or trading nature and its recommendation to the Board.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Summary of activities (Cont'd)

Area of Focus	Matters Reviewed and Considered
Oversight Matters Relating to External Audit)	• Reviewed and discussed with the External Auditors, prior to the commencement of the audit, reviewing the audit planning memorandum which will include matters pertaining to the audit service team, scope of the work, significant risks and areas of key audit focus, internal control plan, technical updates, independent policies and procedures, timeline, etc. • Reviewed and discussed with the External Auditors on major audit findings arising from the external audit and resolution of the findings, including key audit matters raised by the External Auditors in their auditors' report. • The ARMC conducted private sessions with the External Auditors without the presence of executive Board members and Management personnel on 28 February 2024 and 25 November 2024. These sessions were held to enable the External Auditors to freely express their opinions and findings. • Reviewed, assessed and monitored the performance, suitability and independence of the external auditors. The ARMC undertook an annual assessment to assess the performance, suitability and independence of the External Auditors based on, amongst others, the quality of service, sufficiency of resources, communication and interaction, as well as independence, objectivity and professional scepticism. • The ARMC has also reviewed the independence and suitability of the External Auditors in the provision of non-audit services to the Company and the Group. In considering the nature and scope of the non-audit services and related fees, the ARMC was satisfied that they were not likely to impair their independence. Moore Stephens Associates PLT has also given their independence assurance throughout their audit works for FYE 2024. Pursuant thereto, ARMC has recommended to the Board for the re-appointment of Moore Stephens Associates PLT as External Auditors of the Company at the forthcoming Annual General Meeting based on their suitability, performance, objectivity, professionalism and independence. • Considered and recommended to the Board for approval of the audit fees payable.
Oversight Matters Relating to Internal Audit	• Reviewed and approved the internal audit plan for year 2024 to 2026 from the outsourced internal audit service provider, Talent League Sdn. Bhd. ("**Talent League**") to ensure that the scope and coverage of the internal audit on the operations of the Group is adequate and major risk areas are audited accordingly in line with the latest development of the Group and the business environment. • Discussed and reviewed the internal audit reports presented by the Internal Auditors, Talent League on two (2) cycles basis. The ARMC considered major findings and areas required improvements highlighted by the Internal Auditors and responses from Management thereto, including follow-up on status of actions taken by Management to address issues raised in previous internal audit reports. • Reviewed the independence, competency, performance and effectiveness of the internal audit function. The ARMC was satisfied and approved the re-appointment of Talent League as the internal audit service provider for the Group.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

Summary of activities (Cont'd)

Area of Focus	Matters Reviewed and Considered
Risk Management	• Assisted the Board in overseeing and reviewing the Group's Enterprise Risk Management ("**ERM**"), which reflects the framework for Enterprise-wide Risk Management and Internal Control System. Such a framework states the tolerance level for risk within the Group and processes in place to identify, assess and monitor key business risks arising from the existing environment and foreseeable future events. • Reviewed and discussed the enhancement on ERM framework, Risk Profile and/or Register. • Reviewed the adequacy and effectiveness of the Group's risk management process including the process in identifying, evaluating, approving and reporting risk. • Reviewed and discussed the activities and reports by the Risk Management Working Group on the Group's risk profile and the mitigation controls implemented to manage identified risks within the Group. • Reviewed and evaluated operational and financial performance of the Group to ensure that appropriate measures were taken to address any significant risks. • Oversaw the Management in the design and implementation of a robust and effective system of internal controls in monitoring and managing risks within the Group.
Others	• Reviewed the Group Budget for FYE 2024 and its recommendation to the Board for approval; • Reviewed the Related Party Transaction Policy, Conflict of Interest Policy and Transfer Pricing Policy and its recommendation to the Board for approval; • Reviewed the report under Unclaimed Money's Act 1965; • Reviewed the ARMC Report and its recommendation to the Board for inclusion in the Annual Report 2023; and • Reviewed the Statement on Risk Management and Internal Control and its recommendation to the Board for inclusion in the Annual Report 2023.

Annual Performance Assessment of ARMC

The terms of office, performance and effectiveness of the ARMC and its members are assessed annually by the Nomination and Remuneration Committee. Based on the assessment, the Board is satisfied that the ARMC and its members have discharged their duties, functions and responsibilities in accordance with the ARMC's TOR.

The ARMC also conducted an annual review and evaluation in an effort to enhance and improve its processes of the control environment. The ARMC was assessed by its members based on three (3) key areas, namely quality and composition, skills and competencies, and meeting administration and conduct.

INTERNAL AUDIT FUNCTION

The Company has outsourced the internal audit function to Talent League to assist the Group in discharging its duties and governance responsibilities of maintaining a sound internal control system. The cost incurred for the internal audit function in respect of FYE 2024 was approximately RM45,000/-.

The internal audit team of Talent League is led by an Engagement Director and assisted by a team of professionals. During FYE 2024, the internal audit of the Group was carried out in accordance with a risk-based audit plan (as guided by the International Standards for the Professional Practice of Internal Auditing) approved by the ARMC.

AUDIT AND RISK MANAGEMENT COMMITTEE REPORT

INTERNAL AUDIT FUNCTION (Cont'd)

The role of the internal audit function is to provide assurance to the ARMC in monitoring and managing risks and internal controls of the Group. A systematic and disciplined approach is used to evaluate the system of internal control of the Group so as to provide independent assurance on the adequacy and effectiveness of governance, risk management and internal control processes.

On a half yearly basis or more frequently as requested by the ARMC, Talent League will present their audit reports which include their findings and recommendations for improvements to the ARMC for review and deliberation. During the FYE 2024, the ARMC evaluated the adequacy of the responses, actions and measures taken/to be taken by the Management within the required timeframe in resolving the audit issues reported. Talent League also carried out follow-up reviews to monitor the implementation of the said actions plans and measures reported to the ARMC. The ARMC Chairman then briefed the Board on any major findings in the internal audit reports.

In order for the internal audit function to carry out its responsibilities, it shall have unrestricted access to all records, properties and personnel of the Group.

Talent League carried out the following activities during the year:

a) Prepared the internal audit plan for years 2024 – 2026 for the approval of the ARMC.
b) Presented significant audit findings to the ARMC and Management identifying control weaknesses and issues as well as highlighting recommendations for improvements.
c) Conducted discussions with Management to identify significant concerns and risk areas for inclusion in the internal audit coverage.
d) Considered the concerns of the ARMC and Management when undertaking the respective audit work.
e) The internal audit fieldwork undertaken by Talent League covered the following business processes:

   (i) Risk Management Review on its framework, compliance and process;
   (ii) Financial Reporting Review on budgeting and forecasting processes, receipt and payment system, petty cash management, financial close procedures, Management reporting, financial software and system access controls and backup, and management of taxation; and
   (iii) Governance Review on procurement policy, and RPT/RRPT, including the assessment of the adequacy and effectiveness of compliance and disclosures of RPT/RRPT.

All findings and recommendations arising from audit work for FYE 2024 were tabled to the ARMC and the reviews were conducted based on the internal audit plan approved by the ARMC.

This ARMC Report was approved by the Board on 16 April 2025.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

The Statement on Risk Management and Internal Control ("SORMIC") for the FYE 2024 has been prepared in compliance with Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and Principle B of the Malaysian Code on Corporate Governance 2017, with guidance from the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers ("SRMICG").

Responsibility of the Board

The Board affirms its overall responsibility over the Group's system of risk management and internal controls, which includes the existence of an appropriate internal control environment, and appropriate policy framework, and the constant review of its effectiveness and adequacy to ensure that the Group's assets and shareholders' interests are safeguarded. The system of internal control covers the areas of governance, risk management, financial strategy, fiduciary management, organisational, operational, regulatory and other required compliance and control. The Board recognises that this system is designed to manage and prevent rather than to eliminate such risks that may impede the achievement of the Group's policies, strategies and overall corporate objectives.

Accordingly, the Board, to the best of knowledge and belief, exists an ongoing process within the Group to identify, evaluate and manage the significant risks faced by the Group and they are regularly reviewed by the Board. The ongoing process, in accordance with the SRMICG are place for the year under review and up to the date of this SORMIC for the inclusion in the Annual Report. Therefore, such a system may provide a reasonable but not an absolute assurance against any willful material misstatement or loss, contingencies, fraud or irregularities.

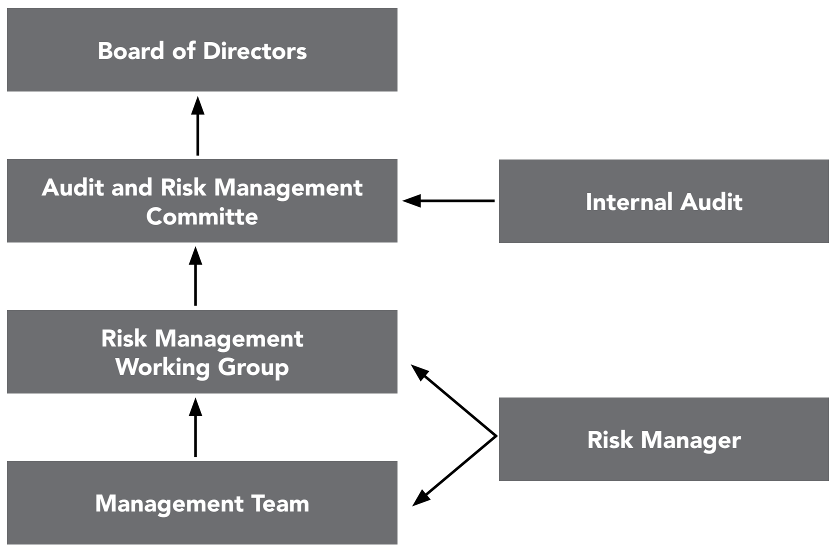
The ARMC, on behalf of the Board, receives reports from both the internal and external auditors and regularly reviews and holds discussions with the management on the actions taken on identified risk management and internal control issues. The role of the ARMC is further elaborated in the ARMC Report on pages 92 to 96.

Enterprise Risk Management Framework

The Group had embarked on the risk management initiatives by establishing an Enterprise Risk Management Framework ("ERM"). It is the responsibility of the Board to ensure a proper risk management framework is in place, and with good governance, and to determine the nature and extent of risk which the Company and the Board is willing to take. In providing an oversight of the ERM, the Board is assisted by the ARMC, the Risk Management Working Group ("RMWG"), and Internal Auditors to:

- Ensure that the Management maintains a sound and robust system of risk management identification and mitigation procedures, and internal controls to safeguard the Group's assets and shareholders' interests; and
- Ascertain the nature and extent of risks the Company is prepared to embrace, that may impact the Group's strategic objectives.

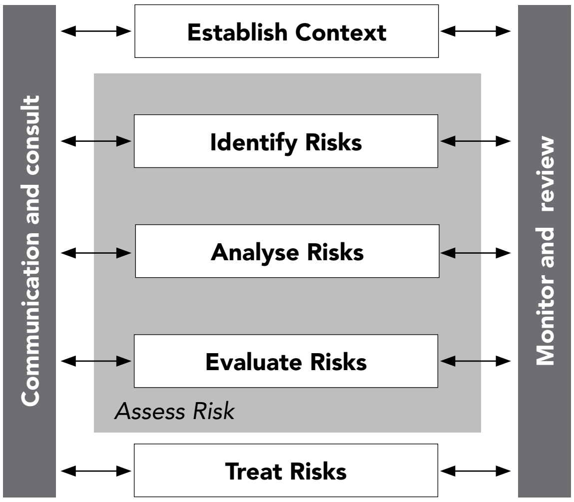
Risk Organization Structure



STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Enterprise Risk Management Framework (Cont'd)

In the course of deriving the principal risks, the following processes are involved:



The identification and rating of the current key business risks were conducted on the following departments during the FYE 2024:

- Business Development & Government Liaison
- Customer Engagement
- Company Secretary
- Accounts & Treasury
- Credit Control
- Tax
- Human Resource & Admin
- Investments & Investor Relations
- Project Implementation
- Project Planning
- Quality Assurance & Quality Control
- Sales & Marketing

Through these mechanisms, the risks identified were managed and monitored continuously, so that the potential impact of the risks (if occur) may be mitigated to avoid any losses or damages to the Group. The risk responses have been formulated to address threats arising from significant risks to minimise the likelihood of such risks from occurring or reducing the impact of such risks if occur.

Internal Control System

The Board is committed to evaluate, enhance and maintain the structure established to ensure effective control over the Group's business operation to safeguard the value and security of the Group's assets. The key elements of the Group's internal control framework include:

- A clear and defined organizational structure;
- A Clear authority limit levels for all aspects of the business, formalised via the Group's limit of authority;
- ISO 9001:2015 Quality Management Systems has been implemented for the Company and documented the internal procedures and standard operating procedures. Internal quality audits are carried out by the management, and an annual surveillance audit is conducted by an independent certification body to provide a high assurance of compliance;
- Documentation of standard operating procedures and ensuring that internal policies, processes and procedures are drawn-up, reviewed and revised as and when required and necessary;
- Occupational safety and health ("OSH") guidelines, which include the formation of a safety committee to monitor OSH procedures and to address OSH issues that may arise from time to time;
- Board and ARMC meetings are scheduled regularly, that is at least four (4) times per year and the respective meeting papers are distributed on a timely basis to enable members to have access to all relevant information for reviews and queries to be raised;

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Enterprise Risk Management Framework (Cont'd)

Internal Control System (Cont'd)

- Regular group management meetings are held as and when necessary to raise issues, discuss, review and monitor the business development and resolve operational and management issues; and
- Code of Conduct and Ethics and Anti-Bribery and Anti-Corruption Policies and Guideline which are extended to external parties dealing with the Group.

The Board is of the view that the overall system of internal control is satisfactory and has not resulted or incurred any material losses, contingencies or uncertainties that would require public disclosure. The Board will continue to review and implement measures to strengthen the internal control environment of the Group.

Internal Audit Function

The internal audit function is carried out by an independent service provider, namely Talent League Sdn Bhd, to assess the adequacy and effectiveness of the internal control system. The internal audit reviews are performed based on an internal audit plan which has been reviewed and approved by the ARMC.

The findings of the internal audit reviews including action plans to be taken by management to address the weaknesses identified, where enhancement opportunities are presented and reviewed by the ARMC at the quarterly meetings, which in turn reports them to the Board. Follow-up reviews may be conducted to report to the ARMC on the status of implementation of management follow-up action plans. Based on the internal audit reviews conducted, none of the weaknesses noted have resulted in any material losses, contingencies or uncertainties that would require separate disclosure in this Annual Report.

For the FYE 2024, the following 3 significant business functions were identified and selected for internal audit with the ARMC's concurrence:

Review Area	Description of scope
Enterprise Risk Management	• To evaluate if current risk management practices and processes are adequate and effective, • To evaluate if the existing mitigation methods implemented for the identified principal risks that affect the operations of the Group are adequate and effective, • To identify residual risks that may require further attention or action, and • To determine the adequacy of the risk management system implemented by the Group.
Financial Reporting	Assess the adequacy and effectiveness of the following business process / area: 1. Budgeting and forecasting process 2. Receipt system 3. Payment system 4. Petty cash management 5. Financial close procedures 6. Management reporting 7. Financial software and system access controls and backup 8. Management of company's taxation
Related Party Transaction Review	Assess the adequacy and effectiveness of the following business processes / areas: 1. To review the RPT and procurement policy in place 2. To review the RPT and RRPT occurred 3. To review the compliance and disclosures of RPT and RRPT

Assurance

The Board has received assurance from the Managing Director that the Group's risk management and internal control system is operating adequately and effectively, in all material aspects.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

Management's Role

The Management is responsible for implementing the Group's strategies and the day-to-day running of the business. The organisation structure sets out clear segregation of roles and responsibilities, lines of accountability and levels of authority to ensure effective and responsible stewardship. The Management assists the Board in implementing the policies approved by the Board, implementing risk control procedures and developing, operating and monitoring internal controls to mitigate and control identified risks.

Review of the statement by the External Auditors

Pursuant to paragraph 15.23 of the Bursa Malaysia Main Market Listing Requirements, the External Auditors have reviewed this Statement on Risk Management and Internal Control for inclusion in the Annual Report for the FYE 2024. Based on their procedures performed, the External Auditors have reported that nothing has come to their attention that would cause them to believe that the Statement is not prepared, in all material respect, in accordance with the disclosures required by Paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is factually inaccurate.

Conclusion

The Board is of the view that the risk management and internal control system are satisfactory and have not resulted in any material losses, contingencies or uncertainties that would require disclosure in this Annual Report. The Board continues to take proactive measures to sustain and, where required, to continuously improve the Group's risk management and internal control system in meeting the Group's corporate and strategic objectives.

This Statement on Risk Management and Internal Control was approved by the Board on 16 April 2025.

DIRECTORS' RESPONSIBILITY STATEMENT

for preparing the Audited Financial Statements

Directors are legally obligated to prepare financial statements for each financial year that present a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year, as well as the results and cash flows of the Group and of the Company for that financial year.

In preparing these financial statements, the Directors have ensured that:-

- compliance with Malaysian Financial Reporting Standards ("**MFRSs**"), International Financial Reporting Standards ("**IFRSs**") and Companies Act 2016 ("**the Act**") is maintained;
- appropriate accounting policies are adopted and applied consistently;
- going concern basis used in preparation of the financial statements are appropriate; and
- where judgements and estimates are made, they are reasonable and prudent.

The Directors are responsible to ensure that proper accounting records are kept, which disclose with reasonable accuracy the financial position of the Group and the Company at any time and to ensure that the financial statements comply with MFRSs, IFRSs, the Act and the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

The Directors have a general responsibility for taking such steps as are reasonably available to them to manage risks associated to the business of the Group, safeguard the Group's assets, as well as to prevent and detect fraud and other irregularities.

This Statement was approved by the Board of Directors on 16 April 2025.

ADDITIONAL COMPLIANCE INFORMATION DISCLOSURES

(i) Utilisation of Proceeds from Private Placement

There was no corporate proposal undertaken by the Company to raise proceeds during the financial year ended 31 December 2024.

(ii) Material Contracts involving Directors and Major Shareholders

As of the end of the financial year, the Group had not entered into any material contracts involving the interests of Directors and major shareholders that were still subsisting. Additionally, no such contracts were entered into since the conclusion of the previous financial period.

(iii) Audit and Non-Audit Fees

The amount of audit and non-audit fees incurred for services rendered to the Group and the Company by the external auditors and its affiliates in Malaysia for the financial year are detailed as follows:

	Group (RM)	Company (RM)
Audit Fees	471,000	80,000
Non-Audit Fees	55,000	9,000

(iv) Contract Relating to Loans

Throughout the financial year, the Company and its subsidiaries did not enter into any loan-related contracts involving the interests of major shareholders and/or Directors.

(v) Employees' Share Option Scheme ("ESOS")

At an Extraordinary General Meeting held on 28 June 2021, the Company's shareholders had approved the establishment of an employees' share option scheme ("ESOS") of not more than fifteen (15%) of the total number of issued ordinary shares of the Company at any one time during the tenure of the ESOS, to eligible Directors, employees and its non-dormant subsidiaries. The ESOS was implemented on 21 October 2021 and has a duration of five (5) years, which will expire on 20 October 2026.

The information in relation to the ESOS is as follows:

	Since commencement of ESOS	During FY2024
Total number of options or shares granted	**91,850,000**	**-**
Total number of options exercised or shares vested	**-**	**-**
Total options or shares outstanding*	**53,150,000**	**53,150,000**

Options or shares granted to the Directors and Senior Management:

	Since commencement of ESOS	During FY2024
Aggregate options or shares granted	**23,000,000**	**-**
Aggregate options exercised or shares vested	**-**	**-**
Aggregate option or shares outstanding	**23,000,000**	**-**

Options granted to Directors and Senior Management:

	Since commencement of ESOS	During FY2024
Actual percentage granted to	**25.04**	**-**

In accordance with the By-Laws of the ESOS, not more than 50% of the options available under the ESOS shall be allocated, in aggregate to the Directors.

(vi) Recurrent Related Party Transactions

Details of transactions with related parties undertaken by the Group during FY2024 are disclosed in the audited financial statements and Circular to Shareholders dated 30 April 2025

* *Figure excludes employees who were granted ESOS shares but have since left the Company.*

DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The Company is an investment holding company and engaged in the provision of management consultancy services. The principal activities of its subsidiaries are disclosed in Note 11 to the financial statements.

There have been no significant changes in the nature of these activities of the Group and of the Company during the financial year.

RESULTS

	Group RM'000	Company RM'000
Net profit for the financial year	184,009	68,761
Attributable to:		
Owners of the Company	184,008	
Non-controlling interest	1	
	184,009	

DIVIDENDS

As disclosed in the last year's report, on 28 February 2024, the Board of Directors has declared a second interim single tier dividend of 3.5 sen per ordinary share for the financial year ended 31 December 2023, amounting to RM29,306,451, which was paid on 30 April 2024.

On 19 August 2024, the Board of Directors has declared a first interim single tier dividend of 3.0 sen per ordinary share for the financial year ended 31 December 2024, amounting to RM25,119,815, which was paid on 25 October 2024.

On 25 February 2025, the Board of Directors has declared a second interim single tier dividend of 3.5 sen per ordinary share for the financial year ended 31 December 2024, amounting to RM29,306,451. The entitlement date has been fixed on 22 April 2025, which is payable on 20 May 2025 and will be credited into the entitled depositors' securities accounts maintained with Bursa Malaysia Depository Sdn. Bhd. This dividend will be accounted for in the equity as an appropriation of retained profits in the financial year ending 31 December 2025.

The Board of Directors does not recommend any final dividend in respect of the current financial year.

RESERVES AND PROVISIONS

There was no material transfer to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

ISSUANCE OF SHARES OR DEBENTURES

Redeemable convertible preference shares ("RCPS")

As at 31 December 2024, the total number of RCPS remain unconverted amounted to 296,192,288.

The Company has not issued any shares and debentures during the financial year.

The salient features and other terms of the RCPS are disclosed in Note 22 to the financial statements.

DIRECTORS' REPORT

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up any unissued shares of the Company during the financial year apart from the issuance of options pursuant to the Employee Share Option Scheme ("ESOS").

ESOS

The Company has granted a total of 87,050,000 share options under the ESOS plan which has a vesting period of five (5) years. These options are exercisable if the employee remains in service for three (3) years from the date of grant.

The salient features and other terms of the ESOS are disclosed in Note 23(i) to the financial statements.

Date of offer	Exercise price RM	At the beginning of the financial year Unit'000	Granted Unit'000	Forfeiture Unit'000	At the end of the financial year Unit'000
25 October 2021	1.44	50,700	-	(5,200)	45,500
03 February 2022	1.17	8,400	-	(750)	7,650
		59,100	-	(5,950)	53,150

Details of ESOS granted to Directors and employees of the Group are disclosed in Note 23(i) to the financial statements.

DIRECTORS OF THE COMPANY

The Directors in office since the beginning of the financial year to the date of this report are as follows:

Dato' Doh Jee Ming *
Looi Sze Shing
Dr. Lim Pang Kiam
Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj Ahmad Badaruddin (Retired)
Myrzela Binti Sabtu
Tengku Faradiza Binti Tengku Baharuddin — Appointed on 02 December 2024
Chua Seng Hooi — Appointed on 31 December 2024
Koong Wai Seng — Appointed on 31 December 2024
Datin Loa Bee Ha — Appointed on 02 April 2025
Dato' Mohamed Sharil Bin Mohamed Tarmizi — Resigned on 18 February 2025

* *This Director is also Director of subsidiaries included in the financial statements of the Group for the financial year.*

DIRECTORS OF THE SUBSIDIARIES OF THE COMPANY

Pursuant to Section 253(2) of the Companies Act 2016, the Directors who served in the subsidiaries (excluding Directors who are also Directors of the Company) since the beginning of the financial year to the date of this report are as follows:

Ha Siok Ching
Sau Yong Kiat
Lau Kok Lian
Alfiyan Bin Mohd Yunus
Jasrinderjit Singh Dhillon A/L Gurmel Singh
Cheah Lye Aik
Mohd Sobri Bin Hussein
Raja Shahreen Bin Raja Othman
Zawawi Bin Wahab
Yap Siew Wai
Tuan Mahadi Bin Tuan Abdul Malek — Appointed on 10 January 2025
Surulhuda Binti Md Tasir — Resigned on 10 January 2025

DIRECTORS' REPORT

DIRECTORS' INTERESTS

According to the register of Directors' shareholdings, the interest of Directors in office at the end of financial year in shares or options over shares of the Company and its related corporations during the financial year were as follows:

	<------------------------ Number of ordinary shares ------------------------>			
	At 01.01.2024 Unit	Bought Unit	Sold Unit	At 31.12.2024 Unit
Name of Directors				
The Company				
Direct interest:				
- Dato' Doh Jee Ming	**2,300,800**	**8,200,000**	**-**	**10,500,800**
- Dr. Lim Pang Kiam	**-**	**500,000**	**-**	**500,000**
- Dato' Mohamed Sharil Bin Mohamed Tarmizi	**-**	**100,000**	**-**	**100,000**
Indirect interest:				
- Dato' Doh Jee Ming *	**572,754,636**	**17,907,000**	**(103,200,000)**	**487,461,636**

	<-------------------------------- Number of RCPS -------------------------------->			
	At 01.01.2024 Unit	Bought Unit	Conversion Unit	At 31.12.2024 Unit
Name of Directors				
The Company				
Indirect interest:				
- Dato' Doh Jee Ming ^	**296,192,288**	**-**	**-**	**296,192,288**

	<--------------- Number of options over ordinary shares --------------->			
	At 01.01.2024 Unit	Vested Unit	Forfeiture Unit	At 31.12.2024 Unit
Name of Directors				
The Company				
Direct interest:				
- Dato' Doh Jee Ming	**7,200,000**	**2,400,000**	**-**	**9,600,000**

* *Indirect interest pursuant to Section 8(4) of the Companies Act 2016 via Doh Properties Sdn Bhd, Lagenda Land Sdn. Bhd. and Setia Awan Plantation Sdn. Bhd., which in turn holds 100% equity interest in Doh Capital Sdn. Bhd.*

^ *Indirect interest pursuant to Section 8(4) of the Companies Act 2016 via Lagenda Land Sdn. Bhd.*

DIRECTORS' REPORT

DIRECTORS' INTERESTS (CONT'D)

Dato' Doh Jee Ming is deemed to have interest in the shares held by the Company over its subsidiaries by virtue of his substantial interest in shares:

- via Setia Awan Plantation Sdn. Bhd., which in turn holds 100% equity interest in Doh Capital Sdn. Bhd.
- via Lagenda Land Sdn. Bhd.

None of the other Directors in office at the end of the financial year had any interest in shares of the Company or its related corporations during the financial year.

DIRECTORS' REMUNERATION AND BENEFITS

The amounts of fees and other benefits paid to or receivable by the Directors or past Directors of the Company and the estimated monetary value of any other benefits received or receivable by them otherwise than in cash from the Company and its subsidiaries for their services to the Company and its subsidiaries were as follows:

	Company RM'000	Subsidiaries RM'000
Directors' fee	435	168
Salaries and other emoluments	988	1,907
Contributions to defined contribution plan	480	594
Share-based payment	76	-
Others	1	7
Benefits-in-kind	25	21
Total fees and other benefits	2,005	2,697

Since the end of the previous financial year, no Director of the Company has received nor become entitled to receive any benefit (other than Directors' emoluments received or due and receivable as disclosed in Note 5(i) to the financial statements or the fixed salary of a full-time employee of the Company) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than as disclosed in Note 29 to the financial statements.

There were no arrangements during or at the end of the financial year which had the object of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

OTHER STATUTORY INFORMATION

(a) Before the financial statements of the Group and of the Company were made out, the Directors took reasonable steps:

  (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no known bad debts to be written off and that no provision for doubtful debts was necessary; and

  (ii) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their value as shown in the accounting records of the Group and of the Company have been written down to an amount which they might be expected so to realise.

DIRECTORS' REPORT

OTHER STATUTORY INFORMATION (CONT'D)

(b) At the date of this report, the Directors are not aware of any circumstances:

(i) which would necessitate the writing off of bad debts or the provision for doubtful debts;

(ii) which would render the values attributed to current assets in the financial statements of the Group and of the Company misleading;

(iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate; or

(iv) not otherwise dealt with in the report or financial statements which would render any amount stated in the financial statements misleading.

(c) At the date of this report, there does not exist:

(i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability of the Group and of the Company which has arisen since the end of the financial year.

(d) In the opinion of the Directors:

(i) no contingent or other liability has become enforceable, or likely to become enforceable, within the period of twelve months after the end of the financial year, which will or may affect the ability of the Group and of the Company to meet their obligations as and when they fall due;

(ii) the results of the operations of the Group and of the Company during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature; and

(iii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group and of the Company for the financial year in which this report is made.

(e) The total amount paid to or receivable by the auditors of the Company and its subsidiaries as remuneration for their services has been disclosed in Note 5 to the financial statements.

(f) There was no amount paid to or receivable by any third party in respect of the services provided to the Company or any of its subsidiaries by any Director or past Director of the Company.

(g) The total amount of indemnity given to or insurance effected for the Directors and officers of the Group is RM50,935,000 with insurance premium of RM406,000. No indemnity was given to or insurance effected for auditors of the Group and of the Company.

HOLDING COMPANY

The Directors regard Lagenda Land Sdn. Bhd., a private limited liability company incorporated in Malaysia as the holding company.

SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Details of significant events during the financial year are disclosed in Note 35 to the financial statements.

EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR

Details of events subsequent to the end of the financial year are disclosed in Note 36 to the financial statements.

DIRECTORS' REPORT

AUDITORS

The auditors, Messrs. Moore Stephens Associates PLT, have expressed their willingness to continue in office.

Approved and signed on behalf of the Board in accordance with a resolution of the Directors dated 16 April 2025.

DATO' DOH JEE MING

DR. LIM PANG KIAM

STATEMENT BY DIRECTORS

Pursuant to Section 251(2) of the Companies Act 2016

We, the undersigned, being two of the Directors of the Company, do hereby state that, in the opinion of the Directors, the accompanying financial statements as set out on pages 114 to 203 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia, so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

Approved and signed on behalf of the Board in accordance with a resolution of the Directors dated 16 April 2025.

DATO' DOH JEE MING

DR. LIM PANG KIAM

STATUTORY DECLARATION

Pursuant to Section 251(1) of the Companies Act 2016

I, LOH LAI PHUI (MIA No.: 17421), being the Officer primarily responsible for the financial management of the Company, do solemnly and sincerely declare that the financial statements as set out on pages 114 to 203 are to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the
abovenamed
at Kuala Lumpur in the Federal Territory
on 16 April 2025

LOH LAI PHUI

Before me,

INDEPENDENT AUDITORS' REPORT

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Lagenda Properties Berhad, which comprise the statements of financial position as at 31 December 2024 and the statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 114 to 203.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Group and of the Company in accordance with the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current financial year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

<u>Property development revenue and cost recognition</u>

Revenue and cost from property development activities recognised during the financial year as disclosed in Notes 3 and 4 to the financial statements amounted to RM809,641,000 and RM483,920,000 respectively.

Property development revenue is recognised over the period of the project by reference to the progress towards complete satisfaction of the performance obligation. The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (i.e. by reference to the property development costs incurred to date as a percentage of the estimated total costs of development of the project).

Judgement is required in determining the progress of property development towards the complete satisfaction of the performance obligation, which includes relying on past experience and continuous monitoring of the budgeting process. The management's estimates and judgements affect the cost-based input method computations and the amount of revenue and costs recognised during the financial year.

We focused on this area because of the magnitude of the revenue and the costs recognised by the Group from these activities, which are based on significant estimates and judgements.

INDEPENDENT AUDITORS' REPORT

Key Audit Matters (Cont'd)

<u>Property development revenue and cost recognition</u> (Cont'd)

Our audit performed and responses thereon

In addressing the matters above, we have performed the following audit procedures to assess the property development revenue and cost recognition:

- Verified the contracted selling price of the property development units to the sale and purchase agreements ("SPA") on a sampling basis;

- Tested the operating effectiveness of the key controls in respect of the review and approval of property development cost budgets to assess the reliability of these budgets and the determination of the extent of costs incurred to date;

- Verified the costs incurred to supporting documentation such as the sub-contractors' claim certificates and invoices from vendors on a sampling basis;

- Performed site-visits for individually significant on-going property development projects to arrive at an overall assessment towards stage of completion;

- Checked reasonableness of the stage of completion based on actual costs incurred to date over the estimated total property development costs with architect certificates;

- Verified the basis of accrued property development costs incurred by the Group to the relevant supporting documents;

- Checked the reasonableness of the estimated total property development costs of major projects, allocation of land costs, common costs and subsequent changes to the costs by checking to supporting documentation such as approved budgets, letter of awards, contracts, quotation, correspondences, and variation orders with contractors;

- Verified gross development value and assessed the terms and conditions of the sales contracts to determine that revenue recognised conforms with the Group policies and the requirements of MFRS 15 *Revenue from Contracts with Customers*;

- Performed re-computation of percentage of completion and percentage of sales; and

- Examined material non-standard journal entries and other adjustments posted to revenue and cost of sales accounts.

We have determined that there are no key audit matters to communicate in our report which arose from the audit of the financial statements of the Company.

Information Other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the Annual Report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the Annual Report and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the Annual Report, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT

Responsibilities of the Directors for the Financial Statements

The Directors of the Company are responsible for the preparation of the financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The Directors are also responsible for such internal control as the Directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the Directors are also responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

(a) Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

(b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.

(c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

(d) Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

(e) Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

(f) Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entitles or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITORS' REPORT

Auditors' Responsibilities for the Audit of the Financial Statements (Cont'd)

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and is therefore the key audit matter. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiary of which we have not acted as auditors, is disclosed in Note 11 to the financial statements.

Other Matter

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

MOORE STEPHENS ASSOCIATES PLT
201304000972 (LLP0000963-LCA)
Chartered Accountants (AF002096)

STEPHEN WAN YENG LEONG
02963/07/2025 J
Chartered Accountant

Petaling Jaya, Selangor
Date: 16 April 2025

STATEMENTS OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Revenue	3	**988,767**	834,874	**62,750**	82,800
Cost of sales	4	**(643,450)**	(532,572)	**-**	-
Gross profit		**345,317**	302,302	**62,750**	82,800
Other income		**30,207**	18,978	**27,760**	11,856
Administrative expenses		**(67,365)**	(57,820)	**(16,730)**	(14,581)
Selling and marketing expenses		**(33,314)**	(31,174)	**-**	-
Other expenses		**(1,062)**	(3,769)	**(44)**	-
Profit from operations		**273,783**	228,517	**73,736**	80,075
Finance costs	5	**(24,386)**	(18,299)	**(3,873)**	(2,472)
Share of results of joint ventures, net of tax	12	**(1,013)**	2,338	**-**	-
Profit before tax	5	**248,384**	212,556	**69,863**	77,603
Income tax expense	6	**(64,375)**	(64,444)	**(1,102)**	(793)
Profit net of tax, representing total comprehensive income for the financial year		**184,009**	148,112	**68,761**	76,810
Total comprehensive income attributable to:					
Owners of the Company		**184,008**	148,325	**68,761**	76,810
Non-controlling interests	11(b)	**1**	(213)	**-**	-
		184,009	148,112	**68,761**	76,810
Earnings per ordinary share attributable to Owners of the Company (RM):					
- Basic	7	**0.22**	0.18		
- Diluted	7	**0.16**	0.13		

The annexed notes form an integral part of, and should be read in conjunction with, these financial statements.

STATEMENTS OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024

	Note	Group		Company	
		2024 RM'000	Restated 2023 RM'000	2024 RM'000	2023 RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	8	**50,680**	41,934	**3,372**	4,189
Investment properties	9	**108,664**	73,321	**-**	-
Goodwill	10	**25,576**	25,576	**-**	-
Investments in subsidiaries	11	**-**	-	**838,914**	832,173
Investments in joint ventures	12	**1,870**	2,883	**500**	500
Other investment	14	**31,029**	13,500	**31,029**	13,500
Inventories	15	**605,072**	529,985	**-**	-
Deferred tax assets	16	**1,798**	-	**-**	-
		824,689	687,199	**873,815**	850,362
Current assets					
Inventories	15	**811,637**	700,881	**-**	-
Trade receivables	17	**203,993**	184,265	**-**	-
Other receivables	18	**78,821**	50,525	**23,698**	31,278
Contract assets	19	**195,102**	178,562	**-**	-
Tax recoverable		**15,996**	-	**154**	630
Cash and cash equivalents	20	**316,558**	321,466	**1,248**	12,794
		1,622,107	1,435,699	**25,100**	44,702
TOTAL ASSETS		**2,446,796**	2,122,898	**898,915**	895,064
EQUITY AND LIABILITIES					
Equity					
Ordinary shares	21	**333,171**	333,171	**636,006**	636,006
Redeemable convertible preference shares ("RCPS")	22	**-**	-	**164,519**	164,519
Other reserves	23	**(26,382)**	(16,829)	**13,368**	12,887
Retained earnings		**914,811**	785,507	**42,145**	27,810
Equity attributable to Owners of the Company		**1,221,600**	1,101,849	**856,038**	841,222
Non-controlling interests	11(b)	**75**	(204)	**-**	-
Total Equity		**1,221,675**	1,101,645	**856,038**	841,222

STATEMENTS OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'000	Restated 2023 RM'000	2024 RM'000	2023 RM'000
Liabilities					
Non-current liabilities					
Redeemable convertible preference shares ("RCPS")	22	**-**	-	**30,950**	38,330
Borrowings	24	**76,376**	111,978	**-**	-
Lease liabilities	25	**8,478**	4,466	**346**	691
Deferred tax liabilities	16	**-**	1,632	**72**	70
Trade payables	26	**35,646**	7,504	**-**	-
		120,500	125,580	**31,368**	39,091
Current liabilities					
Trade payables	26	**184,259**	559,488	**-**	-
Other payables	27	**164,178**	132,754	**11,321**	14,488
Contract liabilities	19	**6,850**	4,304	**-**	-
Borrowings	24	**738,921**	190,388	**-**	-
Lease liabilities	25	**2,353**	2,794	**188**	263
Tax payable		**8,060**	5,945	**-**	-
		1,104,621	895,673	**11,509**	14,751
Total Liabilities		**1,225,121**	1,021,253	**42,877**	53,842
TOTAL EQUITY AND LIABILITIES		**2,446,796**	2,122,898	**898,915**	895,064

The annexed notes form an integral part of, and should be read in conjunction with, these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	<-------------- Attributable to Owners of the Company -------------->					
		<------ Non-distributable ------->					
		Ordinary shares RM'000	Other Reserves RM'000	Distributable Retained Earnings RM'000	Equity attributable to Owners of the Company RM'000	Non-Controlling Interest RM'000	Total Equity RM'000
Group							
2024							
At 1 January 2024		**333,171**	**(16,829)**	**785,507**	**1,101,849**	**(204)**	**1,101,645**
Profit net of tax, representing total comprehensive income for the financial year		**-**	**-**	**184,008**	**184,008**	**1**	**184,009**
Transactions with Owners of the Company:							
Share options granted	23(i)	**-**	**481**	**-**	**481**	**-**	**481**
RCPS dividend paid/payable during the year	22, 23(ii)	**-**	**(9,459)**	**-**	**(9,459)**	**-**	**(9,459)**
Dividend paid to shareholders	28	**-**	**-**	**(54,426)**	**(54,426)**	**-**	**(54,426)**
Additional investment in a subsidiary from non-controlling interests		**-**	**-**	**(278)**	**(278)**	**278**	**-**
Foreign currency translation reserve		**-**	**(575)**	**-**	**(575)**	**-**	**(575)**
Total transactions with Owners of the Company		**-**	**(9,553)**	**(54,704)**	**(64,257)**	**278**	**(63,979)**
At 31 December 2024		**333,171**	**(26,382)**	**914,811**	**1,221,600**	**75**	**1,221,675**

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	<---------------- Attributable to Owners of the Company --------------->					
		<-------- Non-distributable -------->		Distributable			
		Ordinary shares RM'000	Other Reserves RM'000	Retained Earnings RM'000	Equity attributable to Owners of the Company RM'000	Non-Controlling Interest RM'000	Total Equity RM'000
Group (Cont'd)							
2023							
At 1 January 2023		333,171	(8,630)	691,608	1,016,149	9	1,016,158
Profit net of tax, representing total comprehensive income for the financial year		-	-	148,325	148,325	(213)	148,112
Transactions with Owners of the Company:							
Share options granted	23(i)	-	1,242	-	1,242	-	1,242
RCPS dividend paid/payable during the year	22, 23(ii)	-	(9,439)	-	(9,439)	-	(9,439)
Dividend paid to shareholders	28	-	-	(54,426)	(54,426)	-	(54,426)
Foreign currency translation reserve		-	(2)	-	(2)	-	(2)
Total transactions with Owners of the Company		-	(8,199)	(54,426)	(62,625)	-	(62,625)
At 31 December 2023		333,171	(16,829)	785,507	1,101,849	(204)	1,101,645

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		<---- Attributable to Owners of the Company ---->				
		<---- Non-distributable ---->				
	Note	Ordinary shares RM'000	RCPS (Note 22) RM'000	Other Reserves (Note 23) RM'000	Distributable Retained Earnings RM'000	Total Equity RM'000
Company						
2024						
At 1 January 2024		**636,006**	**164,519**	**12,887**	**27,810**	**841,222**
Profit net of tax, representing total comprehensive income for the financial year		**-**	**-**	**-**	**68,761**	**68,761**
Transactions with Owners of the Company:						
Share options granted	23(i)	**-**	**-**	**481**	**-**	**481**
Dividend paid to shareholders	28	**-**	**-**	**-**	**(54,426)**	**(54,426)**
Total transactions with Owners of the Company		**-**	**-**	**481**	**(54,426)**	**(53,945)**
At 31 December 2024		**636,006**	**164,519**	**13,368**	**42,145**	**856,038**

STATEMENTS OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	<---- Attributable to Owners of the Company ---->				
		<---- Non-distributable ---->			Distributable	
		Ordinary shares RM'000	RCPS (Note 22) RM'000	Other Reserves (Note 23) RM'000	Retained Earnings RM'000	Total Equity RM'000
Company (Cont'd)						
2023						
At 1 January 2023		636,006	164,519	11,645	5,426	817,596
Profit net of tax, representing total comprehensive income for the financial year		-	-	-	76,810	76,810
Transactions with Owners of the Company						
Share options granted	23(i)	-	-	1,242	-	1,242
Dividend paid to shareholders	28	-	-	-	(54,426)	(54,426)
Total transactions with Owners of the Company		-	-	1,242	(54,426)	(53,184)
At 31 December 2023		636,006	164,519	12,887	27,810	841,222

The annexed notes form an integral part of, and should be read in conjunction with, these financial statements.

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'000	Restated 2023 RM'000	2024 RM'000	2023 RM'000
Cash flows from operating activities					
Profit before tax:		**248,384**	212,556	**69,863**	77,603
Adjustments for:					
Depreciation of property, plant and equipment		**7,328**	4,988	**639**	602
Dividend income		**(750)**	-	**(62,750)**	(82,800)
Fair value adjustment of:					
- investment properties		**(538)**	-	**-**	-
- derivative contract		**-**	(3,482)	**-**	-
- other investment		**(15,888)**	-	**(15,888)**	-
Gain on disposal of property, plant and equipment		**(160)**	(166)	**-**	-
Gain on termination of lease contract:					
- derecognition of right-of-use assets		**307**	8	**190**	-
- derecognition of lease liabilities		**(328)**	(9)	**(200)**	-
Interest expense		**24,386**	18,299	**3,873**	2,472
Interest income		**(6,021)**	(5,734)	**(1,694)**	(2,965)
Share of results of joint ventures, net of tax		**1,013**	(2,338)	**-**	-
Share-based payment expenses		**481**	1,242	**122**	372
Unrealised loss on foreign exchange		**-**	3,672	**-**	-
Lease incentive		**(28)**	(60)	**-**	-
Written off on:					
- property, plant and equipment		**218**	92	**-**	-
- trade receivables		**-**	4	**-**	-
Operating profit/(loss) before changes in working capital		**258,404**	229,072	**(5,845)**	(4,716)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

		Group		Company	
	Note	2024 RM'000	Restated 2023 RM'000	2024 RM'000	2023 RM'000
Cash flows from operating activities (Cont'd)					
Balance brought forward		**258,404**	229,072	**(5,845)**	(4,716)
Changes in working capital:					
Inventories		**(222,184)**	(564,107)	**-**	-
Receivables		**(47,996)**	81,545	**37,122**	(2,613)
Payables		**(306,478)**	320,563	**(1,853)**	(1,033)
Contract assets/liabilities		**(13,994)**	100,488	**-**	-
Cash (used in)/ generated from operations		**(332,248)**	167,561	**29,424**	(8,362)
Interest paid		**(21,940)**	(17,702)	**(1,728)**	(39)
Interest received		**5,290**	5,734	**1,679**	2,921
Income tax paid		**(81,697)**	(62,318)	**(624)**	(885)
Income tax refund		**11**	60	**-**	60
Net cash (used in)/from operating activities		**(430,584)**	93,335	**28,751**	(6,305)
Cash flows from investing activities					
Advances to subsidiaries		**-**	-	**(29,593)**	(24,762)
Advances to a joint venture		**-**	(956)	**-**	(990)
Dividend income received		**750**	-	**62,750**	82,800
Payment for other investment	14	**(13,116)**	(2,025)	**(13,116)**	(2,025)
Purchase of property, plant and equipment	8(ii)	**(8,444)**	(17,541)	**(12)**	(424)
Purchase of investment properties	9	**(360)**	(49,669)	**-**	-
Balance carried forward		**(21,170)**	(70,191)	**20,029**	54,599

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Group		Company	
		2024 RM'000	**Restated 2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Cash flows from investing activities (Cont'd)					
Balance brought forward		**(21,170)**	(70,191)	**20,029**	54,599
Proceeds from disposal of property, plant and equipment		**793**	370	**-**	-
Net cash (used in)/from investing activities		**(20,377)**	(69,821)	**20,029**	54,599
Cash flows from financing activities					
Dividend paid to:					
- RCPS holder		**(7,880)**	(7,864)	**(7,880)**	(7,864)
- shareholders	28	**(54,426)**	(54,426)	**(54,426)**	(54,426)
(Repayment to)/ advances from Directors' related companies	(iii)	**(91)**	2,089	**-**	-
Upliftment/(Increase) in fixed deposits pledged		**4,017**	(44,008)	**-**	-
Drawdown/(Repayment) of borrowings	(iii)	**511,416**	(80,752)	**-**	-
Repayment of principal portion of lease liabilities	(ii)(iii)	**(2,966)**	(2,891)	**(220)**	(199)
Advances from subsidiaries	(iii)	**-**	-	**2,200**	-
Net cash from/(used in) financing activities		**450,070**	(187,852)	**(60,326)**	(62,489)
Net movement in cash and cash equivalents		**(891)**	(164,338)	**(11,546)**	(14,195)
Cash and cash equivalents at beginning of the financial year		**245,308**	409,646	**12,794**	26,989
Cash and cash equivalents at end of the financial year	(i)	**244,417**	245,308	**1,248**	12,794

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Note:

(i) Cash and cash equivalents comprise of the following:

	Note	Group		Company	
		2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Cash and bank balances	20	**244,244**	209,481	**1,207**	12,770
Short term investments	20	**173**	35,447	**41**	24
Fixed deposits with licensed banks	20	**72,141**	76,538	**-**	-
Cash and cash equivalents in the statements of financial position		**316,558**	321,466	**1,248**	12,794
Less:					
- Fixed deposits pledged	20(ii)	**(72,141)**	(76,158)	**-**	-
Cash and cash equivalents in the statements of cash flows		**244,417**	245,308	**1,248**	12,794

(ii) Cash outflows for leases as a lessee are as follows:

	Note	Group		Company	
		2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Included in net cash (used in)/from operating activities					
Payment relating to short term lease rental		**(1,859)**	(1,759)	**(2,533)**	(1,537)
Interest paid in relation to lease liabilities		**(733)**	(438)	**(35)**	(39)
Included in net cash from/(used in) financing activities					
Payment for the principal portion of lease liabilities		**(2,966)**	(2,891)	**(220)**	(199)
Total cash outflows for leases		**(5,558)**	(5,088)	**(2,788)**	(1,775)

STATEMENTS OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Note: (Cont'd)

(iii) Reconciliation of movement of liabilities to cash flows arising from financing activities are as follows:

	Note	Lease liabilities RM'000	Borrowings RM'000	Amounts due to Directors' related companies RM'000
Group				
2024				
At beginning of the financial year		**7,260**	**302,366**	**2,569**
Payment for the principal portion of lease liabilities		**(2,966)**	**-**	**-**
Drawdown		**-**	**894,098**	**-**
Repayment to		**-**	**(382,682)**	**(91)**
Net changes in cash flow from financing activities		**(2,966)**	**511,416**	**(91)**
Addition of new lease	8(ii)	**6,893**	**-**	**-**
Lease incentive		**(28)**	**-**	**-**
Termination of lease contract		**(328)**	**-**	**-**
Interest payable		**-**	**1,515**	**-**
Net changes in cash flow from operating activities		**-**	**-**	**5,976**
At end of the financial year		**10,831**	**815,297**	**8,454**
2023				
At beginning of the financial year		6,893	379,309	478
Payment for the principal portion of lease liabilities		(2,891)	-	-
Drawdown		-	279,447	-
Advances from		-	-	7,367
Repayment to		-	(360,199)	(5,278)
Net changes in cash flow from financing activities		(2,891)	(80,752)	2,089
Addition of new lease	8(ii)	3,327	-	-
Lease incentive		(60)	-	-
Termination of lease contract		(9)	-	-
Unrealised loss on foreign exchange		-	3,482	-
Interest payable		-	327	-
Net changes in cash flow from operating activities		-	-	2
At end of the financial year		7,260	302,366	2,569

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Note: (Cont'd)

(iii) Reconciliation of movement of liabilities to cash flows arising from financing activities are as follows: (Cont'd)

	Note	Lease liabilities RM'000	Amounts due to Directors' related companies RM'000	Amounts due to subsidiaries RM'000
Company				
2024				
At beginning of the financial year		**954**	**273**	
Payment for the principal portion of lease liabilities		**(220)**	**-**	**-**
Advances from		**-**	**-**	**32,200**
Repayment to		**-**	**-**	**(30,000)**
Net changes in cash flow from financing activities		**(220)**	**-**	**2,200**
Net changes in cash flow from operating activities		**-**	**(174)**	**4,919**
Termination of lease contract		**(200)**	**-**	**-**
At end of the financial year		**534**	**99**	**7,119**

	Note	Lease liabilities RM'000	Amounts due to Directors' related companies RM'000
2023			
At beginning of the financial year		573	285
Payment for the principal portion of lease liabilities		(199)	-
Advances from		-	273
Repayment to		-	(273)
Net changes in cash flow from financing activities		(199)	-
Net changes in cash flow from operating activities		-	(12)
Addition of new lease	8(ii)	580	-
At end of the financial year		954	273

NOTES TO THE FINANCIAL STATEMENTS

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia and is listed on the Main Market of Bursa Malaysia Securities Berhad.

The registered office of the Company was located at Unit 7-01, Level 7, Menara Lagenda, No. 3 Jalan SS20/27, 47400 Petaling Jaya, Selangor. On 01 February 2025, the registered office was changed to Level 7, Menara Milenium, Jalan Damanlela, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Wilayah Persekutuan, Kuala Lumpur, Malaysia.

The principal place of business of the Company is located at Level 4, No. 131, Persiaran PM2/1, Pusat Bandar Seri Manjung, Seksyen 2, 32040 Seri Manjung, Perak Darul Ridzuan.

The branch of business of the Company is located at Level 11 & Level 12, Menara Lagenda, No. 3, Jalan SS20/27, 47400 Petaling Jaya, Selangor Darul Ehsan.

The Company is an investment holding company and engaged in the provision of management consultancy services. The principal activities of its subsidiaries are disclosed in Note 11. There have been no significant changes in the nature of these activities of the Group and of the Company during the financial year.

The Directors regard Lagenda Land Sdn. Bhd., a private limited liability company incorporated in Malaysia as the holding company.

The financial statements were authorised for issue in accordance with a Board of Directors' resolution dated 16 April 2025.

2. BASIS OF PREPARATION

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the requirements of the Companies Act 2016 in Malaysia.

The Group and the Company have considered the new accounting pronouncements in the preparation of the financial statements.

(i) Accounting pronouncements that are effective and adopted during the financial year

The Group and the Company have adopted the following new accounting pronouncements that are mandatory for the current financial year:

Amendments to MFRS 16	Lease Liability in a Sale and Leaseback
Amendments to MFRS 101	Classification of Liabilities as Current or Non-Current
Amendments to MFRS 101	Non-Current Liabilities with Covenants
Amendments to MFRS 107 and MFRS 7	Supplier Finance Arrangements

The adoption of the above accounting pronouncements did not have any significant effect on the financial statements of the Group and of the Company.

(ii) Accounting pronouncements that are issued but not yet effective and have not been early adopted

The Group and the Company have not adopted the following accounting pronouncements that have been issued as at the date of authorisation of these financial statements but are not yet effective for the Group and the Company.

NOTES TO THE FINANCIAL STATEMENTS

2. BASIS OF PREPARATION (CONT'D)

(a) Statement of compliance (Cont'd)

(ii) Accounting pronouncements that are issued but not yet effective and have not been early adopted (Cont'd)

Effective for financial periods beginning on or after 1 January 2025

Amendments to MFRS 121	Lack of Exchangeability

Effective for financial periods beginning on or after 1 January 2026

Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature-dependent Electricity
Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107	Annual Improvements to MFRS Accounting Standards – Volume 11

Effective for financial periods beginning on or after 1 January 2027

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19	Subsidiaries without Public Accountability Disclosures

Effective date to be announced

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The Group and the Company will adopt the above accounting pronouncements when they become effective in the respective financial periods. These accounting pronouncements are not expected to have any effect to the financial statements of the Group and of the Company upon their initial application other than as follows:

MFRS 18, Presentation and Disclosure in Financial Statements

MFRS 18 will replace MFRS 101, Presentation of Financial Statements and applies for annual periods beginning on or after 1 January 2027. The new accounting standard introduces the following key requirements:

- Entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to present a newly-defined operating profit subtotal.
- Management-defined performance measures (MPMs) are disclosed in a single note in the financial statements.
- Enhanced guidance is provided for grouping of information in the financial statements.

In addition, all the entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Group and the Company are currently assessing the impact of adopting MFRS 18.

(b) Basis of measurement

The financial statements of the Group and of the Company have been prepared on the historical cost convention except for those as disclosed in the material accounting policy notes.

NOTES TO THE FINANCIAL STATEMENTS

2. BASIS OF PREPARATION (CONT'D)

(c) Functional and presentation currency

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Group's and the Company's functional currency.

(d) Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and of the Company's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. Estimates and underlying assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. The actual results may differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

The key assumptions concerning the future and other key sources of estimation or uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are set out below.

(i) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis and at other times when such indication exists. This requires management to estimate the expected future cash flows of the cash-generating unit to which goodwill is allocated and to apply a suitable discount rate in order to determine the present value of those cash flows. The future cash flows are most sensitive to budgeted gross margins, growth rates estimated and discount rate used. If the expectation is different from the estimation, such difference will impact the carrying value of goodwill. The key assumptions to future cash flows is disclosed in Note 10.

(ii) Property development revenue

Revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation.

The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (i.e. by reference to the property development costs incurred to date as a percentage of the estimated total costs of development of the contract). In making the estimate, management relies on opinion/service of experts, past experience and a continuous monitoring mechanism.

(iii) Impairment of investments in subsidiaries

The Company determines whether its investments in subsidiaries is impaired by evaluating the extent to which the recoverable amount of the investment in subsidiaries is less than its carrying amount. Discounted cash flows are used to determine the recoverable amount of which significant judgement is required in the estimation of the present value of future cash flows generated by respective subsidiaries which are regarded as stand-alone. Cash-generating Unit ("CGU"), which involve uncertainties and are significantly affected by assumptions used and judgements made regarding estimates of future cash flows and discount rates. The carrying amount of investment in subsidiaries as at the reporting date is disclosed in Note 11.

NOTES TO THE FINANCIAL STATEMENTS

3. REVENUE

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Revenue from contracts with customers					
Property development	(i)	**809,641**	688,721	**-**	-
Sales of completed properties		**18,134**	21,132	**-**	-
Construction contract	(ii)	**35,097**	11,135	**-**	-
Trading of building materials	(iii)	**122,328**	112,363	**-**	-
Sales of land		**318**	1,390	**-**	-
Clubhouse revenue		**291**	13	**-**	-
		985,809	834,754	**-**	-
Dividend income		**750**	-	**62,750**	82,800
Leasing income		**2,208**	120	**-**	-
		988,767	834,874	**62,750**	82,800
Timing of revenue recognition:					
Point in time		**141,071**	134,898	**-**	-
Over time		**844,738**	699,856	**-**	-
		985,809	834,754	**-**	-

Unsatisfied long-term contracts

The following table shows unsatisfied performance obligations resulting from property development revenue, construction contract revenue and trading revenue:

(i) Property development revenue

	Group	
	2024 RM'000	2023 RM'000
Total contracted revenue, net	**2,683,977**	2,289,286
Less: Property development revenue recognised, net	**(1,162,682)**	(1,087,564)
Recognised and completed during the financial year	**(734,523)**	(584,503)
Aggregate amount of the transaction price allocated to property development revenue that are partially or fully unsatisfied as at 31 December	**786,772**	617,219

NOTES TO THE FINANCIAL STATEMENTS

3. REVENUE (CONT'D)

(ii) Construction contract revenue

	Group	
	2024 RM'000	**Restated 2023 RM'000**
Total contracted revenue	**43,000**	442,849
Less: Construction revenue recognised, net	**(36,149)**	(1,052)
Completed during the financial year	**-**	(431,886)
Aggregate amount of the transaction price allocated to construction revenue that are partially or fully unsatisfied as at 31 December	**6,851**	9,911

The remaining unsatisfied performance obligations are expected to be recognised as below:

(i) Property development revenue

	Group	
	2024 RM'000	**2023 RM'000**
Within 1 year	**506,604**	406,828
Between 1 and 3 years	**280,168**	210,391
	786,772	617,219

(ii) Construction contract revenue

	Group	
	2024 RM'000	**Restated 2023 RM'000**
Within 1 year	**6,851**	9,911

(iii) Trading of building materials

	Group	
	2024 RM'000	**2023 RM'000**
Within 1 year	**14,672**	8,760

NOTES TO THE FINANCIAL STATEMENTS

3. REVENUE (CONT'D)

The Group has identified its Performance Obligation ("PO") towards its customers as follows:

Property development revenue

Revenue from property development is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (i.e. by reference to the property development costs incurred to date as a percentage of the estimated total costs of development of the contract). Payment is generally due 30 days upon issuance of invoice when right to payment for PO completed to date.

The Group also estimates total contract costs in applying the input method to recognise revenue over time. In estimating the total costs to complete, the Group considers the completeness and accuracy of its costs estimation, including its obligations to contract variations, claims and cost contingencies.

Sale of completed properties

Sales of completed units are satisfied upon delivery of properties when the control of the properties has been transferred to purchasers. Payment is generally due 90 days after the Sale and Purchase Agreement is signed. Revenue is recognised at a point in time when the customer takes vacant possession of the property.

Construction contracts revenue

Contract revenue includes the initial amount agreed in the contract plus any variations in contract work and claims. Under the terms of the contracts, the Group has an enforceable right to payment for performance completed to date and that the customer controls the assets during the course of construction by the Group and that the construction services performed does not create an asset with an alternative use to the Group.

Revenue from construction contracts is recognised progressively over time based on the percentage of completion by using the cost-to-cost method ("input method"), based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. The Directors consider that this input method is an appropriate measure of the progress towards complete satisfaction of these performance obligations under MFRS 15. Work done is measured based on actual and expected cost incurred for project activities.

There is no significant financing component in construction contracts with customers as the period between the recognition of revenue under the percentage of completion and the milestone payment is generally within the normal business operating cycle. Payment is generally due 30 days from date when PO is satisfied.

Trading of building materials and hardware

Revenue from sale of building materials and hardware is satisfied upon delivery of goods where the control of the goods has been transferred to the customers at an amount that reflects the consideration to which the Group expected to be entitled in exchange for those goods, net of indirect taxes and discounts. Payment is generally due within 30 to 90 days from the date when PO is satisfied. Revenue is recognised at a point in time when customers have acknowledged the receipt of goods sold.

Sale of land

Revenue from the sale of land is measured at fair value of the consideration received or receivable, net of returns and allowances and trade discounts. Revenue is recognised at a point in time upon signing of the sale and purchase agreement and the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the land. Payment is generally due within 90 days after the sale and purchase agreement is signed.

NOTES TO THE FINANCIAL STATEMENTS

3. REVENUE (CONT'D)

The Group has identified its Performance Obligation ("PO") towards its customers as follows: (Cont'd)

Clubhouse revenue

Clubhouse revenue includes provision of ancillary services (i.e. provision of clubhouse facilities). Provision of ancillary services is recognised at point in time when the services are rendered. There is no credit term for the provision of ancillary services.

Material accounting policy information

Leasing income

Revenue from lease of investment properties is recognised on a straight-line basis over the period of the tenancy agreement by reference to the agreements entered. The aggregate cost of incentives provided to lessee is recognised as a reduction of leasing income over the lease term on a straight-line basis.

Dividend income

Dividend income is recognised in profit or loss on the date that the Group's and the Company's right to receive payment is established, which in the case of quoted securities is the ex-dividend date.

4. COST OF SALES

	Group	
	2024 RM'000	**2023 RM'000**
Property development costs	**483,920**	408,229
Cost from sales of completed properties	**10,938**	11,314
Construction costs	**34,830**	8,907
Trading of building material costs	**110,834**	103,627
Clubhouse expenses	**153**	146
Sales of land costs	**72**	305
Lease expenses	**2,703**	44
	643,450	532,572

NOTES TO THE FINANCIAL STATEMENTS

5. PROFIT BEFORE TAX

Profit before tax is arrived after charging/(crediting):

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Auditors' remuneration:					
- statutory audit		**471**	389	**80**	76
- other services		**55**	54	**9**	12
Depreciation of property, plant and equipment		**7,328**	4,988	**639**	602
Directors' remuneration	(i)	**4,656**	4,935	**1,980**	2,503
Employee benefits expense	(ii)	**36,216**	29,462	**9,010**	7,051
Finance costs:					
- accretion of interest on RCPS liability portion		**-**	-	**2,079**	2,433
- accretion of interest on deferred landowners' entitlement		**932**	270	**-**	-
- banker's acceptance		**1,287**	319	**-**	-
- bank guarantee		**273**	-	**-**	-
- lease liabilities		**733**	438	**35**	39
- term loan		**8,195**	10,732	**-**	-
- revolving credit		**12,966**	6,540	**-**	-
- advances from subsidiaries		**-**	-	**1,759**	-
Fair value adjustments on:					
- investment properties		**(538)**	-	**-**	-
- derivative contract		**-**	(3,482)	**-**	-
- other investment		**(15,888)**	-	**(15,888)**	-
Gain on disposal of property, plant and equipment		**(160)**	(166)	**-**	-
Gain on termination of lease contract:					
- derecognition of right-of-use assets		**307**	8	**190**	-
- derecognition of lease liabilities		**(328)**	(9)	**(200)**	-
Interest income from:					
- financial institution		**(4,949)**	(5,337)	**(37)**	(333)
- advances to subsidiaries		**-**	-	**(1,657)**	(2,632)
- buyers		**(341)**	(397)	**-**	-
- a third party		**(731)**	-	**-**	-
Late payment charges		**(90)**	(74)	**-**	-
Lease incentive		**(28)**	(60)	**-**	-
Management fee		**216**	-	**-**	-
Management fee income		-	-	**(8,491)**	(7,877)

NOTES TO THE FINANCIAL STATEMENTS

5. PROFIT BEFORE TAX (CONT'D)

Profit before tax is arrived after charging/(crediting): (Cont'd)

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Rental income		**(2,822)**	(2,313)	**(1,668)**	(1,005)
Unrealised loss on foreign exchange		**-**	3,672	**-**	-
Short term lease for:					
- office space		**1,684**	1,610	**2,533**	1,537
- sales gallery		**9**	-	**-**	-
- equipment		**166**	149	**-**	-
Written off on:					
- property, plant and equipment		**218**	92	**-**	-
- trade receivables		-	4	**-**	-

(i) Directors' remuneration

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Directors' remuneration				
Directors' fee	**603**	524	**435**	390
Salaries and other emoluments	**2,895**	3,003	**988**	1,278
Contributions to defined contribution plan	**1,074**	1,153	**480**	630
Share-based payment	**76**	248	**76**	204
Others	**8**	7	**1**	1
Estimated monetary value of benefits- in-kind ("BIK")	**46**	47	**25**	25
Total including estimated monetary value of BIK	**4,702**	4,982	**2,005**	2,528

NOTES TO THE FINANCIAL STATEMENTS

5. PROFIT BEFORE TAX (CONT'D)

(ii) Employee benefits expense

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Staff costs				
Salaries and other emoluments	**31,284**	25,344	**7,888**	6,149
Contributions to defined contribution plan	**4,054**	2,805	**1,006**	679
Share-based payment	**405**	994	**46**	168
Others	**473**	319	**70**	55
	36,216	29,462	**9,010**	7,051
Estimated monetary value of benefits-in-kind ("BIK")	**58**	24	**-**	9
Total including estimated monetary value of BIK	**36,274**	29,486	**9,010**	7,060

Material accounting policy information

(i) Interest income

Interest income is recognised on a time proportion basis that reflects the effective yield on asset.

6. INCOME TAX EXPENSE

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Real property gains tax:				
Current financial year	**10**	-	**-**	-
Income tax:				
Current financial year	**66,638**	61,856	**129**	697
Underprovision in prior financial year	**1,157**	2,077	**971**	97
	67,795	63,933	**1,100**	794
Deferred tax (Note 16):				
Origination of (deductible)/ taxable temporary differences	**(5,036)**	325	**2**	(1)
Underprovision in prior financial year	**1,606**	186	**-**	-
	(3,430)	511	**2**	(1)
Total income tax expense for the financial year	**64,375**	64,444	**1,102**	793

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023: 24%) of the estimated assessable profit for the year.

NOTES TO THE FINANCIAL STATEMENTS

6. INCOME TAX EXPENSE (CONT'D)

The reconciliations from the tax amount at statutory income tax rate to the Group's and to the Company's tax expense are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Profit before tax	**248,384**	212,556	**69,863**	77,603
Tax at the Malaysian statutory income tax rate of 24% (2023: 24%)	**59,612**	51,014	**16,767**	18,625
Tax effect on share of results of joint ventures	**(243)**	561	**-**	-
Income not subject to tax	**(9,070)**	(2,632)	**(19,276)**	(20,126)
Effect of different tax rates in fair value adjustment on investment properties	**(75)**	-	**-**	-
Expenses not deductible for tax purpose	**11,050**	13,288	**2,640**	2,197
Deferred tax assets not recognised/(Utilisation of previously unrecognised deferred tax assets)	**328**	(50)	**-**	-
Real property gains tax	**10**	-	**-**	-
Underprovision in prior financial year				
- income tax	**1,157**	2,077	**971**	97
- deferred tax	**1,606**	186	**-**	-
Income tax expense for the financial year	**64,375**	64,444	**1,102**	793

The Group has the following estimated unutilised tax losses and unabsorbed capital allowances available for set-off against future taxable profits:

	Group	
	2024 RM'000	Restated 2023 RM'000
Unutilised tax losses	**2,334**	409
Unabsorbed capital allowances	**9,302**	6,345
	11,636	6,754

The comparative figures have been restated to reflect the actual carried forward unutilised tax losses and unabsorbed capital allowances. The availability of tax losses will be subject to Inland Revenue Board discretion and approval to offset against future taxable profit.

With effect from Year of Assessment ("YA") 2019, the unutilised tax losses in a year of assessment of the subsidiaries can only be carried forward for a maximum period of 10 consecutive YAs to be utilised against income from any business source.

NOTES TO THE FINANCIAL STATEMENTS

6. INCOME TAX EXPENSE (CONT'D)

The unutilised tax losses are available for offset against future taxable profit of the subsidiaries will expire in the following year:

	Group	
	2024 RM'000	2023 RM'000
Year of assessment		
2031	-	5
2032	-	58
2033	-	346
2034	**2,334**	-
	2,334	409

7. EARNINGS PER ORDINARY SHARE

Basic earnings per ordinary share

Basic earnings per ordinary share for the financial year is calculated by dividing the profit after tax attributable to Owners of the Company by the weighted average number of ordinary shares outstanding during the financial year.

	Group	
	2024	2023
Profit after tax attributable to Owners of the Company (RM'000)	**184,008**	148,325
Weighted average number of ordinary shares:		
Number of ordinary shares in issue at beginning of the financial year ('000)	**837,327**	837,327
Basic earnings per share (RM)	**0.22**	0.18

Diluted earnings per ordinary share

The diluted earnings per ordinary share is calculated based on the adjusted consolidated profit for the financial year attributable to the Owners of the Company and the weighted average number of ordinary shares in issue during the financial year that have been adjusted for the dilutive effects of all potential ordinary shares.

NOTES TO THE FINANCIAL STATEMENTS

7. EARNINGS PER ORDINARY SHARE (CONT'D)

Diluted earnings per ordinary share (Cont'd)

	Group	
	2024	**2023**
Profit after tax attributable to Owners of the Company (RM'000) [Note (i)]	**184,008**	148,325
Weighted average number of ordinary shares:		
Issued ordinary shares at end of the financial year ('000)	**837,327**	837,327
Effect of dilutive potential ordinary shares ("RCPS") ('000)	**296,192**	296,192
Effect of dilutive potential ordinary shares ("ESOS 2") ('000)	**2,059**	1,583
	1,135,578	1,135,102
Diluted earnings per share (RM)	**0.16**	0.13

Note:

(i) No adjustment required as there is no coupon rate saving from RCPS liability portion arising from the reverse acquisition accounting as disclosed in Note 22.

(ii) The Group has no dilution in its earnings per ordinary shares on ESOS 1 granted on 25 October 2021 as the exercise price has exceeded the average market price of ordinary shares during the financial year and therefore, the employee share options do not have any dilutive effect on the weighted average number of ordinary shares.

8. PROPERTY, PLANT AND EQUIPMENT

	Freehold properties RM'000	Warehouse RM'000	Machinery RM'000	Furniture and fittings RM'000	Office equipment and software RM'000	Motor vehicles RM'000	Office renovation RM'000	Leased properties RM'000	Capital work-in-progress RM'000	Total RM'000
Group										
2024										
Cost										
At 1 January	22,731	8	5,503	1,051	784	15,649	6,764	3,394	-	55,884
Additions [Note (ii)]	4,374	-	17	1,935	595	643	333	6,301	1,139	15,337
Transfer from inventories [Note 15]	1,895	-	-	-	-	-	-	-	-	1,895
Termination of lease contract	-	-	-	-	-	-	-	(881)	-	(881)
Disposal	-	-	-	(37)	-	(378)	(840)	-	-	(1,255)
Written off	-	-	-	-	-	-	(334)	-	-	(334)
At 31 December	29,000	8	5,520	2,949	1,379	15,914	5,923	8,814	1,139	70,646
Accumulated depreciation										
At 1 January	484	3	414	179	260	9,010	1,760	1,840	-	13,950
Charge for the financial year	412	-	2,275	227	104	2,328	746	1,236	-	7,328
Termination of lease contract	-	-	-	-	-	-	-	(574)	-	(574)
Disposal	-	-	-	(5)	-	(334)	(283)	-	-	(622)
Written off	-	-	-	-	-	-	(116)	-	-	(116)
At 31 December	896	3	2,689	401	364	11,004	2,107	2,502	-	19,966
Net carrying amount										
At 31 December	28,104	5	2,831	2,548	1,015	4,910	3,816	6,312	1,139	50,680

NOTES TO THE FINANCIAL STATEMENTS

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Freehold properties RM'000	Warehouse RM'000	Machinery RM'000	Furniture and fittings RM'000	Office equipment RM'000	Motor vehicles RM'000	Office renovation RM'000	Leased properties RM'000	Total RM'000
Group (Cont'd)									
2023									
Cost									
At 1 January	2,976	8	491	657	580	13,380	5,994	2,647	26,733
Additions [Note (ii)]	10,756	-	5,012	394	228	2,462	919	1,097	20,868
Transfer from inventories [Note 15]	9,131	-	-	-	-	-	-	-	9,131
Termination of lease contract	-	-	-	-	-	-	-	(67)	(67)
Expiry of lease contract	-	-	-	-	-	-	-	(283)	(283)
Disposal	(132)	-	-	-	(24)	(193)	(22)	-	(371)
Written off	-	-	-	-	-	-	(127)	-	(127)
At 31 December	22,731	8	5,503	1,051	784	15,649	6,764	3,394	55,884
Accumulated depreciation									
At 1 January	263	3	123	65	190	6,596	1,095	1,171	9,506
Charge for the financial year	228	-	291	114	71	2,567	706	1,011	4,988
Termination of lease contract	-	-	-	-	-	-	-	(59)	(59)
Expiry of lease contract	-	-	-	-	-	-	-	(283)	(283)
Disposal	(7)	-	-	-	(1)	(153)	(6)	-	(167)
Written off	-	-	-	-	-	-	(35)	-	(35)
At 31 December	484	3	414	179	260	9,010	1,760	1,840	13,950
Net carrying amount									
At 31 December	22,247	5	5,089	872	524	6,639	5,004	1,554	41,934

NOTES TO THE FINANCIAL STATEMENTS

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Leased properties RM'000	Motor vehicles RM'000	Office equipment, furniture and fittings and renovation RM'000	Total RM'000
Company				
2024				
Cost				
At 1 January	**353**	**1,171**	**3,620**	**5,144**
Additions	**-**	**3**	**9**	**12**
Termination of lease contract	**(353)**	**-**	**-**	**(353)**
At 31 December	**-**	**1,174**	**3,629**	**4,803**
Accumulated depreciation				
At 1 January	**121**	**363**	**471**	**955**
Charge for the financial year	**42**	**235**	**362**	**639**
Termination of lease contract	**(163)**	**-**	**-**	**(163)**
At 31 December	**-**	**598**	**833**	**1,431**
Net carrying amount				
At 31 December	**-**	**576**	**2,796**	**3,372**
2023				
Cost				
At 1 January	134	775	3,231	4,140
Additions	219	396	389	1,004
At 31 December	353	1,171	3,620	5,144
Accumulated depreciation				
At 1 January	28	195	130	353
Charge for the financial year	93	168	341	602
At 31 December	121	363	471	955
Net carrying amount				
At 31 December	232	808	3,149	4,189

(i) Assets pledged as security

In addition to assets held under finance lease arrangements, the freehold properties of the Group with a total carrying amount of RM24,481,000 (2023: RM9,886,000) have been pledged to licensed bank as securities for credit facilities granted to the Group as disclosed in Note 24.

NOTES TO THE FINANCIAL STATEMENTS

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(ii) Acquisition of property, plant and equipment are satisfied as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash purchase of property, plant and equipment	**8,444**	17,541	**12**	424
Financed by lease arrangement	**6,893**	3,327	**-**	580
Total acquisition of property, plant and equipment	**15,337**	20,868	**12**	1,004

(iii) Assets classified as right-of-use assets

	Motor vehicles RM'000	Leased properties RM'000	Total RM'000
Group			
2024			
Cost			
At 1 January	**13,533**	**3,394**	**16,927**
Additions	**618**	**6,301**	**6,919**
Termination of lease contract	**-**	**(881)**	**(881)**
Expiry of lease contract	**(3,253)**	**-**	**(3,253)**
Disposal	**(258)**	**-**	**(258)**
At 31 December	**10,640**	**8,814**	**19,454**
Accumulated depreciation			
At 1 January	**7,677**	**1,840**	**9,517**
Charge for the financial year	**2,049**	**1,236**	**3,285**
Termination of lease contract	**-**	**(574)**	**(574)**
Expiry of lease contract	**(3,253)**	**-**	**(3,253)**
Disposal	**(258)**	**-**	**(258)**
At 31 December	**6,215**	**2,502**	**8,717**
Net carrying amount			
At 31 December	**4,425**	**6,312**	**10,737**

NOTES TO THE FINANCIAL STATEMENTS

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(iii) Assets classified as right-of-use assets (Cont'd)

	Motor vehicles RM'000	Leased properties RM'000	Total RM'000
Group (Cont'd)			
2023			
Cost			
At 1 January	11,272	2,647	13,919
Additions	2,447	1,097	3,544
Termination of lease contract	-	(67)	(67)
Expiry of lease contract	-	(283)	(283)
Disposal	(186)	-	(186)
At 31 December	13,533	3,394	16,927
Accumulated depreciation			
At 1 January	5,609	1,171	6,780
Charge for the financial year	2,220	1,011	3,231
Termination of lease contract	-	(59)	(59)
Expiry of lease contract	-	(283)	(283)
Disposal	(152)	-	(152)
At 31 December	7,677	1,840	9,517
Net carrying amount			
At 31 December	5,856	1,554	7,410

NOTES TO THE FINANCIAL STATEMENTS

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(iii) Assets classified as right-of-use assets (Cont'd)

	Motor vehicles RM'000	Leased properties RM'000	Total RM'000
Company			
2024			
Cost			
At 1 January	**1,076**	**353**	**1,429**
Termination of lease contract	**-**	**(353)**	**(353)**
At 31 December	**1,076**	**-**	**1,076**
Accumulated depreciation			
At 1 January	**294**	**121**	**415**
Charge for the financial year	**215**	**42**	**257**
Termination of lease contract	**-**	**(163)**	**(163)**
At 31 December	**509**	**-**	**509**
Net carrying amount			
At 31 December	**567**	**-**	**567**
2023			
Cost			
At 1 January	680	134	814
Additions	396	219	615
At 31 December	1,076	353	1,429
Accumulated depreciation			
At 1 January	167	28	195
Charge for the financial year	127	93	220
At 31 December	294	121	415
Net carrying amount			
At 31 December	782	232	1,014

NOTES TO THE FINANCIAL STATEMENTS

8. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

(iii) Assets classified as right-of-use assets (Cont'd)

The expenses charged to profit or loss during the financial year are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Depreciation of right-of-use assets	**3,285**	3,231	**257**	220
Interest expense of lease liabilities	**733**	438	**35**	39
Short-term leases	**1,859**	1,759	**2,533**	1,537
	5,877	5,428	**2,825**	1,796

(iv) Property ownership

In the prior financial year, the title of the freehold properties of RM10,738,000 was in the process of being registered in the name of a subsidiary of the Company. On 19 March 2024, it has been successfully registered in the name of its subsidiary.

Material accounting policy information

(a) Recognition and measurement

Items of property, plant and equipment are measured at cost less any accumulated depreciation and any accumulated impairment losses.

(b) Depreciation

Property, plant and equipment are depreciated based on the estimated useful lives of the assets as follows:

Freehold properties	50 years
Warehouse	50 years
Machinery	2 – 5 years
Furniture and fittings	5 – 10 years
Motor vehicles	5 years
Office equipment and software	5 – 10 years
Office renovation	5 – 10 years
Leased properties	Over the lease terms

Capital work-in-progress are stated at cost and not depreciated until such time when the asset is available for use.

Depreciation methods, useful lives and residual values are reviewed at end of the reporting period and adjusted as appropriate.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these property, plant and equipment.

(c) Recognition exemption – Right-of-use assets

The Group and the Company have elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group and the Company recognise the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

9. INVESTMENT PROPERTIES

	<------------------ At fair value ------------------>			<--At cost -->	
	Freehold lands RM'000	Freehold properties RM'000	Leasehold land RM'000	Capital work in progress RM'000	Total RM'000
Group					
Fair value/cost					
2024					
At 1 January	**7,892**	**59,126**	**6,289**	**14**	**73,321**
Additions	**-**	**23**	**-**	**337**	**360**
Transfer from inventories [Note 15]	**34,445**	**-**	**-**	**-**	**34,445**
Reclassification	**-**	**-**	**(18)**	**18**	**-**
Fair value adjustments	**1,000**	**(462)**	**-**	**-**	**538**
At 31 December	**43,337**	**58,687**	**6,271**	**369**	**108,664**
Fair value/cost					
2023					
At 1 January	7,892	15,760	-	-	23,652
Additions	-	43,366	6,289	14	49,669
At 31 December	7,892	59,126	6,289	14	73,321

(i) Remaining leasehold period

The leasehold land has a remaining unexpired lease period of 870 years (2023: 871 years).

(ii) Property ownership

In the prior financial year, the title of the freehold properties of RM43,366,000 was in the process of being registered in the name of a subsidiary of the Company. On 19 March 2024, it has been successfully registered in the name of its subsidiary.

(iii) Assets pledged as security

The investment properties with total net carrying amount of RM83,700,000 (2023: RM21,742,000) have been pledged to a licensed bank for the banking facilities granted to the Group as disclosed in Note 24.

(iv) The following are recognised in profit or loss in respect of investment properties:

	Group	
	2024 RM'000	2023 RM'000
Rental income	**4,338**	2,074
Direct expenses		
- Repair and maintenance	**(2,964)**	(27)
- Quit rent and assessment	**(326)**	(50)

9. INVESTMENT PROPERTIES (CONT'D)

(v) The operating lease payments to be received are as follows:

	Group	
	2024 RM'000	2023 RM'000
Less than one year	**2,970**	1,979
One to two years	**1,891**	1,620
Two to three years	**518**	641
Three to four years	**6**	-
Total undiscounted lease payments	**5,385**	4,240

The fair values were arrived by reference to market evidence of transaction prices for similar properties and were performed by registered independent valuers having an appropriate recognised professional qualification and recent experience in the location and category of the properties being valued.

Fair values were determined using both the comparison method and the income approach. For fair value determined using comparison method, it is compared with similar lands and properties that have been sold recently and those that are currently being offered for sale in the vicinity with appropriate adjustments made to reflect improvements and other dissimilarities and to arrive at the value of the subject lands and properties.

For fair value determined using income approach, it is based on the net annual income stream that is expected to be received from the property after deducting the annual outgoings and other operating expenses incidental to the property with allowance of void by using an appropriate market derived capitalisation rate.

The fair values of investment properties is categorised at Level 3 of the fair value hierarchy as certain inputs for the properties were unobservable, of which the most significant inputs into this comparison valuation approach are location, size, age and condition of tenure and title restriction, and income approach are allowance for void, term yield rates and discount rate.

The significant unobservable inputs for comparable method is price per square foot as follows:

	Group	
	2024 RM	2023 RM
Price per square foot		
Investment properties A	**581**	*
Investment properties B	**9 - 185**	20 - 27
Investment properties C	**150 - 266**	80 - 150

* In the prior financial year, the fair value of an investment property amounting to RM43,366,000 was determined approximate to its cost of investment properties due to recent completed transactions by the Group and is based on Directors' assumption and categorised as Level 3 of the fair value hierarchy as certain inputs for the properties are unobservable.

In the current financial year, the significant unobservable inputs for income approach are void rate of 5% and discount rate of 5.5%. In the prior financial year, no income approach was adopted for the measurement of fair value of the investment properties.

NOTES TO THE FINANCIAL STATEMENTS

9. INVESTMENT PROPERTIES (CONT'D)

Material accounting policy information

(a) Recognition and measurement

Investment properties are measured initially at its cost. Cost includes expenditure that is directly attributable to the acquisition of the investment properties. The cost of self-constructed investment properties includes the cost of materials and direct labour, any other cost directly attributable to bringing the investment properties to a working condition for their intended use.

Investment properties are subsequently measured at fair value with any change therein recognised in profit or loss for the period in which they arise.

Capital work-in-progress is stated at cost less any accumulated impairment losses and includes borrowing cost incurred during the period of development.

(b) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific investment properties to which it relates. All other expenditure is recognised in profit or loss as incurred.

Capital work-in-progress is tested for impairment whenever there is an indication that they may be impaired.

10. GOODWILL

	Group	
	2024 RM'000	**2023 RM'000**
Cost		
At 1 January/31 December	**25,576**	25,576

Goodwill acquired in a business combination is allocated, at acquisition date, to the cash-generating units ("CGUs") that are expected to benefit from the business combinations.

Impairment review on goodwill

Goodwill arising from business combinations has been allocated to four (2023: four) individual cash-generating units ("CGUs") for impairment testing and the breakdown of goodwill allocated to each CGU is as follows:

	LPB Group RM'000	RUSB RM'000	YWT RM'000	SBNH RM'000	Total RM'000
Group 2024/2023					
Goodwill	4,690	11,182	8,634	1,070	25,576

Property development segment (LPB Group)

The recoverable amounts of the CGU were based on fair value less costs of disposal calculations. The calculations were determined using projected cash flows for its secured land for future development project to derive its adjusted net assets.

NOTES TO THE FINANCIAL STATEMENTS

10. GOODWILL (CONT'D)

Impairment review on goodwill (Cont'd)

Property development segment (LPB Group) (Cont'd)

The key assumptions used in the preparation of the projected cash flows are as follows:

(i) Adjusted industry discount rates of 8.47% (2023: 7.83%);
(ii) There will be no material changes in the development projects and principal activities of the subsidiary; and
(iii) There will not be any significant changes in the gross development value and cost, wages and other related costs, resulting from industrial dispute, adverse changes in economic conditions or other abnormal factors, which will adversely affect the operations of the CGU.

The sensitivity analysis is presented as follows:

- An increase of 1 percentage point (2023: 1 percentage point) in the discount rate would have reduced the recoverable amount by approximately RM9.71 million (2023: RM4.18 million).

- An increase of 3 percentage point (2023: 3 percentage point) in the gross development costs would have reduced the recoverable amount by approximately RM12.25 million (2023: RM9.23 million).

Building construction segment (RUSB)

The recoverable amounts of the CGU were based on fair value less costs of disposal calculations. The calculations were determined using projected cash flows for its secured construction contracts covered during its construction period to derive its adjusted net assets.

The key assumptions used in the preparation of the projected cash flows are as follows:

(i) Adjusted industry discount rates of 8.97% (2023: 9.06%);
(ii) There will be no material changes in the construction contracts of the subsidiary; and
(iii) There will not be any significant changes in the contracted sum and supply of raw materials, wages and other related costs, resulting from industrial dispute, adverse changes in economic conditions or other abnormal factors, which will adversely affect the operations of the CGU.

The sensitivity analysis is presented as follows: -

- An increase of 1 percentage point (2023: 1 percentage point) in the discount rate would have reduced the recoverable amount by approximately RM3.11 million (2023: RM0.52 million).

- An increase of 3 percentage point (2023: 3 percentage point) in the gross development costs would have reduced the recoverable amount by approximately RM16.62 million (2023: RM5.93 million).

Trading of building materials and hardware segment (YWT)

The recoverable amounts of the CGU were based on fair value less costs of disposal calculations. The calculations were determined using projected cash flows for a five-year period and by extrapolation using the growth rate based on historical experience, management's assessment of future trends and expectation of market development in the respective industries.

The key assumptions used in the preparation of the projected cash flows are as follows:

(i) Adjusted industry discount rates of 10.92% (2023: 9.48%);
(ii) There will be no material changes in the structure and principal activities of the subsidiary;
(iii) Projected revenue growth rate of 15% (2023: 20%) per annum and terminal value without growth rate;
(iv) There will not be any significant changes in the prices and supply of raw materials, wages and other related costs, resulting from industrial dispute, adverse changes in economic conditions or other abnormal factors, which will adversely affect the operations of the CGU; and
(v) Receivables and payables turnover period are estimated to be consistent with its historical turnover period.

NOTES TO THE FINANCIAL STATEMENTS

10. GOODWILL (CONT'D)

Impairment review on goodwill (Cont'd)

Trading of building materials and hardware segment (YWT) (Cont'd)

The sensitivity analysis is presented as follows:

- A decrease of 10 percentage point (2023: 10 percentage point) in the revenue growth rate would have reduced the recoverable amount by approximately RM16.93 million (2023: RM18.53 million).

- An increase of 1 percentage point (2023: 1 percentage point) in the discount rate would have reduced the recoverable amount by approximately RM9.37 million (2023: RM11.68 million).

Trading of building materials and hardware segment (SBNH)

The recoverable amounts of the CGU were based on fair value less costs of disposal calculations. The calculations were determined using projected cash flows for a five-year period and by extrapolation using the growth rate based on historical experience, management's assessment of future trends and expectation of market development in the respective industries.

The key assumptions used in the preparation of the projected cash flows are as follows:

(i) Adjusted industry discount rates of 10.23% (2023: 9.12%);
(ii) There will be no material changes in the structure and principal activities of the subsidiary;
(iii) Projected revenue growth rate of 12% (2023: 12%) per annum and terminal value without growth rate;
(iv) There will not be any significant changes in the prices and supply of raw materials, wages and other related costs, resulting from industrial dispute, adverse changes in economic conditions or other abnormal factors, which will adversely affect the operations of the CGU; and
(v) Receivables and payables turnover period are estimated to be consistent with the current financial year.

The sensitivity analysis is presented as follows:

- A decrease of 10 percentage point (2023: 10 percentage point) in the revenue and cost growth rate would have reduced the recoverable amount by approximately RM3.46 million (2023: RM3.22 million).

- A decrease of 1 percentage point (2023: 1 percentage point) in the budgeted gross margin would have reduced the recoverable amount by approximately RM5.07 million (2023: RM3.45 million).

- An increase of 1 percentage point (2023: 1 percentage point) in the discount rate would have reduced the recoverable amount by approximately RM1.77 million (2023: RM1.67 million).

During the financial year, the Group performed goodwill impairment testing and no impairment loss is required to be recognised.

Based on the above sensitivity analyses, the adverse situations contemplated would not cause the carrying values of the remaining CGUs to materially exceed their recoverable amounts, other than changes in prevailing operating environments, of which the impact is not ascertainable.

Material accounting policy information

Goodwill is allocated to cash generating units and is stated at cost less accumulated impairment losses, if any. Goodwill is not amortised but is tested for impairment annually and whenever there is an indication that they may be impaired. Impairment losses recognised are not reversed in subsequent periods.

Upon the disposal of investment in the subsidiary, the related goodwill will be included in the computation of gain or loss on disposal of investment in the subsidiary in the profit or loss.

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES

	Company	
	2024 RM'000	2023 RM'000
Unquoted shares		
At cost		
At beginning of the financial year	**825,093**	773,093
Addition	**6,382**	52,000
At end of the financial year	**831,475**	825,093
Capital contribution to subsidiaries		
At beginning of the financial year	**7,080**	6,210
Addition	**359**	870
At end of the financial year	**7,439**	7,080
Net carrying amount		
At end of the financial year	**838,914**	832,173

(i) Included in the capital contribution to subsidiaries of RM7,439,000 (2023: RM7,080,000) represent share options granted by the Company to the Directors and employees of subsidiaries and is treated as additional investment in the subsidiaries, which is stated at cost less accumulated impairment losses.

The details of the subsidiaries are as follows:

Name of Subsidiaries	Principal Place of Business/Country of Incorporation	Principal Activities	Effective Equity Interest 2024	Effective Equity Interest 2023
LPB Development Sdn. Bhd. ("LPBD")	Malaysia	Property development	**100%**	100%
LPB Construction Sdn. Bhd. ("LPBC")	Malaysia	Building construction	**100%**	100%
Blossom Eastland Sdn. Bhd. ("BESB") *	Malaysia	Property development	**100%**	100%
Rantau Urusan (M) Sdn. Bhd. ("RUSB") *	Malaysia	Building construction	**100%**	100%
Lagenda Harta Sdn. Bhd. ("LHSB")	Malaysia	Property investment	**100%**	100%
Lagenda Sentral Sdn. Bhd. ("LSSB") #	Malaysia	Intended to engage in property investment	**100%**	100%
Yik Wang Trading Sdn. Bhd. ("YWT") *	Malaysia	Trading of building materials and hardware	**100%**	100%
Lagenda International Sdn. Bhd. ("LINTSB")	Malaysia	Investment holding	**100%**	100%

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

The details of the subsidiaries are as follows: (Cont'd)

Name of Subsidiaries	Principal Place of Business/Country of Incorporation	Principal Activities	Effective Equity Interest 2024	Effective Equity Interest 2023
Held through LINTSB				
Lagenda Perth Pty Ltd. ("LPPL") ^	Australia	Proprietary company	**100%**	100%
Held through YWT				
Sitiawan Bolts and Nuts Hardware Sdn. Bhd ("SBNH")	Malaysia	Trading of building materials and hardware	**100%**	100%
Held through BESB				
Taraf Nusantara Sdn. Bhd. ("TNSB")	Malaysia	Property development and construction works	**100%**	100%
Triprise Sdn. Bhd. ("TSB")	Malaysia	Property development, property management and other business management activities	**100%**	100%
Maxitanah Sdn. Bhd. ("MTSB")	Malaysia	Property development	**100%**	100%
Opti Vega Sdn. Bhd. ("OVSB")	Malaysia	Property development	**100%**	100%
Held through TNSB				
Lagenda Tapah Sdn. Bhd. ("LTSB")	Malaysia	Property development	**100%**	100%
Held through LPBD				
Lagenda Mersing Sdn. Bhd. ("LMSB")	Malaysia	Property development	**99.9%**	70%
BDB Lagenda Sdn. Bhd. ("BDB")	Malaysia	Property development	**100%**	-

^ *The management accounts are reviewed by Moore Stephens Associates PLT for consolidation purposes.*

* *In the prior financial year, ordinary shares of these subsidiaries have been pledged to a licensed bank as securities for credit facilities granted to the Group and to the Company. As at 31 December 2024, the securities has been discharged.*

On 27 March 2025, LSSB has changed its name to Lagenda Management Solutions Sdn. Bhd. The principal activities has changed to provide management consultancy services.

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Additions to investment in subsidiaries

2024

(i) Additional investments in subsidiaries

Additional subscription in LINTSB

On 21 November 2024, the Company had further subscribed 6,382,000 ordinary shares in LINTSB by way of capitalisation of debts of RM6,382,000 as disclosed in Note 18(iii). No change to the Company's effective equity interest of 100% in LINTSB.

Change in effective equity interest in LMSB

On 06 February 2024, LPBD, a wholly-owned subsidiary of the Company has subscribed for an additional 3,325,000 ordinary shares in LMSB for a total cash consideration of RM3,325,000.

On 22 April 2024, LMSB has converted its ordinary shares to Class A Ordinary Shares and Class B Non-Voting Ordinary Shares, which indicates the rights as follows:

(i) the shareholders of Class A and Class B Ordinary Shares are entitled to one vote per share;

(ii) the shareholders of Class A Ordinary Shares are collectively entitled to 99.9% of the total dividends declared by LMSB, and the shareholders of Class B Non-Voting Ordinary Shares are collectively entitled to 0.1% of the total dividends declared by LMSB; and

(iii) on a return of capital on the winding-up or liquidation of LMSB, the shareholders of the Class A Ordinary Shares shall have the right to 99.9% of the residue (if any) of any surplus assets of LMSB, the shareholders of the Class B Ordinary Shares shall have the right to 0.1% of the residue (if any) of any surplus assets of LMSB.

LPBD, being the shareholder of Class A Ordinary Shares, is entitled to 70% of ownership interests and 99.9% of voting interests. Consequently, the non-controlling interests of voting interests of LPBD in LMSB decreased from 30% to 0.1%.

Change in effective equity interest in BDB

In the prior financial years, LPBD has entered into a Joint Venture cum Shareholders' Agreement ("JVSHA") with BDB and a third party corporate shareholder cum landowner (collectively known as "the Parties") to jointly undertake and complete a housing township development project that consists of 3 phases development in total.

Pursuant to the JVSHA, the Parties have entered into a Development Rights Agreement – Phase 1 on 7 April 2021 and subsequently entered into a supplemental agreement on 27 December 2022, which granted the Power of Attorney to BDB for the development rights. Consequently, BDB entitled to all the development revenue and costs for Phase 1.

On 12 April 2023, the Parties have entered into a Development Rights Agreement – Phase 2 and subsequently entered into a second supplemental agreement on 31 July 2023, which granted the Power of Attorney to BDB for the development rights. Consequently, BDB entitled to all the development revenue and costs for Phase 2.

Hence, the Group has reclassified the investment in BDB from investment in joint operation (Note 13) in the prior financial year to investment in subsidiary in the current financial year.

On 31 December 2024, the Parties have entered into a Development Rights Agreement – Phase 3. Pursuant to the Development Rights Agreement – Phase 3, BDB shall undertake to pay the landowner's entitlement, in return with the full development rights granted by the landowners to BDB to develop Phase 3.

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(a) Additions to investment in subsidiaries (Cont'd)

2024 (Cont'd)

(i) Additional investments in subsidiaries (Cont'd)

Change in effective equity interest in BDB (Cont'd)

On the same day, the Parties have entered into a third supplemental agreement, to grant an option for LPBD to purchase all the shares of BDB at a total consideration of RM1. As at the reporting date, the Group has not exercised the call option, hence, the ownership interest remains at 50%.

Upon the execution of the abovementioned Development Rights Agreement, the Group has obtained full rights and control over decision making of BDB and consequently, it has been accounted as a wholly-owned subsidiary of LPBD.

2023

(i) Incorporation of subsidiaries

On 13 June 2023, the Company subscribed for 1 ordinary share representing an equity interest of 100% in both LHSB and LSSB for a total cash consideration of RM1, respectively.

On 16 November 2023, the Company subscribed for 2 ordinary shares representing an equity interest of 100% in LINTSB for a total cash consideration of RM2.

On 21 November 2023, the Company via LINTSB subscribed for 2 ordinary shares representing an equity interest of 100% in LPPL for a total cash consideration of AUD2 (equivalent to RM6).

(ii) Additional investment in a subsidiary

On 29 December 2023, the Company had further subscribed 2,000,000 ordinary shares and 50,000,000 Redeemable Preference Shares ("RPS") in LHSB by way of capitalisation of debts of RM52,000,000 as disclosed in Note 18(iii). No changes to the Company's effective equity interest of 100% in LHSB.

(b) Non-controlling interests in a subsidiary

The subsidiary of the Group that have non-controlling interests ("NCI") are as follows:

	LMSB
2024	
NCI percentage of ownership interest (%)	**30**
NCI percentage of voting interest (%)	**0.1**
Carrying amount of NCI (RM'000)	**75**
Profit allocated to NCI (RM'000)	**1**
2023	
NCI percentage of ownership and voting interest (%)	30
Carrying amount of NCI (RM'000)	(204)
Loss allocated to NCI (RM'000)	(213)

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

(b) Non-controlling interests in a subsidiary (Cont'd)

The summarised financial information before intra-group elimination of the subsidiary that has NCI as at the end of each reporting period are as follows:

	LMSB RM'000
At 31 December 2024	
Non-current assets	**304,066**
Current assets	**244,242**
Non-current liabilities	**(2,242)**
Current liabilities	**(540,569)**
Net assets	**5,497**
For the financial year ended 31 December 2024	
Profit for the financial year	**1,429**
Total comprehensive income	**1,429**
Cash flows (used in)/from	
Operating activities	**(334,594)**
Investing activities	**(7,741)**
Financing activities	**352,947**
At 31 December 2023	
Non-current assets	349,786
Current assets	146,835
Non-current liabilities	(1,667)
Current liabilities	(495,636)
Net assets	(682)
For the financial year ended 31 December 2023	
Loss for the financial year	(710)
Total comprehensive income	(710)
Cash flows (used in)/from	
Operating activities	(38,124)
Investing activities	(238)
Financing activities	39,466

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Material accounting policy information

In the Company's separate financial statements, investments in subsidiaries are measured at cost less any impairment losses.

On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in the profit or loss.

In some circumstances an entity has, in substance, an existing ownership interest as a result of a transaction that currently gives the entity access to the returns associated with an ownership interest. In such circumstances, the proportion allocated to the parent and non-controlling interests in preparing consolidated financial statements is determined by taking into account the eventual exercise of those potential voting rights and other derivatives that currently give the entity access to the returns.

Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied for like transactions and events in similar circumstances. The Company controls an investee if and only if the Company has all the following:

(i) Power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
(ii) Exposure, or rights, to variable returns from its investment with the investee; and
(iii) The ability to use its power over the investee to affect its returns.

When the Company has less than a majority of the voting rights of an investee, the Company considers the following in assessing whether or not the Company's voting rights in an investee are sufficient to give it power over the investee:

(i) The size of the Company's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
(ii) Potential voting rights held by the Company, other vote holders or other parties;
(iii) Rights arising from other contractual arrangements; and
(iv) Any additional facts and circumstances that indicate that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Subsidiaries are consolidated when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary.

Changes in the Company's ownership interests in subsidiaries that do not result in the Company losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Company's interest and the non-controlling interests are adjusted to reflect the changes in their relative interest in the subsidiaries. The resulting difference is recognised directly in equity and attributed to Owners of the Company.

When control ceases, the disposal proceeds and the fair value of any retained investment are compared to the Group's share of the net assets disposed. The difference together with the carrying amount of allocated goodwill and the exchange reserve that relate to the subsidiary is recognised as gain or loss on disposal.

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Material accounting policy information (Cont'd)

Reverse acquisition accounting

In previous years, the Company completed the acquisition of the entire equity interest in Blossom Eastland Sdn. Bhd. and its subsidiaries, i.e. Taraf Nusantara Sdn. Bhd. and Triprise Sdn. Bhd. ("Blossom Group") for a total consideration of RM593,604,357, satisfied through a combination of the issuance of 89,508,542 units of ordinary shares, 639,642,000 units of Redeemable Convertible Preference Shares ("RCPS") and 76,550,572 units of deferred RCPS to shareholders of Blossom Group. This transaction is treated as a reverse acquisition for accounting purpose as the shareholders of Blossom Group became the controlling shareholders of the Company upon the completion of the transaction. Accordingly, Blossom Group (being the legal subsidiaries in the transaction) is regarded as the accounting acquirer, and the Company (being the legal parent in the transaction) is regarded as the accounting acquiree.

The consolidated financial statements represent a continuation of the financial position, financial performance and cash flows of Blossom Group. Accordingly, the consolidated financial statements are prepared on the following basis:

(a) the assets and liabilities of Blossom Group are recognised and measured in the consolidated statement of financial position of the Group at their pre-acquisition carrying amounts;

(b) the assets and liabilities of the Company are recognised and measured in the consolidated statement of financial position of the Group at their acquisition-date fair values;

(c) the retained earnings and other equity balances recognised in the consolidated financial statements are the retained earnings and other equity balances of Blossom Group immediately before the reverse acquisition;

(d) the amount recognised as issued equity interests in the consolidated financial statements is determined by adding to the issued equity of Blossom Group immediately before the Reverse Acquisition the fair value of the consideration effectively transferred based on the issue price of the Company's share. However, the equity structure appearing in the consolidated financial statements (i.e. the number and type of equity instruments issued) reflects the equity structure of the legal parent (i.e. the Company), including the equity instruments issued by the Company to effect the reverse acquisition;

(e) the consolidated statement of comprehensive income for the financial year ended 31 December 2020 reflects the full financial year results of Blossom Group together with the post-acquisition results of the Company; and

(f) the comparative figures presented in these consolidated financial statements are those of Blossom Group, except for its capital structure which is retroactively adjusted to reflect the legal capital of the accounting acquiree.

The consolidated statement of comprehensive income, consolidated statement of cash flows and consolidated statement of changes in equity of the Group for the financial year ended 31 December 2020 refers to the Group which includes the results of Blossom Group from 1 January 2020 to 31 December 2020 and the post-acquisition results of the Company from the date of completion of the reverse acquisition to 31 December 2020.

The above accounting method applies only at the consolidated financial statements. In the Company's separate financial statements, investments in the legal subsidiaries (the Blossom Group) are accounted for at cost less accumulated impairment losses, if any, in the Company's statement of financial position. The initial cost of the investment in the Blossom Group is based on the fair value of the ordinary shares, RCPS and deferred RCPS issued by the Company as at the acquisition date.

NOTES TO THE FINANCIAL STATEMENTS

11. INVESTMENTS IN SUBSIDIARIES (CONT'D)

Material accounting policy information *(Cont'd)*

Direct acquisition accounting

Acquisition of subsidiaries are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any non-controlling interest in the acquiree. The Group elects on a transaction-by-transaction basis whether to measure the non-controlling interests in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction cost incurred are expensed and included in profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes in the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in accordance with MFRS 9 either in profit or loss or a change to other comprehensive income. If the contingent consideration is classified as equity, it will not be remeasured. Subsequent settlement is accounted for within equity.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

12. INVESTMENTS IN JOINT VENTURES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Unquoted shares, at cost				
At beginning of the financial year	**2,883**	545	**500**	500
Share of post acquisition reserves	**(1,013)**	2,338	**-**	-
At end of the financial year	**1,870**	2,883	**500**	500

The details of the joint ventures, which are incorporated and principally engaged their business in Malaysia are as follows:

Name of Joint Ventures	Principal Activity	Effective Equity Interest 2024	Effective Equity Interest 2023
Lagenda Inta Sdn. Bhd. ("LISB") *	Building construction	**50%**	50%
Seed Homes Lagenda Sdn. Bhd. ("SHL") ^	Property development	**50%**	50%

* *Not audited by Moore Stephens Associates PLT*
^ *The management accounts are reviewed by Moore Stephens Associates PLT for equity accounting in the Group*

2023

On 31 December 2023, the Company entered into a shareholder's agreement with Seed Homes Sdn. Bhd., and incorporated a joint venture company, Seed Homes Lagenda Sdn. Bhd ("SHL"). The Company has subscribed for 1 ordinary share representing an equity interest of 50% in SHL for a total cash consideration of RM1.

NOTES TO THE FINANCIAL STATEMENTS

12. INVESTMENTS IN JOINT VENTURES (CONT'D)

2023 (Cont'd)

SHL is structured as a separate vehicle and provides the Company rights to the net assets of the entity. Accordingly, the Directors consider that the Company has joint control over SHL and has classified the investment in SHL as a joint venture. As at the reporting date, SHL still remained dormant and yet to commence any development.

The following table summarises the financial information of a material joint venture, as adjusted for any differences in accounting policies. The table also reconciles the summarised financial information to the carrying amount of the Group's interest in a material joint venture, which is accounted for using the equity method.

	2024 RM'000	2023 RM'000
LISB		
Assets and Liabilities:		
Total assets	**21,861**	33,002
Total liabilities	**(15,777)**	(25,459)
Net assets	**6,084**	7,543
Results:		
Profit for the financial year/period	**1,985**	6,088
Total comprehensive income	**1,985**	6,088
Reconciliation:		
Group's share of net assets	**3,042**	3,772
Elimination of unrealised profits	**(284)**	(889)
Over share of results in prior year	**(888)**	-
Carrying amount in the statements of financial position	**1,870**	2,883
Group's share of results, net of tax	**(1,013)**	2,338

Material accounting policy information

Joint arrangement

A joint arrangement is classified as "joint venture" when the Group has rights only to the net assets of the arrangement. The Group accounts for its interest in the joint venture using the equity method. Investment in a joint venture is measured in the Group's and the Company's statement of financial position at cost less any impairment losses, unless the investment is classified as held for sale or distribution. The cost of investment includes transaction costs.

13. INVESTMENT IN A JOINT OPERATION

The details of the joint operation, which is incorporated and principally engaged its business in Malaysia are as follows:

Name of Joint Ventures Operation Company	Principal Activity	Effective Equity Interest	
		2024	2023
Held through LPBD			
BDB Lagenda Sdn. Bhd. ("BDB")	Property development	-	50%

NOTES TO THE FINANCIAL STATEMENTS

13. INVESTMENTS IN A JOINT OPERATION (CONT'D)

2024

The investment in BDB was reclassified as investment in subsidiaries upon the execution of the Development Rights Agreement during the current financial year as disclosed in Note 11(a).

Material accounting policy information

Joint arrangement

A joint arrangement is classified as "joint operation" when the Group has rights to the assets and obligations for the liabilities relating to an arrangement. The Group accounts for each of its share of the assets, liabilities and transactions, including its share of those held or incurred jointly with the other investors, in relation to the joint operation.

14. OTHER INVESTMENT

	Group/Company	
	2024 RM'000	2023 RM'000
Investment in unquoted shares, at fair value through profit or loss		
At beginning of the financial year	**13,500**	-
Addition	**1,641**	13,500
Fair value adjustment	**15,888**	-
At end of the financial year	**31,029**	13,500

2024

The Group and the Company has further invested RM1,641,000 which represents the adjustment of purchase price in accordance with the actual audited profit after tax achieved as stipulated in the Shares Sale and Purchase Agreement entered on 1 December 2023. No change to the Group's and the Company's effective equity interest of 15% as at the reporting date.

2023

On 1 December 2023, the Group and the Company entered into a Shares Sale and Purchase Agreement with third parties to acquire 150,000 ordinary shares representing an equity interest of 15% for a total cash consideration of RM13,500,000 in Northern Solar Sdn. Bhd. The investment is completed on 15 December 2023.

As at 31 December 2023, the Group and the Company has paid RM2,025,000 and the remaining outstanding amount is disclosed in Note 27(ii).

The Group and the Company designated the investment in unquoted shares as fair value through profit or loss as it represents an investment that the Group and the Company intend to hold for short-term strategic purposes.

The fair value of the unquoted investment is determined by using valuation techniques based on the information applicable to Level 1 (2023: Level 3) fair value measurement. As at 31 December 2024, the fair value of other investment was transferred from Level 3 to Level 1 because quoted prices in the market for the other investment became available. The quoted price of the other investment was based on the Prospectus of the initial public offering of the investee company which was publicly available on 18 December 2024. Hence, the fair value of the other investment was derived based on the quoted market price as at 31 December 2024.

NOTES TO THE FINANCIAL STATEMENTS

14. OTHER INVESTMENT (CONT'D)

Material accounting policy information

At initial recognition, the Group and the Company irrevocably elect to present subsequent changes in the fair value of the investments in profit or loss. This election is made in an investment-by-investment basis.

15. INVENTORIES

	Note	Group 2024 RM'000	Group 2023 RM'000
Non-current asset			
At cost:			
Lands held for future property development		**583,667**	508,980
At net realisable value:			
Lands held for future property development		**21,405**	21,005
		605,072	529,985
Current assets			
At cost:			
Property development costs	(i)	**664,575**	634,069
Unsold completed units	(ii)	**74,221**	42,787
Building materials and hardware		**2,274**	1,269
Food and beverages		**1**	2
Land held for sale		**70,566**	22,754
		811,637	700,881
Recognised in profit or loss as cost of sales:			
Property development costs		**483,920**	408,229
Sale of completed units		**10,938**	11,314
Building materials and hardware		**110,834**	103,627
Food and beverages		**5**	7
Sales of land costs		**72**	305
		605,769	523,482

NOTES TO THE FINANCIAL STATEMENTS

15. INVENTORIES (CONT'D)

(i) Property development costs

	Group	
	2024 RM'000	**2023 RM'000**
Cumulative property development costs		
At beginning of the financial year		
Land costs	**455,636**	304,518
Development costs	**726,154**	638,952
	1,181,790	943,470
Cost incurred during the financial year		
Land costs	**100,610**	214,239
Development costs	**440,432**	455,271
Add:		
Transfer from lands held for future property development	**37,541**	-
Provision for affordable housing obligations	**20,540**	-
Less:		
Transfer to lands held for future development	**(17,554)**	(12,156)
Transfer to inventories (unsold completed units)	**(30,986)**	(21,320)
Transfer to inventories (land held for sale)	**-**	(22,754)
Transfer to investment properties	**(34,262)**	-
Transfer to property, plant and equipment	**(1,895)**	(9,023)
Adjustments to completed projects during the financial year	**(407,312)**	(365,937)
At end of the financial year	**1,288,904**	1,181,790
Cumulative costs recognised in statements of comprehensive income		
At beginning of the financial year	**(547,721)**	(505,429)
Recognised during the financial year	**(483,920)**	(408,229)
Less:		
Adjustments to completed projects during the financial year	**407,312**	365,937
At end of the financial year	**(624,329)**	(547,721)
Property development costs at end of financial year	**664,575**	634,069

(ii) Unsold completed units

In prior financial year, an unsold completed unit (i.e., residential properties) of RM108,000 has been transferred to property, plant and equipment as disclosed in Note 8.

15. INVENTORIES (CONT'D)

Included in inventories is an amount of RM16,973,000 (2023: RM4,212,000) arising from capitalisation of interest expenses.

The titles to certain lands held for property development, unsold completed units and on-going property development are in the name of Directors' related company and third parties ("Landowner") with full power of attorney obtained by the Group. The titles to the on-going development, unsold completed units and lands held for property development will be directly transferred from landowner to the property purchasers.

Land held for property development and on-going development of the Group with the total net carrying amount of RM524,156,000 (2023: RM133,395,000) have been pledged to licensed banks for the banking facilities granted to the subsidiaries as disclosed in Note 24.

Land costs with net carrying amount of RM17,381,000 (2023: RM21,545,000) represent entitlements of the landowners pursuant to Joint Development Agreement entered by the Group to undertake property development projects.

Land costs with the net carrying amount of RM128,417,000 (2023: RM46,516,000) represent entitlements of the landowners pursuant to Development Rights Agreements entered by the Group to undertake property development projects.

In the prior financial year, land costs with the net carrying amount of RM396,358,000 are in the process of being registered in the name of the Group. During the current financial year, the title of the lands have been registered in the name of the Group.

Material accounting policy information

Land held for property development

Land held for property development consists of land on which no significant development work has been undertaken or where development activities are not expected to be commenced within the normal operating cycle. Such land is classified as non-current asset and is stated at lower of cost and net realisable value.

Costs associated with the acquisition of land include the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies. Where an indication of impairment exists, the carrying amount of the asset is assessed and written down immediately to its net realisable value.

Land held for property development is transferred to property development costs (under current assets) when the Group has the intention to develop or launch the project within the next twelve months, significant development work has been undertaken and is expected to be completed within the normal operating cycle of the Group.

Property development costs

Inventories are measured at the lower of cost and net realisable value. The inventories of the Group are made up of relevant cost of land and development expenditure. Land costs comprise cost incurred via acquisition or business arrangement ("joint development"). Any consideration payable for the land with deferred payment will be determined based on the present value of the deferred payment.

Property development costs not recognised as an expense are recognised as an asset measured at the lower of cost and net realisable value. The property development costs are subsequently debited over to profit or loss and recognised as an expense when the control of the asset is transferred to the customer. It comprises all costs that are directly attributable to the development activities or that can be allocated on a reasonable basis to such activities.

Unsold completed properties

The cost of unsold completed properties is stated at the lower of cost and net realisable value. Cost includes the relevant cost of land and development expenditure.

NOTES TO THE FINANCIAL STATEMENTS

15. INVENTORIES (CONT'D)

Material accounting policy information (Cont'd)

Finished goods (construction materials and hardware)

Inventories are measured at the lower of cost and net realisable value.

The cost of inventories is measured based on weighted average cost formula, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Lands held for sale

The cost of lands held for sale is stated at the lower of cost and net realisable value. Cost includes the relevant cost of land and infrastructure development expenditure.

Net realisable value

Net realisable value is the estimated selling price in the ordinary course of business, less the cost of completion and applicable variable selling expenses.

16. DEFERRED TAX (ASSETS)/LIABILITIES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At beginning of the financial year	**1,632**	1,121	**70**	71
Recognised in profit or loss (Note 6)	**(3,430)**	511	**2**	(1)
At end of the financial year	**(1,798)**	1,632	**72**	70

16. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The recognised deferred tax (assets)/liabilities before offsetting are as follows:

	Investment properties RM'000	Property, plant and equipment RM'000	Rights-of-use assets RM'000	Lease liabilities RM'000	Unabsorbed capital allowances RM'000	Unutilised tax losses RM'000	Other temporary differences RM'000	Total RM'000
Group								
2024								
At beginning of the financial year	**50**	**590**	**612**	**(625)**	**(51)**	**-**	**1,056**	**1,632**
Recognised in profit or loss (Note 6)	**64**	**2,325**	**1,451**	**(1,500)**	**(2,181)**	**(118)**	**(3,471)**	**(3,430)**
At end of the financial year	**114**	**2,915**	**2,063**	**(2,125)**	**(2,232)**	**(118)**	**(2,415)**	**(1,798)**
2023								
At beginning of the financial year	44	258	606	(611)	(44)	-	868	1,121
Recognised in profit or loss (Note 6)	6	332	6	(14)	(7)	-	188	511
At end of the financial year	50	590	612	(625)	(51)	-	1,056	1,632

NOTES TO THE FINANCIAL STATEMENTS

16. DEFERRED TAX (ASSETS)/LIABILITIES (CONT'D)

The recognised deferred tax (assets)/liabilities before offsetting are as follows: (Cont'd)

	Property, plant and equipment RM'000	Rights-of-use assets RM'000	Lease liabilities RM'000	Total RM'000
Company				
2024				
At beginning of the financial year	**72**	**56**	**(58)**	**70**
Recognised in profit or loss (Note 6)	**-**	**(56)**	**58**	**2**
At end of the financial year	**72**	**-**	**-**	**72**
2023				
At beginning of the financial year	72	25	(26)	71
Recognised in profit or loss (Note 6)	-	31	(32)	(1)
At end of the financial year	72	56	(58)	70

The estimated amount of temporary differences for which no deferred tax assets have been recognised in the financial statements are as follows (stated as gross):

	Group	
	2024 RM'000	Restated 2023 RM'000
Unutilised tax losses	**1,843**	409
Unabsorbed capital allowances	-	21
Other deductible temporary differences	**152**	198
	1,995	628

*Material ac*counting policy information

Deferred tax is recognised using liability method, on all temporary differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. Deferred tax is not recognised if the temporary difference arises from the initial recognition of an asset or liability in a transaction, which is not a business combination and at the time of the transaction, affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to apply in the period in which the assets are realised or the liabilities are settled, based on tax rates and tax laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets are recognised only to the extent that there are sufficient taxable temporary differences relating to the same taxable entity and the same taxation authority to offset or when it is probable that future taxable profits will be available against which the assets can be utilised.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefits will be realised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will be available for the assets to be utilised.

Deferred tax relating to items recognised outside profit or loss is recognised in other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

17. TRADE RECEIVABLES

	Note	Group 2024 RM'000	Group Restated 2023 RM'000
Trade receivables			
- third parties		**159,575**	157,179
- Directors' related companies		**31,534**	10,920
- joint venture		**3,269**	14,804
- retention sum	(i)	**9,615**	1,362
		203,993	184,265

The normal credit terms of trade receivables range from 30 to 90 days (2023: 30 to 120 days).

(i) Retention sum held by contract customers are due upon expiry of retention periods of 24 months after issuance of Certificate of Completion and Compliance.

18. OTHER RECEIVABLES

	Note	Group 2024 RM'000	Group Restated 2023 RM'000	Company 2024 RM'000	Company Restated 2023 RM'000
Current assets					
Other receivables					
- third parties		**21,643**	22,051	**2,113**	6,998
- Directors' related companies	(i)	**978**	453	**12**	100
- joint venture	(ii)	**2,414**	2,375	**2,375**	2,375
- subsidiaries	(iii)	**-**	-	**11,994**	21,594
Deposits	(iv)	**27,426**	8,785	**7,170**	165
Derivative assets	(v)	**-**	1,341	**-**	-
Contract costs:					
- commission	(vi)	**14,369**	10,986	**-**	-
Prepayments		**11,991**	4,534	**34**	46
		78,821	50,525	**23,698**	31,278

(i) These amounts represented rental income collectible on demand.

(ii) These amounts are non-trade in nature, unsecured, interest-free advances, which are collectible on demand.

(iii) Included in the amounts due from subsidiaries of the Company of RM7,330,000 (2023: RM7,744,000) are non-trade in nature, unsecured, with interest bearing at 5.50% (2023: 5.50%) per annum. The remaining balances represented balances not subject to interest and interest charged to subsidiaries which are collectible on demand. During the financial year, the Company has capitalised RM6,382,000 (2023: RM52,000,000) due from a subsidiary to investment in subsidiaries of the Company as disclosed in Note 11.

NOTES TO THE FINANCIAL STATEMENTS

18. OTHER RECEIVABLES (CONT'D)

(iv) Included in deposits of the Group of RM14,898,000 (2023: RM4,200,000) were deposits paid for one (2023: one) sale and purchase agreements ("SPAs") for acquisition of lands. As at year end, the condition precedents of SPAs have yet to be fulfilled and remaining capital commitments are disclosed in Note 30.

Included in the deposits of the Group and of the Company of RM6,998,000 (2023: Nil) relates to earnest deposits paid to third parties for the intended joint venture arrangement, RM1,204,000 (2023: Nil) relates to the earnest deposits paid to a third party landowner upon entered into a letter of offer to purchase 6 plots of lands as disclosed in Note 36.

In the prior financial year, included in deposits of the Group of RM1,000,000 were deposits paid for the proposal to outright purchase/joint development of a development land and is refundable if the application is unsuccessful.

(v) In relation to fair value adjustment arising from the forward exchange contract that are used to manage the foreign currency exposure arising from the Group's borrowings denominated in currency other than the functional currency of the Group. The forward contract has maturity of 18 months.

	Group	
	2024 RM'000	2023 RM'000
Derivative at fair value through profit or loss		
- forward exchange contract	-	1,341

(vi) Contract costs represent costs to obtain contracts which relate to incremental salesperson and agent commission for obtaining property sales contracts which are expected to be recovered through revenue recognition by reference to the progress towards complete satisfaction of the performance obligation with contract customers. These costs are subsequently expensed off as selling and marketing expenses by reference to the performance completed to date, consistent with the revenue recognition pattern.

During the financial year, the total costs to obtain contracts recognised by the Group as selling and marketing expenses in profit or loss amounting to RM29,109,000 (2023: RM27,622,000).

19. CONTRACT ASSETS/(LIABILITIES)

		Group	
	Note	2024 RM'000	Restated 2023 RM'000
Property development	(i)	**177,152**	169,782
Construction	(ii)	**2,291**	(86)
Completed units	(iii)	**(5,630)**	(4,172)
Lease	(iv)	**(233)**	(26)
Trading	(v)	**14,672**	8,760
		188,252	174,258
Represented by:			
Contract assets		**195,102**	178,562
Contract liabilities		**(6,850)**	(4,304)
		188,252	174,258

NOTES TO THE FINANCIAL STATEMENTS

19. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

Contract assets primarily relate to the Group's right to consideration for work completed on property development and construction contract but not yet billed at the reporting date. Typically, the amount will be billed within 30 to 90 days and payment is expected within 60 days.

Contract liabilities primarily relate to amount billed to customers before a related performance obligation is satisfied by the Group and relates to the Group's obligation to render its services to the customers which had been entered into a contract as at the reporting date. The contract liabilities will be recognised as revenue when the performance obligation had been satisfied within the next 1 month.

(i) Property development

	Group	
	2024 RM'000	Restated 2023 RM'000
At beginning of the financial year	**290,352**	277,800
Revenue recognised during the financial year (Note 3)	**809,641**	688,721
Consideration paid on behalf/payable	**163,193**	129,573
Progress billings during the financial year	**(952,174)**	(805,742)
Settlement of landowner's entitlement via contra units [Note 26(ii)]	**(12,240)**	-
	298,772	290,352
Refundable sales rebate	**(121,620)**	(120,570)
At end of the financial year	**177,152**	169,782

Included in contract assets of RM121,620,000 (2023: RM120,570,000) related to the sales rebate provided by the Group to the purchasers which will be refunded to the purchasers upon the issuance of the Certificate of Completion and Compliance.

(ii) Construction

	Group	
	2024 RM'000	2023 RM'000
At beginning of the financial year	**(86)**	(352)
Revenue recognised during the financial year (Note 3)	**35,097**	11,135
Progress billings during the financial year	**(32,720)**	(10,869)
At end of the financial year	**2,291**	(86)

(iii) Completed units

	Group	
	2024 RM'000	2023 RM'000
At beginning of the financial year	**(4,172)**	(2,701)
Revenue recognised during the financial year (Note 3)	**18,134**	21,132
Progress billings during the financial year	**(19,592)**	(22,603)
At end of the financial year	**(5,630)**	(4,172)

NOTES TO THE FINANCIAL STATEMENTS

19. CONTRACT ASSETS/(LIABILITIES) (CONT'D)

(iv) Lease

	Group	
	2024 RM'000	**2023 RM'000**
At beginning of the financial year	**(26)**	-
Revenue recognised during the financial year (Note 3)	**2,208**	120
Collection during the financial year	**(2,415)**	(146)
At end of the financial year	**(233)**	(26)

(v) Trading

	Group	
	2024 RM'000	**Restated 2023 RM'000**
At beginning of the financial year	**8,760**	-
Revenue recognised during the financial year (Note 3)	**122,328**	112,363
Invoices issued during the financial year	**(116,416)**	(103,603)
At end of the financial year	**14,672**	8,760

20. CASH AND CASH EQUIVALENTS

		Group		Company	
	Note	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Cash and bank balances	(i)	**244,244**	209,481	**1,207**	12,770
Fixed deposits with licensed banks	(ii)	**72,141**	76,538	**-**	-
Short term investments	(iii)	**173**	35,447	**41**	24
		316,558	321,466	**1,248**	12,794

(i) Included in the bank balances of the Group is amount of RM138,607,000 (2023: RM118,503,000) placed in Housing Development Accounts ("HDA") in accordance with Section 7(A) of the Housing Development (Control and Licensing) Act, 1966 (Amended 2002). These HDA accounts, which consist of monies received from purchasers, are for the payment of property development costs incurred. The surplus monies in these accounts, if any, will be released to the Group in accordance with the provisions of the Act.

(ii) The fixed deposits placed with licensed banks by the Group carry interest rates ranging from 2.00% - 3.95% (2023: 1.60% - 3.95%) per annum and had maturity period of 3 to 12 months (2023: 3 to 12 months).

Included in fixed deposits of the Group is an amount of RM72,141,000 (2023: RM76,158,000) pledged to licensed banks as security for banking facilities granted to the Group as disclosed in Note 24.

(iii) This refers to investment in a short to medium-term fixed income fund of which the fund will be invested in money market investments and short to medium term fixed income instruments. The distribution income from this fund is tax exempted and is being treated as interest income by the Group and by the Company.

NOTES TO THE FINANCIAL STATEMENTS

20. CASH AND CASH EQUIVALENTS (CONT'D)

Material accounting policy information

Cash and cash equivalents consist of cash at bank and on hand, fixed deposits with licensed banks and short term investments that are readily convertible to known amount of cash and which are subject to an insignificant risk of changes in value. For the purpose of the statements of cash flows, cash and cash equivalents are presented net of pledged deposits, if any.

21. ORDINARY SHARES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Issued and fully paid:				
At beginning/end of financial year	**333,171**	333,171	**636,006**	636,006

	Group/Company	
	2024 Unit'000	2023 Unit'000
Issued and fully paid:		
At beginning/end of financial year	**837,327**	837,327

The holders of ordinary shares are entitled to receive dividends as and when declared by the Company and are entitled to one vote per ordinary share at meetings of the Company. The ordinary shares have no par value.

(i) The value of the Group's ordinary shares differs from that of the Company as a result of Reverse Acquisition accounting.

(a) The amount recognised as issued equity instruments in the consolidated financial statements comprise the issued equity of Blossom Group immediately before the Reverse Acquisition and the costs of the Reverse Acquisition.

(b) The Group's ordinary shares included fair value of the consideration transferred in relation to the Reverse Acquisition. As Blossom Group is a private entity group, the fair value of the Company's shares provides a more reliable basis for measuring the consideration transferred than the estimated fair value of the share in Blossom Group. The consideration transferred is determined using the fair value of the issued equity of the Company before the acquisition and the number of new ordinary shares Blossom Group would have to issue to the equity holders of the Company to maintain the ratio of ownership interest in the combined entity, which represents the total deemed purchase consideration of RM83,614,000.

(c) The Company's share capital included RM67,131,000 which represents the purchase consideration of Blossom Group which was satisfied by the allotment and issuance of 89,509,000 units of ordinary shares of the Company measured at RM0.75 per ordinary share, together with 639,642,000 units of RCPS and 76,551,000 units of deferred RCPS measured at RM0.7351 per RCPS.

(d) The equity structure (i.e. the number and types of equity instruments issued) reflect the equity structure of the Company, being the legal parent, including the equity instruments issued by the Company to effect the Reverse Acquisition.

(ii) Included in ordinary shares of the Group was dividend paid of RM3,718,000 in relation to RCPS converted in the prior financial year which was transferred from other reserves.

NOTES TO THE FINANCIAL STATEMENTS

22. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS")

	Company	
	2024 RM'000	**2023 RM'000**
Equity		
At beginning/end of the financial year	**164,519**	164,519

The carrying amount of the liability component of RCPS of the Company at the initial recognition date is arrived as follow:

	RM'000
Fair value of issued RCPS	**470,180**
Fair value of deferred RCPS	**56,272**
	526,452
Less: Equity component	**(397,829)**
Liability component at initial recognition	**128,623**

	Company	
	2024 RM'000	**2023 RM'000**
Liabilities		
At beginning of the financial year	**38,330**	45,336
Dividend paid/payable	**(9,459)**	(9,439)
Unwinding of discount recognised to profit or loss	**2,079**	2,433
At end of the financial year	**30,950**	38,330

The units of RCPS are as follows:

	Company	
	2024 Unit'000	**2023 Unit'000**
At beginning/end of the financial year	**296,192**	296,192

No RCPS recognised by the Group as a result of reverse acquisition accounting as described in Note 11.

2024

During the financial year, the total RCPS of the Company has reduced from RM202,849,000 to RM195,469,000 due to incurrence of dividend paid or payable of RM9,459,000 and unwinding of discount recognised to statements of comprehensive income of RM2,079,000. No conversion of RCPS in the current financial year. As at 31 December 2024, the total number of RCPS remain unconverted amounted to 296,192,000.

22. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS") (CONT'D)

2023

In the prior financial year, the total RCPS of the Company has reduced from RM209,855,000 to RM202,849,000 due to incurrence of dividend paid or payable of RM9,439,000 and unwinding of discount recognised to statements of comprehensive income of RM2,433,000. No conversion of RCPS in the prior financial year. As at 31 December 2023, the total number of RCPS remain unconverted amounted to 296,192,000.

The effective interest rate of the liability component of the RCPS ranges from 4.61% to 6.89% (2023: 4.61% to 6.89%) per annum.

The salient terms of the RCPS are as follows:

Transferability

The RCPS is not transferable without the consent of the Company.

Tenure

The tenure of RCPS is for 8 years commencing from and inclusive of the date of issue of the RCPS on 12 August 2020.

Coupon rate

The RCPS carry the right to receive a cumulative preferential dividend out of the distributable profit of the Company at a fixed rate of 4% per annum, compounded annually, based on the issue price, payable annually in arrears. The right to receive dividends shall cease once the RCPS are converted into shares of the Company or redeemed by the Company, provided that all accrued and unpaid dividend shall be paid on the date of conversion or the date of redemption, as the case may be.

Liquidation

In the event of liquidation, or winding up, the RCPS shall rank in priority to any other unsecured securities or shares of the Company. The RCPS shall constitute direct, unconditional, unsecured and unsubordinated obligations of the Company and shall upon allotment and issue, rank pari passu without any preference or priority among themselves and in priority to other redeemable convertible preference shares that may be created in future but shall rank behind all secured and unsecured obligations of the Company. The RCPS shall rank in priority to the ordinary shares with regard to dividend payment.

Voting right

The RCPS shall carry no right to vote at any general meeting of the ordinary shareholders of the Company except with regards to any proposal to reduce the capital of the Company, to dispose of the whole of the Company's property, business and/or undertakings or to wind-up the Company and at any time during the winding-up of the Company. The RCPS holders shall be entitled to vote at any class meeting of the holders of the RCPS in relation to any proposal by the Company to vary or abrogate the rights of RCPS as stated in the constitution/articles of association of the Company. Every holder of RCPS who is present in person at such class meeting will have one vote on a show of hands and on a poll, every holder of RCPS who is present or by proxy will have one vote for every RCPS of which he is the holder.

Conversion

The holder of RCPS shall be entitled to convert each RCPS held by him into such number of shares of the Company in accordance with the conversion ratio at any time during the conversion period. Unless previously redeemed or converted or purchased and cancelled, all outstanding RCPS will be mandatorily converted into new shares of the Company on the maturity date.

The conversion ratio shall be one RCPS to one new share, subject to adjustments from time to time at the determination of the board of directors of the Company in the event of any alteration to the Company's share capital, whether by way of rights issue, capitalisation issue, consolidation of shares, subdivision of shares or reduction of capital howsoever being effected, in accordance with the provisions of the constitutions/articles of association of the Company.

NOTES TO THE FINANCIAL STATEMENTS

22. REDEEMABLE CONVERTIBLE PREFERENCE SHARES ("RCPS") (CONT'D)

The salient terms of the RCPS are as follows: (Cont'd)

<u>Conversion</u> (Cont'd)

The RCPS shall be convertible into new shares on any market day at any time during the tenure of the RCPS commencing on and including the issue date up to and including the maturity date.

The conversion price per new share shall be an amount equivalent to the issue price, which shall be deemed settled by way of set-off against the purchase consideration in accordance with the terms of this agreement. No additional cost or consideration shall be payable by the holder of the RCPS upon such exercise of the conversion rights.

Unless previously redeemed or converted or purchased and cancelled, the RCPS may at the option of the Company be redeemed, in whole or in part, at any time during the tenure of the RCPS at the redemption price. The Company shall give not less than 30 days prior written notice to the RCPS holders of the redemption of RCPS. The RCPS holders shall be entitled to exercise their conversion rights to convert their RCPS into new shares at any time after the Company issues a notice of redemption and prior to the redemption being effected. All RCPS which are redeemed or purchased by the Company shall be cancelled immediately and cannot be resold.

<u>Redemption</u>

Redemption price is equivalent to the issue price and redeemable at the discretion of RCPS holder.

23. OTHER RESERVES

		Group		Company	
	Note	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Share option reserve	(i)	**13,368**	12,887	**13,368**	12,887
RCPS dividend payable	(ii)	**(39,173)**	(29,714)	**-**	-
Foreign currency translation reserve	(iii)	**(577)**	(2)	**-**	-
		(26,382)	(16,829)	**13,368**	12,887

(i) Share option reserve

	Group/Company	
	2024 RM'000	2023 RM'000
Share options under ESOS:		
At 1 January	**12,887**	11,645
ESOS granted during the year	**537**	1,311
Revision of probability of vesting condition	**(56)**	(69)
At 31 December	**13,368**	12,887

NOTES TO THE FINANCIAL STATEMENTS

23. OTHER RESERVES (CONT'D)

(i) Share option reserve (Cont'd)

The share option reserve represents the equity-settled share options granted to employees. This reserve is made up of the cumulative value of services received from employees recorded on grant of share options.

At an extraordinary general meeting held on 28 June 2021, the Company's shareholders approved establishment of an Employee Share Option Scheme ("ESOS") which is governed by the By-Laws.

The salient features of the ESOS are as follows:

(i) The maximum number of new shares of the Company, which may be available under the scheme, shall not exceed in aggregate 15% of the total number of issued shares of the Company at any point in time during the existence of the ESOS;

(ii) An employee of the Group shall be eligible to participate in the ESOS if, as at the date of the ESOS offer, such employee:

- has attained the age of at least eighteen (18) years and is not an undischarged bankrupt; and
- is in the employment of any corporation within the Group and/or its subsidiaries, which are not dormant, who has been either confirmed in service for a continuous period of at least one (1) year or serving in a specific designation under an employment contract for a continuous fixed duration of at least one (1) year and has not served a notice to resign nor received a notice of termination.

  In the case of a director or a chief executive officer or a major shareholder of the Company and/or persons connected to them, their specific allotments under the ESOS shall be approved by the shareholders of the Company in a general meeting.

(iii) The ESOS shall be in force for a period of five (5) years from 25 October 2021 and may be extended by the Board at its absolute discretion for a further period of up to five (5) years, but will not in aggregate exceed ten (10) years from 25 October 2021 or such longer period as may be allowed by the relevant authorities;

(iv) The option price may be subjected to a discount of not more than 10% of the average of the market quotation of the shares as shown in the daily official list issued by Bursa Malaysia Securities Berhad for the five (5) trading days immediately preceding the offer date, or at par value of the shares of the Company, whichever is higher;

(v) The option may be exercised by the grantee by notice in writing to the Company in the prescribed form during the option period in respect of all or any part of the new shares of the Company comprised in the ESOS;

(vi) All new ordinary shares issued upon exercise of the options granted under the ESOS will rank pari passu in all respects with the existing ordinary shares of the Company, except that new ordinary share allotted and issued, will not be entitled to any dividends, rights, allotments and/or other distributions declared, where the entitlement date of which is prior to date of allotment and issuance of the new shares; and

(vii) The option granted to eligible employees will lapse when they are no longer in employment with the Group.

23. OTHER RESERVES (CONT'D)

(i) Share option reserve (Cont'd)

The option prices and the details in the movement of the options granted are as follows:

Grant date	Exercisable date	Expiry date	Exercise price RM	At beginning of the financial year Unit'000	Granted Unit'000	Exercised Unit'000	Forfeiture Unit'000	At end of the financial year Unit'000
25.10.2021	25.10.2021	25.10.2026	1.44	50,700	-	-	(5,200)	45,500
03.02.2022	03.02.2022	03.02.2027	1.17	8,400	-	-	(750)	7,650

Information of ESOS

On 03 February 2022, the Company has offered 12,450,000 options ("ESOS 2") to eligible employees of the Company and its non-dormant subsidiaries to subscribe for new ordinary shares in the Company. Similar to the ESOS granted in the prior financial year, these options have a vesting period of five (5) years from 03 February 2022 to 02 February 2027 and will expire on 03 February 2027. These options are exercisable if the employee remains in service for three (3) years from the date of grant.

On 25 October 2021, the Company has granted 74,600,000 share options ("ESOS 1") under the ESOS plan. These options have a vesting period of five (5) years from 25 October 2021 to 24 October 2026 and will expire on 25 October 2026. These options are exercisable if the employee remains in service for three (3) years from the date of grant, except for Directors of the Company which the options granted are exercisable upon granted and capped at 20% per financial year.

The fair value of ESOS 1 and ESOS 2 granted in both financial years was estimated using the Trinomial Option Pricing model, taking into account the terms and conditions upon which the options were granted. The fair value of share options measured at grant date and the assumptions are as follows:

	ESOS 2	ESOS 1
Fair value of ESOS at grant date (RM)	0.45	0.80
Weighted average share price (RM)	1.30	1.60
Exercise price (RM)	1.17	1.44
Expected volatility (%)	40.90%	43.91%
Risk free rate (%)	3.24%	3.15%

The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome. No other feature of the option was incorporated into the measurement of fair value.

NOTES TO THE FINANCIAL STATEMENTS

23. OTHER RESERVES (CONT'D)

(i) Share option reserve (Cont'd)

Directors of the Group have been granted the following number options under ESOS:

	2024 Unit'000	2023 Unit'000
At beginning/end of the financial year	12,000	12,000

As at 31 December 2024, a cumulative 9,600,000 units (2023: 7,200,000 units) of options were vested and exercisable, which is in accordance with the cap of 20% per financial year.

Employees of the Group have been granted the following number options under ESOS:

	2024 Unit'000	2023 Unit'000
At beginning of the financial year	**59,100**	70,900
Forfeiture	**(5,950)**	(11,800)
At end of the financial year	**53,150**	59,100

During the financial year, a cumulative 40,612,000 units (2023: 27,810,000 units) of options were vested and exercisable as the employees remained in service for three (3) years from the date of grant.

	2024 Unit'000	2023 Unit'000
At beginning of the financial year	**27,810**	16,550
Vested and exercisable	**14,542**	13,040
Forfeiture	**(1,740)**	(1,780)
At end of the financial year	**40,612**	27,810

(ii) RCPS dividend payable

	Group	
	2024 RM'000	2023 RM'000
RCPS dividend payable:		
At 1 January	**(29,714)**	(20,275)
Dividend paid/payable during the financial year	**(9,459)**	(9,439)
At 31 December	**(39,173)**	(29,714)

As disclosed in Note 22, other reserve was in relation to dividend paid/payable for unconverted RCPS and will be transferred to ordinary share capital upon conversion.

NOTES TO THE FINANCIAL STATEMENTS

23. OTHER RESERVES (CONT'D)

(iii) Foreign currency translation reserve

The exchange translation reserve is used to record foreign currency exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

24. BORROWINGS, SECURED

	Note	Group	
		2024 RM'000	2023 RM'000
Secured			
Non-current liability			
Term loans	(i)	**76,376**	111,978
Current liabilities			
Banker's acceptance		**37,125**	8,865
Revolving credit		**650,613**	119,913
Term loans	(i)	**51,183**	61,610
		738,921	190,388
		815,297	302,366
Total borrowings			
Banker's acceptance		**37,125**	8,865
Revolving credit		**650,613**	119,913
Term loans	(i)	**127,559**	173,588
		815,297	302,366

The effective interest/profit rates per annum on the borrowings of the Group are as follows:

	Group	
	2024 %	2023 %
Banker's acceptance	**3.31 - 4.57**	2.28 - 4.52
Revolving credit	**3.75 - 5.44**	4.50 - 5.92
Term loans	**4.42 - 7.29**	3.92 - 7.92

NOTES TO THE FINANCIAL STATEMENTS

24. BORROWINGS, SECURED (CONT'D)

(i) Term loans

	Group	
	2024 RM'000	**2023 RM'000**
Repayable within 1 year (current)	**51,183**	61,610
Repayable between 1 and 2 years	**49,079**	47,885
Repayable between 2 and 5 years	**23,034**	60,813
Repayable more than 5 years	**4,263**	3,280
Repayable after 1 year (non-current)	**76,376**	111,978
	127,559	173,588

The banking facilities of the Group are secured by the following:

(i) Fixed deposits pledged as disclosed in Note 20(ii);

(ii) Legal charge over lands held for property development and on-going development as disclosed in Note 15;

(iii) Legal charge over the Group's freehold land and properties as disclosed in Note 8(i);

(iv) Legal charge over the Group's freehold lands and properties as disclosed in Note 9;

(v) Corporate guarantee by the Company; and

(vi) Assignment of takaful policy by the Director of the Company.

NOTES TO THE FINANCIAL STATEMENTS

25. LEASE LIABILITIES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Non-current liabilities	**8,478**	4,466	**346**	691
Current liabilities	**2,353**	2,794	**188**	263
	10,831	7,260	**534**	954
Future minimum lease payments:				
Repayable within 1 year	**2,939**	3,117	**209**	305
Repayable between 1 and 2 years	**2,161**	2,191	**182**	383
Repayable between 2 and 5 years	**2,839**	2,493	**182**	364
Repayable more than 5 years	**11,578**	384	**-**	-
	19,517	8,185	**573**	1,052
Less: Future finance charges	**(8,686)**	(925)	**(39)**	(98)
Present value of minimum lease payments	**10,831**	7,260	**534**	954
Present value of lease liabilities:				
Repayable within 1 year	**2,353**	2,794	**188**	263
Repayable between 1 and 2 years	**1,676**	2,107	**170**	346
Repayable between 2 and 5 years	**1,814**	2,200	**176**	345
Repayable more than 5 years	**4,988**	159	**-**	-
	10,831	7,260	**534**	954

The effective interest rates per annum on the lease liabilities of the Group and of the Company are as follows:

	Group		Company	
	2024 %	2023 %	2024 %	2023 %
Lease liabilities	**2.75 - 18.32**	3.74 - 18.32	**4.37 - 7.80**	4.37 - 7.80

26. TRADE PAYABLES

	Note	Group 2024 RM'000	Group Restated 2023 RM'000
Non-current liability			
Landowners' entitlement	(i)	**35,646**	7,504
Current liabilities			
Landowners' entitlement	(i)	**35,942**	15,791
Third parties	(ii)	**113,799**	503,759
Joint venture		**5,765**	-
Directors' related companies		**2,071**	2,071
Retention sum on contracts	(iii)	**26,682**	37,867
		184,259	559,488

The normal credit terms granted to the Group range from 30 to 90 days (2023: 30 to 60 days).

(i) These are in respect of payable for landowners' entitlement under deferred payment term pursuant to the development rights agreement entered into with a third party. Pursuant to the said agreement, the entitlement shall be paid based on a mutually agreed schedule of payment. These deferred payables are measured at amortised cost at imputed interest rate of 5.71% - 8.47% (2023: 6.85%) per annum.

	Group 2024 RM'000	Group 2023 RM'000
Future minimum payments:		
- Repayable within 1 year	**38,885**	16,329
- Repayable between 1 and 5 years	**37,080**	7,680
	75,965	24,009
Less: Future accretion of interest	**(4,377)**	(714)
	71,588	23,295
Present value of deferred payable:		
- Repayable within 1 year	**35,942**	15,791
- Repayable between 1 and 5 years	**35,646**	7,504
	71,588	23,295

(ii) In the prior financial year, included in the trade payables is an amount of RM356,537,000 due to the vendor of two (2) parcels of vacant freehold agriculture lands located at Kulai, Johor, of which the acquisition was completed on 23 October 2023 and was settled in February 2024 via banking facilities granted by financial institutions.

In the prior financial year, included in the trade payables is an amount of RM4,582,000 and RM7,745,000, represented landowners' entitlement which will be contra with 31 units of completed residential property and 36 units of completed commercial properties respectively upon Certificate of Completion and Compliance. During the current financial year, the landowner's entitlement of RM12,240,000 has been fully settled as disclosed in Note 19(i). The remaining outstanding balance of RM87,000 has been settled by cash.

(iii) Retention sums held by the Group are due upon expiry of retention periods of 24 months after issuance of Certificate of Completion and Compliance.

NOTES TO THE FINANCIAL STATEMENTS

27. OTHER PAYABLES

	Note	Group 2024 RM'000	Group Restated 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Current liabilities					
Other payables:					
- third parties		**889**	1,782	**94**	222
- Directors' related companies	(i)	**8,454**	2,569	**99**	273
- Joint venture	(i)	**15**	15	**-**	-
- Subsidiaries		**-**	-	**7,119**	-
Accruals	(ii)	**70,757**	60,801	**4,009**	13,993
Accrued contractor works	(iii)	**47,825**	62,614	**-**	-
Rental deposits received	(iv)	**1,616**	808	**-**	-
Refundable deposits received	(v)	**3,703**	4,165	**-**	-
Deferred income	(vi)	**41**	-	**-**	-
		133,300	132,754	**11,321**	14,488
Provision for affordable housing obligations	(vii)	**30,878**	-	**-**	-
		164,178	132,754	**11,321**	14,488

(i) Included in Directors' related companies is an amount of RM6,142,000 (2023: RM2,249,000) which represents outstanding amount of renovation works and services.

(ii) Included in accruals is an amount of RM27,671,000 (2023: RM10,626,000) which represent accrued professional fees for on-going development which pending billings from its professionals.

In the prior financial year, included in accruals of the Group and of the Company is an amount of RM11,475,000 which represent accrued investment of shares in other investment which pending satisfaction of the progress payment term as stipulated in the Share Sale and Purchase Agreement as disclosed in Note 14.

In the prior financial year, included in accruals is an accrued landowner's entitlement pursuant to development right agreement to undertake property development project which amounting to RM14,569,000.

(iii) These amounts represent accrued construction costs for on-going development which are pending billings from its contractors.

(iv) Rental deposits received represent security deposits received from the tenants of the units on the investment properties and lands held for future development which is refundable upon termination of the lease arrangements.

(v) Represent deposits received from the buyers of the units on the project which is refundable.

(vi) Deferred income represents amount billed but services yet to rendered as at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

27. OTHER PAYABLES (CONT'D)

(vii) The movements of the provision for affordable housing obligations are as follows:

		Group	
	Note	2024 RM'000	2023 RM'000
At 1 January		**-**	-
Provision made during the financial year		**30,878**	-
At 31 December		**30,878**	-

Provision for affordable housing is recognised for anticipated losses to be incurred for the development of low cost housing under the requirements of the local government attributable to a premium housing project. The provision for affordable housing represents the shortfall between the cost of constructing affordable housing and the economic benefits expected to be received from the purchasers of affordable housing in the development of affordable housing on involuntary basis, whereby the developer has no ability to impose selling price higher than what the authority dictates. The provision is capitalised in the form of common costs for development of premium housing.

28. DIVIDENDS

	Group/ Company RM'000
2024	
Recognised during the financial year:	
- Interim single tier dividend for financial year ended 31 December 2023:	
3.5 sen per ordinary share (paid on 30 April 2024)	**29,306**
- Interim single tier dividend for financial year ended 31 December 2024:	
3.0 sen per ordinary share (paid on 25 October 2024)	**25,120**
	54,426
2023	
Recognised during the financial year:	
- Interim single tier dividend for financial year ended 31 December 2022: 3.5 sen per ordinary share (paid on 17 April 2023)	29,306
- Interim single tier dividend for financial year ended 31 December 2023: 3.0 sen per ordinary share (paid on 25 September 2023)	25,120
	54,426

NOTES TO THE FINANCIAL STATEMENTS

29. RELATED PARTY DISCLOSURES

Identifying related parties

For the purposes of these financial statements, parties are considered to be related to the Group and to the Company if the Group and the Company have the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group and the Company and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

The Group has a related party relationship with its Directors' related companies, a joint venture and key management personnels. The Company has related party relationship with its subsidiaries, joint ventures, Directors' related companies and key management personnels. Directors' related companies refer to companies in which certain Directors of the Company have substantial financial interests and/or are also Directors of the companies. The joint venture refers to the company jointly controlled by itself. The related party balances of the Group and of the Company are disclosed in Notes 17, 18, 26 and 27.

Related party transactions

The related party transactions between the Group and the Company and their related parties during the financial year are as follows:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Subsidiaries				
Investing activities				
Non-trade related				
Advances to	**-**	-	**(92,156)**	(136,284)
Repayment from	**-**	-	**62,563**	111,522
Operating activities				
Non-trade related				
Management fee income	**-**	-	**(7,886)**	(7,877)
Rental income	**-**	-	**(1,596)**	(1,005)
Dividend income	**-**	-	**(62,000)**	(82,800)
Rental expenses	**-**	-	**994**	-
Interest income	**-**	-	**(1,641)**	(2,632)
Interest expense	**-**	-	**1,693**	-
Financing activities				
Non-trade related				
Advances from	**-**	-	**32,200**	-
Repayment to	**-**	-	**(30,000)**	-

NOTES TO THE FINANCIAL STATEMENTS

29. RELATED PARTY DISCLOSURES (CONT'D)

Related party transactions (Cont'd)

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Directors' related companies				
Operating activities				
Trade related				
Late payment charges	**-**	14	**-**	-
Trading of building materials revenue	**(52,283)**	(16,558)	**-**	-
Non-trade related				
Repayment from	**31,753**	12,851	**-**	-
Repayment to	**(16,000)**	(1,084)	**-**	-
Sales of completed properties	**-**	(6,490)	**-**	-
Property development cost	**-**	1,040	**-**	-
Landowner's entitlement	**32,723**	-	**-**	-
Rental income	**(1,801)**	(1,645)	**-**	-
Rental expenses and deposits paid	**1,495**	2,017	**1,453**	1,632
Financing activities				
Non-trade related				
(Repayment to)/ advances from	**(91)**	2,089	**-**	-
Investing activities				
Non-trade related				
Disposal of property plant and equipment	**690**	-	**-**	-
Acquisition of property plant and equipment	**(6,583)**	-	**-**	-
Joint venture				
Operating activities				
Trade-related				
Construction cost	**58,106**	52,670	**-**	-
Revenue	**(12,790)**	(29,800)	**-**	-
Repayment from	**24,325**	17,589	**-**	-
Repayment to	**(49,306)**	(51,871)	**-**	-
Operating activities				
Non-trade related				
Repayment from	**40**	-	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

29. RELATED PARTY DISCLOSURES (CONT'D)

Related party transactions (Cont'd)

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Joint venture (Cont'd)				
Investing activities				
Non-trade related				
Acquisition of property, plant and equipment	**-**	2,990	**-**	-
Repayment to	**-**	(2,975)	**-**	-
Advances to	**-**	(956)	**-**	(990)

Compensation of key management personnel

Key management personnel are defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group and of the Company either directly or indirectly, including any Directors of the Company and its subsidiaries.

The remuneration of the Directors and other members of key management personnel during the financial year were as follows:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Directors				
Directors' fee	**603**	524	**435**	390
Salaries and other emoluments	**2,895**	3,003	**988**	1,278
Contribution to defined contribution plan	**1,074**	1,153	**480**	630
Share-based payment	**76**	248	**76**	204
Others	**8**	7	**1**	1
	4,656	4,935	**1,980**	2,503
Estimated monetary value of benefits-in-kind ("BIK")	**46**	47	**25**	25
Total including estimated monetary value of BIK	**4,702**	4,982	**2,005**	2,528
Key senior management				
Salaries and other emoluments	**961**	399	**665**	399
Contribution to defined contribution plan	**116**	39	**80**	39
Others	**-**	1	**-**	1
	1,077	439	**745**	439

NOTES TO THE FINANCIAL STATEMENTS

30. CAPITAL COMMITMENT

The Group has the following commitment at the reporting date but not recognised as payable:

	Group	
	2024 RM'000	2023 RM'000
Authorised and contracted for:		
Development rights	**99,620**	-
Acquisition of vacant freehold lands	**134,078**	37,800
Acquisition of vacant leasehold lands	**269**	-
	233,967	37,800

31. SEGMENTAL INFORMATION

Segment information is presented in respect of the Group's business segments. Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

For management purposes, the Group is organised into the following three (3) operating segments:

(i) Property development - Property development activities and sale of completed units

(ii) Construction - Construction of building

(iii) Trading - Trading and supply of hardware and all related products

(a) Reporting format

Segment revenue and results

Segment results represent profit or loss before finance costs and tax of the segment. Inter-segment transactions are entered in the ordinary course of business based on terms mutually agreed upon by the parties concerned.

Segment assets

The total of segment asset is measured based on all assets of a segment, as included in the internal management reports that are reviewed by the Chief Operating Decision Maker ("CODM"). Segment total asset is used to measure the return on assets of each segment.

Segment liabilities

Segment liabilities information is neither included in the internal management reports nor provided regularly to the CODM. Hence, no disclosure is made on segment liability.

(b) Allocation basis and transfers

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets, liabilities and expenses.

Segment revenue, expenses and results include transfers between business segments. These transfers are eliminated on consolidation.

(c) Geographical information

No other segmental information such as geographical segment is presented as the Group is principally involved in the investment holding, property development, construction and trading of building materials and hardware activities and operate from Malaysia only.

(d) Major customers

There is no major customer with revenue equal or more than 10% of the Group's total revenue.

NOTES TO THE FINANCIAL STATEMENTS

31. SEGMENTAL INFORMATION (Cont'd)

Information regarding the Group's total reportable segments are presented below:

	Property development RM'000	Construction RM'000	Trading RM'000	Total reportable segment RM'000	Non-reportable segment RM'000	Elimination RM'000	Group RM'000
2024							
Revenue							
Sales to external customers	812,772	50,418	122,328	985,518	3,249	-	988,767
Inter-segment revenue	55,658	517,873	180,913	754,444	63,618	(818,062)	-
Total revenue	868,430	568,291	303,241	1,739,962	66,867	(818,062)	988,767
Segment profit before tax	228,278	35,968	8,265	272,511	69,253	(93,380)	248,384
Included in the measure of segment profit are:							
Cost of sales	569,790	524,724	289,170	1,383,684	3,639	(743,873)	643,450
Interest income	(21,082)	(7,562)	(168)	(28,812)	(3,083)	25,874	(6,021)
Interest expenses	47,262	4,120	2,052	53,434	6,552	(35,600)	24,386
Share of results of joint ventures	-	-	-	-	1,013	-	1,013
Fair value on investment properties	844	-	-	844	(1,482)	100	(538)
Fair value on other investment	-	-	-	-	(15,888)	-	(15,888)
Depreciation of property, plant and equipment	3,045	2,585	432	6,062	1,073	193	7,328
Tax expenses	48,116	8,170	2,246	58,532	1,122	4,721	64,375
Segment assets	2,710,295	412,025	154,143	3,276,463	1,045,413	(1,875,080)	2,446,796

31. SEGMENTAL INFORMATION (CONT'D)

Information regarding the Group's total reportable segments are presented below: (Cont'd)

	Property development RM'000	Construction RM'000	Trading RM'000	Total reportable segment RM'000	Non-reportable segment RM'000	Elimination RM'000	Group RM'000
Restated							
2023							
Revenue							
Sales to external customers	699,627	22,752	112,363	834,742	132	-	834,874
Inter-segment revenue	19,067	445,791	120,736	585,594	83,160	(668,754)	-
Total revenue	718,694	468,543	233,099	1,420,336	83,292	(668,754)	834,874
Segment profit before tax	280,657	28,977	8,692	318,326	77,615	(183,385)	212,556
Included in the measure of segment profit are:							
Cost of sales	450,582	432,352	220,118	1,103,052	191	(570,671)	532,572
Interest income	(13,213)	(3,423)	(196)	(16,832)	(3,138)	14,236	(5,734)
Interest expenses	25,342	1,117	1,156	27,615	2,472	(11,788)	18,299
Share of results of a joint venture	-	-	-	-	(2,338)	-	(2,338)
Unrealised gain on foreign exchange	3,482	-	-	3,482	190	-	3,672
Fair value adjustment on derivative contract	(3,482)	-	-	(3,482)	-	-	(3,482)
Depreciation of property, plant and equipment	3,395	596	371	4,362	608	18	4,988
Tax expenses	52,743	8,617	2,049	63,409	850	185	64,444
Segment assets	2,167,991	343,037	126,851	2,637,879	979,221	(1,494,202)	2,122,898

NOTES TO THE FINANCIAL STATEMENTS

31. SEGMENTAL INFORMATION (CONT'D)

Reconciliations of Group's reportable segment profit or loss and assets are presented as below:

	Group	
	2024 RM'000	**Restated 2023 RM'000**
Segment profit	**272,511**	318,326
Dividend income	**(62,000)**	(82,800)
Inter-segment profit	**(41,106)**	(98,137)
Interest income	**(25,874)**	(14,236)
Interest expenses	**35,600**	11,788
Other non-reportable segments	**69,253**	77,615
Profit before tax	**248,384**	212,556
Segment assets	**3,276,463**	2,637,879
Elimination of inter-segment transactions *	**(212,287)**	(52,368)
Inter-segment balances	**(772,601)**	(581,252)
Other non-reportable segments	**155,221**	118,639
Total assets	**2,446,796**	2,122,898

* *Mainly consist of inter-segment sale of land eliminated*

32. FINANCIAL INSTRUMENTS

Categories of financial instruments

The Group's and the Company's financial assets (excluding prepayment) and financial liabilities are all categorised as amortised costs respectively, except for other investment and derivative contract measured at fair value through profit or loss as disclosed in Notes 14 and 18(v) respectively.

Financial risk management objectives and policies

The Group's and the Company's financial risk management policy is to ensure that adequate financial resources are available for the development of the Group's and the Company's operations whilst managing the financial risks, including credit risk, interest rate risk, foreign currency risk and liquidity risk. The Group and the Company operate within clearly defined guidelines that are approved by the Board and the Group's and the Company's policy is not to engage in speculative transactions.

The following sections provide details regarding the Group's and the Company's exposure to the abovementioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk of financial loss to the Group and to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group's exposure to credit risk arises principally from its receivables (which consist of trade receivables and other receivables), contract assets and advances to a joint venture company. The Company's exposure to credit risk arises principally from loans and advances to subsidiaries, a joint venture company and financial guarantees given to banks for credit facilities granted to subsidiaries and a landowner of a subsidiary of the Company. There are no significant changes as compared to prior year.

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL INSTRUMENTS (CONT'D)

(a) Credit risk (Cont'd)

Trade receivables and contract assets

Risk management objectives, policies and processes for managing the risk

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Credit risk is minimised and monitored via strictly limiting the Group's association to business partners with good credit rating. Credit evaluations are performed on all customers requiring credit over a certain amount.

At each reporting date, the Group assesses whether any of the trade receivables and contract assets are credit impaired.

There are no significant changes as compared to previous financial year.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk from trade receivables and contract assets are represented by the carrying amounts in the statements of financial position.

Concentration of credit risk

The Group determines concentration of credit risk by monitoring the profiles of its receivables and contract assets on an ongoing basis.

As at 31 December 2024, the Group has significant concentration of credit risk arising from the amount owing from 5 customers (2023: 6 customers) constituting 17% (2023: 30%) of gross trade receivables of the Group.

Recognition and measurement of impairment loss

Trade receivables and contract assets from property development segment ("collateralised receivables")

The Group recognises a loss allowance for expected credit losses on a financial asset that is measured as receivable and a contract asset if the credit risk on that financial instrument has increased significantly since initial recognition. The Group assumes that the credit risk on a financial instrument has not increased significantly since initial recognition as the trade receivables and contract assets are determined to have low credit risk at the reporting date.

For the purposes of measuring expected credit losses, the estimate of expected cash shortfalls shall reflect the cash flows expected from collateral and other credit enhancements that are part of the contractual terms and are not recognised separately by the Group. The estimate of expected cash shortfalls on a collateralised financial instrument reflects the amount and timing of cash flows that are expected from foreclosure on the collateral less the costs of obtaining and selling the collateral, irrespective of whether foreclosure is probable (i.e. the estimate of expected cash flows considers the probability of a foreclosure and the cash flows that would result from it).

The Group has possession of the legal rights to the properties sold and lands developed by its subsidiaries and this is deemed serve as a collateral and in the event of defaults by the purchaser, the expected cash shortfall from selling the collateral less the cost of obtaining and selling the collateral is immaterial.

Trade receivables and contract assets from construction contract segment ("non-collateralised receivables")

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances and to ensure that receivables that are neither past due nor impaired are stated at their realisable values. Any receivables having significant balances past due more than 1 year, which are deemed to have higher credit risk, are monitored individually.

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL INSTRUMENTS (CONT'D)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Recognition and measurement of impairment loss (Cont'd)

Trade receivables and contract assets from construction contract segment ("non-collateralised receivables") (Cont'd)

In determining the recoverability of these receivables, the Group considers any change in the credit quality of the receivables from the date the credit was initially granted up to the reporting date. Receivables are monitored on a going concern basis via Group's management reporting procedures and action will be taken for long outstanding debt. The Group is exposed to significant concentration of credit risk to a customer, a body incorporated by the Government of Malaysia. The expected credit loss rate on the amounts outstanding from the customer are considered low as it has low risk of default and strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the said Body to fulfil its contractual cash flow obligations.

Trade receivables from trading segment ("non-collateralised receivables")

In managing credit risk of trade receivables, the Group manages its debtors and takes appropriate actions (including but not limited to legal actions) to recover long overdue balances and to ensure that receivables that are neither past due nor impaired are stated at their realisable values.

The Group has applied the simplified approach in MFRS 9 to measure the loss allowance at lifetime expected credit losses. The Group assesses impairment of trade receivables on individual and collective basis.

For individual assessment, it is due to different risk credit characteristics and these debtors can be individually managed by the Group in an effective and efficient manner. The Group has reasonable and supportable information available to assess the impairment individually.

For collective assessment, the Group determines the expected credit losses by using a provision matrix for collective assessed receivables which are grouped together based on shared credit risk characteristics and similar types of contracts which have similar risk characteristics.

Loss rates are calculated using a 'roll rate' method based on the probability of a receivable progressing through successive stages of delinquency.

Loss rates are based on actual credit loss experienced over the prior years and are adjusted to reflect the alternative forward-looking information. The Group also considers differences between (a) economic conditions during the period over which the historical data has been collected, (b) current conditions and (c) the Group's view of economic conditions over the expected lives of the receivables.

Any receivables having significant balances past due more than 90 to 180 days from different customer profiles are deemed to have higher credit risk. The Group has subsequently recognised a loss allowance of 100% against all receivables after 180 days (credit-impaired) because historical experience has indicated that these receivables are generally not recoverable.

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL INSTRUMENTS (CONT'D)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Impairment losses

The following table provides information about the exposure to credit risk and Expected Credit Losses for trade receivables and contract assets as at the reporting date which are grouped together as they are expected to have similar risk nature.

	Group	
	2024 RM'000	Restated 2023 RM'000
Collateralised receivables		
Trade receivables		
Not past due	**68,969**	56,887
Past due but not impaired:		
1 to 30 days	**20,100**	21,511
31 to 120 days	**12,913**	16,898
More than 120 days	**10,812**	15,015
	43,825	53,424
	112,794	110,311
Retention sum held by contract customers	**7,982**	674
Contract assets	**298,786**	290,352
	419,562	401,337
Non-collateralised receivables		
Trade receivables		
Not past due	**44,545**	38,546
Past due but not impaired:		
1 to 30 days	**14,667**	7,767
31 to 120 days	**13,063**	14,830
More than 120 days	**9,309**	11,449
	37,039	34,046
	81,584	72,592
Retention sum held by contract customers	**1,633**	688
Contract assets	**17,936**	8,780
	101,153	82,060
	520,715	483,397

32. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Trade receivables and contract assets (Cont'd)

Impairment losses (Cont'd)

Receivables that are neither past due nor impaired

Property development segment

Trade receivables that are neither past due nor impaired comprise property purchasers mostly are with end financing facilities from reputable end-financiers whilst the others are creditworthy debtors with good payment records.

Construction contract and trading segment

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records and mostly are regular customers that have been transacting with the Group.

Receivables that are past due but not impaired

Property development segment

Trade receivables that are past due but not impaired are secured in nature and comprise property purchasers mostly are with end financing facilities from reputable end-financiers whilst the others are creditworthy debtors with good payment records. The Directors are of the opinion that these debts should be realisable in full without material losses in the ordinary course of business.

Construction contract and trading segment

The Group has not provided for impairment for these trade receivables as there has been no significant changes in their credit quality and the amounts are still considered recoverable according to historical repayment trend of these trade receivables. The Group does not hold any collateral or other credit enhancement over these balances.

Amounts due from subsidiaries and a joint venture company

Risk management objectives, policies and processes for managing the risk

The Group and the Company provide unsecured loans and advances to its subsidiaries and a joint venture company. The Group and the Company monitor the ability of the subsidiaries and a joint venture company to repay the loans and advances on an individual basis.

Exposure to credit risk, credit quality and collateral

As at the end of the financial year, the maximum exposure to credit risk arising from amounts due from subsidiaries and a joint venture company are represented by the carrying amount in the statements of financial position. Loans and advances provided are not secured by any collateral or supported by any other credit enhancements.

Recognition and measurement of impairment loss

Amounts due from subsidiaries and a joint venture company are repayable on demand. For loans that are repayable on demand, expected credit losses are assessed based on the assumption that repayment of the loan is demanded at the reporting date.

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(a) Credit risk (Cont'd)

Amounts due from subsidiaries and a joint venture company (Cont'd)

Recognition and measurement of impairment loss (Cont'd)

The Group and the Company assume that there is a significant increase in credit risk when the subsidiaries' and a joint venture company's financial position deteriorates significantly. As the subsidiaries and a joint venture company are within same group of management and therefore the management is able to determine the timing of payments of the subsidiaries' and a joint venture company's loans and advances when it is payable, the Group and the Company consider subsidiaries' and a joint venture company's loan or advance to be credit impaired when the subsidiaries and a joint venture company are unlikely to repay the loan or advances to the Group and to the Company in full given insufficient highly liquid resources when the loan is demanded.

The Group and the Company determine the probability of default for these loans and advances individually using internal information available.

As at the reporting period, there were no indications of impairment loss in respect of amounts due from subsidiaries and a joint venture company.

Financial guarantees

The Company provides financial guarantees to its subsidiaries and a landowner of a subsidiary of the Company in respect of banking facilities and credit limit granted. The Company monitors on an ongoing basis the results of the subsidiaries and repayments made by the subsidiaries to financial institution.

Exposure to credit risk, credit quality and collateral

The Company's maximum exposure to credit risk amounting to RM903,390,000 (2023: RM304,653,000) representing the outstanding banking facilities of the subsidiaries and the landowner of the subsidiary as at the end of the reporting period.

The financial guarantees are provided as credit enhancements to the subsidiaries' banking facilities.

The Company assumes that there is a significant increase in credit risk when the subsidiaries' financial position deteriorates significantly. The Company considers a financial guarantee to be credit impaired when:

- The subsidiaries are unlikely to repay its credit obligation to the bank or suppliers in full; or
- The subsidiaries are continuously loss making and is having a deficit in shareholders' fund.

The Company determines the probability of default of the guaranteed loans individually using internal information available. The fair value of the financial guarantees is negligible as the probability of the financial guarantees being called upon is remote at the initial recognition.

Cash and cash equivalents

The cash and cash equivalents are held with banks and financial institutions. As at the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position. These banks and financial institutions have low credit risks. Hence, a loss allowance is not necessary.

Other receivables and deposits

Other receivables and deposits are considered to have low credit risk as they are not due for payment at the end of the reporting period and there has been no significant increase in the risk of default on the receivables since initial recognition. Accordingly, for the purpose of impairment assessment for these receivables, the loss allowance is measured at an amount equal to 12-month expected credit losses which reflects the low credit risk of the exposures. As at the end of the reporting period, the Group and the Company did not recognise any allowance for impairment losses.

NOTES TO THE FINANCIAL STATEMENTS

32. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's and the Company's exposure to interest rate risk arises mainly from interest-bearing financial assets and liabilities.

The interest rate profile of the Group's and of the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Floating rate instruments				
Financial asset:				
Short term investment	**173**	35,447	**41**	24
Financial liabilities:				
Banker's acceptance	**(37,125)**	(8,865)	**-**	-
Revolving credit	**(650,613)**	(119,913)	**-**	-
Term loans	**(127,559)**	(173,588)	**-**	-
	(815,124)	(266,919)	**41**	24

Interest rate risk sensitivity analysis

The following table details the sensitivity analysis to a reasonably possible change in the interest rates as at the end of the reporting period, with all other variables held constant:

	Group		Company	
	(Decrease)/ Increase 2024 RM'000	(Decrease)/ Increase 2023 RM'000	(Decrease)/ Increase 2024 RM'000	(Decrease)/ Increase 2023 RM'000
Effect on results after tax/equity				
Increase of 100 basis points	**(6,195)**	(2,029)	*****	*
Decrease of 100 basis points	**6,195**	2,029	*****	*

* *Less than RM1,000*

32. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value of cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group is exposed to foreign currency risk on borrowings and other receivables that are denominated in a currency other than the functional currency of the Group. The currency giving rise to this risk is primarily United States Dollar ("USD") and Australian Dollar ("AUD").

Foreign exchange exposures in transactional currency other than functional currency of the Group is kept to an acceptable level.

Exposure to foreign currency risk

The Group's significant exposure to foreign currency (a currency which is other than functional currency of the Group) risk, based on carrying amounts as at end of the reporting period was:

	Denominated		
	in AUD RM'000	in USD RM'000	Total RM'000
2024			
Other receivables	**6,344**	**-**	**6,344**
2023			
Other receivables	6,575	-	6,575
Borrowings	-	(79,913)	(79,913)
	6,575	(79,913)	(73,338)

The Group is exposed to foreign currency risk through the impact of foreign exchange rate changes. The changes in foreign exchange rates would not have material impact on the profit or loss and equity of the Group.

(d) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting financial obligations associated with financial liabilities. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities. The unutilised credit facilities made available to the Group as at 31 December 2024 amount to RM170,458,000 (2023: RM750,426,000).

The Group's and the Company's liquidity risk management policy is to manage their debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. In addition, the Group and the Company maintain sufficient levels of cash and available banking facilities at a reasonable level to their overall debt position to meet their working capital requirement.

32. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(d) Liquidity risk (Cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the financial year based on contractual undiscounted repayment obligations:

	Carrying amount RM'000	Contractual cash flows RM'000	<---- Contractual cash flows ----> Within one year RM'000	Between 1 and 2 years RM'000	Between 2 and 5 years RM'000	More than 5 years RM'000
Group						
2024						
Trade payables	**219,905**	**224,281**	**127,698**	**61,249**	**35,334**	**-**
Other payables	**164,137**	**164,137**	**161,898**	**1,442**	**797**	**-**
Borrowings:-						
- Banker's acceptance	**37,125**	**37,297**	**37,297**	**-**	**-**	**-**
- Revolving credit	**650,613**	**682,576**	**682,576**	**-**	**-**	**-**
- Term loans	**127,559**	**183,248**	**57,487**	**85,082**	**35,282**	**5,397**
Lease liabilities	**10,831**	**19,517**	**2,939**	**2,161**	**2,839**	**11,578**
Financial guarantee *	**71,101**	**71,101**	**71,101**	**-**	**-**	**-**
	1,281,271	**1,382,157**	**1,140,996**	**149,934**	**74,252**	**16,975**
Restated						
2023						
Trade payables	566,992	567,706	525,604	11,787	30,315	-
Other payables	132,754	132,754	132,014	259	481	-
Borrowings:-						
- Banker's acceptance	8,865	8,889	8,889	-	-	-
- Revolving credit	119,913	121,097	121,097	-	-	-
- Term loans	173,588	237,504	73,461	53,252	107,302	3,489
Lease liabilities	7,260	8,185	3,117	2,191	2,493	384
	1,009,372	1,076,135	864,182	67,489	140,591	3,873

* *This liquidity risk exposure is included for illustration purpose only as the related financial guarantees have not crystallised.*

32. FINANCIAL INSTRUMENTS (CONT'D)

Financial risk management objectives and policies (Cont'd)

(d) Liquidity risk (cont'd)

The table below summarises the maturity profile of the Group's and of the Company's financial liabilities as at the end of the financial year based on contractual undiscounted repayment obligations: (cont'd)

	Carrying amount RM'000	Contractual cash flows RM'000	<---- Contractual cash flows ----> Within one year RM'000	Between 1 and 2 years RM'000	Between 2 and 5 years RM'000	More than 5 years RM'000
Company						
2024						
Other payables	**11,321**	**11,321**	**11,321**	**-**	**-**	**-**
Lease liabilities	**534**	**573**	**209**	**182**	**182**	**-**
Financial guarantee *	**903,390**	**903,390**	**903,390**	**-**	**-**	**-**
	915,245	**915,284**	**914,920**	**182**	**182**	**-**
2023						
Other payables	14,488	14,488	14,488	-	-	-
Lease liabilities	954	1,052	305	383	364	-
Financial guarantee *	304,653	304,653	304,653	-	-	-
	320,095	320,193	319,446	383	364	-

* *This liquidity risk exposure is included for illustration purpose only as the related financial guarantees have not crystallised.*

NOTES TO THE FINANCIAL STATEMENTS

33. FAIR VALUE MEASUREMENTS

Assets and liabilities carried at fair value

The fair value measurement hierarchies used to measure non-financial assets at fair values in the statements of financial position are disclosed in Notes 9, 14 and 18(v).

During the current financial year, the fair value of other investment was transferred from Level 3 to Level 1 as disclosed in Note 14.

Financial instrument other than those carried at fair value

Financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

The carrying amounts of short-term receivables and payables and cash and cash equivalents approximate their fair values due to the relatively short-term nature of these financial instruments and insignificant impact of discounting.

The carrying amount of long-term floating rate loans approximate their fair value as the loans will be re-priced to market interest rate on or near reporting date.

34. CAPITAL MANAGEMENT

The Group's and the Company's objectives when managing capital is to maintain a strong capital base and safeguard the Group's and the Company's ability to continue as a going concern. The Group and the Company monitor and maintain an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

The Group and the Company monitor capital using total debt-to-equity ratio which is the total debt divided by total equity. Total debt includes lease liabilities and loans and borrowings whilst total equity is equity attributable to Owners of the Company.

The total debt-to-equity ratios at end of the reporting period are as follows:

	Group	
	2024 RM'000	2023 RM'000
Borrowings (Note 24)	**815,297**	302,366
Lease liabilities (Note 25)	**10,831**	7,260
Total debt	**826,128**	309,626
Total equity attributable to Owners of the Company	**1,221,600**	1,101,849
Debt-to-equity ratio (times)	**0.68**	0.28

	Company	
	2024 RM'000	2023 RM'000
Lease liabilities (Note 25)	**534**	954
Total debt	**534**	954
Total equity	**856,038**	841,222
Debt-to-equity ratio (times)	*****	*

* *less than 0.1 time*

NOTES TO THE FINANCIAL STATEMENTS

34. CAPITAL MANAGEMENT (CONT'D)

Under the terms of the major borrowing facilities, the Group is required to comply with the following financial covenant:

(i) Gearing ratio of the Group to be capped at up to 1.5 times.

As at 31 December 2024, the gearing ratio of the Group was at 0.68 times (2023: 0.28 times).

(ii) Tangible net worth of the Group shall not fall below RM900,000,000 (2023: RM900,000,000).

The Group's tangible net worth is at RM1,196,024,000 (2023: RM1,076,273,000), which is above the stipulated tangible net worth of RM900,000,000 (2023: RM900,000,000).

(iii) The subsidiaries of the Company should not declare more than 50% of current year profit after tax provided any such permissible declaration of dividends may only be made if debt servicing is current.

During the current and prior financial year, the debt servicing of the subsidiaries of the Company are current.

The Group is in compliance with the externally imposed capital requirements as mentioned above.

35. SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

Development Rights Agreement

On 10 January 2024, the Group had entered into a Development Rights Agreement ("DRA") with a third party to undertake the development of the lands located in Mukim Ulu Sungai Johor, Daerah Kota Tinggi, Negeri Johor for a total cash consideration of RM85,380,000, upon the terms and subject to the conditions set out in the DRA. The DRA grants the Group exclusive rights to develop the lands categorised as Part 1 Development and Part 2 Development, with an exclusive option to develop Part 3 Development under a master development project.

On 22 November 2024, the Group has entered into a Part 3 DRA to undertake Part 3 Development for a total cash consideration of RM99,620,000, upon the terms and subject to the conditions set out in the Part 3 DRA.

The condition precedents of Part 3 DRA were being fulfilled subsequently on 6 February 2025.

Acquisition of freehold lands

On 21 May 2024, BESB entered into a Sales and Purchase Agreement ("SPA") with Hock Lean Rubber Estate Sdn. Bhd. for the acquisition of 3 plots of freehold land located at Mukim Pinang Tunggal, Daerah Kuala Muda, Negeri Kedah measuring 855 acres in aggregate for a total cash consideration of RM148,975,200. The proposed acquisition has subsequently completed on 11 March 2025 following the settlement of the balance purchase consideration in accordance with the terms and conditions of the SPA.

36. EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR

Second interim dividend

On 25 February 2025, the Board of Directors has declared a second interim single tier dividend of 3.5 sen per ordinary share for the financial year ended 31 December 2024, amounting to RM29,306,451. The entitlement date has been fixed on 22 April 2025, which is payable on 20 May 2025 and will be credited into the entitled depositors' securities accounts maintained with Bursa Malaysia Depository Sdn. Bhd.

These dividends will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 December 2025.

Acquisition of Vivafirst Sdn. Bhd.

On 17 March 2025, the Company has acquired Vivafirst Sdn. Bhd. from a third party individual shareholder, comprising 1 ordinary share for a total cash consideration of RM1.

NOTES TO THE FINANCIAL STATEMENTS

36. EVENTS SUBSEQUENT TO THE END OF FINANCIAL YEAR

Acquisition of freehold lands

On 20 March 2025, Vivafirst Sdn. Bhd. has entered into a SPA with Bright Term Sdn. Bhd. for the acquisition of 6 plots of freehold lands in Pekan Sungai Gadut, Daerah Seremban, Negeri Sembilan totalling approximately 138.17 acres for a total purchase consideration of RM60,185,400.

On 21 March 2025, the SPA has became unconditional and completed.

37. COMPARATIVE FIGURES

The comparative figures are reclassified to conform with the current year's presentation.

	As previously reported RM'000	As reclassified RM'000
Group		
31 December 2023		
Statements of Financial Position		
ASSETS		
Current assets		
Trade receivables	**193,045**	184,265
Contract assets	**290,352**	178,562
LIABILITIES		
Current liabilities		
Trade payables	**553,202**	559,488
Other payables	**259,630**	132,754
Contract liabilities	**4,284**	4,304
Statements of Cash Flows		
Cash Flows from Operating Activities		
Changes in working capital:		
Receivables	**73,765**	81,545
Payables	**441,152**	320,562
Contract assets/liabilities	**(11,321)**	100,489
Cash Flows from Investing Activities		
Deposits paid for lands held for future development	**(1,000)**	-

LIST OF GROUP PROPERTIES

Development Properties

No.	Location	Description/ existing use	Land Area	Tenure	Date of Acquisition	Date of Last Valuation	Net Book Value as at 31.12.2024 (RM'000)
1	**Johor, Kulai Land** A parcel of land in Mukim Senai, District of Kulai, State of Johor.	Future development land and commercial land	309.968 hectares	Freehold	13.02.2023	N/A	317,421
2	**Perak, Teluk Intan Land** Various parcels of land in Mukim of Durian Sebatang, District of Hilir Perak, State of Perak.	Mix development and future development land	109.741 hectares	99 years leasehold	09.08.2022	31.12.2023	119,437
3	**Johor, Kota Tinggi Land** Various parcels of land in Mukim of Ulu Sungai Johor, District of Kota Tinggi, State of Johor.	Future development land and commercial lot	251.015 hectares	99 years leasehold	10.01.2024	N/A	50,760
4	**Pahang, Kuantan Land** Various parcels of land in Mukim Penor, District of Kuantan, State of Pahang.	Future development land	80.621 hectares	99 years leasehold	23.06.2021	N/A	22,400
5	**Perak, Batang Padang Land** Various parcels of land in Mukim Batang Padang, District of Batang Padang, State of Perak.	Future development land	165.160 hectares	99 years leasehold	02.09.2022	N/A	21,186
6	**Perak, Batang Padang, Lagenda Aman** Various parcels of land in Mukim Batang Padang, District of Batang Padang, State of Perak	Future development land	123.043 hectares	99 years leasehold	23.10.2020	N/A	18,259
7	**Perak, Teluk Intan Land** Various parcels of land in Mukim of Durian Sebatang, District of Hilir Perak, State of Perak	Future development land	70.34 hectares	99 years leasehold	06.03.2017	N/A	15,039
8	**Perak, Kampar Land** Various parcels of land in Mukim Kampar, District of Kampar, State of Perak	Future development land	11.316 hectares	Freehold	20.04.2017	31.12.2024	13,330

LIST OF GROUP PROPERTIES

Investment Properties

No.	Location	Description/ existing use	Land Area	Tenure	Date of Acquisition	Date of Last Valuation	Net Book Value as at 31.12.2024 (RM'000)
9	**Lagenda Tower** Bandar Petaling Jaya, District of Petaling Jaya, State of Selangor	12-storey office buiding	101,246 square feet	Freehold	05.09.2023	23.02.2024	58,485
10	**BBSAP Phase 1D** Jalan Residen 1/34, Mukim Sitiawan, District of Manjung, State of Perak	28 units double-storey shop office	4,137 m^2	Freehold	30.04.2021	31.12.2023	11,855
					TOTAL		**648,172**

ANALYSIS OF SHAREHOLDINGS

AS AT 24 MARCH 2025

Total Number of Issued Shares	:	837,327,181
Class of Shares	:	Ordinary Shares
Voting Rights	:	One (1) vote per Ordinary Share
Total Number of Shareholders	:	6,642

DISTRIBUTION SCHEDULE

Size of Shareholdings	No. of Shareholders	%	No. of Shares Held	%
1 – 99	1,153	17.36	47,679	0.01
100 – 1,000	1,517	22.84	782,148	0.09
1,001 – 10,000	2,727	41.06	11,909,571	1.42
10,001 – 100,000	967	14.56	31,672,656	3.78
100,001 to less than 5% of issued shares	275	4.14	509,078,126	60.80
5% and above of issued shares	3	0.05	283,837,001	33.90
TOTAL	**6,642**	**100.00**	**837,327,181**	**100.00**

DIRECTORS' SHAREHOLDINGS

The Directors' Shareholdings of Lagenda Properties Berhad based on the Register of Directors' Shareholdings of the Company as at 24 March 2025 are as follows: -

Directors	Direct Interest		Indirect Interest	
	No. of Shares Held	%	No. of Shares Held	%
Admiral Tan Sri Dato' Seri Panglima Dr. Ahmad Kamarulzaman Bin Hj. Ahmad Badaruddin	-	-	-	-
Dato' Doh Jee Ming	10,500,800	1.25	488,461,636 [1]	58.34
Chua Seng Hooi	-	-	-	-
Koong Wai Seng	-	-	-	-
Dr. Lim Pang Kiam	500,000	0.06	-	-
Looi Sze Shing	-	-	-	-
Myrzela Binti Sabtu	-	-	-	-
Tengku Faradiza Binti Tengku Baharuddin	-	-	-	-
Datin Loa Bee Ha[2]	-	-	-	-

Notes:

(1) Deemed interest by virtue of his shareholding in Lagenda Land Sdn. Bhd., Doh Properties Sdn. Bhd. and Setia Awan Plantation Sdn. Bhd., a holding company of Doh Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

(2) Appointed as Independent Non-Executive Director on 2 April 2025.

ANALYSIS OF SHAREHOLDINGS
AS AT 24 MARCH 2025

SUBSTANTIAL SHAREHOLDERS' SHAREHOLDINGS

The names of the substantial shareholders of Lagenda Properties Berhad and their respective shareholdings based on the Register of Substantial Shareholders of the Company as at 24 March 2025 are as follows: -

Substantial Shareholders	Direct Interest No. of Shares Held	Direct Interest %	Indirect Interest No. of Shares Held	Indirect Interest %
Lagenda Land Sdn. Bhd.	446,990,428	53.38	-	-
Doh Capital Sdn. Bhd.	37,571,208	4.49	-	-
Setia Awan Plantation Sdn. Bhd.	-	-	37,571,208 (1)	4.49
Dato' Doh Jee Ming	10,500,800	1.25	488,461,636 (2)	58.34
Dato' Doh Tee Leong	1,179,000	0.14	488,461,636 (2)	58.34
Dato' Doh Jee Chai	-	-	484,561,636 (3)	57.87

Notes:

(1) Deemed interested by virtue of its shareholdings in Doh Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

(2) Deemed interest by virtue of his shareholding in Lagenda Land Sdn. Bhd., Doh Properties Sdn. Bhd. and Setia Awan Plantation Sdn. Bhd., a holding company of Doh Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

(3) Deemed interest by virtue of his shareholding in Lagenda Land Sdn. Bhd. and Setia Awan Plantation Sdn. Bhd., a holding company of Doh Capital Sdn. Bhd. pursuant to Section 8(4) of the Companies Act 2016.

ANALYSIS OF SHAREHOLDINGS
AS AT 24 MARCH 2025

THIRTY (30) LARGEST SHAREHOLDERS

No.	Name of Shareholders	No. of Shares Held	%
1.	LAGENDA LAND SDN. BHD.	153,807,001	18.37
2.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED	80,030,000	9.56
3.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: MAYBANK PRIVATE WEALTH MANAGEMENT FOR LAGENDA LAND SDN. BHD.	50,000,000	5.97
4.	SJ SEC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT - AL RAJHI BANK FOR LAGENDA LAND SDN. BHD.	36,000,000	4.30
5.	CITIGROUP NOMINEES (ASING) SDN. BHD. BENEFICIARY: EXEMPT AN FOR UBS AG SINGAPORE	35,491,573	4.24
6.	AL RAJHI BANKING & INVESTMENT CORPORATION (MALAYSIA) BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR LAGENDA LAND SDN. BHD.	29,000,000	3.46
7.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR LAGENDA LAND SDN. BHD.	23,000,000	2.75
8.	CIMSEC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: CIMB FOR LAGENDA LAND SDN. BHD.	21,866,360	2.61
9.	CIMB GROUP NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR LAGENDA LAND SDN. BHD.	20,000,000	2.39
10.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR LAGENDA LAND SDN. BHD.	20,000,000	2.39
11.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT- AMBANK ISLAMIC BERHAD FOR DOH CAPITAL SDN. BHD.	19,520,599	2.33
12.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: URUSHARTA JAMAAH SDN. BHD.	15,805,200	1.89
13.	CITIGROUP NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: GREAT EASTERN LIFE ASSURANCE (MALAYSIA) BERHAD	13,596,700	1.62
14.	CHEN HONG ENG	9,713,100	1.16
15.	DOH CAPITAL SDN. BHD.	9,389,671	1.12
16.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT - AMBANK (M) BERHAD FOR LAGENDA LAND SDN. BHD.	9,117,067	1.09
17.	CIMB GROUP NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: CIMB COMMERCE TRUSTEE BERHAD FOR KENANGA SHARIAH GROWTH OPPORTUNITIES FUND	8,692,700	1.04
18.	DOH CAPITAL SDN. BHD.	8,660,938	1.03
19.	BINARI MAJU SDN. BHD.	8,352,214	1.00
20.	HSBC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: HSBC (MALAYSIA) TRUSTEE BERHAD FOR MANULIFE INSURANCE BERHAD	8,237,300	0.98
21.	IFAST NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: GLOBAL SUCCESS NETWORK SDN. BHD.	6,530,000	0.78
22.	MAYBANK NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: NATIONAL TRUST FUND	6,367,700	0.76

ANALYSIS OF SHAREHOLDINGS

AS AT 24 MARCH 2025

THIRTY (30) LARGEST SHAREHOLDERS (CONT'D)

No.	Name of Shareholders	No. of Shares Held	%
23.	CIMB ISLAMIC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: CIMB ISLAMIC TRUSTEE BERHAD - KENANGA SYARIAH GROWTH FUND	5,346,200	0.64
24.	AFFIN HWANG NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR DATO' DOH JEE MING	5,000,000	0.60
25.	PUBLIC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR ONG TONG PHENG @ ENG AH TOON	4,937,900	0.59
26.	MOHD AFIZAN BIN MOHD ARIFF	4,861,100	0.58
27.	CIMB GROUP NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: CIMB COMMERCE TRUSTEE BERHAD - KENANGA MALAYSIAN INC FUND	4,704,200	0.56
28.	HSBC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: HSBC (MALAYSIA) TRUSTEE BERHAD FOR MANULIFE INVESTMENT AL-FAID	4,262,600	0.51
29.	AMSEC NOMINEES (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR LAGENDA LAND SDN. BHD.	4,200,000	0.50
30.	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. BENEFICIARY: PLEDGED SECURITIES ACCOUNT FOR RONIE TAN CHOO SENG	4,200,000	0.50
TOTAL		630,690,123	75.32

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Twenty-Fourth Annual General Meeting ("**24th AGM**" or "**the Meeting**") of Lagenda Properties Berhad ("**LGB**" or "**the Company**") will be held at Ballroom I, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan on Wednesday, 11 June 2025 at 10:30 a.m. for the following purposes: -

AGENDA

ORDINARY BUSINESS

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 together with the Reports of the Directors and Auditors thereon. *(Please refer to Explanatory Note i)*

2. To approve the payment of Directors' fees up to an aggregate amount of RM1,000,268/- for the Non-Executive Directors of the Company for the period from 1 January 2025 until the date of the next Annual General Meeting ("**AGM**") of the Company in year 2026. *(Ordinary Resolution 1)*

3. To approve the payment of Directors' benefits (excluding Directors' fees) up to an aggregate amount of RM140,000/- for the period from 1 January 2025 until the date of the next AGM of the Company in year 2026. *(Ordinary Resolution 2)*

4. To re-elect the following Directors who are due to retire in accordance with Clause 102 of the Company's Constitution, and being eligible, have offered themselves for re-election: -

   (a) Tengku Faradiza Binti Tengku Baharuddin; *(Ordinary Resolution 3)*
   (b) Mr. Chua Seng Hooi; *(Ordinary Resolution 4)*
   (c) Mr. Koong Wai Seng; and *(Ordinary Resolution 5)*
   (d) Datin Loa Bee Ha *(Ordinary Resolution 6)*

5. To re-elect the following Directors who are due to retire by rotation in accordance with Clause 95 of the Company's Constitution, and being eligible, have offered themselves for re-election: -

   (a) Dato' Doh Jee Ming; and *(Ordinary Resolution 7)*
   (b) Puan Myrzela Binti Sabtu *(Ordinary Resolution 8)*

6. To re-appoint Moore Stephens Associates PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration. *(Ordinary Resolution 9)*

SPECIAL BUSINESS

To consider and, if thought fit, with or without modification, to pass the following Ordinary Resolutions: -

7. **ORDINARY RESOLUTION** *(Ordinary Resolution 10)*
   AUTHORITY TO ISSUE SHARES PURSUANT TO SECTIONS 75 AND 76 OF THE COMPANIES ACT 2016 ("THE ACT")
   "**THAT** pursuant to Sections 75 and 76 of the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities Berhad ("**Bursa Malaysia Securities**") and the approvals of the relevant governmental and/or regulatory authorities, the Directors be and are hereby empowered to issue and allot shares in the capital of the Company from time to time at such price and upon such terms and conditions, for such purposes and to such person or persons whomsoever the Directors may, in their absolute discretion deem fit, always provided that the aggregate number of shares issued pursuant to this resolution does not exceed 10% of the total number of issued shares (excluding treasury shares, if any) of the Company for the time being;

   THAT the Directors be and are also empowered to obtain the approval for the listing of and quotation for the additional shares to be issued on Bursa Malaysia Securities;

   AND THAT such authority shall continue in force until the conclusion of the next AGM of the Company;

   AND FURTHER THAT pursuant to Section 85 of the Act to be read together with Clause 57 of the Constitution of the Company, approval be and is hereby given to waive the statutory pre-emptive rights of the shareholders of the Company to be offered new shares of the Company ranking equally to the existing issued shares arising from any issuance of new shares in the Company pursuant to Sections 75 and 76 of the Act."

NOTICE OF ANNUAL GENERAL MEETING

8. **ORDINARY RESOLUTION** *(Ordinary Resolution 11)*
PROPOSED RENEWAL OF AND NEW SHAREHOLDERS' MANDATE FOR RECURRENT RELATED PARTY TRANSACTIONS OF A REVENUE OR TRADING NATURE ("PROPOSED RRPT MANDATE")

"**THAT** subject to the Main Market Listing Requirements of Bursa Malaysia Securities, approval be and is hereby given to the Company and its subsidiaries ("**the Group**") to enter into and give effect to the recurrent related party transactions of a revenue or trading nature from time to time with the related parties as specified in Section 2.4 of the Circular to Shareholders dated 30 April 2025 provided that such transactions are: -

(i) necessary for the Group's day-to-day operations;
(ii) carried out in the ordinary course of business, on an arm's length basis and on normal commercial terms which are not more favourable to the related parties than those generally available to the public;
(iii) not detrimental to the minority shareholders of the Company; and
(iv) the disclosure is made in the annual report on the aggregate value of transactions conducted pursuant to the shareholders' mandate during the financial year in relation to:

(a) the related transacting parties and their respective relationship with the Company; and
(b) the nature of the recurrent transactions.

AND THAT such authority shall continue in force until: -

(i) the conclusion of the next AGM of the Company following this AGM at which the Proposed RRPT Mandate was passed, at which time it will lapse, unless by an ordinary resolution passed at the next AGM, the authority is renewed;
(ii) the expiration of the period within which the next AGM of the Company after that date it is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
(iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is earlier;

AND FURTHER THAT the Directors be authorised to complete and do all such acts and things (including executing all such documents as may be required) to give effect to the Proposed RRPT Mandate."

NOTICE OF ANNUAL GENERAL MEETING

9. **ORDINARY RESOLUTION** *(Ordinary Resolution 12)*
PROPOSED RENEWAL OF AUTHORITY FOR SHARE BUY-BACK OF UP TO 10% OF THE TOTAL NUMBER OF ISSUED SHARES OF THE COMPANY ("PROPOSED RENEWAL OF SHARE BUY-BACK")
"**THAT**, subject to the Act, the Constitution of the Company, the Main Market Listing Requirements of Bursa Malaysia Securities and all other applicable laws, guidelines, rules and regulations for the time being in force and the approvals of the relevant governmental and/or regulatory authorities, approval be and is hereby given to the Company to purchase such number of ordinary shares in the Company ("**LGB Shares**") as may be determined by the Directors of the Company from time to time through Bursa Malaysia Securities as the Directors may deem fit and expedient in the best interest of the Company, provided that:-

(i) the aggregate number of LGB Shares purchased and/or held by the Company pursuant to this resolution shall not exceed 10% of the Company's total number of issued shares as quoted on Bursa Malaysia Securities as at the point of purchase(s); and
(ii) the maximum funds to be allocated by the Company for the purpose of purchasing its own shares shall not exceed the aggregate of the retained profits of the Company based on the latest audited/unaudited financial statements of the Company (where applicable) available at the time of the purchase(s).

THAT the authority conferred by this resolution shall continue in force until: -

(i) the conclusion of the next AGM of the Company following this AGM at which the Proposed Renewal of Share Buy-Back was passed, at which time it will lapse, unless by an ordinary resolution passed at that meeting, the authority is renewed, either unconditionally or subject to conditions; or
(ii) the expiration of the period within which the next AGM of the Company after that date it is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or
(iii) revoked or varied by an ordinary resolution passed by the shareholders of the Company in a general meeting;

whichever is earlier;

AND THAT upon completion of the purchase(s) by the Company of its own ordinary shares, the Directors of the Company be authorised to deal with the ordinary shares purchased in their absolute discretion in the following manner: -

(i) cancel the ordinary shares so purchased; and/or
(ii) retain the ordinary shares so purchased as treasury shares for distribution as dividend to the shareholders and/or resell on the market of Bursa Malaysia Securities or subsequently cancelled; and/or
(iii) retain part of the ordinary shares so purchased as treasury shares and cancel the remainder; or
(iv) in any other manner as prescribed by the Act, rules, regulations and orders made pursuant to the Act, the Main Market Listing Requirements of Bursa Malaysia Securities and any other relevant authorities for the time being in force.

AND FURTHER THAT the Directors of the Company be authorised to take all such steps as are necessary or expedient to implement, finalise or effect the Proposed Renewal of Share Buy-Back with full powers to assent to any conditions, modifications, variations and/or amendments as may be required or imposed by the relevant authorities and to do all such acts and things as they may deem fit and expedient in the best interest of the Company."

10. To transact any other ordinary business of which due notice shall have been given.

NOTICE OF ANNUAL GENERAL MEETING

By Order of the Board of Directors

LIEW SEE SEE (SSM PC NO. 202008001371) (MAICSA 7062468)
YEOW SZE MIN (SSM PC NO. 201908003120) (MAICSA 7065735)
CHEW KIT YEE (SSM PC NO. 202208000376) (MAICSA 7067474)
Company Secretaries

Kuala Lumpur
Dated: 30 April 2025

NOTES:

1. Only members whose names appear on the Record of Depositors on 4 June 2025 shall be entitled to attend, speak and vote at the Meeting or appoint proxy(ies) to attend, speak and vote in his/her stead.
2. A member entitled to attend and vote at the Meeting is entitled to appoint not more than two (2) proxies to attend, speak and vote in his/her stead. There shall be no restriction as to the qualification of the proxy(ies).
3. Where a member appoints two (2) proxies to attend, speak and vote at the Meeting, the appointment shall be invalid unless the member specifies the proportion of his/her shareholdings to be represented by each proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the member to attend, speak and vote at the Meeting.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's Common Seal or under the hand of an officer or attorney duly authorised. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
6. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities, all resolutions at the Meeting shall be put by way of poll.
7. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, or where the member is a body corporate, the copy of the power or authority may also be certified by an authorised officer of that member, must be deposited at the business address of the Company at Level 4, No. 131, Persiaran PM 2/1, Pusat Bandar Seri Manjung Seksyen 2, 32040 Seri Manjung, Perak Darul Ridzuan not less than forty-eight (48) hours before the time of holding the Meeting or any adjournment thereof.
8. Any notice of termination of authority to act as proxy must be received by the Company before the commencement of the Meeting or at any adjournment thereof, failing which, the termination of the authority of a person to act as proxy will not affect the following in accordance with Section 338 of the Companies Act 2016: -

   (i) the constitution of the quorum at such meeting;
   (ii) the validity of anything he did as chairman of such meeting;
   (iii) the validity of a poll demanded by him at such meeting; or
   (iv) the validity of the vote exercised by him at such meeting.

Explanatory Notes to Ordinary and Special Businesses: -

(i) Audited Financial Statements for the financial year ended 31 December 2024

This agenda item is meant for discussion only, as the provision of Section 340(1)(a) of the Act does not require the approval of the shareholders for the Audited Financial Statements. Hence, this agenda item is not put forward for voting.

NOTICE OF ANNUAL GENERAL MEETING

<u>Explanatory Notes to Ordinary and Special Businesses</u>: - (Cont'd)

(ii) <u>Ordinary Resolution 1 - Payment of Directors' fees</u>

The Directors' fees approved for the financial year ended 31 December 2024 was up to an amount of RM585,000/-. The Company is seeking shareholders' approval for payment of the Directors' fees up to the amount of RM1,000,268/- to the Non-Executive Directors of the Company ("**NEDs**") for the period from 1 January 2025 until the date of the next AGM of the Company in year 2026, which had been estimated by taking into account the changes on Board of Directors' composition and the addition of new NEDs appointed and/or to be appointed for the financial year ending 31 December 2025 until the date of the next AGM of the Company in year 2026. In the event that the proposed Directors' fees are insufficient, approval will be sought at the next AGM for additional Directors' fees to meet the shortfall.

(iii) <u>Ordinary Resolution 2 - Payment of Directors' benefits</u>

Section 230(1) of the Act provides, amongst others, that the fees of the Directors and any benefits payable to the Directors of a listed company shall be approved at a general meeting.

Under Ordinary Resolution 2, the benefits payable to the Directors pursuant to Section 230(1)(b) of the Act had been reviewed by the Nomination and Remuneration Committee and the Board of Directors of the Company, which recognised that the Directors' benefits payable are in the best interest of the Company. The benefits comprise of meeting allowances which will only be accorded based on actual attendance of meetings by the Directors of the Company.

(iv) <u>Ordinary Resolutions 3 to 8 – Re-election of Directors</u>

Clause 102 of the Company's Constitution provides that any director appointed to fill a casual vacancy or as an addition to the existing Board of Directors, shall hold office only until the next following AGM and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting.

Clause 95 of the Company's Constitution provides that an election of Directors shall take place each year at the AGM of the Company where one-third (1/3) of the Directors for the time being, or, if their number is not three (3) or a multiple of three (3), then the number nearest to one-third (1/3) shall retire from office and be eligible for re-election. PROVIDED ALWAYS THAT all Directors, shall retire from office once at least in each three (3) years but shall be eligible for re-election.

The Board of Directors through its Nomination and Remuneration Committee had assessed the following Directors and agreed that they meet the criteria as prescribed by Paragraph 2.20A of the Main Market Listing Requirements of Bursa Malaysia Securities on character, experience, integrity, competence and time to effectively discharge their roles as Directors: -

(a) Tengku Faradiza Binti Tengku Baharuddin
(b) Mr. Chua Seng Hooi
(c) Mr. Koong Wai Seng
(d) Datin Loa Bee Ha
(e) Dato' Doh Jee Ming
(f) Puan Myrzela Binti Sabtu

The profiles of the Directors standing for re-election at the 24th AGM are set out in the Annual Report 2024.

(v) <u>Ordinary Resolution 9 - Re-appointment of Auditors</u>

The Board of Directors and Audit and Risk Management Committee had at their respective meetings held on 16 April 2025 recommended the re-appointment of Moore Stephens Associates PLT as Auditors of the Company for the financial year ending 31 December 2025. Moore Stephens Associates PLT had met the criteria prescribed under Paragraph 15.21 of the Main Market Listing Requirements of Bursa Malaysia Securities and indicated their willingness to continue their services for the next financial year.

NOTICE OF ANNUAL GENERAL MEETING

<u>Explanatory Notes to Ordinary and Special Businesses</u>: - (Cont'd)

(vi) <u>Ordinary Resolution 10 - Authority to Issue Shares pursuant to the Act</u>

The Company had obtained a general mandate to issue and allot shares in the Company up to an amount not exceeding 10% of the total number of issued shares (excluding treasury shares, if any) of the Company from its shareholders during its Twenty-Third AGM held on 24 June 2024. This mandate had not been exercised by the Company.

The proposed Ordinary Resolution 10 is to renew the mandate on the authority granted to the Directors to issue and allot shares pursuant to the Act.

Pursuant to Section 85 of the Act and Clause 57 of the Company's Constitution, shareholders have pre-emptive rights to be offered any new shares in the Company which rank equally to the existing issued shares in the Company.

This Ordinary Resolution 10, if passed, would allow the Directors to issue new shares to any person under the authority to issue shares pursuant to the Act without having to offer the new shares to be issued equally to all existing shareholders of the Company prior to issuance.

This authority, unless revoked or varied by the Company in a general meeting, will expire at the conclusion of the next AGM of the Company.

This mandate would provide the Company the flexibility to raise fund, including but not limited to placing of shares to finance future investment(s), project(s), acquisition(s) and/or working capital without having to convene a general meeting.

(vii) <u>Ordinary Resolution 11 - Proposed RRPT Mandate</u>

The proposed Ordinary Resolution 11, if passed, will give the authority for the Group to enter into recurrent related party transactions of a revenue or trading nature in the ordinary course of business which are necessary for the day-to-day operations, on an arm's length basis, on normal commercial terms which are not more favourable to the related party than those generally available to the public and are not detrimental to the minority shareholders of the Company.

This authority shall lapse at the conclusion of the next AGM unless authority for its renewal is obtained from shareholders of the Company at the next AGM.

Please refer to the Circular to Shareholders dated 30 April 2025 for further information.

(viii) <u>Ordinary Resolution 12 - Proposed Renewal of Share Buy-Back</u>

The proposed Ordinary Resolution 12, if passed, will empower the Directors of the Company to purchase the Company's shares up to 10% of the total number of issued shares of the Company by utilising the funds allocated which shall not exceed the total retained profits of the Company.

This authority, unless revoked or varied by the Company at a general meeting, will expire at the conclusion of the next AGM of the Company.

Please refer to the Statement to Shareholders dated 30 April 2025 for further information.

NOTICE OF ANNUAL GENERAL MEETING

PERSONAL DATA PRIVACY

By submitting a Form of Proxy or an instrument appointing a representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "**Purposes**"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

STATEMENT ACCOMPANYING NOTICE OF ANNUAL GENERAL MEETING

(Pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

Details of individuals who are standing for election as Directors

No individual is seeking for election as a Director (excluding Directors standing for re-election) at the Twenty-Fourth Annual General Meeting of the Company. The profiles of the Directors who are standing for re-election as per Ordinary Resolutions 3 to 8 of the Notice of Twenty-Fourth Annual General Meeting of the Company are stated in the section on the Profile of Directors in the Annual Report 2024.

Statement relating to general mandate for issue of securities in accordance with Paragraph 6.03(3) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad

The Company will seek shareholders' approval on the general mandate for issue of securities in accordance with Paragraph 6.03 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad. Please refer to the Ordinary Resolution 10 as stated in the Notice of Twenty-Fourth Annual General Meeting of the Company for details.

FORM OF PROXY

LAGENDA PROPERTIES BERHAD
[Registration No. 200101000008 (535763-A)]
(Incorporated in Malaysia)

No. of Ordinary Share(s) Held		
CDS Account No.		
If more than one (1) proxy is appointed, please specify the proportion of your vote in percentage represented by each proxy	Proxy 1 %	Proxy 2 %

*I/We, (full name in block letters) ____________________

*NRIC No./ Passport No./ Registration No. ____________________ of (full address)

____

being a *member/members of **LAGENDA PROPERTIES BERHAD** ("**the Company**"), hereby appoint: -

Proxy 1

Full name (Block Letters)	NRIC / Passport No.	Email Address	Contact No.
Full Address			

and/or* failing him/her*

Proxy 2

Full name (Block Letters)	NRIC / Passport No.	Email Address	Contact No.
Full Address			

or failing *him/her, the *CHAIRMAN OF THE MEETING as *my/our proxy to vote for *me/us and on *my/our behalf at the Twenty-Fourth Annual General Meeting ("**AGM**") of the Company ("**the Meeting**") to be held at Ballroom I, Tropicana Golf & Country Resort, Jalan Kelab Tropicana, 47410 Petaling Jaya, Selangor Darul Ehsan on Wednesday, 11 June 2025 at 10:30 a.m. and any adjournment thereof.

* delete as appropriate

Please indicate with an "X" in the boxes provided how you wish your vote to be cast. If you do not do so, the proxy will vote or abstain from voting at his/her discretion.

		Proxy 1		Proxy 2	
Ordinary Resolutions		For	Against	For	Against
1.	To approve the payment of Directors' fees up to an aggregate amount of RM1,000,268/- for the Non-Executive Directors of the Company for the period from 1 January 2025 until the date of the next AGM of the Company in year 2026.				
2.	To approve the payment of Directors' benefits (excluding Directors' fees) up to an aggregate amount of RM140,000/- for the period from 1 January 2025 until the date of the next AGM of the Company in year 2026.				
3.	To re-elect Tengku Faradiza Binti Tengku Baharuddin in accordance with Clause 102 of the Company's Constitution.				
4.	To re-elect Mr. Chua Seng Hooi in accordance with Clause 102 of the Company's Constitution.				
5.	To re-elect Mr. Koong Wai Seng in accordance with Clause 102 of the Company's Constitution.				
6.	To re-elect Datin Loa Bee Ha in accordance with Clause 102 of the Company's Constitution.				
7.	To re-elect Dato' Doh Jee Ming in accordance with Clause 95 of the Company's Constitution.				
8.	To re-elect Puan Myrzela Binti Sabtu in accordance with Clause 95 of the Company's Constitution.				
9.	To re-appoint Moore Stephens Associates PLT as Auditors of the Company for the ensuing year and to authorise the Directors to fix their remuneration.				
10.	Authority to issue shares pursuant to Sections 75 and 76 of the Companies Act 2016.				
11.	Proposed renewal of and new shareholders' mandate for recurrent related party transactions of a revenue or trading nature.				
12.	Proposed renewal of authority for share buy-back of up to 10% of the total number of issued shares of the Company.				

Dated this .... day of...................., 2025

....

* Signature/Common Seal of Member

NOTES:

1. Only members whose names appear on the Record of Depositors on 4 June 2025 shall be entitled to attend, speak and vote at the Meeting or appoint proxy(ies) to attend, speak and vote in his/her stead.
2. A member entitled to attend and vote at the Meeting is entitled to appoint not more than two (2) proxies to attend, speak and vote in his/her stead. There shall be no restriction as to the qualification of the proxy(ies).
3. Where a member appoints two (2) proxies to attend, speak and vote at the Meeting, the appointment shall be invalid unless the member specifies the proportion of his/her shareholdings to be represented by each proxy. A proxy appointed to attend and vote at the Meeting of the Company shall have the same rights as the member to attend, speak and vote at the Meeting.
4. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one (1) securities account ("**omnibus account**") as defined under the Securities Industry (Central Depositories) Act 1991, there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds.
5. The instrument appointing a proxy shall be in writing under the hand of the appointor or of his/her attorney duly authorised in writing or, if the appointor is a corporation, either under the corporation's Common Seal or under the hand of an officer or attorney duly authorised. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.
6. Pursuant to Paragraph 8.29A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, all resolutions at the Meeting shall be put by way of poll.
7. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority, or where the member is a body corporate, the copy of the power or authority may also be certified by an authorised officer of that member, must be deposited at the business address of the Company at Level 4, No. 131, Persiaran PM 2/1, Pusat Bandar Seri Manjung, Seksyen 2, 32040 Seri Manjung, Perak Darul Ridzuan not less than forty-eight (48) hours before the time of holding the Meeting or any adjournment thereof.
8. Any notice of termination of authority to act as proxy must be received by the Company before the commencement of the Meeting or at any adjournment thereof, failing which, the termination of the authority of a person to act as proxy will not affect the following in accordance with Section 338 of the Companies Act 2016: -
   (i) the constitution of the quorum at such meeting;
   (ii) the validity of anything he did as chairman of such meeting;
   (iii) the validity of a poll demanded by him at such meeting; or
   (iv) the validity of the vote exercised by him at such meeting.

PERSONAL DATA PRIVACY

By submitting a Form of Proxy or an instrument appointing a representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Twenty-Fourth AGM dated 30 April 2025.

Then fold here

AFFIX
STAMP

Lagenda Properties Berhad
Level 4, No. 131, Persiaran PM 2/1,
Pusat Bandar Seri Manjung, Seksyen 2,
32040 Seri Manjung,
Perak Darul Ridzuan

1st fold here

LAGENDA PROPERTIES BERHAD
Registration No: 200101000008 (535763-A)

Level 4, No. 131, Persiaran PM2/1
Pusat Bandar Seri Manjung Seksyen 2,
32040 Seri Manjung, Perak Darul Ridzuan

Tel: 605-688 7179 Fax: 605-688 8822

Level 11 & 12, Menara Lagenda,
No.3, Jalan SS20/27,47400 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.

Tel: 603-86798188

www.lagendaproperties.com