



(Registration No.: 196401000184/5507-H)

BUILDING VALUE — FOR — TOMORROW



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Our Vision & Mission

Land & General Berhad's visionary management style is inspired by the motto "**Building Value For Tomorrow**". Delivering on this Land & General Berhad's plan for the future is to continuously innovate to create projects, which appreciate in value over time, enriching both customers and stakeholders alike.



ABOUT LAND & GENERAL BERHAD

Land & General is a diverse group of companies with established businesses in property development, education and property management.

The Group thrives on entrepreneurial challenges and opportunities by investing astutely in promising businesses and building these up.

Land & General does well by injecting professional and skilled management into businesses and enhancing their values.

The Management is lean and alert to the changing business environment and responsive to business opportunities both locally and in the region. In growing the business Land & General will continue to build up a solid financial foundation to ensure shareholders obtain consistently good returns, including making strategic and timely investments when opportunities arise.

Land & General builds value into businesses.

CORPORATE INFORMATION

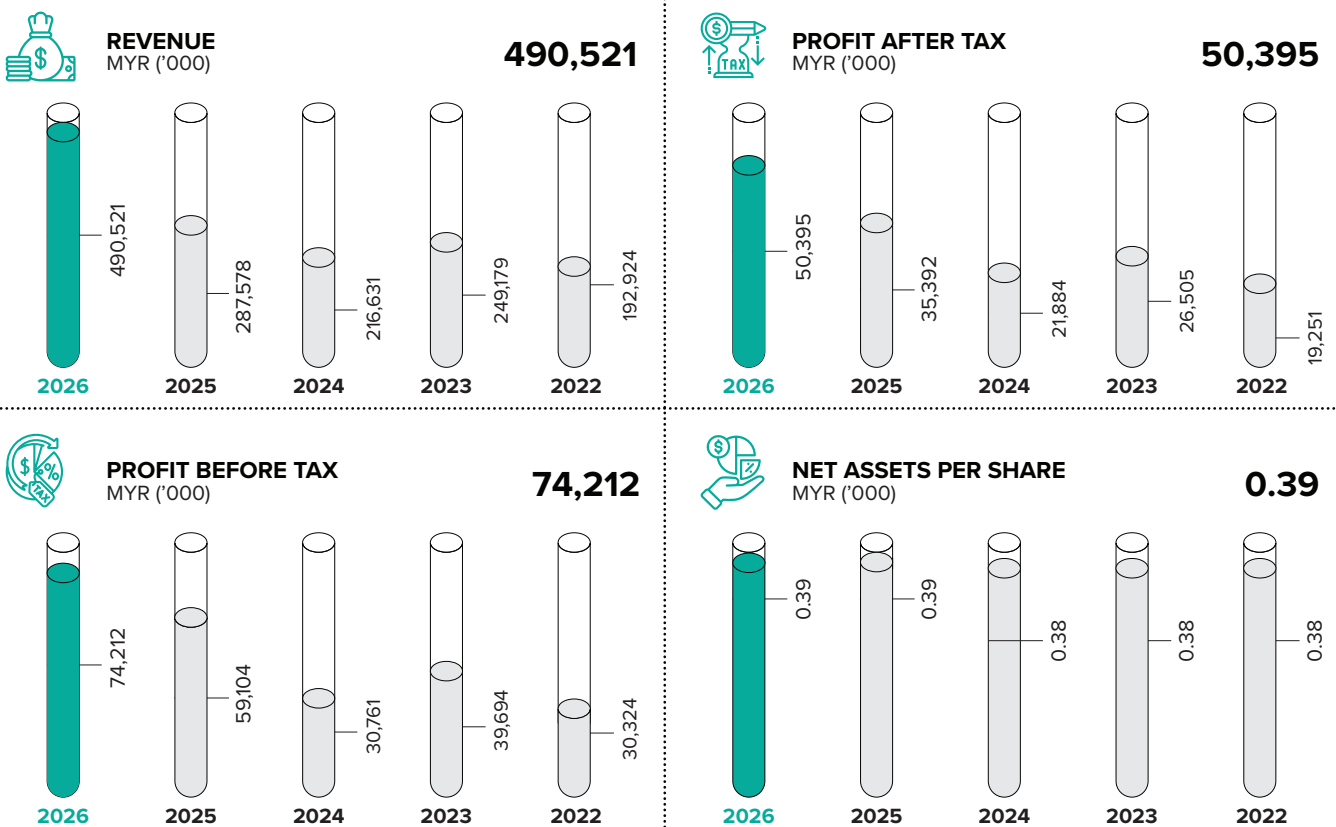


DIRECTORS

DATO' HJ ZAINAL ABIDIN BIN PUTIH, Chairman**LOW GAY TECK**,
Managing Director**FERDAUS BIN MAHMOOD****CHIU ANDREW WAH WAI****HOONG CHEONG THARD****DATO' NOORIZAH BINTI HJ ABD HAMID****YEOH CHONG KENG****LOH WEI YUEN****YIP JIAN LEE****FAEZALI BIN MUSTAFA R. JUMABHOY****SECRETARY****Lee Siw Yeng**
(MAICSA 7048942)
SSM Practising Certificate
No. 201908001160**AUDIT COMMITTEE****Yip Jian Lee**,
Chairman**Hoong Cheong Thard****Yeoh Chong Keng****Loh Wei Yuen****NOMINATING COMMITTEE****Dato' Noorizah Binti Hj Abd Hamid**,
Chairman**Dato' Hj Zainal Abidin Bin Putih****Yip Jian Lee****REMUNERATION COMMITTEE****Yeoh Chong Keng**,
Chairman**Hoong Cheong Thard****Chiu Andrew Wah Wai****RISK MANAGEMENT COMMITTEE****Dato' Noorizah Binti Hj Abd Hamid**,
Chairman**Loh Wei Yuen****Low Gay Teck****STRATEGY COMMITTEE****Faezali Bin Mustafa R. Jumabhoy**,
Chairman**Low Gay Teck****Ferdaus Bin Mahmood****Dato' Noorizah Binti Hj Abd Hamid****REGISTERED OFFICE**8trium, Level 21 Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Tel : 603-6279 8000**CORPORATE OFFICE**8trium, Level 21 Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Tel : 603-6279 8000
E-mail : lgb@land-general.com
Website : www.land-general.com**AUDITORS**KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants**LISTING**Main Market of Bursa Malaysia
Securities Berhad**SHARE REGISTRAR**Boardroom Share Registrars
Sdn Bhd
(Reg No: 199601006647 (378993-D))
11th Floor, Menara Symphony
No. 5, Jalan Professor Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor
Tel : 603-7890 4700
Fax : 603-7890 4670
E-mail : bsr.helpdesk@
boardroomlimited.com

FIVE-YEAR PERFORMANCE HIGHLIGHTS

	2026	2025	2024	2023	2022
Operating Results (RM'000)					
Revenue	490,521	287,578	216,631	249,179	192,924
Profit before tax and interest (EBIT)	83,361	70,019	40,889	46,760	30,333
Profit before tax	74,212	59,104	30,761	39,694	30,324
Profit after tax	50,395	35,392	21,884	26,505	19,251
Profit attributable to owners of the Company	50,455	36,366	23,178	26,721	19,672
Key Financial Position Data (RM'000)					
Total assets	1,819,772	1,740,109	1,704,651	1,662,610	1,610,459
Total borrowings and lease liabilities	181,251	236,356	215,086	229,387	201,142
Shareholders' fund	1,167,709	1,147,049	1,132,751	1,126,770	1,116,704
Total equity	1,257,237	1,236,637	1,223,313	1,216,187	1,206,337
Issued and paid up share capital	660,232	660,232	660,232	660,232	660,232
Share Information (RM)					
Basic earnings per share	0.017	0.012	0.008	0.009	0.007
Net assets per share	0.39	0.39	0.38	0.38	0.38
Share price as at 31 March	0.135	0.105	0.130	0.105	0.105
('000)					
Number of ordinary shares issued as at 31 March	2,973,135	2,973,135	2,973,135	2,973,135	2,973,135
Weighted average number of ordinary shares in issue	2,973,135	2,973,135	2,973,135	2,973,135	2,973,135
Financial Ratio					
After Tax Return on Equity (%)	4.32%	3.09%	1.93%	2.35%	1.72%
Return (EBIT) on Total Assets (%)	4.58%	4.02%	2.40%	2.81%	1.88%
Gearing ratio (times)	0.16	0.21	0.19	0.20	0.18
Price to earnings ratio (times)	7.94	8.75	16.25	11.67	15.00



DIRECTORS' PROFILE

DATO' HJ ZAINAL ABIDIN
BIN PUTIH

Non-Independent Non-Executive Chairman

**Age**
80**Gender**
Male**Nationality**
Malaysian

Dato' Hj Zainal Abidin Bin Putih, a Malaysian male aged 80, was appointed as Chairman of L&G on 1 June 2010. He is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW), a member of the Malaysian Institute of Certified Public Accountants (MICPA) and the Malaysian Institute of Accountants (MIA).

Dato' Hj Zainal qualified as a Chartered Accountant of the ICAEW in 1972 and has very extensive experience in audit throughout his career as a practising accountant. He also has a good working knowledge of taxation and has been involved in management consulting especially those involved in acquisition, take over, amalgamation and restructuring of companies and company flotation.

Dato' Hj Zainal was formerly the Country Managing Partner of Messrs Hanafiah Raslan and Mohamad and was an Adviser with Messrs Ernst & Young Malaysia until his retirement in 2005. He was the President of MICPA from 1989 until 1991 and the Chairman of the Malaysian Accounting Standards Board from 2003 until 2009.

He has been appointed as the Chairman of the Financial Reporting Foundation (FRF) by the Minister of Finance Malaysia on 1 July 2021, for a term of three years. His term as Chairman of FRF was renewed for another 3 years on 1st July 2024 to end on 30 June 2027.

He had also served in Government Agencies as the Chairman of Pengurusan Danaharta Nasional Berhad, a member of the Malaysian Communications & Multimedia Commission and a member of the Investment Panel of the Employees Provident Fund. He is also the Chairman of the Board of Trustees of Yayasan TM.

Dato' Hj Zainal was awarded the Darjah Setia Negeri Sembilan (D.S.N.S.) by the Yang Di Pertuan Besar Negeri Sembilan and the Jaksa Pendamai (J.P.) by the Yang Di Pertua Negeri Melaka in 1995 and 2008, respectively.

Dato' Hj Zainal is the Chairman of Tokio Marine Insurans (Malaysia) Berhad and Telekom Malaysia Berhad.

Dato' Hj Zainal is also the Chairman of Mobile Money International Sdn Bhd. He is a trustee of the National Heart Institute Foundation (IJNF) as well as an Advisor to the Advisory Board of RHL Ventures Sdn Bhd.

Dato' Hj Zainal does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Dato' Hj Zainal is the member of the Nominating Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



LOW GAY TECK

Managing Director



Age
61



Gender
Male

Nationality
Malaysian

Mr Low Gay Teck, a Malaysian male aged 61, was appointed as Director of L&G on 15 October 2007 and was redesignated as the Managing Director of L&G on 1 January 2008. Mr Low holds a Bachelor of Civil Engineering from Footscray Institute of Technology (now known as Victoria University), Australia.

Prior to joining L&G, Mr Low was with the Mayland Group since 1996. In 2002, he was appointed Director of the Mayland Group and assumed the position of Managing Director in 2005. Mr Low has been involved in property development and project management for more than 35 years, handling and implementing projects such as residential, commercial, shopping complex, hotel, golf course, condominium and serviced apartments.

Currently, Mr Low sits on the Board of a few subsidiaries of L&G, several private limited companies and Wang-Zheng Berhad.

Mr Low does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Mr Low is a member of the Risk Management Committee, Strategy Committee of L&G and a committee member of the Tabung Amanah Land & General Berhad.

DIRECTORS' PROFILE

(CONT'D)

**FERDAUS BIN MAHMOOD**

Non-Independent Non-Executive Director

**Age**

71

**Gender**

Male

Nationality

Malaysian

Encik Ferdaus Bin Mahmood, a Malaysian male aged 71, was appointed as Executive Director of L&G on 16 June 2008 and was redesignated as Non-Independent Non-Executive Director on 1 January 2016 following his retirement as Executive Director on 31 December 2015.

Encik Ferdaus started his career as Trainee Accountant with Tractors Malaysia Bhd in 1974 and joined United Estate Projects Sdn Bhd (UEP) (initial developer of Subang Jaya, Selangor) in 1976 where his last position was the Credit Controller.

Subsequently, in 1980, Encik Ferdaus made a decisive switch in his career into the main stream of the property industry and since then has garnered extensive experience in this industry especially in the areas of marketing, sales, credit control and property management.

In 1990, Encik Ferdaus joined L&G as the General Manager in one of the property subsidiaries of L&G. In 1998, he was appointed the Chief Operating Officer to head the property operations of L&G in Australia and returned to Malaysia in 2005 to be based in Kuala Lumpur as the Director of Property Division, L&G.

Currently, he sits on the Board of a few subsidiaries of L&G.

Encik Ferdaus does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Encik Ferdaus is a member of the Strategy Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



HOONG CHEONG THARD

Non-Independent Non-Executive Director



Age
57



Gender
Male

Nationality
Malaysian

Mr Hoong Cheong Thard, a Malaysian male aged 57, was appointed as Director of L&G on 1 June 2010. He is a member of the Institute of Chartered Accountants in England and Wales (ICAEW) and holds a Bachelor in Mechanical Engineering degree from Imperial College, University of London, United Kingdom.

Mr Hoong has extensive experience in mergers and acquisitions as well as international capital markets. He was an investment banker for over 12 years and had held senior positions at Deutsche Bank, Hong Kong and UBS, Hong Kong where he was responsible for corporate finance business in Asia.

Mr Hoong was the Chief Executive Officer of China LotSynergy Holdings Ltd (a company listed on the Hong Kong Stock Exchange) (2006) prior to joining Far East Consortium International Limited ("FECIL") in September 2008 as Managing Director. He was responsible for the formulation and implementation of the FECIL group's overall strategies for development.

Mr Hoong is currently the Managing Director of Far East Organization (International) Limited which has a controlling stake in FECIL, focusing on the strategic development of the Company.

Mr Hoong also sits on the Board of 3 overseas companies listed on the Hong Kong Stock Exchange namely Palasino Holdings Limited, Beijing Shougang Lanzatech Technology Co Ltd and Evergrande Property Services Group Limited. He also sits on the Board of several private limited companies incorporated in Malaysia.

Mr Hoong does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Mr Hoong is a member of the Audit Committee and Remuneration Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)

**CHIU ANDREW WAH WAI**

Non-Independent Non-Executive Director

**Age**
38**Gender**
Male**Nationality**
Chinese

Mr Chiu Andrew Wah Wai, a male Chinese citizen of Hong Kong SAR aged 38, was appointed as Director of L&G on 1 April 2014.

Mr Chiu is the founder and the Executive Chairman of Land Pacific Limited and the founder and the Managing Director of Plover Cove Golf Club.

Currently, he is a Director of Malaysia Land Properties Sdn Bhd and Ju Ching Chu English College Limited (裘錦秋書院校董會校董).

Mr Chiu is the member of Hong Kong Beijing Association (香港北京交流協進會理事), Vice Chairman of Federation of HK Jiangsu Community Organisations (香港江蘇社團總會第五屆副會長), Member of Shenzhen Overseas Friendship Association (深圳海外聯誼會第七屆理事會理事), Member of The Real Estate Developers Association of Hong Kong (香港地產建設商會會員), Member of Hong Kong General Chamber of Commerce ("HKGCC") (香港總商會會員) and Member of the Chinese General Chamber of Commerce, Hong Kong (香港中華總商會會員).

Mr Chiu is the son of YBhg Tan Sri Dato' David Chiu, the major and controlling shareholder of Prestige Aspect Sdn Bhd, the holding company of Malaysia Land Properties Sdn Bhd and its subsidiaries (Mayland Group).

He does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Mr Chiu is a member of the Remuneration Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



Age
66



Gender
Female

Nationality
Malaysian

Dato' Noorizah Binti Hj Abd Hamid, a Malaysian female aged 66, was appointed as Director of L&G on 1 December 2018. She holds a Master in Business Administration (Finance & Management) from Central Michigan University, USA, a Bachelor of Science in Business Administration (Finance) from Central Michigan University, USA and a Diploma in Accountancy from MARA Institute of Technology.

Dato' Noorizah has more than 30 years of work experience and has extensive experience in corporate finance and strategic management. She was the Managing Director/Chief Executive Officer of PLUS Expressways International Berhad and PLUS Malaysia Berhad from 2012 to 2016 and also the Managing Director of PLUS Expressways Berhad from 2007 to 2012.

Prior to that, she was the Managing Director of Faber Group Berhad and Faber Hotels Holdings Berhad from 1999 to 2007 and had also held other senior positions which include Senior General Manager Finance of Projek Lebuhraya Utara Selatan Berhad and Senior Manager of Hatibudi Management Sdn Bhd (UEM Group).

Dato' Noorizah sits on the Board of Petron Malaysia Refining & Marketing Bhd and several private limited companies.

Dato' Noorizah does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

She is the Chairman of the Risk Management Committee, Nominating Committee and a member of the Strategy Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



YEOH CHONG KENG

Independent Non-Executive Director

**Age**

74

**Gender**

Male

Nationality

Malaysian

Mr Yeoh Chong Keng, a Malaysian male aged 74, was appointed as Independent Non-Executive Director of the Company on 21 November 2022. He is a practising lawyer by profession.

Mr Yeoh was admitted as an Utter Barrister, Lincoln's Inn, Bar of England and Wales in 1980 and was admitted as an Advocate and Solicitor of the High Court of Malaya in 1981. Prior to practising law, he served as a senior officer in the Royal Malaysian Police Force from 1970 to 1979.

Mr Yeoh is an experienced litigator specialising in land, commercial/corporate and banking litigation and has represented corporations and financial institutions in the High Court, Court of Appeal and Federal Court. Apart from that, he is well acquainted and has acted on cases involving industrial and employment law as well as building and construction law.

He has considerable experience and knowledge in corporate work involving listing, takeovers and reverse takeovers, management buy-out, boardroom strategy, joint ventures, mergers and company related matters. He is familiar and conversant with corporate, securities and banking laws and related government and fiscal policies and approvals.

He acts as a legal advisor and counsel for numerous local and international corporations in Malaysia and has sat on the board, audit, remuneration, nomination and risk committees of several public-listed companies and foreign owned companies in Malaysia. He has also acted as counsel for the Government of Hong Kong in several cases in Malaysia.

He is a Notary Public and a qualified mediator on the panel of the Malaysia Mediation Centre, Bar Council Malaysia and has experience in alternative dispute resolutions. He is an appointed member of the Disciplinary Committee under the Disciplinary Board, Bar Council of Malaysia.

Mr Yeoh sits on the Board of Yoong Onn Corporation Berhad as well as several private limited companies.

Mr Yeoh does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Mr Yeoh is the Chairman of the Remuneration Committee and member of the Audit Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



LOH WEI YUEN

Independent Non-Executive Director



Age
61



Gender
Female

Nationality
Malaysian

Ms Loh Wei Yuen, a Malaysian female aged 61, was appointed as an Independent Non-Executive Director of the Company on 30 May 2023. She is also a member of the Audit Committee and Risk Management Committee of the Company.

She is a Fellow of The Institute of Chartered Accountants in England and Wales (ICAEW), a member of the Malaysian Institute of Certified Public Accountants (MICPA) and the Institute of Corporate Directors Malaysia (ICDM). She also holds a Bachelor of Engineering (Hons) in Biochemical Engineering from University College London, United Kingdom.

Ms Loh is a Chartered Accountant with over 35 years of professional experience in audit, consulting, corporate affairs, strategic management and corporate governance. She qualified as a Chartered Accountant in London in 1991 and began her career in professional practice before assuming corporate leadership roles, including Director of Corporate Affairs at PK Resources Berhad.

From 2008 to 2023, she served as Head of ICAEW Malaysia, leading the Institute's operations and strategic development in Malaysia for 15 years. During her tenure, she established strong partnerships with government agencies, regulators, employers, universities and professional bodies, while supporting talent development and the advancement of the accountancy profession.

Ms Loh also served as Treasurer and Board Member of The British Malaysian Chamber of Commerce Berhad (BMCC) from 2022 to 2023 and as its Interim Executive Director from August 2025 to December 2025.

Ms Loh has no family relationship with any Director and/or major shareholder of the Company. She has no conflict of interest with the Company, has not been convicted of any offences within the past five (5) years and has not been subjected to any public sanction or penalty imposed by the relevant regulatory authorities.

Ms Loh is a member of the Audit Committee and Risk Management Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



YIP JIAN LEE

Independent Non-Executive Director



Age

71



Gender

Female

Nationality

Malaysian

Ms Yip Jian Lee, a Malaysian female aged 71, was appointed as Director of L&G on 20 September 2023. She is a member of the Malaysian Institute of Accountants since 1984 and was a qualified Chartered Accountant with the Institute of Chartered Accountants, England & Wales in 1981.

Upon her return from England in 1982, she joined Price Waterhouse Tax Services Sdn Bhd followed by 16 years as Director of the Institute of Bankers Malaysia (IBBM). In 1986, she was invited by Pemodalan Nasional Berhad (PNB) to be their nominee director on the board of some companies in PNBs portfolio, such as Sitt Tatt Berhad, NCB Holdings Berhad, Kontena Nasional Bhd.

Upon her retirement from IBBM 20 years ago, she continued to serve as director of companies covering financial institutions, public listed and private companies. Recently she retired from some, having served the maximum term of 9 years as stipulated by Bank Negara and the KLSE.

Currently, she is an Independent Non-Executive director of PPB Group Berhad and the Professional Golf of Malaysia. In most of these boards, she has been appointed to chair the Audit Committee.

She was also the Honorary Secretary to the Malaysian British Society (1986-1996) during the period when Malaysia had a Look East policy. In addition, she was a Trustee and Honorary Treasurer of the World Wild Life Fund for 12 years 1996-2009.

Currently, Ms Yip also chairs the Board of Governors of her old alumni, Convent of the Holy Infant Jesus, aka as Convent Bukit Nanas.

Ms Yip does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Ms Yip is the Chairman of the Audit Committee and a member of the Nominating Committee of L&G.

DIRECTORS' PROFILE

(CONT'D)



Age
64



Gender
Male

Nationality
Malaysian

Encik Faezali, a Malaysian male aged 64, was appointed as Director of L&G on 21 November 2023. He holds a Bachelor of Science in Business Administration in Finance & Quantitative Methods from Babson College, Wellesley, Massachusetts, USA and a Master in Professional Studies in Finance & Marketing from Cornell University, School of Hotel Administration, Ithaca, New York, USA.

Encik Faezali has more than 30 years working experience in international real estate and hospitality industry investment and development advisory, funding, financing, asset management and investment banking.

He currently provides real estate and hospitality industry development, investment, financing, restructuring and REIT capital market solutions benefiting clients directly through a combined 100-years of senior expertise and professional careers encompassing over 1,000 completed international engagements by the founders of TRANSACT ASIA and Globus Holdings Limited Hong Kong.

Previously, he was Managing Director, Sector Head-Real Estate Wholesale Banking for the CIMB Banking Group in Kuala Lumpur (April 2011 - June 2023). He guided CIMB to a leading position in acquisition and development financing and issuance of REITs/IPOs in ASEAN through early-stage client interaction, deal input and product structuring. He implemented a loans review system with Group Banking and Group Risk resulting in zero default across all countries during his 12-year tenure in real estate wholesale banking with the Group.

Prior to CIMB, he co-founded and developed TRANSACT ASIA Hong Kong & Malaysia into an internationally recognized boutique hospitality and real estate advisory firm with a portfolio of 460 completed engagements in 142 markets and 32 countries across Asia and the Middle East (September 1994 - April 2011).

His career includes positions as Director of Horwath Asia Pacific in Hong Kong & Singapore (November 1991 - September 1994), Group Operations Analyst for the Mandarin Oriental Hotel Group Hong Kong (October 1990-October 1991), Controller du Credit for National Bank of Abu Dhabi in Paris, France (June 1987 - March 1988) and Operations Manager of R. Jumabhoy & Sons (M) Sdn. Bhd. Penang, Malaysia (January 1985-September 1986).

Encik Faezali is a regular invited speaker-panellist at HICAP Hong Kong and Singapore, HOFTEL Hong Kong, SEAHIS Bangkok, REITs Asia Pacific Singapore, FHA Singapore, APHIC Bangkok and Malaysia REITS Forum Kuala Lumpur.

Encik Faezali does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

Encik Faezali is the Chairman of the Strategy Committee of L&G.

KEY SENIOR MANAGEMENT PROFILE



OON KHAI FEN

Chief Financial Officer

Age / Gender / Nationality

39 / Female / Malaysian

Ms Oon Khai Fen, a Malaysian female aged 39, was appointed Chief Financial Officer of Land & General Berhad ("L&G") on 1 December 2025. She holds an Honours Degree in Accounting from Universiti Putra Malaysia and is a Fellow Chartered Accountant of the Malaysian Institute of Accountants (MIA).

Ms Oon has more than 15 years of experience in financial management, financial reporting, taxation, treasury, risk management, and strategic planning across the property development & investment, hospitality and leisure sectors.

She began her career as a Group Accountant in 2011 and subsequently

held various finance leadership positions within I-Berhad Group of Companies, culminating in her role as General Manager-Head of Finance & Strategy cum Head of Group Hospitality from 2019 to 2023. Prior to joining L&G, she served as Chief Financial Officer of OCR Group Berhad from 2024 to 2025.

Ms Oon Khai Fen does not have any family relationship with any Director and/or major shareholder of L&G and she does not have any conflict of interest with L&G. She has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.



CHIAH HWA KAI

General Manager – Sri Damansara Sdn Bhd

Age / Gender / Nationality

49 / Male / Malaysian

Mr Chiah Hwa Kai, a Malaysian male aged 49, joined L&G on 18 July 2011 and currently holds the position of General Manager - Sri Damansara Sdn Bhd. He holds a B. Eng (Hons) in Civil Engineering from University of Leeds and is a Graduate Member of the Institution of Engineers Malaysia.

Mr Chiah Hwa Kai has over 25 years of work experience in property development and construction industries. He has worked extensively in various capacities in his previous companies which involved in projects such as residential, shopping complex and highways.

Currently, Mr Chiah Hwa Kai sits on the Board of a few subsidiaries of L&G.

Mr Chiah Hwa Kai does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

KEY SENIOR MANAGEMENT PROFILE

(CONT'D)



CHIN FOO TECK

Senior Project Manager

Age / Gender / Nationality
65 / Male / Malaysian

Mr Chin Foo Teck, a Malaysian male aged 65, joined L&G on 8 February 2012 as the Senior Project Manager in property implementation.

Mr Chin Foo Teck attained his Master in Business Administration from University of Leicester UK in 2002 and graduated with a Diploma from Tunku Abdul Rahman College, Kuala Lumpur in 1984.

Mr Chin Foo Teck has more than 35 years of experience in property development and construction industries.

Prior to joining L&G, he also held other senior position in several established public companies. He has hands-on experience in managing high rise residential building and project management of high end lifestyle residential development.

Currently, Mr Chin Foo Teck sits on the Board of a few subsidiaries of L&G.

Mr Chin Foo Teck does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.



DR STEVEN BAPTIST

Principal, Sri Bestari Private School

Age / Gender / Nationality
58 / Male / Malaysian

Dr Steven Baptist, a Malaysian male aged 58, was appointed as Principal of Sri Bestari Private School on 3 June 2013. He is a double degree and double Masters holder coupled with a Doctorate and professional qualifications. He has more than 22 years' experience in the education industry.

Dr Baptist does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.



LAI KOK WAI

Principal, Sri Bestari International School

Age / Gender / Nationality
45 / Male / Malaysian

Mr Lai, a Malaysian male aged 45, was appointed as Principal of Sri Bestari International School on 2nd January 2026. Mr Lai is an experienced education leader with over 15 years of combined teaching and leadership experience across international, vernacular, and national school settings. His professional background spans whole-school leadership, academic governance, and operational management, enabling him to apply global best practices while remaining culturally and academically responsive to diverse learners.

Throughout his career, Mr Lai had led key initiatives including successful external curriculum inspections and the expansion of academic provision to include Early Years and Primary programmes in his previous role.

Mr Lai does not have any family relationship with any Director and/or major shareholder of L&G and he does not have any conflict of interest with L&G. He has no conviction for any offences over the last five (5) years and has not been imposed with any public sanction or penalty by the relevant regulatory bodies during the financial year 2026.

CHAIRMAN'S STATEMENT

**A RECORD YEAR,
A NEW HORIZON:
STRENGTHENING THE
CORE, EXPANDING THE
FUTURE**

Dato' Hj. Zainal Abidin Bin Putih
Non-Independent Non-Executive
Chairman



ECONOMIC AND PROPERTY MARKET OVERVIEW

Malaysia's economy remained resilient in 2025, expanding by 5.2% on the back of robust domestic demand, sustained investment activity, and a healthy labour market⁽¹⁾. Conditions grew more uncertain towards the end of our financial year, as escalating geopolitical tensions in the Middle East from late February 2026 pushed global oil prices sharply higher and stoked fresh inflation concerns. Even so, Bank Negara Malaysia (BNM) held the Overnight Policy Rate (OPR) steady at 2.75%, helping to preserve housing affordability for homebuyers and investors.

The property market also demonstrated resilience during the year. According to data from the National Property Information Centre (NAPIC), Malaysia recorded 416,413 property transactions with a total value of RM241.9 billion in 2025, representing a 4.1% increase in transaction value compared to that of the preceding year⁽²⁾. Demand remained concentrated in well-connected and established locations, reflecting buyers'

preference for quality developments offering accessibility, amenities, and long-term value. These market characteristics continue to support the Group's development strategy, which remains focused on established growth corridors within the Klang Valley.

Beyond the immediate macroeconomic environment, the Board continues to monitor longer term structural trends, including sustainability expectations, technological advancement, demographic shifts and evolving customer preferences. These developments increasingly influence investment decisions, capital allocation and the long term competitiveness of the property sector.

Against this backdrop, the Board remained focused on preserving financial resilience while ensuring the Group continued to invest selectively in opportunities capable of generating sustainable long term value. At the same time, we maintained a disciplined



Reference:

(1) BNM Annual Report 2025

(2) Property Market Report 2025

CHAIRMAN'S STATEMENT

(CONT'D)

DEAR VALUED SHAREHOLDERS,

The financial year ended 31 March 2026 ("FY2026") marked an important milestone in Land & General Berhad's ("L&G" or "the Group") development. During the year, L&G delivered a strong set of financial and operational results while continuing to strengthen the strategic foundations for sustainable long terms. Revenue and profit attributable to shareholders reached record levels, reflecting disciplined execution across the property development business, continued growth in the education segment and prudent financial management. These achievements reinforce our continued focus on creating enduring value for shareholders.

While FY2026 was a year of record financial performance, it was equally significant for the strategic progress made in strengthening the Group's long term growth platform. During the year, we continued to advance initiatives aimed at broadening the Group's earnings base and enhance the long term value of its strategic landbank and reinforce the Group's resilience for the future. These initiatives reflect the Board's disciplined approach to balancing near-term performance with sustainable long-term value creation.

On behalf of the Board of Directors, I am pleased to present our Annual Report for FY2026.

approach to capital allocation and risk management, recognising that long-term success depends not only on capturing growth opportunities, but also on preserving the financial strength and flexibility to navigate changing market conditions.

The Board also recognises that the property sector is undergoing structural change, shaped by evolving consumer expectations, sustainability considerations and technological advancements. These trends reinforce the importance of maintaining a disciplined development strategy, investing responsibly and ensuring that the Group remains well positioned to adapt to future opportunities and challenges.

DELIVERING STRONG GROWTH ACROSS OUR CORE BUSINESSES

The Group delivered a record financial performance in FY2026, with revenue surging 70.6% to RM490.5 million from RM287.6 million in the previous year. Profit after tax and minority interest

("PATMI") climbed 38.7% to RM50.5 million from RM36.4 million a year earlier, marking the highest level of profitability the Group has achieved in recent years. These results reflect the continued execution of the Group's development strategy, supported by disciplined project delivery and the resilience provided by its recurring education business.

The strong performance was driven by the property development segment, our key earnings driver, which delivered a 24.1% increase in operating profit to RM77.1 million from RM62.2 million previously. The strong result was underpinned by the robust progressive recognition of ongoing projects, including Damansara Livista, Residensi Kamelia, and The WYN Residences. The Board remains encouraged by the resilience of demand for well-located developments and continues to emphasise disciplined project selection, timely execution and prudent risk management across the development portfolio.

Complementing this, the education segment continued to provide a dependable stream of recurring earnings, with operating profit growing 23.2% to RM19.7 million from RM16.0 million, supported by higher student enrolment and fee revisions. Beyond providing recurring earnings, the education segment contributes positively to human capital development and reinforces the Group's commitment to creating long term social value through quality education.



CHAIRMAN'S STATEMENT

(CONT'D)

SUSTAINING GROWTH MOMENTUM

We remain committed to strengthening our existing businesses and maintaining growth momentum across the Group.

Within our Property Division, the pre-view event for Damansara Laverra in the first quarter of FY2027 marked another important milestone. The encouraging response reinforces management's confidence in the Group's product positioning and supports the replenishment of its development pipeline. In this respect, the Group plans to launch projects with a combined estimated GDV of approximately RM1.5 billion in FY2027. These launches will be undertaken in line with prevailing market conditions and the Group's disciplined capital allocation framework.

Our commitment to quality development and value creation was also recognised by industry. During the year, L&G was named one of the Top 10 Winners in the Top-of-the-Chart category (Market Capitalisation Below RM1 Billion) at the Malaysia Developer Awards 2025. The recognition is a testament to the strength of our development portfolio and reflects the Group's continued emphasis on delivering quality developments that meet market expectations.

Meanwhile, the Board remains committed to investing in educational quality and student outcomes while maintaining the Education segment's role as a stable source of recurring income.

EXPANDING OUR GROWTH HORIZONS

As we continue to strengthen our existing businesses, we are also taking proactive steps to broaden the Group's growth opportunities. Our approximately 2,500-acre landbank in Lembah Beringin represents a significant strategic asset and during the year we continued to progress plans for the proposed development of an industrial park to unlock its long term development potential.

The planned entry into the industrial property segment aligns with evolving market trends and complements our existing strengths in property development. The Board considers the proposed industrial development to be an important strategic initiative that complements the Group's existing residential development business and supports greater earnings diversification over the longer term.

While this initiative remains at an early stage and is subject to necessary approvals, Board is approaching its development with careful planning, prudent capital allocation and appropriate risk management to support sustainable long-term value creation. As Malaysia continues to attract investments across the manufacturing, logistics, and technology sectors, these foundational steps position the Group to capture future opportunities arising from continued investment into Malaysia's manufacturing, logistics and technology sectors, particularly within Selangor.

REWARDING SHAREHOLDERS THROUGH SUSTAINABLE RETURNS

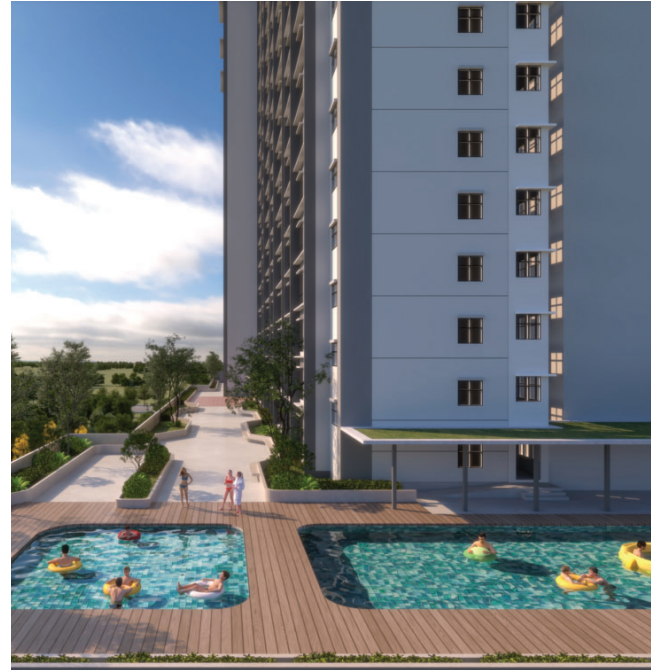
The Group has maintained a consistent dividend track record since 2014, except in FY2020 amid the unprecedented challenges brought about by the COVID-19 pandemic.

In line with its record FY2026 performance, the Group has proposed a final single-tier dividend of 0.8 sen per share for FY2026, subject to shareholders' approval. Together with the first interim dividend of 0.2 sen per share paid on 7 May 2026, total dividends declared for the year amount

**STRENGTHENING GROWTH
MOMENTUM WHILE EXPANDING
INTO NEW OPPORTUNITIES TO
DELIVER SUSTAINABLE LONG-
TERM SHAREHOLDER VALUE.**



CHAIRMAN'S STATEMENT (CONT'D)



to 1.0 sen per share, representing a payout of RM29.7 million or 58.9% of PATMI. This marks a meaningful step up from a total dividend of 0.8 sen per share in the previous year.

The Board remains committed to a balanced capital allocation approach that supports sustainable shareholder returns while preserving sufficient financial flexibility required to fund future growth opportunities.

LOOKING AHEAD

Looking ahead, we remain mindful of ongoing global uncertainties and evolving economic conditions. At the same time, we remain confident that the Group's healthy balance sheet, disciplined execution and diversified earnings platform provide a sound foundation for sustainable long-term growth.

With a healthy project pipeline, recurring earnings from our education segment, and additional growth avenue emerging from our industrial land initiatives, we believe the Group is well-positioned to build on this year's momentum and pursue sustainable growth into FY2027.

As always, we will continue to emphasize disciplined approach to capital allocation, prudent risk management and responsible governance while remaining focused on creating sustainable long-term value for our shareholders and other stakeholders.

SUSTAINABLE AND LONG-TERM VALUE CREATION

We recognise that sustainable long-term value creation depends on balancing financial performance with responsible environmental stewardship, sound corporate governance and positive social outcomes. Across the Group, these principles guide our decision-making, investment priorities and approach to risk management. Through sustainable development practices, continued investment in quality education and disciplined business management, we remain committed to creating enduring value for our shareholders and other stakeholders.

APPRECIATION

On behalf of the Board, I would like to express my sincere appreciation to our management team and employees for their dedication, professionalism, and unwavering commitment throughout the year.

The Board also extends its appreciation to our shareholders, customers, regulators, business partners, suppliers, financiers, local authorities and the communities in which we operate for their continued trust and support.

As we embark on the next phase of our journey, we do so with confidence, and remain guided by a clear long-term strategy, disciplined governance and prudent capital management as we continue to strengthen the Group's resilience, enhance shareholder value and position L&G for sustainable growth in years ahead.

Thank you.

Dato' Hj Zainal Abidin Bin Putih
Non-Independent Non-Executive Chairman

9 July 2026

MANAGEMENT DISCUSSION AND ANALYSIS

DEAR SHAREHOLDERS,

FROM STRATEGY TO EXECUTION

FY2026 was a year of disciplined execution and meaningful strategic progress for the Group. Amid an evolving operating environment, we remained focused on three priorities: delivering our existing development projects, strengthening our recurring earnings base and advancing strategic initiatives that will support the Group's next phase of sustainable growth.

These priorities translated into improved financial performance, strengthened our balance sheet and reinforced the resilience of our business model. More importantly, they have positioned the Group to pursue future opportunities from a position of financial strength and operational discipline.

The following discussion outlines the key developments, financial performance and strategic initiatives that underpinned the Group's performance in FY2026, as well as the strategic priorities shaping our future direction and how we intend to execute the next phase of our growth journey.

FY2026 was a strong year in the Group's recent history, with both revenue and PATMI setting new highs on the back of robust contributions from its property and education segments, balanced capital allocation, and the progressive expansion of its development pipeline. L&G continued to strengthen its market position while creating sustainable value for its shareholders.

MARKET CONDITIONS & OPERATING ENVIRONMENT

FY2026 unfolded against a backdrop of broad domestic resilience, tempered by a sharper bout of external volatility towards the end of the financial year. On a calendar year basis, Malaysia's economy expanded by 5.2% in 2025, ahead of the Government's official forecast range and supported by steady domestic demand, healthy investment activity and continued export performance. This provided a constructive operating environment for much of the year under review.

Market conditions tilted in the final months of our financial year, as the escalation of geopolitical tensions in the Middle East from late February 2026 drove a rise in global crude oil prices and renewed concerns over inflation and input costs. Notwithstanding this volatility, BNM kept the OPR unchanged at 2.75%, helping to preserve housing affordability and sustain a measure of stability in business and consumer sentiment.

Within this environment, the Malaysian property market continued to demonstrate resilience during the period, with demand remaining concentrated in developments located within established and well-connected locations. Buyers continued to prioritise quality developments offering accessibility, lifestyle convenience, and long-term value, reflecting a more discerning market environment. These trends remained supportive of the Group's development strategy, which focuses on established growth corridors within the Klang Valley.

HIGHLIGHTS 2026

REVENUE

RM490.5
million



PROFIT BEFORE TAX (PBT)

RM74.2
million



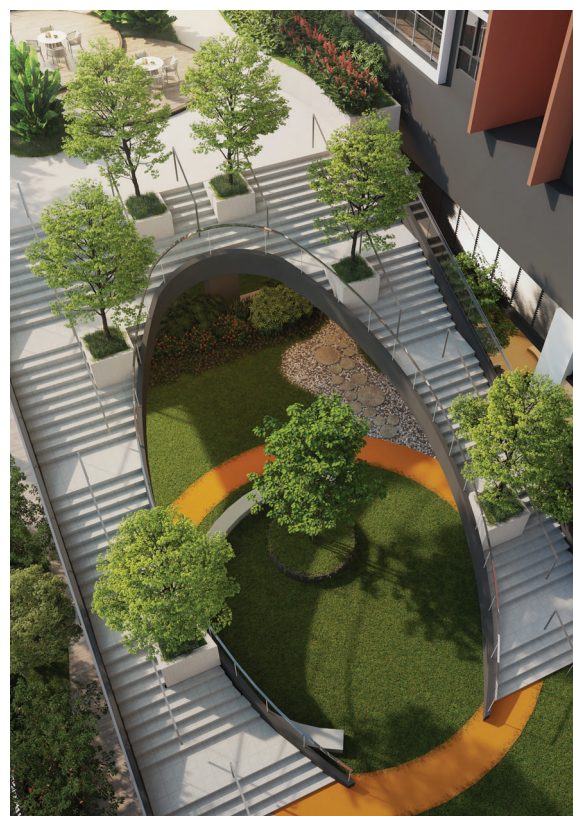
PROFIT AFTER TAX ATTRIBUTABLE TO OWNERS

RM50.5
million



TOTAL DIVIDEND

1.0
sen/share



MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)

Against this operating environment, L&G remained focused on disciplined execution rather than pursuing growth at any costs. Throughout the year, priority was given to maintaining construction progress, preserving development margins, strengthening cost management and safeguarding the Group's financial flexibility. This disciplined approach enabled the Group to respond effectively to evolving market conditions while continuing to deliver sustainable growth across its core businesses. Operationally, the Group maintained close oversight of project delivery through proactive contractor engagement, enhanced progress monitoring and disciplined cost control. Where appropriate, fixed-price contracts, value engineering initiatives and procurement planning were utilized to mitigate construction cost volatility while supporting timely project completion.

Together, these measures strengthened the Group's operational resilience and provided a solid foundation for the financial performance achieved during FY2026. More importantly, they reinforce our confidence that disciplined execution remains the most effective way to navigate changing market conditions while delivering sustainable long term value.

GROUP FINANCIAL PERFORMANCE

The Group's revenue surged 70.6% to RM490.5 million from RM287.6 million in the preceding year, driven by higher progressive billings from ongoing property developments and continued growth in the education segment.

The stronger revenue performance lifted profitability across the Group. Operating profit rose 25.0% to RM87.6 million from RM70.1 million in FY2025, while profit before tax ("PBT") increased 25.6% to RM74.2 million from RM59.1 million previously. PATMI increased by 38.7%, to RM50.5 million compared with RM36.4 million in the previous year, reflecting stronger operating performance across the Group's principal business segments.

Reflecting this stronger profitability, the Group has proposed a final dividend of 0.8 sen per share for FY2026, subject to shareholders' approval at the forthcoming Annual General Meeting. Together with the first interim dividend of 0.2 sen per share paid on 7 May 2026, total dividends declared and proposed for the year amount to 1.0 sen per share, representing a payout of RM29.7 million or 58.9% of PATMI. This represents a 25% increase from a total dividend of 0.8 sen per share in the previous year. Strong financial performance is meaningful only when it is accompanied by prudent capital stewardship. Throughout the year, L&G remained focused on balancing shareholder returns with continued investment in the Group's long-term growth initiatives.

As at 31 March 2026, the Group's healthy liquidity position, supported by cash and cash at bank, and short term funds of RM147.5 million and a low net gearing ratio of 0.03 times, provides management with the financial flexibility to fund future growth initiatives while maintaining resilience in an increasingly dynamic operating environment. Maintaining a strong balance sheet remains a key management priority as we continue to invest selectively in opportunities that enhance long-term shareholder value.

In L&G, we believe sustainable growth is achieved not simply through expanding our development pipeline, but through disciplined capital allocation, consistent operational execution and prudent risk management. These principles continue to guide management's investment decisions as we position the Group for its next phase of growth.

OPERATIONAL REVIEW BY DIVISION



PROPERTY DIVISION

Property development remains the Group's core business and primary earnings driver. While market conditions may fluctuate across cycles, our development strategy remains consistent: to focus on delivering well positioned developments within established growth corridors, to execute projects efficiently and allocate capital responsibly to opportunities that deliver sustainable returns. This approach enables us to respond effectively to market demand while maintaining the quality and financial performance of our development portfolio.



MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)

In FY2026, Property Division contributed 89.1% of the total revenue. Segment revenue grew 81.7% to RM436.9 million from RM240.5 million in the previous year, while operating profit increased 24.1% to RM77.1 million from RM62.2 million. The improved financial performance reflects the continued execution of our existing development pipeline, supported by healthy construction progress, sustained customer demand and disciplined project management across our key developments of Damansara Livista, Residensi Kamelia, and The WYN Residences.

The Group focused on maintaining construction momentum and ensuring timely project delivery across all active developments. Despite an evolving operating environment, construction progress remained broadly on track, supporting progressive revenue recognition and reinforcing buyer confidence. As at 31 March 2026, Damansara Livista and Residensi Kamelia in Bandar Sri Damansara recorded construction progress of 33% and 57% respectively, while The WYN Residences in Puchong reached 70% completion. Subsequently, the Group had also successfully delivered vacant possession for Astoria Ampang (Phase 2) in first quarter of FY2027.

Sale performance across our developments remained encouraging, reflecting continued demand for quality products in well connected locations. The healthy take-up achieved across the portfolio supports earnings visibility and demonstrates the continued relevance of the Group's development positioning. Damansara Livista and Residensi Kamelia registered strong take-up rates of 91% and 83% respectively. The WYN Residences and Astoria Ampang (Phase 2) also continued to attract buyers, achieving take-up rates of 65% and 55% respectively.

As at 31 March 2026, the Group recorded unbilled sales of RM618 million, providing healthy earnings visibility over the coming financial years. This reflects the strength of our existing development portfolio and provides

management with greater confidence in planning future launches while maintaining disciplined capital allocation.

L&G's property portfolio spans a diverse range of locations across the Klang Valley and Negeri Sembilan, complemented by an overseas joint venture in Melbourne, Australia. The portfolio includes a mix of high rise and landed residential developments, offering a balanced project pipeline.



KEY PROJECT HIGHLIGHTS

Key project highlights are outlined below:

ONGOING PROJECTS					
RESIDENSI KAMELIA Bandar Sri Damansara					
 UNITS 602 affordable serviced apartment units	 LAND SIZE 2.31 acres	 GDV RM157 million	 EXPECTED COMPLETION Q2 2027	 STATUS Launched Q4 2024	 UNITS SOLD (INCL. BOOKINGS) 502
DAMANSARA LIVISTA Bandar Sri Damansara					
 UNITS 700 serviced apartment units	 LAND SIZE 3.02 acres	 GDV RM517 million	 EXPECTED COMPLETION Q3 2027	 STATUS Launched Q2 2023	 UNITS SOLD (INCL. BOOKINGS) 640
THE WYN RESIDENCES Bandar Puchong Jaya					
 UNITS 1,546 serviced apartment units	 LAND SIZE 3.55 acres	 GDV RM780 million	 EXPECTED COMPLETION Q3 2027	 STATUS Launched Q4 2023	 UNITS SOLD (INCL. BOOKINGS) 1,000
DIAMOND CITY (PLOT B) Semenyih - Joint Venture					
 UNITS 449 landed residential units (Phase 3)	 LAND SIZE 33.4 acres (Phase 3)	 GDV RM390 million (Phase 3)	 EXPECTED COMPLETION Q2 2028	 STATUS Launched Q3 2025	 UNITS SOLD (INCL. BOOKINGS) 85 (Phase 3)
HIDDEN VALLEY Melbourne, Australia - Joint Venture					
 UNITS 966 residential lots	 BALANCED LAND SIZE 84 acres	 BALANCE UNSOLD GDV AUD14 million	 TARGETED COMPLETION Q3 2028		

Note: GDV refers to Gross Development Value. Project information is accurate as at 31 March 2026

MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)

The Group's continued emphasis on quality developments was recognised during the year through its inclusion among the Top 10 Winners in the Malaysia Developer Awards (MDA) 2025. While such recognition is encouraging, our primary focus remains on consistently delivering developments that meet the expectations of our customers and create sustainable value for shareholders.

Looking ahead, we will continue to prioritise selective project launches over volume driven expansion. New projects will be carefully phased in line with market demand, construction capacity and the Group's capital allocation priorities, ensuring that growth remains commercially sound and value-accretive.



EDUCATION DIVISION

The Education Division continues to play an increasingly important role in the Group's long-term strategy by providing a stable source of recurring earnings that complements our property development business. Management remains focused on strengthening this recurring earnings platform through continued investment in educational quality, innovation, student experience and operational excellence, while supporting long-term enrolment growth and operational sustainability.

Benefiting from sustained demand for quality private education, the education segment continued to operate within a favorable market environment. The division delivered another year of encouraging growth, supported by higher student enrolment and fee revisions. Revenue increased 15.5% to RM46.8 million from RM40.5 million in the previous year, while operating profit rose 23.2% to RM19.7 million from RM16.0 million. More importantly, its recurring earnings profile continues to enhance the Group's overall earnings resilience and provides greater balance across our business portfolio.

The division also benefited from a larger student base across both

schools. As at 31 March 2026, Sri Bestari International School ("SBIS") had 886 students, compared with 827 a year earlier, while enrolment at Sri Bestari Private School ("SBPS") increased to 1,028 students from 997 previously.

Growth in student enrolment across both schools reflects the continued confidence of parents in the quality of our educational offerings and the strength of the Sri Bestari brand. The Group will continue to invest in programmes and facilities that support long-term enrolment growth while maintaining educational standards. The Group will continue to advance its educational offerings, with ongoing emphasis on academic achievement, international engagement, sustainability initiatives, and technology-enabled learning.

As the education segment continues to mature, its recurring earnings profile and complementary nature to the more cyclical property business strengthen the Group's overall financial resilience and provide greater flexibility in executing future growth initiatives.



EDUCATION HIGHLIGHTS & ACHIEVEMENTS



ACADEMIC EXCELLENCE

- Both SBPS and SBIS students continued to perform strongly in their respective public examinations, with SBPS students scoring 9As, 8As, 7As and more in the SPM Examination and SBIS students scoring 10As, 9As, 8As and more in the International General Certificate of Secondary Education (IGCSE).
- 2 students from SBIS obtained 'Top in the World' award in the Cambridge IGCSE "Foreign Language Mandarin Chinese" by Cambridge Assessment International Education.
- SBIS students earned medals and awards in the Kangaroo Mathematics Competition, Eye Level Math Olympiad, Kancil Science Competition, Global Chinese Writing Competition and Queen's Commonwealth Essay Competition.
- SBIS' strong academic focus and exam-oriented culture have attracted growing international interest, with foreign students now making up approximately 26% of its total student population.



INTERNATIONAL ENGAGEMENT

- SBPS signed a memorandum of understanding with Central China Normal University, participating in a pilot initiative to enhance the teaching of Mandarin as a second language.
- SBPS commemorated 10 years of exchange partnership with Tokai Fukuoka High School, Japan, promoting cross-cultural understanding and collaboration.



SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS ("STEM") & DIGITAL INNOVATION

- SBPS students were recognised at the Malaysia Youth Innovation Award, winning multiple medals and demonstrating creativity and originality in STEM-focused innovation projects.
- SBPS launched Drone Soccer as a new co-curricular program and announced plans to become a national hub for this AI-integrated sport, which is recognised as an ICT sport by the Federation of International Dronesoccer Association.
- SBPS co-hosted the AI Literacy for ASEAN Teachers Workshop under Malaysia's National AI Agenda, alongside the International Science, Technology and Innovation Centre for South-South Cooperation, and the Academy of Engineering and Technology of the Developing World, welcoming delegates from ASEAN countries, Pakistan, and the Global South.

MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)



EDUCATION HIGHLIGHTS & ACHIEVEMENTS (CONTINUED)



SCIENCE, TECHNOLOGY, ENGINEERING, AND MATHEMATICS ("STEM") & DIGITAL INNOVATION (continued)

- SBPS represented Malaysia and South East Asia as the sole regional entrant at the Shanghai Regional FIRST Robotics Competition 2026, ranking 32nd out of 50 teams against approximately 1,000 participants from across China and the world.
- SBPS marked its 3rd consecutive participation in the Malaysia Technology Expo – Asia Youth Innovation Award 2026, fielding 2 student teams against international entrants from Indonesia, Saudi Arabia, Taiwan, and Thailand. The school's Primary and Secondary teams secured 2 Gold, 2 Silver, and 2 Bronze medals for their Rescue Crawling Robot and Aimbot-X projects respectively.



RECOGNITION & INSTITUTIONAL MILESTONES

- SBPS officially recognised as a Digital Maker Hub by the Malaysia Digital Economy Corporation, affirming its institutional leadership in digital and technology-based education.
- SBPS received The BrandLaureate Award for Education, a testament to its commitment to excellence in STEM and ECO education.
- SBPS celebrated its 30th anniversary, marked by the announcement of potential upcoming expansion plans, including the English Proficiency Summer Camp, the Intensive Sports School Training Program, and the Japanese University Admission for International Students Program.
- SBPS has been recognised as a STEM-AI Model School under Consortium of AI Education for the Global South (CAIEGS) and serves as the Malaysia AI Secretariat.



CO-CURRICULAR ACHIEVEMENT

- SBIS students delivered a strong year of sporting achievement, securing medals across the KLSL Competitions, District Schools Sports Council (MSSD), Selangor Schools Sports Council (MSSS), and the ISSAM Pickleball Tournament, spanning disciplines including athletics, basketball, badminton, football, swimming, archery, golf, and track & field. Students also gained valuable international exposure through a cross-nation basketball tour to Indonesia.

These achievements reflect the continued progress of the Group's education platform, reinforce the strength of the Sri Bestari brand and underscore the division's growing role within the Group's long-term strategy.

Looking ahead, the Group's priority is to continue strengthening the education segment's quality and reach. This includes expanding student enrolment, enhancing academic quality, investing in digital and technology-enabled learning, and further strengthening the Sri Bestari brand as a preferred choice for quality education in Malaysia.

We believe that quality education creates value beyond financial returns. It contributes to the development of future talent, strengthens the communities we serve and supports the Group's broader sustainability agenda by fostering responsible citizenship, promoting environmental awareness and investing in future generations through quality education.



OTHER DIVISION

The Other Division, which currently comprises the Group's plantation operations, posted revenue of RM6.7 million in FY2026, compared with RM6.6 million in the previous year. The improvement was mainly attributable to higher fresh fruit bunch production and stronger average selling prices during the year.

While the plantation business continues to contribute to the Group, L&G's longer-term priority is to optimise the strategic value of the landbank through higher-value development opportunities where commercially viable and supported by appropriate approvals.

KEY CHALLENGES & RISK MANAGEMENT

Effective risk management is fundamental to the way we operate and execute our strategy. As we continue to pursue growth opportunities, we remain focused on identifying, assessing and managing risks in a disciplined manner



MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)

to preserve the Group's financial resilience and protect its capacity to invest in future opportunities.

The property development business is influenced by market demand, affordability, financing conditions and competitive market dynamics. Rather than responding reactively, the Group continues to monitor these trends closely and aligns project launches, product positioning, and pricing strategies with prevailing market conditions. This disciplined approach enables the Group to remain responsive while preserving commercial returns.

Within the education segment, maintaining educational quality and sustaining enrolment growth remain key priorities. Management continues to invest in academic programmes, teaching capabilities, digital learning initiatives and student experience to strengthen the competitiveness and long-term sustainability of the division.

The Group also continues to monitor broader economic developments, including inflationary pressures, financing costs, and geopolitical uncertainties, which may influence consumer sentiment and business activity. While these external factors remain beyond our control, the Group seeks to mitigate our impact through disciplined capital management, prudent liquidity planning and maintaining a resilient balance sheet.

As the Group progresses its strategic initiatives, execution discipline becomes increasingly important. We remain focused on ensuring that future investments are supported by appropriate planning, regulatory readiness, operational capability and financial discipline before significant capital commitments are made.

L&G's approach to risk management is not to avoid risk, but to understand it, manage it appropriately and ensure that risks undertaken remain aligned with the Group's long-term strategic objectives and financial capacity. This approach gives management the confidence to pursue growth responsibly while remaining prepared to respond effectively to challenges as they arise.

STRATEGIC INITIATIVES & BUSINESS TRANSFORMATION

Our strategy is centred on building a more resilient and diversified business while remaining disciplined in how we allocate capital and pursue growth opportunities. While property development continues to be our core business, we are progressively strengthening complementary growth

platforms that enhance earnings resilience, optimise the utilisation of our strategic assets and broaden the Group's long-term earnings base.

FY2026 marked a significant step in the Group's efforts to expand its growth avenues while building on its established property development and education businesses. Accordingly, the Group continues to focus on three complementary growth platforms:

- i. **Property Development** - delivering sustainable growth through disciplined execution of quality developments.
- ii. **Education** - strengthening a stable source of recurring earnings through continued investment in educational excellence.
- iii. **Industrial Development** - unlocking the long-term potential of the Group's strategic landbank through phased and systematic execution.

Taken together, the Group's property development, education and emerging industrial park initiatives would form 3 strategic growth engines of the Group moving forward, reflecting our ongoing evolution towards a more diversified business supported by complementary sources of earnings and long-term growth.

The proposed industrial development represents an important strategic initiative for the Group. It reflects management's objective of broadening the Group's long-term earnings profile while creating greater value from our sizeable landbank in Lembah Beringin. We believe this initiative complements our existing businesses and positions the Group to participate in structural demand arising from industrial expansion, logistics activities and manufacturing investment.

Our immediate priority is to progress the planning, technical studies and regulatory approvals required to support the proposed development. The Group will adopt a phased approach, recognising that long-term value creation depends on careful planning, appropriate infrastructure development and prudent capital deployment. We are committed to advancing this initiative responsibly and at a pace that reflects the scale of the opportunity.

During the year we continued to progress plans for the proposed development of an industrial park to unlock its long term development potential. Subject to the necessary approvals, development works are expected to commence thereafter, with the first phase of the proposed industrial park targeted for launch within FY2027, with revenue recognition expected to commence from FY2028 onwards. Alongside the proposed industrial development, the Group continues to evaluate opportunities to enhance the productivity and long-term value of the Group's land assets, including renewable energy-related initiatives where commercially viable.

L&G CONTINUES TO STRENGTHEN LONG-TERM EARNINGS RESILIENCE BY FOCUSING ON THREE COMPLEMENTARY GROWTH PLATFORMS - PROPERTY DEVELOPMENT, EDUCATION, AND INDUSTRIAL DEVELOPMENT - WHILE MAINTAINING DISCIPLINED CAPITAL ALLOCATION AND EXECUTION.

MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)

As the Group continues to evolve, management also recognizes the importance of maintaining transparent and proactive engagement with shareholders, analysts and the broader investment community. Enhancing market understanding of the Group's evolving business model remains an important priority as we execute our long term strategy.

While we are excited by the opportunities ahead, our approach remains disciplined. Growth will continue to be pursued responsibly, supported by rigorous evaluation, prudent capital allocation and a clear focus on long-term value creation. We believe this balanced approach positions the Group to capture future opportunities while preserving the financial strength and operational discipline that underpin our business.

SUSTAINABILITY & ESG HIGHLIGHTS

Sustainability continues to guide the Group's business decisions and long-term strategy. We recognise that responsible environmental stewardship, strong governance and positive social outcomes are integral to creating sustainable value for our shareholders and stakeholders.

Across its property development activities, the Group continued to incorporate sustainability considerations into the planning and design of its projects. Key initiatives include the adoption of energy-efficient features, water-saving systems, and environmentally conscious design elements aimed at enhancing resource efficiency and improving the overall living environment for residents.

Damansara Livista, Residensi Kamelia, The WYN Residences and the newly launched Damansara Laverra received Provisional GreenRE Bronze Certification (Residential Category), recognising their adherence to sustainability and environmental performance standards.

In the Education Division, SBPS was selected as a model Eco School and a site visit destination for international delegates attending the Education for Sustainable Development ("ESD") for 2030 Regional Meeting. The selection highlights the school's efforts in promoting sustainability awareness and environmental stewardship among students. Following the installation of over 1,000 solar panels across its Sri Bestari schools, we saw full energisation in early FY2026. This transition to renewable energy is a testament to the Group's proactive approach to reducing our carbon intensity.

On the governance front, the Group continued to enhance its sustainability reporting practices and maintained its inclusion in the FTSE4Good Bursa Malaysia Index, reflecting its focus on transparency, accountability, and ESG-related disclosures.

Further information on the Group's sustainability priorities, initiatives, and performance can be found in the Sustainability Report 2026.

OUTLOOK & FUTURE PLANS

With a healthy pipeline of projects and a substantial landbank, the Group is well-positioned to pursue its next phase of growth. In the coming financial year, management's priorities will include delivering ongoing projects, launching new projects to market, progressing the transformation of the Lembah Beringin landbank into an industrial park, and optimising the Group's capital structure to support future growth opportunities.

In May 2026, the Group held a pre-view event for Damansara Laverra, a RM752 million gross development value ("GDV") freehold high-rise residential development within Bandar Sri Damansara. The launch recorded more than 600 units booked within the day, representing approximately 61% of the total units available. The positive response reflects encouraging market reception and underscores the appeal of the Group's developments in well-established and strategically connected locations.

Building on the encouraging momentum from the Damansara Laverra pre-view, the Group will continue to expand its development portfolio with several projects in the pipeline. Collectively, these developments carry an estimated GDV of approximately RM1.9 billion and are expected to be launched over the coming years.



KEY PROJECTS INCLUDE:

01

ARIA RIMBA U10, SHAH ALAM PHASE 1A

a residential development with an estimated GDV of RM113 million, forming part of the broader Aria Rimba master development with a total estimated GDV of RM2.7 billion. The project is intended to broaden the Group's product offerings within a mature and well-established township.

02

BEGONIA, SENA PARC PHASE 1B

a semi-detached landed residential development with an estimated GDV of RM81 million, catering to growing demand for suburban homes in Senawang.

03

MINES PHASE 1

a residential development with an estimated GDV of RM705 million, forming part of a larger development with a total estimated GDV of RM2.2 billion.

04

FORESTA PHASE 3

a high-rise residential development situated within the Bandar Sri Damansara township, with an estimated GDV of RM712 million.

05

MONT KIARA

a high-rise residential development with an estimated GDV of RM311 million.

MANAGEMENT DISCUSSION AND ANALYSIS

(CONT'D)



These developments are expected to strengthen the Group's future earnings visibility while broadening its presence across key growth corridors.

In addition, the Group continues to evaluate initiatives to enhance the value of its existing assets. One such initiative involves the proposed conversion of its Putrajaya office building into a serviced apartment, allowing the Group to better align the asset with prevailing market demand and maximise its value.

Progress on the proposed industrial park development continues to advance, with details on milestones and tentative timelines set out in the Strategic Initiatives section of this report.

Meanwhile, for the education segment, the Group will continue to leverage the strength of the Sri Bestari brand to drive enrolment growth and enhance the value proposition of its schools. Efforts will focus on enriching academic and co-curricular offerings while identifying opportunities to broaden the segment's reach and scale.

The Group will also explore strategic avenues to expand its education footprint and deepen the segment's long-term impact on both the Group's earnings resilience and the communities it serves.

CONCLUSION

The progress achieved during FY2026 reinforces our confidence in the Group's long-term direction. As we continue to strengthen our core businesses while advancing new growth opportunities, we remain guided by a simple philosophy: to pursue growth responsibly, execute with discipline and allocate capital prudently.

These principles have shaped our decisions throughout FY2026 and will continue to guide the management team as we execute the Group's strategy in the years ahead. Supported by a resilient business model, a healthy balance sheet and a disciplined approach to execution and capital allocation, we remain committed to creating sustainable long-term value for our shareholders and other stakeholders.

Low Gay Teck
Managing Director

9 July 2026

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STATEMENT OF ASSURANCE



SUSTAINABILITY REPORT



ABOUT THIS REPORT

INTRODUCTION

Land & General Berhad is pleased to present our Sustainability Report 2026 ("SR2026"), a comprehensive account of our journey in integrating Environmental, Social, and Governance ("ESG") principles into our core business strategy. For the financial year ended 31 March 2026 ("FY2026"), this report highlights the Group's progress in "Building Value For Tomorrow", ensuring that our growth contributes to a living community and environment that is both invaluable and sustainable.

By building upon the foundations of our previous disclosures, Land & General Berhad continues to refine our reporting maturity to enhance transparency and resilience for our stakeholders. This shared vision fuels our commitment to operate responsibly, safeguarding the long-term interests of our shareholders while giving back to the society that forms an integral part of our journey. To provide a meaningful perspective on our trajectory, the Group provides three-year historical data sets where available, reflecting our ongoing evolution towards a transparent and future-ready business model.

REPORTING FRAMEWORKS

To ensure that our ESG disclosures are robust, transparent, and decision-useful for all stakeholders, Land & General Berhad has prepared this Report in accordance with local and international reporting standards.

The following frameworks have guided the selection of content and the presentation of performance data:

Malaysia-Specific Frameworks and Regulatory Guidance

- Bursa Malaysia Sustainability Reporting Guide 3rd Edition
- FTSE4Good Bursa Malaysia Index's Environmental, Social and Governance ("ESG") Indicators
- Main Market Listing Requirements ("MMLR") as issued by Bursa Malaysia
- Malaysian Code on Corporate Governance ("MCCG") 2021
- National Sustainability Reporting Framework ("NSRF")

International Frameworks and Standards

- Global Reporting Initiative ("GRI") Reporting Standards 2021
- Greenhouse Gas ("GHG") Protocol
- International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards, IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures)
- Sustainability Accounting Standards Board ("SASB") Standards
- Task Force on Climate-related Financial Disclosures ("TCFD")
- The United Nations Sustainable Development Goals ("UN SDGs")

As a Group 2 company under Malaysia's NSRF, Land & General Berhad is currently undergoing a strategic transition to integrate the IFRS Sustainability Disclosure Standards into our reporting cycle. We are taking a phased approach to this evolution, focusing on the early adoption of climate-centric disclosures in line with TCFD and IFRS S2 recommendations. To further bolster the comparability and depth of our performance data, the Group has also begun incorporating industry-specific metrics derived from the SASB Standards.

SCOPE AND BOUNDARIES

The scope of this report encompasses the primary business operations and activities of Land & General Berhad's three divisions. This report covers the sustainability performance and ESG disclosures for the period from 1 April 2025 to 31 March 2026, in alignment with the Group's financial year.

The reporting boundary is determined by our operational control over our core business divisions. The following table identifies the specific entities included within the scope of this report:



DIVISION : PROPERTY/HQ

- Land & General Bhd
- Sri Damansara Sdn Bhd
- Xtreme Meridian Sdn Bhd
- Bright Term Sdn Bhd
- Forward Victory Sdn Bhd



DIVISION : EDUCATION

- Lang Education Sdn Bhd



DIVISION : PLANTATION

- Clarity Crest Sdn Bhd

SUSTAINABILITY REPORT

(CONT'D)

DATA ASSURANCE AND VALIDITY

Land & General Berhad is committed to upholding the highest standards of accuracy, transparency, and integrity in our sustainability reporting. To ensure the reliability of the information disclosed, this Report has undergone a rigorous internal review and validation process.

The data and narratives presented herein were internally sourced and verified by the respective business divisions and data owners to ensure factual consistency. Following this departmental validation, the contents of the Report were reviewed and endorsed by Senior Management and the Board of Directors ("Board"). The Board acknowledges its responsibility for the integrity of this Report and collectively confirms that it presents a fair and accurate representation of the Group's sustainability performance and progress towards our ESG targets for FY2026.

While Land & General Berhad has not sought external third-party assurance for non-financial ESG data at this time, we remain dedicated to the continuous refinement of our internal controls and data collection procedures. Financial information included in this Report may be cross-referenced with the audited figures presented in the Land & General Berhad Annual Report 2026 on pages 147 to 201.

Moving forward, the Group remains diligent in enhancing our reporting maturity and will continue to evaluate the necessity of independent assurance for key sustainability performance indicators in alignment with emerging regulatory requirements and stakeholder expectations.

DATA LIMITATIONS

While Land & General Berhad strives to provide a comprehensive and accurate account of our ESG performance, we recognise that certain data collection challenges and limitations may persist as we mature our reporting processes. The information presented in this Report is primarily compiled from the Group's official records, internal management systems, and operational logs, with internal controls applied to ensure reliability.

Certain figures disclosed in this Report have been rounded for presentation purposes. As a result, minor discrepancies may occur between the stated totals and the sums of their component parts.

The Group acknowledges that for specific indicators, particularly those involving our wider value chain, data availability may be subject to evolving collection protocols. Land & General Berhad remains committed to the progressive enhancement of our data management practices, methodologies, and tracking systems. We are continuously working to strengthen our internal data-gathering mechanisms to improve the robustness, quality, and coverage of our sustainability disclosures in future reporting cycles.

FORWARD-LOOKING STATEMENT

This Report contains forward-looking statements regarding the strategic objectives, key performance indicators ("KPIs"), and anticipated operational outcomes of Land & General Berhad. These statements are based on reasonable assumptions, current expectations, and business outlooks derived from information accessible at the time of publication. While these insights reflect the Group's aspirations for future growth and sustainable value creation, they are inherently subject to risks, uncertainties, and changes in market conditions that are beyond our control.

Consequently, actual results and outcomes may differ from those expressed or implied in this Report. Readers are advised that these statements do not constitute guarantees of future performance and should be evaluated with appropriate discretion. Land & General Berhad undertakes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information or future events, except as required by applicable laws or regulatory requirements.

FEEDBACK AND ENQUIRIES

Land & General Berhad remains committed to driving ongoing engagement with our valued stakeholders and welcomes any feedback, enquiries, or suggestions that may facilitate the continuous improvement of our sustainability performance and reporting practices.

We appreciate all input from our stakeholders, and we will incorporate relevant suggestions into future reports where applicable to strengthen our contribution to a sustainable future. Please direct any comments or queries to:

Ms Oon Khai Fen
Chief Financial Officer

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Telephone : +603-6279 8030
Address : Land & General Berhad
8trium, Level 21, Menara 1,
Jalan Cempaka SD 12/5,
Bandar Sri Damansara,
52200 Kuala Lumpur,
Malaysia.

SUSTAINABILITY REPORT

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MANAGING DIRECTOR'S MESSAGE



LOW GAY TECK
Managing Director

“

Dear Valued Stakeholders,

On behalf of the Board of Directors, I am pleased to present the Land & General Berhad Sustainability Report 2026. This report encapsulates our progress over the financial year ended 31 March 2026 (“FY2026”) as we continue to embed sustainable business practices across our diverse portfolio. At Land & General Berhad, our commitment is guided by our core philosophy: “Building Value for Tomorrow.” This vision ensures that as we pursue commercial excellence, we remain equally dedicated to nurturing a living community and an environment that is both invaluable and sustainable.

While the global economic landscape presents evolving challenges, the Group has remained resilient. We have utilised this period to deepen our integration of Environmental, Social, and Governance (“ESG”) frameworks, ensuring that sustainability is not merely a disclosure requirement but a fundamental component of our long-term value creation and risk management strategy. ”

PROPERTY DIVISION

Our Property Division continues to be the mainstay of the Group, driven by a steadfast commitment to quality and sustainable design. We recognise that the built environment has a profound impact on resource consumption. Consequently, we have continued to integrate resource-efficient technologies and green building principles across our developments. A prime example of this is the successful launch of our new high-rise residential project in Bandar Sri Damansara, Damansara Laveria, which successfully attained the Provisional GreenRE Certification (Bronze) in recognition of its energy efficiency and eco-conscious design.

In FY2026, while increased construction activities naturally influenced our resource footprint, we remained diligent in our mitigation efforts. Land & General Berhad has prioritised responsible waste management and water stewardship with external contractors, ensuring that our project sites operate with minimal environmental disruption. By actively monitoring customer feedback and maintaining high standards of workmanship, we continue to deliver environments that enhance the lifestyles of our residents while safeguarding natural capital.

EDUCATION DIVISION

Our Education Division has reached a significant milestone this year. Following the installation of over 1,000 solar panels at Sri Bestari Private School and Sri Bestari International School, we saw full energisation in early FY2026. Generating 375,379 kWh of renewable electricity, this drove a notable 23.3% decrease in grid electricity consumption, dropping from 1,336,255 kWh in FY2025 to 1,025,257 kWh, and successfully avoided 206.83 tCO₂e in emissions. This transition to renewable energy is a testament to the Group's proactive approach to reducing our carbon intensity.

Beyond operational efficiency, our schools serve as a conduit for environmental stewardship. By integrating sustainability into the curriculum and engaging in biodiversity conservation programmes, we are cultivating a generation of students who are aware of their role in protecting vulnerable ecosystems. Our commitment to data security and educational excellence remains unwavering, ensuring a safe and high-quality learning environment for all our students.

SUSTAINABILITY REPORT

(CONT'D)

PLANTATION DIVISION

The Plantation Division remains focused on high-quality production through the application of best agricultural practices. Underscoring this commitment, the division successfully harvested 5,315.50 tonnes of fresh fruit bunches ("FFB"), all of which are fully MSPO certified. The Group continues to prioritise operational efficiency, machinery upgrades, and energy-efficient solutions which have collectively contributed to a refined emissions profile.

Our focus on biodiversity management remains a core pillar of our plantation operations. We continue to operate in harmony with nature by protecting natural forest patches and restoring degraded land. Furthermore, our strategic exploration of sustainable land management, including bamboo cultivation, reflects the Group's desire to broaden its horizons and seek innovative ways to contribute to a nature-positive future.



LOOKING AHEAD

As we look towards the future, Land & General Berhad is prepared for the next phase of our sustainability journey. A primary focus will be the full adoption of the National Sustainability Reporting Framework ("NSRF") and alignment with the IFRS Sustainability Disclosure Standards S1 and S2. We are committed to expanding our use of renewable energy and low-carbon materials across all divisions to further reduce our Group-wide carbon footprint.

Our journey is a collaborative one. I would like to extend my sincere gratitude to our employees, associates, partners, customers, and shareholders. Your continued support is the foundation upon which Land & General Berhad builds lasting value. Together, we will continue to ensure that our business growth remains both inclusive and responsible, benefiting all who form an integral part of our journey.

Low Gay Teck
Managing Director

SUSTAINABILITY REPORT

(CONT'D)

SUSTAINABILITY HIGHLIGHTS AND AWARDS



ENVIRONMENT



Reduction of 6.4% of carbon emissions, from 2,289 tCO₂e to 2,142 tCO₂e



Reduction of 15.5% of grid electricity consumption, from 1.98 million kWh to 1.67 million kWh



100% of metal cuttings from construction activities were recycled



Zero megalitres of water were withdrawn from water-stressed regions



100% of the Plantation Division's operations assessed for biodiversity risks



All property developments dedicated at least 10% of land area to green spaces



Plantation Division harvested 5,315 tonnes of FFB



SOCIAL



Zero instances of human rights violations



457 total employees, 99% are local and 81% are permanent



30% of women hold Board positions, 46% in Senior Management and 66% in Management



Zero fatalities, Zero Lost Time Incident ("LTI") with 257,903 manhours worked



6,774.5 total training hours logged across all divisions



Contributed RM122,654 to the local community across 23 programmes



GOVERNANCE



RM463 million total economic value distributed



Zero incidents and fines for environmental and socioeconomic non-compliance



Zero confirmed incidents of bribery and corruption



86.28% average customer satisfaction score for Property Division



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



66.36% procurement spent on local suppliers, equivalent to RM206 million

SUSTAINABILITY REPORT

(CONT'D)

PROPERTY/HQ DIVISION

Malaysia Developer Awards 2025



Land & General Berhad is proud to be recognised at the prestigious Malaysia Developer Awards ("MDA"), a holistic industry benchmark jointly organised by the FIABCI Malaysian Chapter and Star Media Group. Evaluated on comprehensive criteria ranging from financial standing to product delivery, this accolade acknowledges our exceptional corporate performance and stringent governance standards. Ultimately, this recognition reinforces consumer trust, affirming our ongoing commitment to resilience, sustainability, and absolute reliability as a property developer.



GreenRE



Land & General Berhad is proud to announce that its newly launched high-rise residential development in Bandar Sri Damansara, Damansara Lavera, has successfully attained the Provisional GreenRE Certification (Bronze) under the Residential Category. This recognition underscores the Group's steadfast commitment to embedding sustainable building practices and eco-conscious design principles across its property portfolio. By prioritising energy efficiency, resource conservation, and optimal indoor environmental quality from the early planning stages, Damansara Lavera exemplifies the dedication to delivering environmentally responsible homes that provide long-term, enduring value to residents.



RESIDENSI SERI DAMANSARA

has been awarded

BRONZE

Provisional GreenRE Certification
Residential Category

A project by

Sri Damansara Sdn Bhd

on 30th October 2025


Datuk Seri Dr Michael K C Yam

SMW, DSMS, FCIOL, FRICS, DUniv (Heriot-Watt)
Director
GreenRE Sdn Bhd (1040485-V)
Wisma REHDA, No. 2C, Jalan SSDD/16, 47301 Petaling Jaya
T 603-7803 2978 F 603-7803 5285



Certificate No.:A4087SD5B-25/AA

SUSTAINABILITY REPORT

(CONT'D)

MEMBERSHIPS IN ASSOCIATIONS

Land & General Berhad maintains active memberships in various professional bodies and industry associations to remain at the forefront of market trends, regulatory updates, and sustainability advancements. By participating in industry dialogues and policy advocacy, the Group collaborates with peers to promote responsible business practices and the adoption of global standards across our core sectors. We strive to ensure that our internal policies remain consistent with the stances of these associations. This alignment facilitates knowledge sharing and ensures that Land & General Berhad continues to contribute effectively to the sustainable development of the industries in which we operate.

Our specific roles and contributions are outlined below:

Associations	Roles and Contributions
 Malaysian Employers Federation ("MEF")	The Group collaborates with the MEF to stay informed of evolving employment laws. This engagement supports our commitment to safeguarding labour rights and fostering a productive, harmonious work environment.
 Real Estate & Housing Developers' Association ("REHDA")	Land & General Berhad aligns its property development activities with the Association's mission to drive sustainability across the Malaysian real estate sector. The Group actively participates in policy dialogues and industry initiatives aimed at refining regulatory frameworks and advancing best practices.
 (International Real Estate Federation) ("FIABCI Malaysia")	Our membership reflects the Group's dedication to upholding international standards. We engage with the global real estate community by participating in networking forums and sharing insights to help shape a more resilient Malaysian property landscape.
 Malayan Agricultural Producers Association ("MAPA")	Through our Plantation Division, Land & General Berhad demonstrates its commitment to sustainable agricultural practices. By engaging with the Association, we keep abreast of industry best practices and participate in initiatives that promote sustainable cultivation and the advancement of the Malaysian agricultural sector.
 Malaysian Bamboo Society ("MBS")	Land & General Berhad is dedicated to the sustainable cultivation and promotion of bamboo. Through our partnership with the MBS, we contribute to the growth of the industry, share knowledge on cultivation trends, and support efforts towards the broader appreciation of bamboo as a resource.

SUSTAINABILITY REPORT

(CONT'D)

Associations	Roles and Contributions
 Malaysian Palm Oil Association ("MPOA")	As a member of the MPOA, the Group remains committed to responsible and sustainable practices in palm oil cultivation. This collaboration allows us to stay informed of the latest industry standards and contribute to the long-term viability of the industry.
 Malaysian Timber Industry Board ("MTIB")	As a licensed member of the MTIB, Land & General Berhad adheres to the regulations governing the timber industry. This membership ensures compliance with national policies and underscores our commitment to the integrity and development of the bamboo plantation sector.
 Timber Exporters' Association of Malaysia ("TEAM")	Since joining TEAM in early 2025, the Group has focused on the sustainable growth of the timber export trade. We contribute to industry discussions and foster collaborations that uphold the global competitiveness of Malaysian bamboo products.
 World Wide Fund for Nature ("WWF Malaysia")	Our affiliation with the WWF reflects Land & General Berhad's commitment to environmental conservation. We support vital conservation efforts and integrate best practices in environmental stewardship across our diverse operations to protect Malaysia's natural heritage.
 Malaysian Nature Society ("MNS")	As a member of the MNS, the Group supports the conservation of natural habitats and biodiversity. This membership allows us to foster efforts in environmental education and contribute to initiatives that safeguard Malaysia's rich natural environment for future generations.

SUSTAINABILITY REPORT

(CONT'D)



DELIVERING SUSTAINABLE VALUE

OUR VALUE CHAIN

Land & General Berhad operates as a diversified parent company, orchestrating a value chain that spans property development, education, and sustainable plantations. As a responsible corporate citizen, we leverage the synergies between our subsidiaries to create a positive socio-economic impact. Our operational activities across each division are structured to deliver enduring worth to our stakeholders, guided by our motto "Building Value for Tomorrow."

Property/HQ Division

This division serves as the Group's strategic core, focusing on the end-to-end lifecycle of real estate, from land acquisition and sustainable design to property management and investment. We aim to move beyond traditional construction by fostering dynamic, resilient communities. By integrating eco-friendly building practices and climate-conscious design elements into our residential, commercial, and mixed-use developments, we enhance the long-term quality of life for residents while driving regional economic vitality.



Education Division

Our Education Division adds a vital human dimension to the Group's value chain, focusing on the cultivation of future-ready leaders. Through our established schools and institutions, we deliver a holistic educational experience that balances academic excellence with character development and extracurricular growth. By equipping students with the technical skills and ethical grounding needed for the modern world, this division ensures that our motto of "Building Value for Tomorrow" extends into the intellectual and social capital of the next generation.



Plantation Division

The Plantation Division is dedicated to the responsible stewardship of natural resources through the cultivation of oil palm and bamboo. Our value chain here begins with sustainable land management and extends to the harvesting and supply of raw materials that serve as essential inputs for the global food, cosmetics, and manufacturing industries. We are committed to high-integrity agricultural practices, focusing on biodiversity preservation and climate resilience. By transforming raw produce into value-added commodities, we support global supply chains while upholding our pledge to environmental conservation.



SUSTAINABILITY REPORT

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SUSTAINABILITY GOVERNANCE STRUCTURE

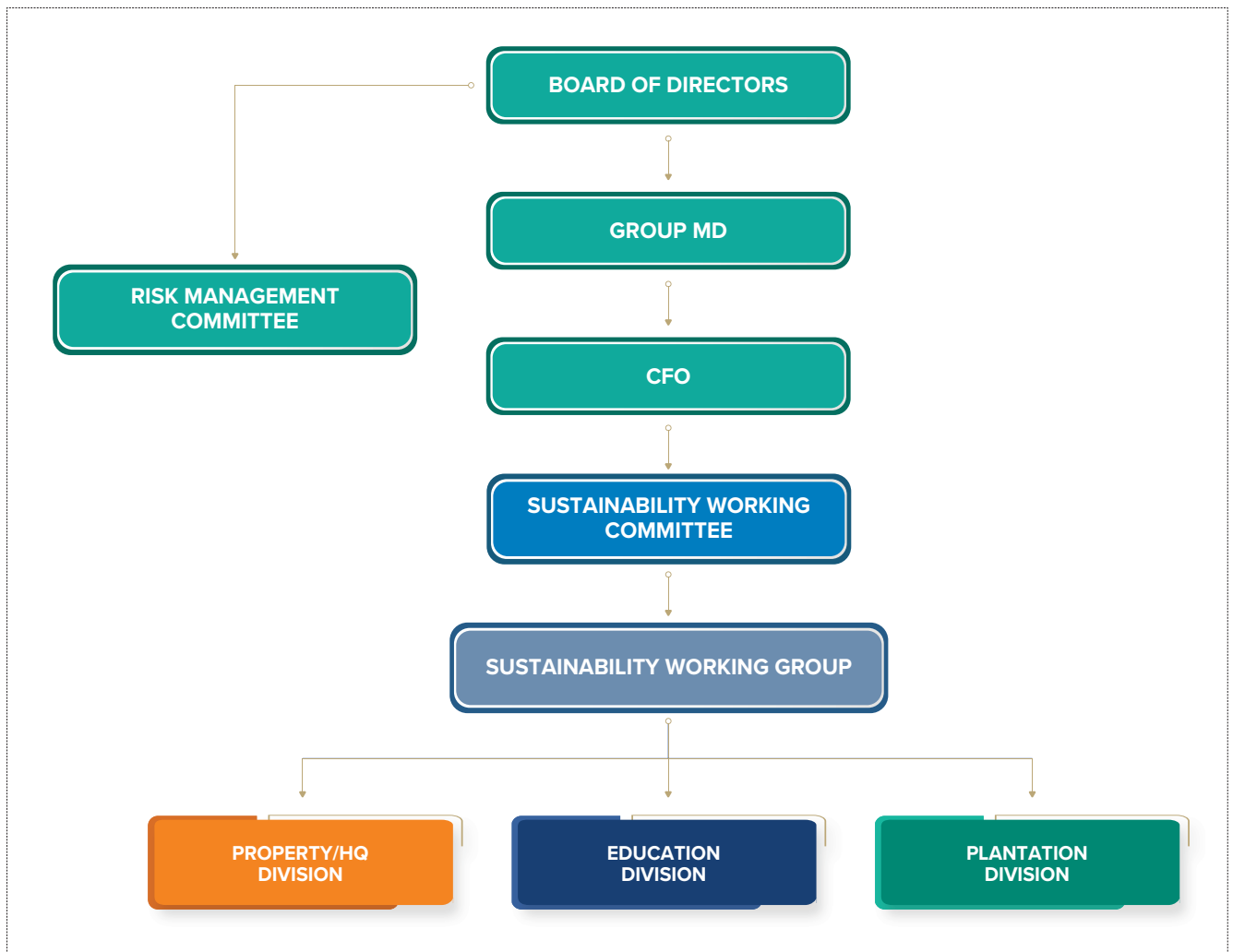
Land & General Berhad employs a robust, top-down governance framework to ensure that sustainability is integrated into every level of our organisational hierarchy. This structure facilitates the effective management of Environmental, Social, and Governance (“ESG”) matters, including climate-related risks and opportunities.

The Board maintains ultimate accountability and strategic oversight of the Group’s sustainability-related matters. This includes climate change strategies and receiving reports on material sustainability matters via the Risk Management Committee (“RMC”).

The Sustainability Working Group (“SWG”) comprising Heads of Department from Management, holds responsibility for the day-to-day oversight of the Group’s operations and the practical implementation of sustainability initiatives. This role involves the direct management of sustainability, climate-related considerations, and Occupational Safety and Health (“OSH”) risks and opportunities to ensure business resilience.

The Management drives these sustainability efforts through the Sustainability Working Committee (“SWC”). The SWC monitors the ongoing implementation of sustainability initiatives across the Group and report material sustainability matters directly to the RMC and later to the Board.

The SWG serves as the central coordinating body, translating strategic directives into actionable tasks for data owners within each division. Conversely, the SWG consolidates performance feedback and progress reports from across the Group for strategic review. At the divisional level, specific personnel are appointed to lead key sustainability functions, including Health and Safety Officers, Community Engagement and Outreach Coordinators, and Environment Officers.



SUSTAINABILITY REPORT

(CONT'D)

Roles and Composition	Responsibilities
Board of Directors ("Board") - Executive Director - Non-executive Directors	- Provides ultimate strategic direction and exercises comprehensive oversight across the company's entire sustainability agenda, including all ESG considerations, climate-related risks, guiding policies, key priorities, and performance targets. - Receives reports on material sustainability matters via the RMC.
Risk Management Committee ("RMC") - Independent Non-executive Directors - Managing Director	- Keeps the Board informed about sustainability-related concerns. - Assesses and enforces sustainability direction to the SWG led by the CFO.
Group Managing Director ("MD")	- Manages the day-to-day operations of the Group. - Responsible for the practical implementation of sustainability strategies and initiatives through the SWC. - Oversees sustainability, climate, and occupational safety and health ("OSH") risks and opportunities.
Chief Financial Officer ("CFO")	- Provides direct support to the MD. - Partners with the RMC to implement sustainability efforts across all Group operations. - Leads the SWG to advance various sustainability initiatives across the Group.
Sustainability Working Committee ("SWC") Composed of various departmental heads from each division known as Sustainability Working Group ("SWG")	- Monitors the implementation of sustainability initiatives driven by Management. - Distributes sustainability instructions to the appropriate data custodians within each division. - Collects and consolidates feedback on the progress of sustainability initiatives for strategic evaluation.

SUSTAINABILITY POLICIES

Throughout our corporate history, Land & General Berhad has established a robust suite of sustainability policies designed to align our operational conduct with global best practices and regulatory requirements. These policies serve as a foundational framework, ensuring that Environmental, Social, and Governance ("ESG") principles are integrated into our daily decision-making processes and long-term strategic planning.

Our policy architecture covers a broad spectrum of material matters, ranging from high-level governance protocols, such as the Anti-Bribery and Corruption Policy, to environmental stewardship initiatives, including our Climate Resilience Policy. These documents provide clear guidance for ethical behaviour, corporate management, and responsible resource use across the Group's diverse divisions.

To ensure that our governance remains at the forefront of industry standards, Land & General Berhad treats its policy framework as a living structure. These foundational documents are subject to periodic review and updates to guarantee their ongoing relevance, effectiveness, and alignment with evolving stakeholder expectations and international benchmarks.



SUSTAINABILITY REPORT

(CONT'D)

In addition, Land & General Berhad has revised the Sustainable Supply Chain Policy, the Climate Resilience Policy and the Human Rights Policy, which has been approved on 9 July 2026.

Further details on specific policies are integrated throughout this Report, and the full versions are accessible to the public via the Land & General Berhad official website: <https://www.land-general.com/investor-relations/>.



STAKEHOLDERS AND MATERIALITY

STAKEHOLDERS ENGAGEMENT

Land & General Berhad recognises that proactive stakeholder engagement is a fundamental pillar of our sustainability strategy and operational resilience. We define our stakeholders as individuals or organisations who significantly influence the Group's business trajectory, as well as those who are directly impacted by our diverse operations.

We believe that consistent dialogue is essential for building trust and ensuring transparency. By maintaining a mix of formal and informal engagement channels, Land & General Berhad creates a platform for stakeholders to voice their perspectives,

concerns, and aspirations. This collective feedback provides invaluable insights that inform our strategic direction, helping us to navigate short-term challenges while securing long-term value creation.

Our approach to engagement is rooted in inclusivity and responsiveness. We strive to address the specific needs of each stakeholder group through tailored communication frequencies and methods. The following illustration details our stakeholder groups, the primary methods of engagement utilised, and the key areas of interest addressed throughout the year:

Customers (Existing and Potential)			
Division	Areas of Concern	Engagement Frequency	Response Strategies
Property/HQ	Quality of property, Timely delivery, Pricing, Customer service, Defects	Ongoing	Implement quality management systems, ensure competitive pricing, conduct regular quality assurance checks, establish customer feedback mechanisms
Education	Quality of education, Facilities, Student outcomes, Safety, Fees	Ongoing	Implement quality management systems, ensure competitive pricing module, conduct regular intellectual quality checks, establish parent feedback mechanisms
Plantation	Quality of crops, Timely delivery, Pricing, Customer service	Ongoing	Implement quality management systems, ensure competitive pricing, conduct regular quality assurance checks, establish supply chain feedback mechanisms
Media			
Division	Areas of Concern	Engagement Frequency	Response Strategies
Property/HQ	Property performance, Misconceptions, Complaints, Events	Ongoing	Engage directly, highlight positive efforts through investor & analyst briefing, public relations and communication channels
Education	School performance, Misconceptions, Complaints, Events	Ongoing	Engage directly, highlight positive efforts through investor & analyst briefing, public relations and communication channels
Plantation	Crop performance, Misconceptions, Complaints, Environmental impact	Ongoing	Engage directly, highlight positive efforts through investor & analyst briefing, public relations and communication channels

SUSTAINABILITY REPORT

(CONT'D)

Employees			
Division	Areas of Concern	Engagement Frequency	Response Strategies
Property/HQ	Job security, Wellbeing, Training and development, Future prospects	Regular, Ongoing	Provide job-related training and workshops, ensure safe environment at work, offer staff welfare and benefits
Education	Job security, Wellbeing, Training and development, Work environment	Regular, Ongoing	Provide job-related training and workshops, ensure safe environment at work, offer staff welfare and benefits
Plantation	Job security, Wellbeing, Training and development, Work environment	Regular, Ongoing	Implement ESH programmes involving employees, provide job-related training and workshops, ensure safe environment at work
Suppliers			
Division	Areas of Concern	Engagement Frequency	Response Strategies
Property/HQ	Compliance, Pricing and timely payments, Product quality, Track record, Communication, ESH	Occasional	Maintain constant and regular communications, improve processes and share concerns with relevant parties, engage with suppliers during procurement processes
Education	Compliance, Pricing and payments, Product quality, Communication	Occasional	Maintain constant and regular communications, improve processes and share concerns with relevant parties, engage with suppliers during procurement processes
Plantation	Safety and Compliance, Pricing and payments, Crop quality, Communication, ESH	Occasional	Engage with suppliers during Safety Day and assurance audit, maintain constant and regular communications, improve processes and share concerns with relevant parties
Community			
Division	Areas of Concern	Engagement Frequency	Response Strategies
Property/HQ	Environmental impact, Social responsibility, Community engagement, Local development	As needed	Engage in community development projects, promote environmental conservation, support local initiatives
Education	Social responsibility, Community engagement, Local development	As needed	Engage in community service projects, support local initiatives, promote social development
Plantation	Environmental impact, Social responsibility, Community engagement, Local development	As needed	Engage in surrounding native community development projects, promote environmental conservation, support local initiatives

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Government and Regulators			
Division	Areas of Concern	Engagement Frequency	Response Strategies
Property/HQ	Compliance with laws and regulations, Permits and licences, Environmental impact, Community impact	As needed	Ensure compliance with regulations, maintain open communication with regulators, mitigate environmental and community impacts
Education	Compliance with laws and regulations, Permits and licences, Community impact	As needed	Ensure compliance with regulations, maintain open communication with regulators, mitigate community impacts
Plantation	Compliance with laws and regulations, Permits and licences, Environmental impact, Community impact	As needed	Ensure compliance with regulations, maintain open communication with regulators, mitigate environmental and community impacts

MATERIALITY ASSESSMENT

Land & General Berhad defines material sustainability matters as those that exert a significant impact on our business performance, financial position, and long-term value creation, as well as those that are of primary importance to our key stakeholders. We adopt a structured approach to identifying and prioritising these ESG topics to ensure our sustainability efforts are focused on the areas of greatest relevance.

To ensure our sustainability agenda remains dynamic and aligned with our strategy, the Group reviews identified material matters annually. We conduct a full-scale materiality assessment on an as-needed basis to capture evolving risks and stakeholder expectations. Our most recent full-scale assessment was undertaken in FY2023, which involved a comprehensive evaluation of our ESG impacts.

Our materiality assessment process incorporates insights from internal and external stakeholders, including senior management across various business functions. The process is conducted through the following three-step methodology:



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In FY2026, Land & General Berhad performed a limited desktop review of our materiality matters to ensure they remain aligned with our current strategy, operations, and risk environment. The materiality matrix, with 15 material sustainability matters, was maintained to prioritise our key ESG topics, ensuring that the Group's focus and resource allocation remain consistent with our long-term value creation goals. The outcomes of this review and the materiality matrix have been reviewed by Senior Management and formally approved by the Sustainability Working Committee on 9 July 2026.



▶ MARKETPLACE

- Compliance 1
- Anti-Corruption 2
- Quality Products and Services 3
- Economic Performance 4
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- Corporate Governance 8
- Supply Chain Management 11

▶ COMMUNITY

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▶ WORKPLACE

- Labour Practice, Diversity and Inclusion 5
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SUSTAINABILITY STRATEGY SUPPORTING LONG-TERM VALUE CREATION

At Land & General, sustainability is not a separate business agenda, it is an integral part of how we deliver our strategy, manage risk and create long-term value. As the Group continues to pursue responsible growth across our businesses, ESG considerations are embedded into the decisions that shape how we develop, operate and grow.

Our sustainability priorities are aligned with the Group's strategic objectives, ensuring that sustainability supports the delivery of quality developments, operational excellence, responsible business practices and resilient long-term growth. Through this integrated approach, we seek to strengthen stakeholder confidence, enhance organisational resilience and create sustainable value for our shareholders, customers, employees and the communities we serve.

The following table demonstrates how our sustainability priorities enable the successful execution of the Group's business strategy and contribute to long-term value creation.

Business Strategy	Sustainability Enablers	Business Value Created
Deliver quality and sustainable developments	Green building design, QLASSIC, biodiversity, customer satisfaction	Higher product quality, stronger brand, greater customer confidence
Expand recurring income portfolio	Responsible asset management, energy efficiency, occupant wellbeing and climate resilience across investment properties	Lower operating costs, enhanced asset attractiveness, stronger tenant retention and long-term asset value
Long-term value realisation of the industrial development	Responsible land development, biodiversity management, climate-resilient infrastructure, stakeholder engagement, environmental compliance	Stronger regulatory and stakeholder confidence, sustainable industrial ecosystem, attractive investment destination, long-term value creation from the Group's strategic land bank
Grow the Education business	Student wellbeing, safeguarding, parent engagement, talent development	Enhanced educational experience, stronger reputation and sustainable enrolment growth
Maintain financial discipline and operational excellence	Responsible procurement, resource efficiency, climate risk management, digital governance	Cost optimisation, improved operational resilience and stronger risk management
Build a high-performing organisation	Employee development, diversity, wellbeing, ethics and governance	Higher employee engagement, stronger leadership pipeline and long-term organisational capability

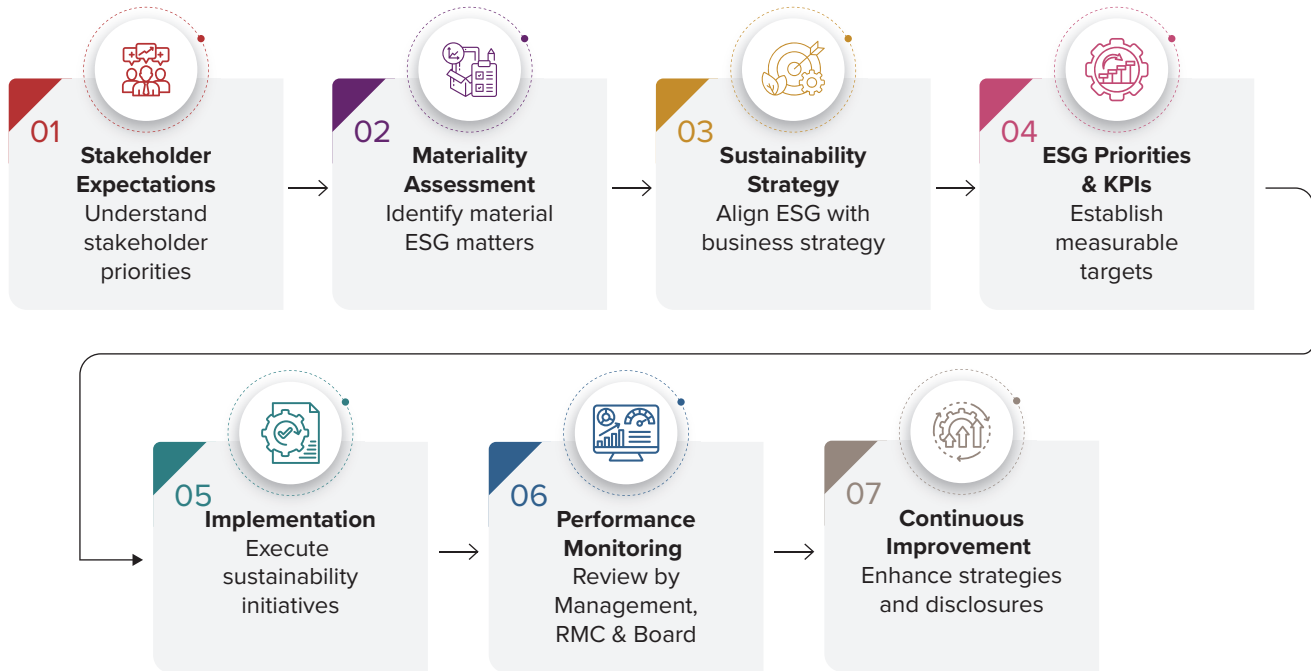
OUR SUSTAINABILITY PERFORMANCE MANAGEMENT FRAMEWORK

The Group manages sustainability performance through an integrated governance and performance management framework. Material sustainability matters identified through stakeholder engagement and the materiality assessment are translated into strategic priorities, measurable targets and operational initiatives across the Group's business divisions.

Performance against these commitments is monitored throughout the year by Management, reviewed by the Risk Management Committee and overseen by the Board of Directors. This structured approach enables the Group to evaluate progress, identify emerging risks and opportunities, and continuously strengthen its sustainability performance in support of long-term value creation.

SUSTAINABILITY REPORT

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ESG KPIs AND TARGETS

To effectively operationalise our sustainability commitments and drive Group-wide implementation, Land & General Berhad has established a comprehensive set of ESG Key Performance Indicators (“KPIs”) and targets. These metrics are strategically designed to harmonise the operations of every business division with our overarching dedication to delivering robust economic performance, enhancing employee welfare, and championing environmental stewardship while upholding the highest standards of transparency and integrity.

Topic	KPI	FY2026 Performance		
		Property/HQ	Education	Plantation
 Economic Performance	Generate sustainable long-term shareholder values	Following the payment of a first interim dividend of 0.2 sen in May 2026, the Group proposed a final dividend value of 0.8 sen per share in Q4 FY2026, bringing the total dividend distribution for FY2026 to 1 sen per share.		
 Indirect Economic Impacts	Promote local employment by maintaining > 90% Malaysian staff	99% of our workforce are Malaysian staff.		
	Achieve 65% local procurement	100% of the Property/HQ workforce are Malaysian staff.	99% of the Education workforce are Malaysian staff.	96% of the Plantation workforce are Malaysian staff.

SUSTAINABILITY REPORT

(CONT'D)

Topic	KPI	FY2026 Performance		
		Property/HQ	Education	Plantation
 Corporate Governance and Risk Management	Board gender diversity comprises at least 30% women directors	The Board comprises 30% of women directors.		
	Maintain a majority of Independent Directors on the Remuneration Committee	The Remuneration Committee comprises 33% Independent Members. The Board will continuously review the composition of the Committee as part of its ongoing governance enhancement initiatives.		
	Comply with all principles of the Malaysian Code of Corporate Governance ("MCCG")	The Group is fully committed to the principles of the MCCG. Please refer to the Corporate Governance Overview Statement on pages 116 to 127 for more information.		
	Provide annual ESG and climate-related updates to the Board of Directors	The Board received periodic updates on sustainability matters, including climate-related risks, ESG developments and progress of the Group's sustainability initiatives through Risk Management Committee meetings.		
 Regulatory Compliance	Zero material environmental regulatory breaches or stop-work orders issued by the Department of Environment ("DOE")	Zero material breaches, stop work orders, or summons received from the DOE.		
 Anti-Corruption	Zero instances of non-compliance with the Anti-Bribery and Corruption Policy per annum	The Group recorded zero instances of non-compliance with the Anti-Bribery and Corruption Policy.		
	Maintain annual Anti-Bribery and Anti-Corruption awareness for all employees, with risk-based formal training for identified employees	All employees acknowledged the Group's Anti-Bribery and Anti-Corruption Policy during FY2026. Formal ABAC training will be progressively implemented from FY2027, prioritising employees in higher-risk functions.		
 Supply Chain Management	Re-evaluate the Sustainable Supply Chain Policy by FY2026	The Sustainable Supply Chain Policy was successfully re-evaluated for FY2026.		
	Obtain formal acknowledgement of the Supplier Code of Conduct from at least 50% of strategic suppliers by procurement value	The revised Sustainable Supply Chain Policy was incorporated into supplier contracts during FY2026. Formal monitoring of supplier acknowledgement will commence in FY2027.		
	Assess 100% of identified high-risk suppliers against environmental, labour and ethical criteria annually	High-risk supplier assessments were not conducted during FY2026. The assessment framework will be introduced from FY2027.		
	Achieve at least 50% of strategic suppliers signing Supplier Code of Conduct by FY2027 and procurement spend covered by ESG due diligence	FY2026 focused on establishing the ESG supplier due diligence framework through the revision of the Sustainable Supply Chain Policy and integration of ESG requirements into supplier contracts. Implementation will commence in FY2027.		
	Conduct ESG due diligence covering at least 50% of annual procurement spend from FY2027 onwards	FY2026 served as the baseline year for establishing the Group's ESG supplier due diligence framework. During the year, the Sustainable Supply Chain Policy was revised and ESG requirements were incorporated into supplier contracts. The Group will commence implementation of ESG due diligence on strategic suppliers in FY2027, targeting coverage of at least 60% of annual procurement spend.		

SUSTAINABILITY REPORT

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Topic	KPI	FY2026 Performance		
		Property/HQ	Education	Plantation
 Customer Experience & Product Quality	Maintain structured stakeholder feedback mechanisms across applicable business segments and utilise the feedback to drive continuous improvement	The annual customer satisfaction survey revealed a satisfactory level of 86.28%.		
	Maintain a student academic completion rate greater than 70% annually	N/A	Achieved a SPM/IGCSE completion rate of 99% across both schools.	N/A
	Maintain recognised industry-specific quality standards	Astoria Phase 2 achieved a QCLASSIC score of 75%.	Maintained international partnerships with Tokai Fukuoka High School, with recognitions as an IBSE pilot school and an MDEC-certified MyDigital Maker Hub.	100% of FFB produced are MSPO-certified; recorded zero MPOB non-compliance.
 Health and Safety	Maintain zero Lost Time Incidents ("LTI") arising from work-related injuries and occupational illnesses	The Group recorded zero Lost Time Incidents ("LTI") arising from work-related injuries and occupational illnesses across its businesses in FY2026.		
	Zero material enforcement actions or stop-work orders issued by the Department of Occupational Safety and Health ("DOSH") per annum	The Group received zero stop-work orders from DOSH.		
	Maintain annual zero work-related fatalities	The Group recorded zero work-related fatalities across its businesses in FY2026.		
 Labour Practices	Maintain 100% compliance with applicable employment legislation, including the Employment Act 1955, with zero confirmed cases of child labour, forced labour and denial of freedom of association	In our ongoing efforts to promote human and labour rights, our operations throughout FY2026 have remained in total compliance with the Employment Act 1955 which includes preventing any cases of child labour, forced labour, and ensuring the continuation of workers' rights to freedom of association.		
	100% compliance with Minimum Wages Order 2024	All employees across our divisions and operations were compensated in full compliance (100%) with the Minimum Wages Order 2024.		
	100% legal hiring of foreign workers	All foreign workers (100%) were hired in accordance with the regulatory protocol and have undergone all the required legal processes.		
	100% compliance with the Code of Conduct which includes Anti-Harassment guidelines	All employees in FY2026 adhered to the Code of Conduct with zero grievances raised related to human rights abuse, which include bullying and harassment.		
 Employee Development and Wellbeing	Achieve average training hours per employee of at least: 2.5 hours for Property/HQ; 12.0 hours for Education Division; 10 hours for Plantation	Property/HQ and Education Division achieved set KPI whereas the Plantation Division fell slightly short, achieving 9.56 hours against the targeted 10 average training hours per employee. The Property/HQ Division is set to revise the target average training hours per employee to 4 hours for FY2027 onwards.		
		10.1 hours	16.8 hours	9.5 hours
	Provide structured learning and development opportunities across all business divisions annually	Employees across the Group participated in a range of technical, professional and personal development programmes throughout FY2026, supporting continuous learning and capability development.		

SUSTAINABILITY REPORT

(CONT'D)

Topic	KPI	FY2026 Performance		
		Property/HQ	Education	Plantation
	Conduct a biennial Employee Engagement Survey with targets and achieve at least 70% employee participation in the proposed survey	The Group established the framework for its first Employee Engagement Survey, which will be conducted in FY2027 to establish a baseline for future satisfactory and personal development performance monitoring.		
 Diversity and Inclusion	Maintain more than 30% women in management roles per annum	The Group's workforce composition comprises 46% female Senior Management and 66% female Management. The Property/HQ Division recorded female representation in management roles at 53.3% The Education Division recorded the highest female representation in management roles at 77.8%. The Plantation Division recorded female representation in management roles at 33.3%, comprising one female management personnel among three positions. This reflects the operational nature of estate-based roles and the availability of candidates with the specialised skills and experience required for these positions.		
 Human Rights	Maintain annual Board oversight of human rights issues and review the Human Rights Policy periodically	The Human Rights Policy was successfully re-evaluated for FY2026. The Board continues to maintain oversight of human rights issues throughout FY2026 and has integrated this into the Group's Enterprise Risk Management ("ERM") framework.		
	Embed human rights training in employee training and development programmes	Employees participated in human rights related awareness programmes, including Safeguarding & Child Protection Training and Anti-Harassment Training, reinforcing the Group's commitment to maintaining a respectful, safe and inclusive workplace.		
 Climate Change	Maintain annual Board oversight of climate-related risks and review the Climate Resilience Policy periodically	The Climate Resilience Policy was successfully re-evaluated for FY2026. The Board of Directors provides oversight of climate change by integrating climate-related risks into the Enterprise Risk Management framework, which is reviewed quarterly.		
	Maintain climate-related disclosures in alignment with the NSRF, IFRS and other applicable sustainability reporting requirements	The Group enhanced its climate related disclosures during FY2026 by aligning its reporting with the recommendations of IFRS S2 and TCFD. Climate related information is presented across the four core pillars of Governance, Strategy, Risk Management, and Metrics & Targets, demonstrating the Group's continued commitment to transparent and decision-useful climate reporting.		

SUSTAINABILITY REPORT

(CONT'D)

Topic	KPI	FY2026 Performance		
		Property/HQ	Education	Plantation
	Improve electricity efficiency across applicable operations annually through continuous energy management initiatives	Decreased grid electricity consumption by 15.5% from FY2025.		
		Increased electricity consumption by 5.1% from FY2025.	Increased electricity consumption by 4.8% from FY2025.	Decreased electricity consumption by 31.2% from FY2025.
	Reduce Scope 1 & 2 carbon emissions intensity (tCO ₂ e per RM1 million revenue)	FY2026 baseline established at 3.38 tCO ₂ e per RM1 million revenue.		
	Achieve GreenRE certification (or equivalent recognised green building certification) for all eligible new developments	Damansara Laverra was designed to achieve GreenRE Bronze certification.	N/A	N/A
 Water Security	Monitor water consumption across applicable operations and implement water conservation initiatives where practicable, evaluated on an annual basis	The Group monitored water consumption across all operating divisions during FY2026 and continued to implement water conservation measures, including rainwater harvesting systems and water-efficient fittings at applicable developments.		
		Consumed 51.40 megalitres of water.	Consumed 26.39 megalitres of water.	Consumed 15.34 megalitres of water.
 Resource and Waste Management	To ensure 100% waste generated from operations is managed and disposed of in accordance with applicable regulations and approved waste management practices	All (100%) waste is disposed of in accordance with applicable regulations.		
	Promote responsible waste management practices across applicable operations through waste segregation, recycling and responsible disposal initiatives	Responsible waste management practices continued across the Group, including recycling of construction materials, scheduled waste management, paper recycling and responsible disposal of operational waste in accordance with applicable regulations.		
 Biodiversity	To dedicate a minimum land area to green space of at least 10% for High-rise and Landed developments for each new development from FY2025 onwards	The upcoming high-rise development, Damansara Laverra, has 27.63% of land area allocated to green spaces.	N/A	N/A
		Landed developments: Sena Parc has 10.24% of land area allocated to green spaces.		
 Community Investment & Social Impact	Encourage employee participation in community volunteering initiatives annually	Achieved 36 hours of employee volunteering for community-related projects.		
	Organise and support community investment and CSR initiatives annually, focusing on education, community wellbeing and environmental stewardship annually	Organised and supported a total of 23 community-related or CSR initiatives, comprising 12 initiatives organised and 11 initiatives supported by the Group.		

SUSTAINABILITY REPORT

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SUSTAINABILITY RISKS AND OPPORTUNITIES

To further fortify the resilience and adaptability of our business model, Land & General Berhad has identified a suite of sustainability risks and opportunities that may impact our operational and financial performance over short-, medium-, and long-term horizons. This identification process is conducted in alignment with leading global ESG standards and frameworks, including the GRI, FTSE, and the TCFD recommendations, to ensure that we proactively mitigate potential vulnerabilities while capitalising on opportunities for sustainable growth.

Material Topics	Risks	Opportunities	UN SDG Alignment
Marketplace			
 Compliance	Failure to maintain full compliance with all applicable laws, regulations, and industry standards across all operations could lead to significant legal penalties, including fines, lawsuits, criminal charges, and the potential suspension or revocation of licences and permits. This non-compliance can also severely damage the Group's reputation, eroding trust among stakeholders like customers, investors, and regulatory bodies.	Maintaining full compliance with all applicable regulations and industry standards enhances the Group's reputation as a trustworthy and responsible entity, strengthening relationships with regulatory bodies and fostering public trust. Upholding a culture of integrity and accountability embedded within corporate practices attracts ethical talent and business partners. The establishment of comprehensive policies and governance procedures, coupled with systematic monitoring, oversight, and verification, leads to more efficient and robust operational processes, reducing the likelihood of errors, penalties, and associated costs.	
 Anti-Corruption	Failure to prevent corruption could risk significant criminal liability, including potential fines and imprisonment, severely damaging corporate reputation and stakeholder confidence. Ineffective policy enforcement, insufficient awareness training, or inadequate third-party due diligence may lead to financial losses, legal battles, operational disruptions, and reputational damage by association.	A strong anti-corruption stance and policy enforcement enhance reputation and stakeholder confidence, attracting ethical investors and partners. Cultivating awareness and conducting training can foster a culture of integrity and compliance, reducing incidents and improving morale.	
 Quality Products and Services	Products and services of inadequate quality can diminish customer satisfaction, erode brand loyalty, and reduce long-term sales. Inability to uphold high standards, insufficient oversight, or the use of inadequate inputs may lead to unsatisfactory outcomes, reputational damage, and financial losses.	A commitment to providing superior products and services enhances customer/stakeholder trust, strengthens our reputation, and fosters long-term relationships. By investing in robust quality management systems, adhering to best practices, and prioritising feedback, we can improve the reliability and value of our outputs, reduce negative incidents, and exceed expectations, driving growth and enhancing our competitive edge.	 
 Economic Performance	Revenue decline in the Group due to market downturns, competition, or volatile commodity prices directly impacts economic value creation. Inability to effectively distribute this value through operating expenditures, employee compensation, returns to capital providers, or payments to the government risks strained stakeholder relationships and financial instability. External economic instability or adverse regulatory changes could further hinder value generation and distribution.	Strong revenue generation and profitability from core divisions create significant economic value. Responsibly distributing this value strengthens relationships with employees, capital providers, government, and the community, enhancing reputation and fostering support. Increased profitability allows for greater investment in operations and the community, driving further growth and potentially opening new market opportunities.	 

SUSTAINABILITY REPORT

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Material Topics	Risks	Opportunities	UN SDG Alignment
Marketplace			
 Data Privacy and Security	Failure to safeguard information assets and adhere to regulations risks significant legal penalties, fines, and lawsuits. Ineffective protocols, outdated policies, insufficient audits, or inadequate employee training can lead to data breaches, unauthorised access, misuse, loss of data, and reputational damage. Failure of preventive measures or recovery systems (backups) could result in irrecoverable data loss, prolonged downtime, and disruption of business continuity and operations.	Safeguarding information assets and adhering to regulations enhances stakeholder trust and ensures responsible operations, avoiding penalties and strengthening relationships. Robust protocols, policies, regular audits, and employee training build a strong data protection framework, reducing incidents and improving efficiency. Implementing strong preventive measures and reliable data recovery frameworks ensures operational resilience, minimises downtime, protects business continuity, and safeguards data integrity, providing a competitive advantage and enhancing reliability.	
 Corporate Governance	Inability to adhere to sound corporate governance principles can erode investor trust, increase the risk of mismanagement and fraud, and lead to potential legal challenges and regulatory scrutiny. Weak board oversight, lack of transparency in decision-making, or inadequate protection of minority shareholder rights may result in decreased stock valuation, difficulty in attracting capital, and reputational damage affecting long-term sustainability.	Strong corporate governance practices enhance transparency and accountability, fostering trust among investors, stakeholders, and the wider community. Implementing robust governance structures, promoting ethical leadership, and ensuring diverse and independent board representation can attract responsible investment, improve corporate performance, and build a resilient and reputable organisation.	 
 Supply Chain Management	Inadequate traceability or vendor oversight could expose us to risks of sourcing unsustainable or unethically produced materials, potentially leading to supply disruptions if vendors fail to meet our ESG standards. Reputational damage could arise from association with non-compliant suppliers, and over-reliance on non-local suppliers may increase exposure to logistical issues or currency fluctuations.	Implementing a robust, transparent, and traceable supply chain enhances stakeholder trust and brand reputation. Prioritising local procurement strengthens the local economy, builds community relations, potentially reduces costs and carbon footprint, and increases supply chain resilience. Strong ESG performance in the supply chain can also attract socially responsible investors.	
Workplace			
 Labour Practices, Diversity and Inclusion	Failure to foster diversity, equity, and inclusion could lead to a lack of varied perspectives, hindering innovation and problem-solving. It may also result in difficulties attracting and retaining talent from diverse backgrounds, potential discrimination claims, and reputational damage if perceived as non-inclusive.	Embracing diversity leverages varied experiences and knowledge, fostering innovation and enhancing decision-making. An inclusive environment attracts and retains diverse talent, improving morale and productivity.	 
 Safety and Health	Failure to maintain high OSH standards can lead to workplace accidents, injuries, fatalities, legal liabilities, regulatory fines, increased insurance premiums, operational downtime, damage to employee morale, and significant reputational harm. Neglecting worker feedback on safety issues increases the likelihood of preventable incidents.	Prioritising OSH creates a safer work environment, reducing accidents and associated costs. A strong safety culture improves employee morale, productivity, and retention, enhances our reputation, ensures regulatory compliance, and protects external stakeholders potentially affected by our operations.	

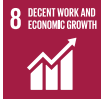
SUSTAINABILITY REPORT

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Material Topics	Risks	Opportunities	UN SDG Alignment
Workplace			
 Employee Development and Wellbeing	Inadequate investment in employee development or failing to offer competitive wages and benefits can lead to high turnover rates, loss of skilled personnel, reduced morale, and increased recruitment and training costs. A poor work environment can negatively impact productivity and overall company performance.	Investing in employee wellbeing, development, and offering competitive compensation fosters loyalty, improves morale, and enhances productivity. Retaining skilled employees reduces turnover costs and maintains institutional knowledge. A positive and supportive work environment becomes an attractive feature for potential hires and strengthens the company's reputation as an employer of choice.	 
Environment			
 Energy and Climate Change	Neglecting energy management could lead to increased operational costs due to rising energy prices, potential non-compliance with energy efficiency regulations, and negative environmental impacts contributing to climate change, potentially harming our reputation.	Implementing energy reduction initiatives across divisions leads to direct operational cost savings, enhanced efficiency, minimises our environmental footprint, contributes positively to climate action, aligns with national sustainability goals, and improves our corporate image.	 
 Resource and Waste Management	Ineffective resource and waste management can lead to increased operational costs, regulatory fines, and environmental harm, damaging our reputation and affecting stakeholder relationships. Practices such as inefficient resource utilisation, excessive waste generation, and inadequate recycling efforts may result in resource depletion, higher disposal expenses, and negative impacts on local communities.	Implementing circular economy principles, optimising resource use, and minimising waste generation can enhance operational efficiency, reduce costs, and mitigate environmental impacts. By investing in recycling programmes, promoting sustainable sourcing, and developing innovative waste reduction strategies, we can strengthen our environmental stewardship, improve our brand image, and create long-term value.	
 Biodiversity	Operational activities, particularly land development and plantation management, could inadvertently harm local ecosystems or species if not managed responsibly, leading to potential regulatory scrutiny, reputational damage, and loss of natural capital that might provide ecosystem services beneficial to our operations.	Proactively managing and minimising impacts on biodiversity demonstrates environmental responsibility and can enhance our social licence to operate. Implementing conservation efforts, even outside high-risk areas, strengthens our commitment to sustainability, potentially improves local ecosystems, and enhances stakeholder relations.	
 Water and Effluents	Failure in responsible water management could lead to water scarcity impacting operations, increased costs for water treatment or sourcing, potential conflicts with local communities over water access, regulatory non-compliance, and negative impacts on local ecosystems and public health.	Effective water stewardship ensures long-term operational viability, supports community wellbeing, conserves a vital resource, reduces operational costs associated with water use and discharge, enhances reputation as a responsible water user, and ensures compliance with environmental regulations.	

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(CONT'D)

Material Topics	Risks	Opportunities	UN SDG Alignment
Community			
 Local Community Contributions	Insufficient or ineffective CSR initiatives may fail to address community needs, leading to strained relationships with local stakeholders and communities, potential negative perceptions of the company, and missed opportunities to build goodwill and support for our operations.	Engaging in meaningful CSR initiatives improves community welfare, strengthens relationships with external stakeholders, enhances the company's reputation and brand image, fosters trust, and contributes to long-term business success by creating a supportive operating environment. Tailored initiatives addressing specific community needs can generate significant positive impact and goodwill, reinforcing our commitment to sustainable development.	   



MARKETPLACE

REGULATORY COMPLIANCE

Land & General Berhad operates under a steadfast commitment to corporate integrity, ensuring that all business activities are conducted in strict accordance with the prevailing laws, regulations, and industry-specific standards. Our approach to compliance is underpinned by a robust governance framework that facilitates the continuous monitoring and validation of our operational processes across all divisions.

This dedication to legal and ethical excellence is supported by a comprehensive suite of internal policies and systematic oversight mechanisms designed to mitigate risks and ensure operational consistency. For FY2026, the Group is pleased to report a clean record of compliance, with zero confirmed incidents of regulatory breaches, fines, or censures.

Regulatory Compliance	Unit	FY2024	FY2025	FY2026
Total number of incidents the company and/or subsidiaries have been fined or censured for any:				
Environmental non-compliance	Number	0	0	0
Socioeconomic non-compliance	Number	0	0	0
Total amount of fines:				
Environmental non-compliance	RM	0	0	0
Socioeconomic non-compliance	RM	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with environmental, socioeconomic, cartel activities, price fixing, and anti-trust activities	RM	0	0	0

SUSTAINABILITY REPORT

(CONT'D)

CODE OF CONDUCT

The Code of Conduct and Ethical Practice ("Code of Conduct") serves as the definitive guide for the professional and ethical behaviour expected of all Board members, Senior Management, and employees across Land & General Berhad. This foundational document stipulates clear standards for integrity and accountability, ensuring that every individual acts in the best interest of the Group throughout the performance of their duties. The Code specifically addresses critical areas of corporate governance, including the maintenance of accurate records, the prevention of conflicts of interest, and the strict avoidance of the misuse of privileged information. Furthermore, it reinforces our zero-tolerance stance regarding bribery, corruption, and money laundering, ensuring that our operations consistently align with national legal requirements.

To ensure comprehensive coverage of our ethical expectations, the Code is supported by a robust suite of governance documents, including the Anti-Bribery and Corruption Policy, Conflict of Interest Policy, and Whistleblowing Policy. These policies are integrated into the Group's operational workflows and are made available to all stakeholders via our official corporate website.

Dissemination of the Code is a mandatory component of our governance practices, with communication protocols established for both leadership and the general workforce. All Board members are briefed on the principles of the Code during their induction programmes, while new employees receive comprehensive orientation on ethical standards as part of their onboarding process. To formalise this commitment, all new hires are required to acknowledge and confirm their adherence to the Code's principles upon joining the Group. This approach to communication ensures that 100% of our personnel remain committed to upholding the values and ethical standards that define Land & General Berhad.

ANTI-BRIBERY AND ANTI-CORRUPTION ("ABAC")

Land & General Berhad remains steadfast in its zero-tolerance approach towards all forms of bribery and corruption. We recognise that robust anti-corruption measures are essential not only to safeguard the Group against legal and criminal liabilities but also to protect our corporate reputation, fortify stakeholder confidence, and ensure long-term business excellence. This commitment is operationalised through the rigorous enforcement of our Anti-Bribery and Corruption ("ABAC") Policy across all business divisions, including the Property/HQ, Education, and Plantation Divisions.

The ABAC Policy serves as a comprehensive framework, providing clear guidance to all Board members, employees, and associated external parties on identifying and managing corruption-related risks. It specifically governs the appropriate handling of gifts, entertainment, hospitality, and travel ("GEHT"), as well as donations, sponsorships, business rewards, and incentives. Originally established in 2020, the Policy is periodically reviewed to ensure continued alignment with Section 17A of the Malaysian Anti-Corruption Commission ("MACC") Act 2009 and the Guidelines on Adequate Procedures issued by the Prime Minister's Department. By making this Policy publicly accessible on our official corporate website, we reaffirm our dedication to transparency and institutional accountability.

Governance and oversight of the ABAC framework are spearheaded by the Board and exercised through the Audit Committee, which ensures impartiality by appointing independent parties for investigations when necessary. To further bolster our integrity, the Group has embedded multiple layers of safeguards within its daily operations. These include a Management Tender Committee and stringent internal control procedures designed to provide clear checks and balances. By ensuring that the recommendation, verification, and approval stages of our processes are handled by different designated personnel, we effectively mitigate risks and uphold the highest standards of corporate integrity across Land & General Berhad.

WHISTLEBLOWING POLICY

Land & General Berhad has implemented a formal Whistleblowing Policy to provide a structured and secure pathway for reporting legitimate concerns regarding suspected misconduct. This policy is open to all internal and external stakeholders, including employees, business partners, and members of the public, encouraging the disclosure of attempted or actual bribery, fraud, financial irregularities, or any breaches of our Code of Conduct. By providing a confidential and secure channel via the Group's official corporate website, we ensure that stakeholders have a direct medium to report unethical behaviour without the necessity of following normal management reporting lines.

A cornerstone of this policy is the absolute guarantee of anonymity and protection for whistleblowers. The Group strictly prohibits any form of retaliation, harassment, or adverse treatment against individuals who submit reports in good faith. We treat the confidentiality of a whistleblower's identity with the highest priority, ensuring that reporters can disclose wrongdoing without fear of reprisal, regardless of whether the allegation is ultimately substantiated.

All disclosures received through our whistleblowing channels are managed with the highest level of diligence, impartiality, and professionalism to safeguard the integrity of the process. Each report undergoes a thorough internal assessment and a rigorous investigation conducted in a timely manner. The findings and recommended remediation actions are subsequently presented to the Audit Committee for review and further action, as required. For FY2026, Land & General Berhad reports that no incidents were received through the whistleblowing channel, reflecting the effectiveness of our internal controls and our sustained commitment to a high-integrity workplace.

SUSTAINABILITY REPORT

(CONT'D)

ABAC TRAINING AND COMMUNICATION

Land & General Berhad proactively cultivates a culture of anti-corruption awareness across the organisation through consistent communication and structured engagement. The Anti-Bribery and Corruption ("ABAC") Policy is disseminated to all employees via annual electronic communications, ensuring that our ethical standards remain at the forefront of our internal operations. Externally, our zero-tolerance stance is communicated to intermediaries, including vendors and contractors, as an integral component of the project tender and procurement processes. To formalise this commitment, all employees are required to submit annual declarations affirming their adherence to the Policy and their personal accountability in upholding the Group's integrity-driven standards.



100% of Directors, employees and intermediaries have acknowledged compliance with the ABAC Policy

Anti-corruption training is provided on an as-deemed-necessary basis to address evolving risks and regulatory expectations. The Group is actively progressing with plans to execute a comprehensive, Group-wide ABAC training programme by FY2027. This initiative is designed to enhance the practical understanding of anti-bribery measures and governance practices among our workforce.

Furthermore, Land & General Berhad intends to expand the reach of its anti-corruption education by extending tailored training materials and modules to various divisions. This will include our plantation assets, educational institutions, and sales galleries, ensuring that the principles of the ABAC Policy are uniformly understood and applied across every facet of the Group's business. Through these ongoing and planned initiatives, we continue to reinforce our commitment to a transparent and corruption-free environment.

ABAC Training	Unit	FY2024	FY2025	FY2026
Total number and percentage of governance body members that have received training on anti-corruption				
Total number of directors	Number	*10	*10	10
Directors who have received training on anti-corruption	Number (%)	*10 (*100)	*0 (*0)	0 (0)
Total number and percentage of employees that have received training on anti-corruption, by employee category				
Total number of employees	Number	457	454	457
Employees who have received training on anti-corruption	Number (%)	126 (*28)	*0 (*0)	0 (0)
Senior Management who have received training on anti-corruption	Number (%)	10 (*83)	*0 (*0)	0 (0)
Management who have received training on anti-corruption	Number (%)	22 (*69)	*0 (*0)	0 (0)
Executive who have received training on anti-corruption	Number (%)	74 (*25)	*0 (*0)	0 (0)
Non-executive who have received training on anti-corruption	Number (%)	20 (*17)	*0 (*0)	0 (0)

Note:

- * ABAC training data in FY2024 and FY2025 was restated to reflect accurate data.
- The overall percentage of employees who received anti-corruption training is calculated based on the total number of employees, while the percentages for each employee category are calculated based on the total headcount within the respective employee category.
- ABAC training is conducted once every three years, with the next training session for the Group scheduled for August 2026.

CORRUPTION DUE DILIGENCE

Land & General Berhad maintains a high level of scrutiny regarding third-party relationships, recognising that institutional integrity extends across our entire value chain. All prospective business partners are subject to a structured due diligence process designed to identify and mitigate corruption risk factors in strict accordance with the Group's ABAC Policy. As a prerequisite for engagement, all parties must provide a written acknowledgement affirming their understanding of and commitment to our ethical codes and policies. To ensure sustained compliance, this commitment is renewed through annual declarations, reinforcing a shared responsibility for transparent business conduct.

SUSTAINABILITY REPORT

(CONT'D)

Our internal risk management protocols are further bolstered by targeted corruption risk assessments conducted at the HQ. These evaluations ensure that critical areas such as facilitation payments, gifts and hospitality, conflicts of interest, and donations are comprehensively monitored and addressed. For external parties, including suppliers, consultants, and service providers, Land & General Berhad employs a risk-based classification system. Senior Management and Heads of Department are tasked with profiling these parties based on contract values, with a specific threshold of RM60,000 serving as a trigger for deeper oversight. This classification determines the frequency of policy dissemination and acknowledgement, with high-risk counterparties required to reaffirm their compliance on an annual basis.

Looking forward, Land & General Berhad remains committed to the continuous enhancement of its oversight mechanisms. While current assessments are focused on key corporate and high-value functions, the Group is strategically planning the implementation of a group-wide corruption risk assessment. This evolution of our framework will ensure consistent and comprehensive coverage across all business divisions, including Property, Education, and Plantation, thereby safeguarding the Group against emerging integrity risks and upholding our long-term commitment to business excellence.

For FY2026, all (100%) of the Group's operations were assessed for corruption-related risks, and no risks were identified and considered as "high" corruption risk.

Corruption Risk Assessment	Unit	FY2024	FY2025	FY2026
Total number and percentage of operations assessed for corruption-related risks				
Total number of operations	Number	3	3	3
Operations assessed for corruption-related risks	Number (%)	3 (100)	3 (100)	3 (100)
Total number of significant risks related to corruption identified through risk assessment	Number	0	0	0

ABAC PERFORMANCE

Throughout the reporting period, there were zero confirmed incidents of bribery or corruption, and consequently, no members of staff were disciplined or dismissed due to non-compliance with the ABAC Policy. Our commitment to integrity extended across our value chain, with no business partner contracts terminated or non-renewed due to corruption-related violations. Furthermore, the Group incurred zero costs in relation to fines, penalties, or settlements for corrupt practices and maintained its policy of making zero political contributions.

ABAC Performance	Unit	FY2024	FY2025	FY2026
Total number of confirmed incidents of bribery and corruption	Number	0	0	0
Total number of staff disciplined or dismissed due to non-compliance with anti-corruption policy	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Total cost of fines, penalties, or settlements in relation to corruption	RM	0	0	0
Total amount of political contributions made	RM	0	0	0

CUSTOMER EXPERIENCE AND PRODUCT QUALITY

Land & General Berhad maintains a steadfast commitment to excellence, ensuring that the highest standards of quality are embedded within every facet of our Property, Education, and Plantation Divisions. We recognise that delivering superior products and services is fundamental to creating immediate value for our stakeholders and is essential for fostering the enduring relationships that underpin our market leadership. By prioritising precision and reliability in our property developments, educational offerings, and resource management, the Group continues to fortify its reputation as a trusted developer and service provider.

PRODUCT QUALITY

At Land & General Berhad, the delivery of superior product quality is a strategic imperative that transcends our diverse business operations. We recognise that stringent quality assurance is fundamental to safeguarding brand integrity, cultivating long-term customer loyalty, and generating a positive, enduring impact within the communities we serve.

SUSTAINABILITY REPORT

(CONT'D)

Within our Property Division, this commitment manifests in the development of real estate that is structurally resilient, aesthetically refined, and functionally designed to provide lasting value and comfort to our residents. In the Education sector, service product quality translates into the delivery of comprehensive, engaging, and progressive curricula that equip students with the competencies required for future success. Concurrently, our Plantation operations rely on rigorous quality controls to ensure sustainable cultivation practices, optimise agricultural yields, and guarantee strict compliance with national benchmarks, including the standards set by the Malaysian Palm Oil Board ("MPOB").

The Group implements robust quality management systems and continuous improvement frameworks that are specifically tailored to the unique requirements of each division. We cultivate a culture that prioritises excellence at every organisational level, ensuring that quality is engineered into our processes from inception to delivery. As a definitive testament to the efficacy of our deliverables and our dedication to industry best practices, Land & General Berhad proactively pursues and maintains relevant quality certifications, industry ratings, and regulatory accreditations across all core businesses.



Property Division

For our Property Division, quality assurance commences at the conceptual design stage and is rigorously enforced throughout procurement, construction, and final handover. Land & General Berhad adheres strictly to prevailing building codes and industry best practices, embedding regular inspections and comprehensive quality checks into every phase of the construction lifecycle to ensure structural integrity and functional excellence.

Our development approach is exemplified by projects such as Residensi Kamelia, where premium product quality is achieved through a holistic integration of sustainable design and operational efficiency. This framework incorporates climate-responsive architecture and passive design principles, ensuring alignment with prominent green building standards including the Green Building Index ("GBI") and the Low Carbon Cities Framework ("LCCF"). We prioritise resource efficiency through the meticulous selection of construction materials, utilising thermal-efficient inputs and locally sourced, low-volatile organic compound ("low-VOC") paints, complemented by advanced energy-saving technologies such as smart metering, light-emitting diode ("LED") lighting, and rainwater harvesting tanks at the roof tops of the Sena Parc Phase 1B development. Furthermore, the long-term resilience of our developments is fortified by robust stormwater management, continuous energy benchmarking, and a steadfast commitment to implementing sustainable construction practices.



Astoria Phase 2 QCLASSIC Score
75%

To provide objective assurance of our construction standards, the Group benchmarks its developments against the Quality Assessment System in Construction ("QCLASSIC"), administered by the Construction Industry Development Board Malaysia ("CIDB"). We maintain a baseline target score of 65% for all property projects. Recently, Astoria Phase 2 achieved a QCLASSIC score of 75%, surpassing our internal targets and industry benchmarks.

Beyond our construction benchmarks, Land & General Berhad further demonstrates its dedication to sustainable product quality through rigorous adherence to GreenRE certification standards. This commitment ensures that our property portfolio continuously meets stringent national benchmarks for environmental performance, energy efficiency, and indoor environmental quality. By championing GreenRE principles, the Group consistently delivers high-quality, eco-conscious properties that offer enduring value and significantly enhance the living experience of our residents.

Property	Certification	Award
Damansara Laveria	GreenRE	Bronze
Damansara Livista	GreenRE	Bronze
Residensi Kamelia	GreenRE	Bronze
The WYN Residences	GreenRE	Bronze

Our vision for property excellence extends beyond individual developments to encompass broader urban regeneration initiatives. The Group collaborates in developing properties for the government sector, aiming to revitalise established areas and transform them into vibrant, sustainable communities. A key pillar of this strategy is the strategic positioning of our developments within thriving commercial hubs. To maximise connectivity within mature urban environments, the Group considers the access to public transport during the design and development stages of our projects. An overhead bridge directly linking Damansara Livista, Residensi Kamelia, and Damansara Laveria to the Sri Damansara MRT station was strategically planned prior to construction. Similarly, The WYN Residences was developed in a prime location just 500 metres from an existing LRT station, providing residents with seamless and highly convenient transit options.

SUSTAINABILITY REPORT

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This dedication to accessibility and community integration is exemplified by The WYN Residences, which was recently honoured with the prestigious "Close to Home" award in recognition of its exceptional provision of essential amenities within walking distance. Furthermore, in alignment with our commitment to inclusive and equitable design, we ensure that all (100%) our properties are fully assessed and equipped with disabled person access to accommodate the accessibility requirements of people with disabilities across our property portfolio wherever feasible.

THE FLO: A CASE STUDY ON URBAN REGENERATION



Bandar Sri Damansara Clubhouse



The Flo Retail

Completed in 2022, The Flo stands as a prime example of the Group's approach to sustainable urban regeneration. This transformative project involved the strategic redevelopment of the former Bandar Sri Damansara Clubhouse and its golf range, a mature site with over 30 years of history, breathing new commercial and social life into an ageing community space.

The decision to demolish and redevelop the original clubhouse facilities was executed in strict alignment with our overarching strategic objectives. By repurposing this site, we successfully optimised the use of the site, ensuring that the land use is able to support our long-term business and operational requirements within a rapidly evolving urban landscape.

Crucially, The Flo represents the foundational phase of a much broader master plan. Situated on Plot 1, it anchors the comprehensive five-plot Bandar Sri Damansara Clubhouse redevelopment initiative. As a catalyst for this wider precinct rejuvenation, The Flo sets the architectural and operational standard for the ongoing transformation of Plots 2 through 4, which are currently being redeveloped into modern high-rise serviced apartments. Together, these phased developments are systematically transforming an underutilised legacy site into a vibrant, integrated, and future-ready community hub.



Education Division

Within our Education Division, service product quality is defined by the continuous pursuit of academic excellence and the holistic development of our students. Land & General Berhad is dedicated to maintaining rigorous standards across curriculum design, teaching methodologies, faculty qualifications, and the provision of state-of-the-art learning facilities. By implementing continuous evaluation for both academic programmes and student progress, we ensure our educational offerings remain progressive, effective, and impactful.

We view our consistent 99% SPM/IGCSE completion rate across both Sri Bestari Private School and Sri Bestari International School as a definitive metric of our educational quality. To maintain this standard, our institutions openly publish performance data, including historical and current IGCSE results, establishing a strong reputation for academic rigour that increasingly attracts expatriate families from nations such as China and South Korea.



99% SPM/IGCSE completion rate
across Sri Bestari Private School and
Sri Bestari International School

To validate our institutional quality and foster global competencies, our educational institutions proactively secure strategic accreditations and international partnerships. Sri Bestari Private School operates as an accredited sister school and International Student Exchange Programme partner with Tokai Fukuoka High School, Japan. Furthermore, the institution's commitment to innovative pedagogy is demonstrated by its status as a pilot school for the Yves Quéré Inquiry-Based Science Education ("IBSE") Pilot Centre and its recognition as a MyDigital Maker Hub by the Malaysia Digital Economy Corporation ("MDEC").

SUSTAINABILITY REPORT

(CONT'D)



Plantation Division

For the Plantation Division, quality assurance is deeply integrated into our agricultural practices, spanning from initial land preparation and cultivation to harvesting and processing. The division implements agricultural best practices to optimise yields while preserving environmental integrity. A critical component of this process is our stringent harvesting protocol, which mandates the selection of only optimally ripe Fresh Fruit Bunches ("FFB"). This operational standard is supported by continuous capacity-building initiatives designed to educate our estate workforce on precise FFB ripeness criteria, thereby ensuring maximum extraction efficiency and superior product quality.

Above all, Land & General Berhad is unequivocally committed to the sustainable and responsible production of palm oil. This



100% of the FFB produced by our estates is MSPO-certified

commitment is institutionalised through our strict adherence to the Malaysian Sustainable Palm Oil ("MSPO") certification standards. We are proud to report that 100% of the FFB produced by our estates is MSPO-certified, a metric that reflects our unwavering dedication to sustainable agriculture, supply chain traceability, and the delivery of premium-grade commodities.

CUSTOMER SATISFACTION

At Land & General Berhad, we systematically evaluate the efficacy and market desirability of our products and services. Whether we are facilitating the sale of real estate, driving student enrolment, or ensuring the premium marketability of FFB, understanding and fulfilling our customers' evolving needs remains a paramount priority. This continuous focus serves as the cornerstone upon which our reputation and long-term sustainable growth are built.

Currently, our structured customer satisfaction surveys are exclusively deployed within the Property Division. However, the Group plans to implement formalised satisfaction monitoring frameworks across all divisions in the future.



Property Division

The Property Division actively measures customer satisfaction through targeted surveys. The qualitative feedback and data gathered from these mechanisms provide invaluable insights, empowering Management to continuously refine our architectural offerings and elevate our service delivery. By placing the customer at the centre of our development lifecycle, we ensure that our properties not only meet but consistently exceed the lifestyle aspirations of our residents, thereby fostering strong market confidence, high customer retention, and enduring brand loyalty.

Property Division Customer Satisfaction	Unit	FY2024	FY2025	FY2026
Average customer satisfaction scores ¹	%	90.00	96.68	86.28
Total number of customer complaints received	Number	48	*40	8
Total number of customer complaints resolved	Number	48	*40	6
Total number of complaints from regulatory bodies	Number	0	0	0

Note:

* The total number of customer complaints received and resolved was restated following a recalculation to ensure a more accurate representation of the performance metric.

¹ The average customer satisfaction score was calculated from the customer satisfaction survey results for Damansara Livista, Sena Parc and The WYN Residences.



Education Division

Within our Education Division, comprising Sri Bestari International School and Sri Bestari Private School, while formal satisfaction surveys have yet to be implemented, we prioritise robust relationship management as a proxy for student and parent satisfaction.

Understanding that transparency and responsiveness are vital to building trust, our dedicated Admission and Marketing Department ensures seamless communication and comprehensive support for both prospective and current families. By maintaining open dialogue through our official websites, social media platforms, and direct engagement channels, we ensure that parental feedback is continuously integrated into our operational planning. This relationship-driven approach fosters a highly supportive educational community, resulting in sustained enrolment and deep, long-term trust in our institutions.

SUSTAINABILITY REPORT

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ECONOMIC PERFORMANCE

At Land & General Berhad, our commitment to operational excellence is fundamentally intertwined with our capacity to generate sustainable economic value. Across our Property, Education, and Plantation Divisions, we operate as a vital catalyst for economic growth, creating employment, stimulating local industries, and delivering tangible financial returns. Our approach to economic stewardship focuses on driving direct financial value while simultaneously distributing broader socio-economic dividends to our stakeholders and the communities we serve.

DIRECT ECONOMIC IMPACT

We evaluate our direct economic contribution through the economic value generated and distributed. The primary engine of our value creation is driven by the robust operational revenues and income streams generated across our diverse business divisions.

This generated value is responsibly distributed among our key stakeholders to ensure the sustainable continuity of our operations. This strategic distribution encompasses critical operational expenditures, competitive remuneration and benefits for our workforce, equitable returns to our capital providers,



Revenue in FY2026 (RM'000)

490,521

FY2025: 287,578

FY2024: 216,631

statutory payments to governmental authorities, and investments in community development. By adopting this balanced approach to value distribution, Land & General Berhad ensures ongoing reinvestment in our people and partners while simultaneously safeguarding the financial resilience and long-term growth trajectory of the Group.

Direct Economic Values Distributed	Unit	FY2024	FY2025	FY2026
Operating cost ¹	RM'000	*141,173	178,392	372,125
Wages and other payments to employees	RM'000	33,684	36,376	38,137
Payment to financial institutions (interest payment)	RM'000	11,870	*9,976	10,776
Payment to investors (dividends)	RM'000	17,839	20,812	23,785
Payment to government (taxes) ²	RM'000	*16,928	*17,814	18,267
Community investment	RM'000	82	90	123

Note:

¹ Operating cost excludes staff cost wages.

² Payment to government (taxes) excludes deferred taxes.

* FY2024's operating cost and payment to government, and FY2025's payment to financial institutions and payment to government have been restated following a recalculation to ensure a more accurate representation of the direct economic values distributed to the respective categories.

INDIRECT ECONOMIC IMPACT

Beyond our immediate financial transactions, Land & General Berhad generates substantial indirect economic benefits that ripple throughout the wider economy. By investing in community infrastructure and large-scale developments, particularly within our Property Division, we stimulate the real estate sector, an industry renowned for its high economic multiplier effect.

Concurrently, our Education and Plantation Divisions serve as critical engines for local employment, providing stable incomes that drive regional consumer spending. Across all divisions, our operational activities create extensive opportunities for local suppliers and service providers, thereby empowering the domestic supply chain and strengthening the national economic fabric. As we drive these positive socio-economic outcomes, the Group remains deeply conscious of our environmental responsibilities, actively integrating climate resilience and sustainable resource management into our strategic planning to ensure our economic progress yields sustainable, long-term value.



Education Division

As part of our socio-economic contribution to human capital development, Sri Bestari Private School actively champions educational inclusivity. For over a decade, the Education Learning Support Academy ("ELSA") has served as a pioneering platform, providing a structured, supportive, and proper school environment for moderate to high-functioning children with special educational needs, including those on the Autism Spectrum, those with Dyslexia, and individuals with other learning differences.

SUSTAINABILITY REPORT

(CONT'D)

This commitment ensures that students who might otherwise remain underserved receive a holistic educational experience, integrating them seamlessly into the broader school community through tailored, inclusive and exclusive programmes. By addressing the critical demand for specialised education, Land & General Berhad not only enriches the diversity of its students but also contributes directly to the cultivation of a more equitable, understanding, and capable society.

DATA PRIVACY AND SECURITY

At Land & General Berhad, the safeguarding of critical information assets is a paramount priority, serving as the foundation of stakeholder trust and responsible governance. As our operational workflows increasingly integrate with digital architecture, the Group remains steadfast in maintaining the strictest standards of confidentiality, integrity, and availability for all data traversing our business divisions.

COMPLIANCE AND GOVERNANCE OF DATA PROTECTION

Land & General Berhad is committed to ensuring uncompromising compliance with the Personal Data Protection Act ("PDPA") 2010 alongside all prevailing national data management regulations. We have established rigorous protocols governing the end-to-end lifecycle of personal and sensitive data, encompassing its secure collection, processing, storage, and eventual disposal. To maintain alignment with evolving legal benchmarks and cybersecurity best practices, our data security policies are subjected to continuous management review. Furthermore, we conduct systematic internal audits and vulnerability assessments to proactively fortify the Group's data protection framework against emerging cyber threats.

Recognising that human capital is our primary line of defence, we invest consistently in comprehensive awareness and training programmes to ensure all personnel manage data responsibly. Our preventive infrastructure integrates stringent access control mechanisms, encryption protocols, and secure data sanitisation procedures to unequivocally mitigate the risks of unauthorised access, internal misuse, or data loss. The efficacy of these robust safeguards is directly reflected in our security track record. Over the past three years, FY2024 to FY2026, Land & General Berhad has recorded zero confirmed security breaches and zero substantiated complaints concerning breaches of customer privacy or the loss of customer data.

Data Privacy and Security	Unit	FY2024	FY2025	FY2026
Total number of confirmed security breaches	Number	0	0	0
Total number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of PDPA non-compliances	Number	0	0	0
Total fines related to PDPA non-compliance	RM	0	0	0

DATA RECOVERY AND INCIDENT MANAGEMENT

To guarantee operational resilience and business continuity, Land & General Berhad operates a highly structured data recovery and incident management framework. The Group performs automated daily backups across dual locations to secure critical information assets. Local backups facilitate immediate recovery during minor system disruptions, whilst automated offsite backups provide a robust foundation for our disaster recovery ("DR") capabilities.

Additionally, full server image backups, capturing operating systems, configuration settings, and core data, are executed systematically. This multi-tiered redundancy architecture drastically minimises operational downtime and protects the Group's data integrity across all threat scenarios.



Education Division

Within our Education Division, the protection of student, parent, and faculty data is managed with exceptional stringency. The division undergoes regular IT risk assessments, jointly conducted by internal management and external auditors, to identify and neutralise potential vulnerabilities within our information systems.

To operationalise this risk management, the division utilises a securely hosted, industry-proven online school management system. Access to this platform is strictly governed by role-based access controls, ensuring data visibility is explicitly aligned with departmental functions and individual responsibilities. Furthermore, historical records are securely archived, with access exclusively restricted to authorised system administrators, thereby preserving long-term data privacy.

SUSTAINABILITY REPORT

(CONT'D)

RESPONSIBLE SUPPLY CHAIN

At Land & General Berhad, we maintain a steadfast commitment to operating an ethical, resilient, and sustainable supply chain. We recognise that our responsibility extends far beyond our direct operations, necessitating stringent oversight of the environmental and social impacts generated throughout our entire value chain. By proactively identifying and mitigating potential risks associated with our suppliers, we ensure that our operations uphold the highest ethical standards while contributing positively to the environment and society.

SUSTAINABLE SUPPLY CHAIN POLICY

Our supply chain strategy is anchored by the Sustainable Supply Chain Policy, a comprehensive framework that champions the principles of productivity, competency, transparency, and responsibility. This policy explicitly mandates that all suppliers adhere to stringent social and labour standards. These include the absolute prohibition of child and forced labour, the promotion of non-discrimination and equal opportunities, respecting the right to freedom of association in compliance with local law, the provision of fair wages in compliance with local legislation, and the maintenance of robust occupational health and safety standards. Furthermore, we require our supply chain partners to responsibly manage their environmental footprints, with a specific focus on energy efficiency, climate change mitigation, water conservation, biodiversity protection, and waste reduction.

SUPPLY CHAIN GOVERNANCE AND OVERSIGHT

The management of our vendor ecosystem is executed through a decentralised yet highly coordinated structure, ensuring procurement practices are tailored to the specific needs of each business unit. Group Administration oversees central procurement for the HQ, while the Contracts Department directly manages project-related procurement for the Property Division. Concurrently, the Education and Plantation Divisions employ designated personnel to manage their respective supply chain requirements. Across all units, every division is uniformly bound by the Group's mandate to integrate vital ESG considerations, ranging from employment rights to quality assurance, into their daily procurement activities.

SUPPLY CHAIN DUE DILIGENCE

Land & General Berhad implements a standardised vendor evaluation process that rigorously integrates ESG criteria. During the onboarding phase, our due diligence for prospective suppliers includes a thorough assessment of their environmental policies, human rights commitments, management systems, and regulatory compliance histories. For our existing vendor base, we conduct periodic reviews to monitor ongoing environmental performance, product quality, and health and safety track records. This continuous assessment ensures that we cultivate a resilient network of highly capable suppliers who remain fully aligned with our ethical and operational standards.

EMPOWERING LOCAL PROCUREMENT

The Group is deeply committed to stimulating the Malaysian economy by prioritising procurement from local vendors wherever feasible. Localised sourcing accelerates domestic economic development and fosters sustainable community growth by aiding job creation and supporting local enterprises. Strategically, local procurement offers substantial business advantages, including enhanced supply chain reliability, reduced logistical complexities, and minimised exposure to currency fluctuations. This commitment to the national economy is reflected in our FY2026 performance, where we successfully engaged a robust network of 561 local suppliers, and 66% of our total procurement was consistently sourced from within Malaysia.

PROCUREMENT SPENDING

Our reported procurement expenditure reflects the comprehensive scope of our operations, encompassing the entire Group across all its divisions. For FY2026, Land & General Berhad recorded a total, Group-wide procurement spend of RM310 million. This expenditure was primarily driven by constructions at Sena Parc's Phase 1D and 1E, The WYN Residences, Damansara Livista, and newly initiated construction activities at Residensi Kamelia, reflecting our sustained investment in delivering high-quality property assets alongside the steady, day-to-day operational requirements of our Property/HQ, Education and Plantation Divisions.

Procurement Spending	Unit	FY2024	FY2025	FY2026
Total procurement spending	RM	12,999,100	179,588,949	310,826,188
Total local procurement spending	RM	8,179,884	136,623,681	206,266,960
Percentage of local procurement spending	%	62.86	76.08	66.36
Total foreign procurement spending	RM	4,828,217	42,965,269	104,559,227
Percentage of foreign procurement spending	%	37.14	23.92	33.64

SUSTAINABILITY REPORT

(CONT'D)

Suppliers ¹	Unit	FY2024	FY2025	FY2026
Total number of suppliers	Number	189	331	567
Total number of local suppliers	Number	189	328	561
Percentage of local suppliers	%	100.00	99.09	98.94
Total number of foreign suppliers	Number	0	3	6
Percentage of foreign suppliers	%	0.00	0.91	1.06

Note:

¹ The number of suppliers for the Property Division's projects including Residensi Kamelia, Sena Parc and The WYN Residences were excluded due to challenges in data collection.



ENVIRONMENT

ENERGY AND CLIMATE CHANGE

At Land & General Berhad, we acknowledge the critical and escalating global challenge of climate change. We are resolute in our commitment to fostering a low-carbon, sustainable future by systematically decarbonising our operations. A cornerstone of this commitment is responsible energy management, through which we actively mitigate our greenhouse gas ("GHG") emissions by optimising operational energy efficiency and accelerating our transition towards cleaner, renewable energy alternatives.

Effective energy management serves as a fundamental operational pillar for the Group, directly linking our environmental responsibilities with long-term value creation. We deploy robust energy management frameworks designed to systematically monitor, optimise, and reduce our consumption patterns across all business units. We recognise that stringent energy efficiency not only minimises our environmental footprint and supports national climate action agendas, but also drives significant operational cost savings. By proactively managing our energy demands, we safeguard our operations against fluctuating utility costs and emerging regulatory compliance risks while enhancing our overall business resilience.

ENERGY SAVING INITIATIVES

To realise our energy reduction goals, the Group implements a diverse suite of energy-saving initiatives across our operating divisions:

Design and Infrastructure Optimisation: Our Property Division integrates passive design strategies, such as optimal building orientation, high-performance insulation, and the maximisation of natural daylight, to significantly lower the baseline energy demand of our new developments. Concurrently, the division actively pursues GreenRE certifications, embedding stringent energy efficiency criteria deeply into our project lifecycles.

Equipment Upgrades and LED Adoption: Both the Property and Plantation Divisions are systematically retrofitting facilities with energy-efficient LED lighting to benefit from lower electricity usage and longer equipment lifespans. Furthermore, the Plantation Division is continuously optimising its energy footprint by investing in less energy-intensive machinery and refining transport routes to maximise fuel efficiency.

Capacity Building: The Plantation Division conducts regular engagement sessions to educate its workforce on best practices for energy conservation. This includes targeted training for machine operators on advanced techniques to enhance heavy machinery fuel efficiency during daily tasks.

Renewable Energy Transition: We are strategically integrating renewable energy into our operational mix. While the Plantation Division is currently mapping out the incorporation of solar and biomass energy, our Education Division has already achieved a major milestone in its renewable transition.

SUSTAINABILITY REPORT

(CONT'D)

Education Division

A significant achievement for the Education Division in FY2026 was the successful operationalisation of our renewable energy infrastructure. Following the energisation of 1,022 solar panels across the Sri Bestari Private and International Schools in May 2025, the division successfully generated 375,379 kWh of clean energy during the reporting period. This solar generation directly displaced our grid reliance, accounting for 18.32% of the Group's total electricity consumption and reducing our operational carbon footprint.

Behavioural Change Campaign

Beyond physical upgrades, the Education Division runs a Behavioural Change Campaign to build a strong culture of energy conservation. We believe that raising awareness and promoting responsible daily habits are essential for long-term sustainability across the school community.

- **For Teachers:** Educators integrate energy conservation into the curriculum through interactive lessons and practical projects. The school provides sustainability training and supports teachers in running inter-classroom energy-saving competitions to motivate students.
- **For Students:** We develop student leadership through eco-ambassador programmes and student-led eco-clubs. Students are encouraged to run personal energy-reduction projects and use digital platforms to share conservation tips, facts, and achievements with their peers.
- **For Parents:** We extend our sustainability efforts into the home by hosting workshops on domestic energy-saving techniques. We encourage parents to model responsible behaviours, support school initiatives, and reward their children's conservation habits to reinforce the lessons learned at school.

FUEL CONSUMPTION

In FY2026, Land & General Berhad recorded a total fuel consumption of 239,821.96 litres of diesel and 5,215.84 litres of petrol. Diesel continues to be the Group's most prominent fuel source by a significant margin. This is primarily driven by the Property/HQ Division's active development projects, namely Residensi Kamelia, Sena Parc, and The WYN Residences. These large-scale construction operations inherently rely on diesel as the primary energy source to power a wide array of heavy machinery and essential site equipment, including tower cranes, passenger hoists, concrete pumps, dump trucks, excavators, and on-site generator sets.

Despite our ongoing construction activities, the Group successfully achieved a notable 16.5% year-on-year reduction in total diesel consumption, dropping from the 287,270.48 litres recorded in FY2025. This positive downward trend was observed across our major consuming divisions, the Property/HQ Division decreased its diesel usage by 16.1% to

227,607.15 litres, while the Plantation Division reduced its consumption by 23.2% to 12,214.81 litres. This overall reduction underscores the effectiveness of our recently implemented energy management initiatives, particularly the optimisation of machinery utilisation, the refinement of transport routes, and strategic investments in less energy-intensive equipment.

Conversely, our overall petrol consumption experienced a 33.2% year-on-year increase, rising from 3,914.55 litres in FY2025 to 5,215.84 litres in FY2026. While the Property/HQ Division successfully reduced its petrol footprint by 37.7% (down to 2,423.25 litres), this reduction was offset by a notable increase within the Plantation Division, which consumed 2,792.59 litres during the reporting period. This increase in the Plantation Division reflects necessary operational adjustments and the active deployment of petrol-powered light vehicles and specific agricultural tools required for daily estate management. Meanwhile, consistent with prior years, the Education Division maintained a zero-fuel consumption footprint for both diesel and petrol.

Fuel Consumption ^{1, 2}	Unit	FY2024	FY2025	FY2026
Total diesel consumption	Litres	49,383.11	287,270.48	239,821.96
Property/HQ	Litres	31,045.11	271,371.48	227,607.15
Education	Litres	0.00	0.00	0.00
Plantation	Litres	18,338.00	15,899.00	12,214.81
Total petrol consumption	Litres	3,957.75	3,914.55	5,215.84
Property/HQ	Litres	3,901.75	3,887.65	2,423.25
Education	Litres	0.00	0.00	0.00
Plantation	Litres	56.00	26.90	2,792.59

Note:

¹ Fuel consumption data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.

² Fuel consumption data is sourced from each division's fuel purchase records for service vehicles and equipment.

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ELECTRICITY CONSUMPTION

In FY2026, Land & General Berhad's total electricity consumption recorded an increase to 2,049,381.30 kWh, marking a 3.5% year-on-year rise from the 1,980,988.00 kWh recorded in FY2025. However, a major milestone in this year's performance is the successful integration of renewable energy into our operational mix. For the first time, 18.32% (375,379.00 kWh) of the Group's total electricity was sourced from clean, renewable solar power, effectively reducing our overall reliance on grid electricity to 81.68% (1,674,002.30 kWh).

This increase in electricity consumption was driven by higher usage within our Education and Property/HQ Divisions. The Education Division, which historically constitutes the largest portion of our electrical footprint, recorded a 4.8% increase in total consumption, rising from 1,336,255.00 kWh in FY2025 to 1,400,636.00 kWh, primarily attributable to higher student

enrolment, which resulted in greater overall electricity usage. Despite this rise in electricity usage, the energisation of their solar panels generated 375,379.00 kWh of renewable energy, reducing the reliance of grid electricity by 23.3%. Similarly, the Plantation Division recorded a significant 31.2% reduction in its electricity usage, falling to 55,061.30 kWh, driven by systematic facility upgrades and the adoption of energy-efficient LED lighting.

Conversely, the Property/HQ Division experienced a slight 5.1% increase in electricity consumption, rising from 564,744.00 kWh in FY2025 to 593,684.00 kWh in FY2026. Consistent with the division's fuel consumption trends, this anticipated increase is a direct result of the intensified operational and construction activities associated with the active development phases of Residensi Kamelia, Sena Parc, and The WYN Residences.

Electricity Consumption ^{1, 2}	Unit	FY2024	FY2025	FY2026
Total electricity consumption	kWh	2,035,221.58	1,980,988.00	2,049,381.30
Property/HQ	kWh	652,462.00	564,744.00	593,684.00
Education	kWh	1,230,756.00	1,336,255.00	1,400,636.00
Plantation	kWh	152,003.58	80,019.00	55,061.30
Grid electricity consumption	kWh	2,035,221.58	1,980,988.00	1,674,002.30
	(%)	(100.00)	(100.00)	(81.68)
Property/HQ	kWh	652,462.00	564,744.00	593,684.00
Education	kWh	1,230,756.00	1,336,255.00	1,025,257.00
Plantation	kWh	152,003.58	80,019.00	55,061.30
Renewable energy consumption	kWh	0.00	0.00	375,379.00
	(%)	(0.00)	(0.00)	(18.32)
Property/HQ	kWh	0.00	0.00	0.00
Education	kWh	0.00	0.00	375,379.00
Plantation	kWh	0.00	0.00	0.00

Note:

¹ Electricity consumption data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.

² Electricity consumption data is sourced from each division's utility spending costs.

ENERGY CONSUMPTION

In FY2026, Land & General Berhad's overall energy footprint, which factors in both fuel and electricity usage, recorded an increase, rising from 17,481.30 GJ in FY2025 to 24,758.31 GJ. This 41.6% year-on-year rise was heavily driven by the intensified operational and ongoing construction activities within the Property/HQ Division.

The energy consumed from fuel saw a substantial 68.0% increase compared to the 10,349.74 GJ recorded in FY2025. This surge directly reflects the high energy demands and reliance on heavy machinery required to support the Property/HQ Division's active development projects.

Concurrently, energy consumed from electricity increased by 3.5%, rising from 7,131.56 GJ in FY2025 to 7,377.77 GJ in FY2026. While the electricity demand grew, the solar panel infrastructure within the Education Division displaced the reliance on grid electricity. Furthermore, the widespread adoption of LED lighting and behavioural energy-saving practices led to a reduction in electricity consumption in the Plantation Division.

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Energy Consumption ^{1, 2}	Unit	FY2024	FY2025	FY2026
Total energy consumption	GJ	9,188.89	17,481.30	24,758.31
Property/HQ	GJ	3,555.25	11,814.87	18,552.06
Education	GJ	4,430.72	4,810.41	5,042.29
Plantation	GJ	1,202.92	856.02	1,163.96
Energy consumption - fuel	GJ	1,862.10	10,349.74	17,380.54
	(%)	(20.26)	(59.20)	(70.20)
Property/HQ	GJ	1,206.39	9,781.79	16,414.80
Education	GJ	0.00	0.00	0.00
Plantation	GJ	655.71	567.95	965.74
Energy consumption - electricity	GJ	7,326.79	7,131.56	7,377.77
	(%)	(79.74)	(40.80)	(29.80)
Property/HQ	GJ	2,348.86	2,033.08	2,137.26
Education	GJ	4,430.72	4,810.41	5,042.29
Plantation	GJ	547.21	288.07	198.22

Note:

- Energy consumption data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.
- Energy consumption data is calculated based on the Malaysia Energy Statistic Handbook 2020 for factors used to convert fuel and electricity consumed to energy value.

EMISSIONS MANAGEMENT

Our commitment to environmental responsibility places significant emphasis on the effective management and reduction of emissions across our operations. At Land & General Berhad, this commitment specifically addresses the critical issue of climate change by driving targeted efforts aimed at reducing our GHG footprint and improving overall operational efficiency. We regularly monitor the emissions generated by our activities, understanding that this is fundamental to mitigating our climate impact and ensuring strict compliance with environmental regulations. Effectively tackling these emissions allows us to continuously improve our operational practices and build greater, long-term resilience into our business model. Conversely, we recognise that failing to adequately manage our emissions could expose the Group to regulatory risks, financial costs, and reputational damage, ultimately undermining our broader sustainability objectives.

EMISSIONS REDUCTION INITIATIVES

Guided by our commitment to mitigate climate change and reduce our GHG emissions, the Group implements a multifaceted suite of initiatives designed to lower our carbon intensity across our diverse business divisions.

Fleet Modernisation and Maintenance

The Plantation Division is upgrading to newer, highly fuel-efficient agricultural machinery to lower our carbon footprint. This is supported by a strict preventive maintenance schedule for all diesel equipment to ensure peak efficiency and minimise CO₂ emissions.

Sustainable Transportation and Operations

Our Property/HQ and Education Divisions encourage carpooling, public transport, and low-emission vehicles among staff and students. Furthermore, the Education Division's shift to digital and cloud-based technologies has significantly reduced our reliance on physical resources, lowering emissions from traditional administrative work.

Energy Transition and Auditing

To reduce fossil fuel reliance, the Group is exploring additional on-site renewable energy installations and assessing off-site clean energy procurement options, such as Power Purchase Agreements ("PPAs"). These efforts are supported by regular energy audits to identify efficiency gaps and recommend targeted improvements.

SUSTAINABILITY REPORT

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Property Division

Recognising the substantial embodied and operational carbon footprint inherent in real estate, we collaborate with REHDA to decarbonise our building portfolio. We leverage REHDA's GreenRE certification framework, which rigorously evaluates occupant comfort, energy optimisation, and lifecycle GHG reductions, to guide our sustainable construction practices.

Through this partnership, we successfully integrate low-carbon initiatives and efficient energy designs into our blueprints. To date, the Group is proud to have secured GreenRE Bronze certifications for four project developments, Damansara Livista, Residensi Kamelia, The WYN Residences and the newly launched Damansara Laverra. Reinforcing our commitment to sustainable urban development, the Group has set an aim for all future project developments commencing from 2026 onwards to achieve a minimum of a GreenRE Bronze certification, where applicable.

**Damansara
Livista**
GreenRE - Bronze

**Residensi
Kamelia**
GreenRE - Bronze

**The
WYN Residences**
GreenRE - Bronze

**Damansara
Laverra**
GreenRE - Bronze

EMISSIONS PORTFOLIO

The following section provides a detailed breakdown of the Group's GHG inventory:

Scope 1 Emissions

Scope 1 emissions encompass direct GHG emissions from sources owned or controlled by the Group, such as on-site fuel combustion for heavy machinery, backup generators, and company-owned operational vehicles. In a positive shift for FY2026, Land & General Berhad recorded a notable 16.6% year-on-year reduction in total Scope 1 emissions, dropping from 781.81 tCO₂e in FY2025 to 651.90 tCO₂e. The Property/HQ Division naturally remains the predominant contributor, accounting for 95.1% of the total footprint (620.03 tCO₂e) due to the sustained reliance on diesel-powered equipment at active development sites. However, reflecting the success of our fuel efficiency measures, the division still achieved a 16.1% reduction in its direct emissions compared to the previous year. Similarly, the Plantation Division recorded a significant 25.8% decrease, generating just 31.87 tCO₂e, a reduction driven by ongoing fleet modernisation and rigorous preventive maintenance efforts.

Scope 1 Emissions ^{1, 2, 3}	Unit	FY2024	FY2025	FY2026
Total scope 1 emissions	tCO ₂ e	139.65	781.81	651.90
Property/HQ	tCO ₂ e	90.05	738.84	620.03
Education	tCO ₂ e	0.00	0.00	0.00
Plantation	tCO ₂ e	49.60	42.97	31.87

Note:

- ¹ Scope 1 emissions data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.
- ² Scope 1 emissions data is sourced from each division's fuel purchase records for service vehicles and equipment.
- ³ Scope 1 emissions data is calculated based on the Intergovernmental Panel on Climate Change ("IPCC") database for emission factors and Global Warming Potential ("GWP") used to convert fuel consumed to emissions in tonnes of CO₂ equivalent.

Scope 2 Emissions

Scope 2 emissions represent the indirect GHG emissions generated from the consumption of purchased electricity, which the Group utilises for lighting, cooling, and powering essential appliances across our headquarters, properties, educational facilities, and plantation operations. Building upon the progress of the previous year, Land & General Berhad achieved a further 15.3% reduction in total Scope 2 emissions, lowering our footprint from 1,089.54 tCO₂e in FY2025 to 922.38 tCO₂e in FY2026. A pivotal driver of this reduction was the Education Division, which historically holds the largest electricity footprint. The division successfully decreased its emissions by 23.1% (down to 564.92 tCO₂e) due to the energisation of their solar panel systems, which enabled the Group to avoid 206.83 tCO₂e in emissions. Similarly, the Plantation Division achieved a 31.1% reduction (down to 30.34 tCO₂e) through lighting upgrades and efficiency initiatives. Conversely, the Property/HQ Division recorded a slight 5.3% increase in its Scope 2 footprint (rising to 327.12 tCO₂e), a byproduct of the increased electricity demands required to support the escalating construction phases of our active development projects.

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Scope 2 Emissions ^{1, 2, 3}	Unit	FY2024	FY2025	FY2026
Total scope 2 emissions	tCO ₂ e	1,119.37	1,089.54	922.38
Property/HQ	tCO ₂ e	358.85	310.61	327.12
Education	tCO ₂ e	676.92	734.92	564.92
Plantation	tCO ₂ e	83.60	44.01	30.34
Total scope 2 emissions avoided from the use of renewable energy	tCO ₂ e	0.00	0.00	206.83

Note:

- ¹ Scope 2 emissions data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.
- ² Scope 2 emissions data is sourced from each division's utility spending costs.
- ³ Scope 2 emissions data is calculated based on the United Nations Framework Convention on Climate Change ("UNFCCC") Harmonised Grid Factors 2021 for emission factors used to convert electricity used to emissions in tonnes of CO₂ equivalent.

Scope 3 Emissions

In FY2026, the Group's total Scope 3 emissions increased by 36.1% to 568.07 tCO₂e, up from 417.48 tCO₂e in FY2025. This overall rise was driven by a surge in employee commuting emissions, which grew from 395.08 tCO₂e to 515.01 tCO₂e. This growth in commuting emissions was concentrated within the Education Division, which saw an increase from 207.75 tCO₂e to 352.02 tCO₂e, contrasting with the Property/HQ Division, which reduced its commuting emissions from 187.33 tCO₂e to 162.99 tCO₂e. Meanwhile, emissions from business travel rose from 22.40 tCO₂e in FY2025 to 53.06 tCO₂e in FY2026, driven by an increase in the Education Division's travel activities.

Scope 3 Emissions ^{1, 2, 3, 4}	Unit	FY2024	FY2025	FY2026
Total scope 3 emissions	tCO ₂ e	*44.39	*417.48	568.07
Business travel	tCO ₂ e	*36.45	*22.40	53.06
Property/HQ	tCO ₂ e	*33.29	*21.13	25.03
Education	tCO ₂ e	3.16	0.00	25.77
Plantation	tCO ₂ e	0.00	*1.27	2.26
Employee commuting	tCO ₂ e	7.94	395.08	515.01
Property/HQ	tCO ₂ e	1.99	187.33	162.99
Education	tCO ₂ e	5.95	207.75	352.02
Plantation	tCO ₂ e	-	-	-

Note:

- ¹ Scope 3 emissions data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.
- ² Business travel data is sourced from each division's business travel records.
- ³ Employee commuting data is sourced from each division's employee commuting survey.
- ⁴ Scope 3 emissions data is calculated based on the Intergovernmental Panel on Climate Change ("IPCC") database for emission factors and Global Warming Potential ("GWP") used to convert fuel consumed to emissions in tonnes of CO₂ equivalent.
- * Scope 3 emissions, business travel data have been restated following a recalculation to ensure a more accurate representation of the individual divisions' business travel activities.

Total Emissions

In FY2026, Land & General Berhad reduced its total carbon footprint by 6.4%, dropping from 2,288.83 tCO₂e in FY2025 to 2,142.35 tCO₂e. This overall reduction reflects a decline in combined Scope 1 and 2 emissions, which fell from 1,871.35 tCO₂e to 1,574.28 tCO₂e due to fuel efficiency measures, fleet modernisation, and solar energy initiatives. Conversely, Scope 3 emissions experienced an increase from 417.48 tCO₂e to 568.07 tCO₂e, driven by a rise in employee commuting within the Education Division.

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Total Emissions	Unit	FY2024	FY2025	FY2026
Total scope 1 emissions	tCO ₂ e	139.65	781.81	651.90
Total scope 2 emissions	tCO ₂ e	1,119.37	1,089.54	922.38
Total scope 3 emissions	tCO ₂ e	*44.39	*417.48	568.07
Total scope 1 and 2 emissions	tCO ₂ e	1,259.02	1,871.35	1,574.28
Total scope 1, 2 and 3 emissions	tCO ₂ e	*1,303.41	*2,288.83	2,142.35

Note:

* Scope 3 emissions have been restated following a recalculation of the emissions from business travel to ensure a more accurate representation of the individual divisions' business travel activities.

RESOURCE AND WASTE MANAGEMENT

At Land & General Berhad, resource efficiency and responsible waste management are foundational pillars of our operational strategy. By actively prioritising material circularity and systematically optimising our consumption patterns, we not only minimise our ecological footprint but also drive operational cost-effectiveness and build long-term business resilience.

MATERIAL OPTIMISATION

We view material optimisation as a critical lever for sustainable development. The Group strategically manages resource utilisation to maximise operational yield while systematically reducing environmental degradation. By embedding efficiency into our procurement, design, and consumption frameworks, we aim to decouple our business growth from intensive resource depletion, generating sustained value for both our stakeholders and the environment.

RESOURCE CONSUMPTION INITIATIVES

To operationalise this overarching commitment, each business division executes tailored strategies to efficiently manage and optimise resource use.



Property/HQ Division

Material efficiency is embedded directly into project lifecycles through eco-conscious design. By prioritising energy-efficient technologies and sustainable building materials, developments achieve a lower environmental footprint and promote long-term lifecycle efficiency.



Education Division

A digital-first approach significantly reduces paper consumption by transitioning administrative workflows and learning materials online. Additionally, resource conservation is integrated into the academic curriculum through practical ecological learning, such as maintaining school gardens, to foster a robust culture of sustainability.



Plantation Division

Guided by the strategic plan to transition estate land for future property development, the focus remains on maintaining steady-state agronomic efficiency. Existing resources are optimised to ensure responsible operational output without the need for new, capital-intensive infrastructure investments.

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RESOURCE CONSUMPTION

Given the nature of our core business, the Group's primary resource footprint is predominantly driven by the active construction activities within our Property Division. In FY2026, the execution of our ongoing development projects, namely Astoria Ampang Phase 2, Sena Parc Phase 1B, and The WYN Residences necessitated the substantial consumption of foundational building materials. This resource intake primarily consisted of critical structural and architectural elements, including steel bars, rebar, British Reinforced Concrete ("BRC") mesh, cement, sand, concrete, bricks, tiles, and paint. We continuously monitor the consumption of these raw materials to ensure that site-level usage aligns closely with our broader material optimisation targets and sustainable construction standards.

Raw Materials Used ^{1,2}	Unit	FY2026
Total raw materials used by weight	Tonne	9,906.98
Steel bars	Tonne	4,949.00
Rebar	Tonne	2,942.85
BRC (wire mesh)	Tonne	2,007.13
Cement	Tonne	2.00
Sand	Tonne	6.00
Total raw materials used by type		
Concrete	m ³	46,841.00
Bricks	Pieces	4,781,259
Tiles	Pieces	917,307
Paint	Litres	9.00

Note:

- ¹ Raw material usage data is scoped to the Property Division, representing 1 out of 3, or 33% of Land & General Berhad's business divisions.
- ² Raw material usage data is sourced from the Property Divisions' building construction contractors.

RESPONSIBLE WASTE MANAGEMENT

Anchored by our comprehensive Circular Economy Policy, Land & General Berhad approaches waste management with a firm commitment to pollution prevention, resource circularity, and operational efficiency. We recognise that effective waste mitigation requires understanding the unique waste profiles generated across our diverse business units.

For the Property Division, handling of construction waste generated during development phases is delegated to main contractors through formal acknowledgements to ensure responsible disposal. The division also oversees municipal solid waste from our corporate headquarters and completed, occupied properties. In our Education Division, the primary waste streams consist of paper, plastics, electronic waste, and organic food waste. Conversely, the Plantation Division's environmental footprint is predominantly characterised by agricultural by-products and chemical packaging. By systematically identifying and categorising these distinct streams, the Group is able to deploy targeted, division-specific strategies that prioritise waste minimisation at the source and maximise diversion from landfills.

WASTE MANAGEMENT INITIATIVES

While source reduction remains our primary objective, the Group is equally focused on implementing environmentally responsible end-of-life solutions, including rigorous recycling, strategic material reuse, and the strict, compliant handling of scheduled wastes. To drive continuous improvement, we practice the following initiatives across our divisions:

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Property/HQ Division

Systematic Collection & Segregation: A spiral waste system and clearly marked on-site segregation facilities streamline collection and enable the effective sorting of recyclables at the source.

Comprehensive Recycling Programmes: Tenants and residents are actively encouraged to participate in established recycling programmes targeting high-volume materials like paper, plastics, glass, and metals.

Licensed Waste Partnerships: Collaborations with accredited waste management companies ensure all waste, particularly construction debris, is transported and disposed of safely in strict compliance with national environmental regulations.



Education Division

Organic Waste Diversion & Composting: On-site composting projects transform cafeteria and landscape organic waste into nutrient-rich soil. This is supported by canteen portion controls and the donation of excess edible food to local charities.

Material-Specific Reduction & Segregation: Digital document policies and the promotion of reusable containers minimise paper and single-use plastic consumption. Dedicated recycling bins are also strategically placed across campuses to facilitate effective waste segregation.

E-Waste & Green Procurement: Targeted collection drives ensure the responsible disposal of e-waste and batteries. Furthermore, green purchasing prioritises supplies made from recycled materials and vendors with sustainable practices, where feasible.



Plantation Division

Agricultural Composting: Organic agricultural materials are systematically converted into nutrient-rich compost, improving soil health, enhancing climate resilience, and significantly curbing methane emissions.

Material Reuse and Segregation: Comprehensive on-site segregation categorises materials for reuse, recycling, or final disposal. Suitable items, such as empty chemical jerry cans, are safely cleaned and repurposed for ongoing agricultural work to reduce plastic waste.

Recycling Partnerships: Partnerships with licensed external recycling facilities process collected recyclables, effectively diverting waste from landfills and supporting circular economy principles.

WASTE GENERATION

In FY2026, Land & General Berhad successfully reduced its total waste generation to 4,394.89 tonnes, a commendable improvement from the 4,816.66 tonnes recorded in FY2025. This reduction is a direct result of the Group's ongoing waste management initiatives, which focus on material efficiency and responsible consumption across our operations. Demonstrating a massive advancement in our circular economy practices, we diverted 67.81% (2,980.30 tonnes) of our total waste away from disposal, a nearly fivefold increase compared to the 602.77 tonnes diverted last year, leaving only 32.19% (1,414.59 tonnes) directed to disposal.

The Property/HQ Division remained the primary contributor to our overall footprint, generating 4,389.89 tonnes (99.89% of total waste). To drive circularity within this division, we actively recycled a wide array of construction and operational materials, including

steel bars, iron scrap, metal plates, wood, timber, concrete, bricks, and mortar, alongside general waste such as plastics, paper, and bottles. Notably, we successfully recycled 44.40 tonnes of metal cuttings from our construction sites. This represents a 100% recycling rate for this material stream, comfortably exceeding our internal target of 80%. Conversely, 100% of non-recyclable domestic waste, such as food waste, continued to be responsibly directed to authorised landfills licensed by the local authority.

The Plantation Division accounted for a highly minimal 0.11% (5.00 tonnes) of the Group's total waste footprint. Regarding the Education Division, it should be noted that comprehensive waste performance data, including metrics such as total waste generated and waste diverted from landfills, was not fully measured for FY2026. Moving forward, the Group is prioritising the finalisation of these data measurement protocols to ensure that consistent, robust data is accurately captured across all relevant waste streams.

Waste Performance Data ^{1,2}	Unit	FY2024 ³	FY2025 ⁴	FY2026
Total waste generated	Tonne	172.30	4,816.66	4,394.89
Property/HQ	Tonne	168.68	4,812.46	4,389.89
Plantation	Tonne	3.62	4.20	5.00

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Waste Performance Data ^{1,2}	Unit	FY2024 ³	FY2025 ⁴	FY2026
Total waste diverted from disposal	Tonne	13.23	602.77	2,980.30
	(%)	(7.68)	(12.51)	(67.81)
Property/HQ	Tonne	9.61	599.15	2,980.30
Plantation	Tonne	3.62	3.62	0.00
Total waste directed to disposal	Tonne	159.07	4,213.89	1,414.59
	(%)	(92.32)	(87.49)	(32.19)
Property/HQ	Tonne	159.07	4,213.31	1,409.59
Plantation	Tonne	0.00	0.58	5.00
Total reused waste ³	Tonne	-	-	0.50
	(%)	-	-	(0.01)
Property/HQ	Tonne	-	-	0.00
Plantation	Tonne	-	-	0.50
Total non-reused waste ⁴	Tonne	-	-	4,394.39
	(%)	-	-	(99.99)
Property/HQ	Tonne	-	-	4,389.89
Plantation	Tonne	-	-	4.50
Financial quantification of waste specifying cost associated with their impacts				
Total cost of waste disposal ⁵	RM	-	1,768	0
Total returns generated from waste disposal	RM	-	1,195	466

Note:

- Waste performance data is scoped to the Property/HQ and Plantation Divisions, representing 2 out of 3, or 67% of Land & General Berhad's business divisions.
- Waste performance data is sourced from each division's waste data tracked by waste contractors.
- Total reused waste, total non-reused waste, and waste-related financial data for FY2024 were unavailable as tracking of these metrics began in FY2026.
- Total reused waste and total non-reused waste data for FY2025 were unavailable as tracking of these metrics began in FY2026.
- Total cost of waste disposal for FY2026 is 0 as the Plantation Division performed waste disposal internally.

To enhance the comprehensiveness of our environmental disclosures, the Group initiated the tracking of hazardous waste in FY2025, with formal reporting commencing in FY2026. This initial phase of the reporting focuses specifically on our Plantation Division, where operational activities involve the handling of regulated substances. The division's hazardous waste footprint primarily consists of Scheduled Wastes governed by national environmental regulations, specifically SW305 (spent lubricating oils from agricultural machinery) and SW409 (disposed containers contaminated with agricultural chemicals, fertilisers, or pesticides).

For FY2026, the Plantation Division recorded 0.00 tonnes of hazardous waste generated. This absence is attributable to the division's ongoing redevelopment of the site, which resulted in the division being unable to schedule a collection. Consequently, the waste collection has been rescheduled to the end of the year.

Hazardous Waste Generation ^{1,2}	Unit	FY2024 ³	FY2025	FY2026
Total hazardous waste generated	Tonne	-	0.58	0.00
SW305	Tonne	-	0.27	0.00
SW409	Tonne	-	0.31	0.00

Note:

- Hazardous waste generation data is scoped to the Plantation Divisions only, representing 1 out of 3, or 33% of Land & General Berhad's business divisions.
- Hazardous waste generation data is sourced from the Plantation Divisions' waste data tracked by waste contractors.
- Hazardous waste generation data for FY2024 were unavailable as tracking of these metrics began in FY2025.

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WATER AND EFFLUENTS

At Land & General Berhad, we recognise that access to clean, hygienic water is a fundamental human right and a critical pillar of environmental sustainability. Responsible water conservation is paramount to our overarching environmental strategy, as we understand the vital role this resource plays in supporting local communities and ensuring the long-term viability of our projects. We are deeply committed to effective water stewardship across all our business divisions, continuously focusing on reducing consumption, improving operational efficiency, and responsibly managing our overall water footprint.

WATER-STRESSED SITES

To proactively identify and manage our water-related risks, the Group systematically evaluates our operational locations using the World Resources Institute's ("WRI") Aqueduct Water Risk Atlas. Through this assessment, we have determined that none (0%) out of our 13 operations, is situated in an area classified as having a "High" overall water risk, which we designate as a water-stressed environment.

Regardless, the Group continuously monitors these areas as a core component of our broader water management strategy and ensuring that strict water conservation measures and responsible usage protocols are integrated into the planning phase of any future development at these sites.

WATER SAVING INITIATIVES

Building on our commitment to responsible resource stewardship, the Group continuously deploys robust water-saving initiatives designed to optimise consumption and enhance operational efficiency.

 Infrastructure Upgrades and Maintenance	Across our property portfolio and educational facilities, we prioritise the installation of water-efficient fixtures, including low-flow toilets, faucets, and showerheads. This hardware optimisation is supported by structured maintenance programmes designed to rapidly detect and repair plumbing leaks, alongside the continuous improvement of our broader water distribution networks.
 Alternative Water Sourcing	To strategically reduce our reliance on municipal water supplies, we actively harness alternative sources. This includes the implementation of rooftop rainwater harvesting systems for landscaping needs and exploring viable opportunities to recycle greywater for non-potable applications, such as toilet flushing.
 Sustainable Landscaping and Smart Irrigation	We adopt water-conscious landscaping techniques across our developments and school grounds by selecting climate-resilient plant species and utilising moisture-retaining mulch. Within our Plantation Division, notably at the bamboo nursery, we leverage real-time meteorological data to precisely adjust irrigation schedules and deploy highly efficient drip systems, ensuring optimal plant health with minimal water use.
 Data-Driven Monitoring and Innovation	We systematically track and analyse water consumption patterns across our operations. This data-driven approach allows us to pinpoint high-demand areas and inform targeted conservation efforts. As a cornerstone of this data-driven approach, all (100%) of our property developments are equipped with water smart meters. These advanced systems automatically record and transmit consumption data, eliminating manual readings and enabling real-time leak detection by identifying unusual flow patterns. This proactive technology not only prevents significant water wastage but also mitigates unexpected costs.
 Stakeholder Engagement and Education	Recognising that user behaviour is critical to conservation, we periodically launch targeted educational campaigns and maintain regular communication with tenants, students, and faculty members. These initiatives foster a strong culture of environmental responsibility, encouraging the adoption of daily water-saving habits and the prompt reporting of leaks.

SUSTAINABILITY REPORT

(CONT'D)

WATER CONSUMPTION

In FY2026, Land & General Berhad recorded a total water consumption of 93.13 megalitres, representing a 43.83% increase from the 64.75 megalitres recorded in FY2025. This overall rise was primarily driven by the Property/HQ Division, which emerged as the highest contributor by accounting for 55.19% (51.40 megalitres) of the Group's total water usage. The substantial increase in the Property Division's consumption compared to the previous year was directly attributed to intensified construction activities for new development projects, namely Residensi Kamelia, Sena Parc, and The WYN Residences. Conversely, the Education and Plantation Divisions, which accounted for 28.34% (26.39 megalitres) and 16.47% (15.34 megalitres) of the total consumption, respectively, both successfully recorded a decrease in their water usage year-on-year, reflecting the positive, tangible impact of their ongoing water-saving initiatives.

Water Performance Data ^{1, 2}	Unit	FY2024	FY2025	FY2026
Total water withdrawal by source				
Surface water	Megalitres	0.00	0.00	0.00
Groundwater	Megalitres	0.00	0.00	0.00
Used quarry water	Megalitres	0.00	0.00	0.00
Municipal potable water	Megalitres	56.32	64.75	93.13
External wastewater	Megalitres	0.00	0.00	0.00
Harvested rainwater	Megalitres	0.00	0.00	0.00
Total water withdrawal	Megalitres	56.32	64.75	93.13
Property/HQ	Megalitres	3.35	14.10	51.40
Education	Megalitres	32.64	32.78	26.39
Plantation	Megalitres	20.33	17.87	15.34
Total water withdrawal from water-stressed region	Megalitres	0.00	0.00	0.00
Percentage of water withdrawal from water-stressed region	%	0.00	0.00	0.00
Total water consumption	Megalitres	56.32	64.75	93.13
Property/HQ	Megalitres	3.35	14.10	51.40
Education	Megalitres	32.64	32.78	26.39
Plantation	Megalitres	20.33	17.87	15.34
Total water/effluents discharged by destination				
Ocean discharged	Megalitres	0.00	0.00	0.00
Surface water discharge (lakes, rivers, natural ponds)	Megalitres	0.00	0.00	0.00
Subsurface discharged (wells, boreholes)	Megalitres	0.00	0.00	0.00
Off-site water treatment discharge	Megalitres	56.32	64.75	93.13
Beneficial/other use discharge	Megalitres	0.00	0.00	0.00
Total water/effluents discharged	Megalitres	56.32	64.75	93.13
Property/HQ	Megalitres	3.35	14.10	51.40
Education	Megalitres	32.64	32.78	26.39
Plantation	Megalitres	20.33	17.87	15.34

SUSTAINABILITY REPORT

(CONT'D)

Water Performance Data ^{1,2}	Unit	FY2024	FY2025	FY2026
Cost associated with water-related risks				
Total cost of water consumption ³	RM'000	209	227	216
Number of incidents of non-compliance with water quality/ quantity permits, standards and regulations	Number	0	0	0

Note:

- ¹ Water performance data is scoped to the Property/HQ, Education and Plantation Divisions, representing 3 out of 3, or 100% of Land & General Berhad's business divisions.
- ² Water performance data is sourced from each division's monthly water utility bill.
- ³ The cost of water consumption does not include 8trium due to challenges in data collection involving bulk meter for the entire building that includes non-management floor units.

BIODIVERSITY

At Land & General Berhad, we recognise that preserving biodiversity is a fundamental environmental imperative and a cornerstone of long-term business resilience. We are steadfast in our commitment to responsibly stewarding the natural ecosystems with which our operations intersect. Our primary objective is to proactively avoid and minimise any adverse ecological impacts across all our business divisions. In instances where our activities are situated near critical habitats or areas of high biodiversity value, we are dedicated to achieving a net positive environmental impact and providing effective compensation for any unavoidable disruptions. Ultimately, we believe that thriving, healthy ecosystems are essential to sustainable growth and the enduring well-being of the communities we serve, driving our continuous efforts to champion meaningful biodiversity conservation.

BIODIVERSITY MANAGEMENT INITIATIVES

To translate our overarching environmental commitments into actionable outcomes, Land & General Berhad implements targeted biodiversity management initiatives tailored to the unique ecological interfaces of each division:



Property Division

While the direct ecological footprint of our corporate headquarters remains limited, we recognise that our property development activities interact significantly with the natural environment. Regardless of a project's location, Land & General Berhad assesses potential biodiversity considerations and implements targeted management measures in full compliance with prevailing environmental regulations. We promote urban biodiversity by integrating expansive green spaces, planting native vegetation, and creating eco-friendly habitats within our architectural master plans.

This strategy is anchored by our enforcement of a strict ecological baseline, requiring a minimum of 10% of the total land area to be dedicated to green spaces. Our portfolio outperformed this target, with our high-rise developments and landed township dedicating at least 10% of their respective footprints to natural landscaping. The Group successfully maintained compliance with this baseline, underscoring our overarching commitment to sustainable urban design and the creation of vibrant, regenerative habitats that enhance both environmental quality and resident wellbeing.

Property	Property Type	Percentage of Land Area Dedicated to Green Spaces (%)
Damansara Laveria	Highrise	27.63
Damansara Livista	Highrise	*30.72
Residensi Kamelia	Highrise	*31.38
Sena Parc	Landed	10.24
The WYN Residences	Highrise	*17.47

Note:

- * The percentage of land area dedicated to green spaces has been restated to reflect actual size of green spaces against the land area of the development site of the properties.

SUSTAINABILITY REPORT

(CONT'D)



Education Division

Although our educational institutions are situated within highly urbanised environments and away from protected ecological habitats, the Education Division plays a crucial role in cultivating environmental stewardship. We actively foster a deep understanding of biodiversity and ecological responsibility among our students and staff, integrating these values into our institutional culture. Furthermore, we manage our school campuses in an environmentally conscious manner, utilising sustainable landscaping practices specifically designed to support, attract, and sustain local urban flora and fauna wherever feasible.

Young Farmers Programme

To translate our commitment to environmental stewardship into practical education, the division implements the Young Farmers Programme, hosted at the Kebun Komuniti Bandar Sri Damansara ("SriNiti"). The primary purpose of this initiative is to foster early ecological awareness by immersing students in hands-on agricultural and nature-based experiences, effectively bridging the gap between theoretical classroom learning and the natural world.

Through structured, interactive sessions, students actively participate in the complete cultivation lifecycle, from initial planting to the harvesting of crops such as kangkung and fresh corn. These sensory-rich garden explorations are specifically designed to instil patience, promote an

appreciation for sustainable food production, and encourage a profound tactile connection with nature.

Crucially, the programme functions as a dynamic, living classroom for biodiversity. By directly observing and interacting with local garden fauna, including earthworms, frogs, and snails, students gain a practical understanding of vital ecological concepts. They learn firsthand about the role of earthworms in maintaining soil health and explore the diverse natural habitats required to support urban wildlife. This experiential learning directly links to our broader biodiversity objectives by cultivating a deep-seated, lifelong respect for micro-ecosystems and environmental conservation among our youngest stakeholders.



Plantation Division

Our Plantation Division operates on the fundamental principle of coexistence, recognising that thriving, healthy ecosystems are essential for long-term agricultural and business resilience. Our approach to environmental stewardship extends well beyond our immediate plantation boundaries. In strict compliance with all regulatory frameworks, we dedicate targeted efforts towards protecting existing natural forests along our estate borders, restoring degraded land where possible, and deploying broader biodiversity conservation programmes.

We continuously strive to ensure that our agricultural activities not only minimise negative ecological impacts but also contribute positively to the surrounding environment. This commitment includes the implementation of specific safeguard measures designed to protect endangered or at-risk wildlife species found within or near our operational footprint. A notable demonstration of this coexistence strategy is our operational approach to local monkey populations, which are allowed safe refuge within the plantation premises in recognition of their integral role within the broader local ecosystem.

BIODIVERSITY RISK ASSESSMENT

At Land & General Berhad, identifying and mitigating biodiversity risks is deeply integrated into our environmental stewardship, particularly within our agricultural assets where the operational interface with nature is most direct. To safeguard ecological balance and prevent habitat degradation, the Group conducts structured biodiversity evaluations of our existing operations. In 2025, we successfully executed a comprehensive biodiversity risk assessment at Ladang Sungai Jernih under our Plantation Division, to ensure our agricultural practices do not adversely impact surrounding habitats.

The assessment identified that the estate is situated directly adjacent to a forest reserve boundary. While this neighbouring area is not formally classified as a zone of high biodiversity importance, rapid ecological decline, or high physical water risk, it is recognised as a vital area for delivering ecosystem services, specifically river and forest resources to local communities. The evaluation highlighted that the primary operational risk to these ecosystem services is the potential environmental impact stemming from the plantation's use of fertilisers and agrochemicals. Recognising this intersection, the Group remains highly vigilant, adhering to MSPO standards, employing chemical management and sustainable agricultural practices to ensure our operations do not adversely affect the adjacent river networks, forest boundaries, or the communities that rely upon them.

SUSTAINABILITY REPORT

(CONT'D)

Division	Projects/Operational Breakdown	Assessed for Biodiversity Risks (Assessment Year)	Size of Area Protected (m ²)	Size of Area Restored (m ²)
Plantation	Ladang Sungai Jernih	Yes (2025)	0	0
Group total	Total no. of locations	Total no. projects/ operations assessed for biodiversity risks	0	0
	1	1 (100%)	0	

PROTECTED SPECIES

A critical measure of our environmental stewardship is monitoring the potential intersection between our operational footprint and the habitats of protected flora and fauna. We are pleased to report that there were zero International Union for Conservation of Nature ("IUCN") Red List species or national conservation list species, across any level of extinction risk, whose habitats were affected by the Group's operations. This zero-impact record underscores the efficacy of our biodiversity risk assessments and initiatives.

Division	Projects/ Operational Breakdown	Total Number of IUCN Red List of Threatened Species and National Conservation List Species with Habitats in Areas Affected by the Group's Operations (Number)				
		LC ¹	NT ¹	VU ¹	EN ¹	CR ¹
Plantation	Ladang Sungai Jernih	0	0	0	0	0

Note:

¹ Least Concern ("LC"); Near Threatened ("NT"); Vulnerable ("VU"); Endangered ("EN"); Critically Endangered ("CR").

PALM OIL PRODUCTS

The Plantation Division recorded a total harvest of 5,315.50 tonnes (FY2025: 5,093.26 tonnes) of Fresh Fruit Bunches ("FFB"). As a definitive testament to our commitment to responsible agronomic practices and complete supply chain traceability, we are proud to report that 100% of our harvested FFB remains fully certified under the MSPO standard. This complete certification of our agricultural output directly supports our broader biodiversity conservation objectives, ensuring that our supply chain strictly avoids deforestation, protects ecologically sensitive forest habitats, and operates in sustainable harmony with local flora and fauna.

Division	Projects/ Operational Breakdown	Total FFB Harvested in FY2026 (tonne)	Percentage of FFB that is MSPO Certified (%)
Plantation	Ladang Sungai Jernih	5,315.50	100



WORKPLACE

LABOUR PRACTICE, DIVERSITY AND INCLUSION

At Land & General Berhad, we remain committed to fostering a safe, inclusive, and diverse workforce that empowers our people to contribute their different perspectives in an open and collaborative environment, strengthening our ability to address operational challenges effectively. We continue to support diversity and inclusion through fair work practices that provide equal opportunities for all while promoting a respectful and supportive workplace culture.

SUSTAINABILITY REPORT

(CONT'D)

HUMAN AND LABOUR RIGHTS

Land & General Berhad is dedicated to upholding the rights of every individual and strives to protect the human and labour rights of its employees and local communities. To support this commitment, the Group has established a Human Rights Policy that aligns with applicable laws, including the Employment Act 1955 and Trade Unions Act 1959, as well as international frameworks and advocacy groups for human and labour rights:



**International Labour Organisation
("ILO") Conventions on Labour
Standards**



**The United Nations ("UN")
Universal Declaration of Human
Rights ("UDHR")**



**The UN Guiding Principles
("UNGPs") on Business and
Human Rights**

The Human Rights Policy is communicated to all new employees during the induction programme, where they are briefed on its contents and expected standards of conduct. The Group also plans to translate the policy into languages relevant to the workforce in the regions where we operate.

Land & General Berhad follows the recommendations from other recognised standards and frameworks, including the Malaysian Sustainable Palm Oil ("MSPO") standards and the principles outlined in the International Bill of Human Rights, to support regulatory compliance and foster a safe, respectful, and productive workplace. Our commitments extend to the following areas:

Enforcing a zero-tolerance stance against discrimination of gender, age, ethnicity, nationality, disabilities, marital status, cultures, and sexual orientation	Guaranteeing equal opportunities and fair labour practices to all employees based on merit alone	Protecting the dignity of workers at work
Upholding a violent- and harassment-free workplace	Safeguarding employees and whistleblowers from any intimidation and other physical or mental threats	Providing workers with the opportunity to freedom of association and collective bargaining
Providing fair wages in accordance with the Minimum Wages Order 2024	Recognising the rights of children and prohibiting any activities involving child labour	Ensuring the provision of a minimum notice period of 1 month for Non-Executive employees and 3 months for Executives and above
Ensuring employees have access to, and operate in, safe working conditions	Preventing any acts of modern slavery, which include human trafficking, forced labour, and other equivalent acts	Discouraging and eliminating excessive working hours to promote work-life balance amongst employees

Land & General Berhad also participates in engagements relating to human rights developments in FY2026 such as Safeguarding & Child Protection Training and Anti-harassment Training.

The Group takes any breach of rights seriously and continues to implement measures to monitor and mitigate potential cases. Working conditions across both new and existing operations are regularly assessed to prevent human and labour rights violations, including oversight of main contractors, particularly within the Property Division where they oversee the majority of site workers. The Board also maintains oversight of human rights matters through the Group's broader Enterprise Risk Management ("ERM") framework. Employees are encouraged to report concerns through the grievance channels outlined in the Whistleblowing Policy, with all confirmed cases subject to investigation and appropriate disciplinary action.

As a result of these efforts, the Group recorded zero incidents of human rights violations or discrimination in FY2026, maintaining a consistent track record over the past three years and reflecting the effectiveness of its existing measures.

SUSTAINABILITY REPORT

(CONT'D)

WORKPLACE DIVERSITY

Land & General Berhad continues to recognise the value of diverse perspectives in driving innovation and addressing challenges. A workplace free from discrimination enables the Group to benefit from the experiences, skills, and insights that a diverse workforce brings. As such, Land & General Berhad remains committed to cultivating a diverse, equitable, and inclusive work environment that supports individual growth and development. This commitment is reflected across all aspects of our operations, including recruitment practices, employee benefits and remuneration, and opportunities for career progression through merit-based assessments.

The Group's commitment to diversity is also reflected within the Plantation Division, where we engage the estate's surrounding Orang Asli community villages for their valuable knowledge of local geography and cultivation practices, while also supporting and creating vital employment opportunities. This contributes to improved livelihoods and greater opportunities for personal and professional development among indigenous communities.

Employee Breakdown by Gender

	FY2024	FY2025	FY2026
Senior Management			
Male	8 (67%)	10 (67%)	7 (54%)
Female	4 (33%)	5 (33%)	6 (46%)
Management			
Male	*18 (56%)	15 (38%)	13 (34%)
Female	14 (*44%)	24 (62%)	25 (66%)
Executive			
Male	*84 (28%)	81 (28%)	69 (32%)
Female	211 (72%)	211 (72%)	147 (68%)
Non-Executive			
Male	70 (59%)	66 (61%)	74 (39%)
Female	48 (41%)	42 (39%)	116 (61%)

Note:

- Data from the Plantation Division was tracked since FY2024.
- *Data has been restated to reflect accurate figure.
- Plantation Division headcount for FY2026 includes an additional 6 Property/HQ employees

Employee Breakdown by Age Group

	FY2024	FY2025	FY2026
Senior Management			
< 30	0 (0%)	0 (0%)	0 (0%)
30 - 50	4 (33%)	8 (53%)	8 (62%)
> 50	8 (67%)	7 (47%)	5 (38%)
Management			
< 30	0 (0%)	0 (0%)	0 (0%)
30 - 50	20 (*63%)	26 (67%)	24 (63%)
> 50	*12 (*37%)	13 (33%)	14 (37%)
Executive			
< 30	*77 (26%)	44 (15%)	51 (24%)
30 - 50	*163 (56%)	206 (71%)	129 (60%)
> 50	54 (*18%)	42 (14%)	36 (17%)
Non-Executive			
< 30	34 (*29%)	31 (29%)	43 (23%)
30 - 50	61 (*51%)	60 (56%)	124 (65%)
> 50	24 (*20%)	17 (16%)	23 (12%)

Note:

- Data from the Plantation Division was tracked since FY2024.
- *Data has been restated to reflect accurate figure.
- Plantation Division headcount for FY2026 includes an additional 6 Property/HQ employees

SUSTAINABILITY REPORT

(CONT'D)

Employee Breakdown by Ethnicity

	FY2024	FY2025	FY2026
Senior Management			
Malay	0 (0%)	0 (0%)	0 (0%)
Chinese	*11 (*92%)	13 (86%)	11 (85%)
Indian	0 (0%)	1 (7%)	1 (8%)
Others	1 (*8%)	1 (7%)	1 (8%)
Management			
Malay	*13 (*41%)	11 (28%)	10 (26%)
Chinese	*16 (50%)	22 (56%)	21 (55%)
Indian	*3 (*9%)	5 (13%)	5 (13%)
Others	0 (0%)	1 (3%)	2 (5%)
Executive			
Malay	*137 (*47%)	137 (47%)	120 (56%)
Chinese	*73 (25%)	76 (26%)	60 (28%)
Indian	*76 (*26%)	75 (26%)	35 (16%)
Others	8 (*2%)	4 (1%)	1 (0%)
Non-Executive			
Malay	*28 (24%)	33 (31%)	58 (30%)
Chinese	0 (0%)	0 (0%)	27 (14%)
Indian	*23 (19%)	20 (18%)	61 (32%)
Others	68 (*57%)	55 (51%)	44 (23%)

Note:

- *Data has been restated to reflect accurate figure.
- Plantation Division headcount for FY2026 includes an additional 6 Property/HQ employees
- Data for certain divisions are available at different time frames due to differences in the establishment of data collection protocols that suit each division's needs.

Employee Breakdown by Nationality

	FY2024	FY2025	FY2026
Malaysian Nationals	*448 (98%)	445 (98%)	451 (99%)
Foreign Nationals	9 (2%)	9 (2%)	6 (1%)

Note:

- Data from the Plantation Division was tracked since FY2024.
- *Data has been restated to reflect accurate figure. The restated figure includes four employees who were originally recorded under the HQ workforce for payroll purposes.
- Plantation Division headcount for FY2026 includes an additional 6 Property/HQ employees.

Employee Breakdown by Permanent / Temporary Status

	FY2024	FY2025	FY2026
Permanent	*365 (*80%)	355 (*78%)	372 (81%)
Temporary	*92 (*20%)	99 (*22%)	85 (19%)

Note:

- *Data has been restated to reflect accurate figure.
- FY2025 has 10 additional headcounts as temporary staff under SBIS (Education Division) was not accounted due to differences in structuring needs.
- Plantation Division headcount for FY2026 includes an additional 6 Property/HQ employees

Employee Breakdown by Disability Status

	FY2024	FY2025	FY2026
Non-disabled	100%	100%	100%
Disabled	0%	0%	0%

SUSTAINABILITY REPORT

(CONT'D)

Diversity is also embedded within Land & General Berhad's leadership and decision-making structures. Since FY2024, the Group has achieved 30% female representation on the Board, in line with the recommendations of the Malaysian Code on Corporate Governance ("MCCG") 2021. The composition of Land & General Berhad's Board is presented below:

	FY2024	FY2025	FY2026
Gender			
Male	7 (70%)	7 (70%)	7 (70%)
Female	3 (30%)	3 (30%)	3 (30%)
Age Group			
< 30	0 (0%)	0 (0%)	0 (0%)
30 - 50	1 (10%)	1 (10%)	1 (10%)
> 51	9 (90%)	9 (90%)	9 (90%)
Nationality			
Malaysian	9 (90%)	9 (90%)	9 (90%)
Foreign	1 (10%)	1 (10%)	1 (10%)
Ethnicity			
Malay	3 (30%)	3 (30%)	3 (30%)
Chinese	6 (60%)	6 (60%)	6 (60%)
Indian	1 (10%)	1 (10%)	1 (10%)

HIRING AND TURNOVER

The Group prioritises equality and fair employment practices, with recruitment and hiring decisions based on an individual's qualifications, experience, and merit, without discrimination based on gender, age, ethnicity, religion, or other personal characteristics.

Upon joining Land & General Berhad, new employees participate in an onboarding programme covering company policy, individual KPIs, and standard operating procedures ("SOPs"). This facilitates a smooth transition of new hires into their respective roles and teams, while fostering professional relationships and a sense of belonging. Within the Plantation Division, indigenous people from surrounding villages were recruited to support economic benefits, while also contributing valuable local knowledge and expertise that enhance operational effectiveness.

Building on the commitment to develop future talent, the Group continues to provide employment opportunities for fresh graduates, supporting youth employment while equipping them with practical experience and skills development. In turn, fresh graduates contribute new perspectives that strengthen the Group's adaptability to changing business needs.

Employees who leave the Group are required to participate in an exit interview conducted by the Human Resources ("HR") Department. Feedback gathered through this process supports continuous improvements in HR practices and assists the Group in strengthening employee wellbeing, engagement, satisfaction, and retention initiatives.

Employee Hiring by Gender and Age Group

	FY2024	FY2025	FY2026
Breakdown by Gender			
Male	44	24	26
Female	62	70	66
Breakdown by Age Group			
< 30	45	37	40
30 - 50	49	54	43
> 50	12	3	9

Employee Turnover by Gender, Age Group and Employee Category

	FY2024	FY2025	FY2026
Breakdown by Gender			
Male	24	31	36
Female	50	58	58
Breakdown by Age Group			
< 30	32	26	28
30 - 50	32	40	50
> 50	9	23	16
Breakdown by Employee Category			
Senior Management	1	1	7
Management	0	4	6
Executive	50	63	43
Non-executive	0	21	38

Note:

- Property/HQ and Plantation data for breakdown by employee category was not available for FY2024. Data was tracked since FY2025.

SUSTAINABILITY REPORT

(CONT'D)

SAFETY AND HEALTH

Land & General Berhad upholds occupational safety and health across all operations, safeguarding the wellbeing of employees, contractors, business partners, and local communities affected by its activities.

In support of this commitment, the Group implemented an Occupational Safety and Health ("OSH") management system to identify, evaluate, and control workplace hazards and risks. It also complies with applicable regulatory requirements, including the Occupational Safety and Health Act 1994 (Act 514), as well as relevant directives and guidelines issued by the Department of Occupational Safety and Health ("DOSH") and the Ministry of Investment, Trade and Industry ("MITI"). Through continuous monitoring, risk assessments, incident investigations, and preventive measures, the Group strives to minimise workplace incidents and maintain a safe working environment.

OSH STRUCTURE

The Managing Director has the overall oversight of all matters relating to the Group's OSH. OSH-related Key Performance Indicators ("KPIs") are incorporated into the performance evaluation of senior management, and the Board reviews OSH-related matters on a quarterly basis.

OSH governance is supported by the SWG and OSH Committee, which coordinate the implementation of safety policies, consolidate divisional reporting, and monitor workplace safety performance. The OSH Committee conducts quarterly audits to identify and evaluate workplace risks, while quarterly meetings are held to review corrective actions, monitor ongoing safety performance, and recommend improvement measures where necessary. A minimum of one OSH-related training session is organised annually for employees across the Group.

At the divisional level, designated personnel, including the Health and Safety Officer under the Property Division, the Health, Safety, and Equality Officer under the Education Division, and the acting estate manager under the Plantation Division oversee the implementation of OSH controls and report significant issues to the Enterprise Risk Management (ERM) function. Key matters are escalated to the Risk Management Committee ("RMC") for further deliberation on a periodic basis and whenever required.

OSH COMMUNICATION AND TRAINING

Land & General Berhad strengthens workplace safety awareness through regular OSH communication and training initiatives. In FY2026, a total of 52 employees attended additional health and safety training beyond mandatory requirements, reflecting the Group's commitment to continuous safety improvement and competency development.

Key OSH-related programmes conducted across the Group during FY2026 included Safety Communication Meetings, Fire Drill and Emergency Response Training, First Aid Training, as well as training on the proper use of personal protective equipment ("PPE") and relevant workplace safety procedures for employees working in higher-risk environments.

Within the Plantation Division, these initiatives were undertaken to enhance employees' safety awareness and preparedness, achieving participation rates of 83.3% for Safety Communication Meetings, 72.2% for Fire Drill and Emergency Response Training, and 81.9% for First Aid Training.

The OSH Committee and the Group's Management conduct quarterly engagement sessions to remain updated on ongoing OSH initiatives, workplace conditions, and safety-related matters, while identifying appropriate preventive and corrective measures. Additional ad-hoc meetings are conducted when necessary to address urgent or emerging issues.

Beyond the quarterly OSH meetings, employees are encouraged to raise any safety or health concerns through the on-site OSH Committee or via email at any time. Reported matters are reviewed by the relevant personnel, and existing controls and mitigation measures are enhanced or rectified where necessary to ensure a safe working environment.

OSH PERFORMANCE

Land & General Berhad continuously monitors OSH risks and implements appropriate control measures to minimise workplace incidents. Quarterly site inspections are conducted by the OSH Committee to identify hazards, verify corrective actions, and ensure compliance with regulatory requirements. New projects are also subject to additional OSH planning and assessments prior to commencement to ensure adequate risk mitigation measures are in place.

The Group monitors OSH performance against established targets and key performance indicators ("KPIs"), including the goal of maintaining a zero lost-time incident rate ("LTIR"). Periodic internal verification is carried out using the Group's hazard audit checklist, while the Plantation Division also undertakes additional third-party assessments, including a Chemical Hazard Risk Assessment every five years.

In the event of an OSH-related incident, investigations are conducted by the relevant supervisor and head of department, with findings and corrective actions reported to Management and the on-site OSH Committee. Matters are escalated to the Department of Occupational Safety and Health ("DOSH") where required, in accordance with regulatory requirements.

SUSTAINABILITY REPORT

(CONT'D)

Through these measures, the Group recorded zero lost-time incidents and zero work-related fatalities throughout FY2026. Land & General Berhad's OSH performance indicators for the financial year are presented below:

Category	FY2024	FY2025	FY2026
Manhours Worked	425,584	1,758,405	398,091.3
Work-related Fatalities	0	0	0
Recordable Work-related Injuries	-	0	0
Total Lost Days/LTIs	-	0	0
Incident Report	-	0	0
Unsafe Act Unsafe Condition ("UAUC")	-	0	0
Occupational Diseases Rate	-	0	0
Absenteeism Rate - Days	0	0	0
Absenteeism Rate - Headcount	-	0	0
Injury Rate (Including Fatalities)	-	0	0
Rate of High-consequence Work-related Injuries	-	0	0
Lost Day Rate	-	0	0
Fatality Rate	-	0	0
Lost Time Incident Rate	3.19*	0	0

Note:

- OSH performance is scoped to the Property/HQ and Plantation Divisions, representing 2 out of 3, or 67% of Land & General Berhad's business divisions
- The total number of Lost Time Incident ("LTI") refers to the number of incidents where employees are incapacitated or unable to work one full workday on the day following an accident
- LTIR is calculated per 100 employees that work weekly for 40 hours a week, totalling 50 weeks a year
- * Only data for work-related fatalities and LTIR are available in FY2024. FY2025 introduced more comprehensive OSH monitoring controls and disclosures
- OSH monitoring controls are currently being developed for the Education Division. Thus, the figures shown for FY2025 and FY2026 do not include the Education Division
- Current OSH data reported follows a Jan - Dec cycle for compliance purposes.
- For the Plantation Division, Manhours Worked are estimated based on employee headcount using the following assumptions: management employees are allocated 8.0 working hours per person per day, while executive and non-executive employees are allocated 7.5 working hours per person per day.

EMPLOYEE DEVELOPMENT AND WELLBEING

Land & General Berhad continues to recognise that employee wellbeing and development are essential to the Group's long-term success. The Group remains committed to supporting its workforce through fair remuneration, employee benefits, continuous learning opportunities, and initiatives that promote employee engagement and workplace wellbeing.

BENEFITS AND ENGAGEMENT

The Group is dedicated to providing competitive remuneration and benefits to attract, motivate, and retain talent across the Group. These include salaries, bonuses, flexible working arrangements, leave entitlements, healthcare support, and other financial and non-financial incentives. The Group also complies with and aims to exceed the conditions set out by the Minimum Wages Order 2024.

Beyond standard remuneration, employees are further recognised through performance-based bonuses and salary reviews based on individual achievements and overall work performance, reflecting the Group's commitment to fair compensation, employee motivation, and long-term career development.

	FY2024	FY2025	FY2026
Salaries, Benefits, and Bonuses for Employees (RM)	14,121,074	16,091,865	17,838,960
Total Employees' Provident Fund ("EPF") Payments Made (RM)	1,839,881	2,064,446	2,100,345
Total Social Security Organisation ("SOCSO") Payments Made (RM)	216,177	248,440	263,225

Note: Data is available for the Education and Plantation Divisions only.

SUSTAINABILITY REPORT

(CONT'D)

In addition, the Group provides parental leave to support employees during key family milestones, complemented by family health plans and discounted school fees for employees' children enrolled in the Group's schools.

Building on these efforts, the Group continues to engage employees through a range of social and recreational activities in FY2026, including cultural festivities such as Chinese New Year lion dance celebrations and Hari Raya gatherings, as well as annual dinners, weekly badminton and pickleball sports events, weight-loss challenge, team-building exercises, and company potlucks. These initiatives strengthen team cohesion, foster a sense of belonging among employees, and promote a positive and inclusive workplace culture.

EMPLOYEE ENGAGEMENT ACTIVITIES



Chinese New Year Celebration



Hari Raya Celebration

The Group also continued to invest in employee engagement activities across multiple events, amounting to a total investment of RM8,681.73 across 4 events, reflecting the Group's ongoing dedication towards cultivating a motivated, engaged, and resilient workforce.

The list below shows a summary of the employee benefits that are offered at Land & General Berhad:

Leave	Health and Wellbeing
- Annual Leave - Compassionate Leave - Employee First Marriage Leave - Marriage of Legal Child - Study Leave - Maternity Leave - Paternity Leave	- Staff Medical Benefits - Dental Benefits - Group Hospitalisation Insurance Coverage - Group Personal Accident Coverage - Flexible Working Hours
Employee Appreciation	Work + Life Integration
- Team building - Long Service Award - Annual Dinner - Best Employee Award	- L&G Sports Club Activities - Festive Celebration
Education Assistance	Other Benefits
Tuition fee discount for all confirmed employees for both Sri Bestari Private School and Sri Bestari International School	- Discounted seasoned carpark fee for employees based at HQ - Professional membership reimbursement (subject to work requirement & management approval) - Staff discount for property purchase

SUSTAINABILITY REPORT

(CONT'D)

Parental Leave

	FY2024			FY2025			FY2026		
	Property/HQ	Education	Plantation	Property/HQ	Education	Plantation	Property/HQ	Education	Plantation
Employees Entitled for Parental Leave	126	214	94	131	232	78	135	241	72
Employees Who Took Paternity Leave	6	2	0	1	1	0	1	2	0
Employees Who Took Maternity Leave	2	8	0	4	9	0	1	9	0
Return to Work Rates (%)									
Male	100	100	0	100	100	0	100	100	0
Female	100	100	0	100	100	0	100	89	0
Retention Rates (%)									
Male	100	100	0	100	100	0	100	100	0
Female	100	100	0	100	100	0	100	89	0

TALENT DEVELOPMENT

Land & General Berhad supports employee growth and capability building through a diverse range of learning and development initiatives focused on technical skills, leadership, digital literacy, safety, and workplace culture.

The Group conducts annual performance appraisals to assess development needs and align training efforts accordingly, which were completed by all Land & General Berhad employees throughout FY2026. Training effectiveness is evaluated through post-training feedback and performance review outcomes, supporting continuous improvement.

In addition to mandatory health and safety training, the Group provides external, role-specific programmes to strengthen employee competencies and address evolving business requirements. In FY2026, the following training sessions were conducted for employees across all divisions:

Compliance Training:	OSH Training
- Seminar on Fraud, Evasion and Error in SOCSO - Compliance Training including PDPA (Amendment) Act 2024, Anti-Harassment, Code of Conduct - Conducting Domestic Inquiry in Fair and Effective Manner - Safeguarding & Child Protection Training - Effective Anti-Bribery and Anti-Corruption Mechanism Corporate Liability Provision Under Section 17A MACC Act 2009 - Disciplinary Procedure Training - Certified DPO (Essentials) Training	- Emergency Response Plan & Preparedness Training - Fire Drill Training - First Aid and Basic Life Support at Workplace - Workplace safety, commuting safety and Noise Hazard Awareness - Automated External Defibrillator ("AED") training
Job Skill Training:	Personal Development and Miscellaneous Training
- Training on "How to Ensure the Best Practice and Procedure for the Housing Development Sector" - Strata Development & Management Seminar	- Facebook Marketing Intermediate Class - Industrial Real Estate: Closed-door Strategic Dialogue & Masterclass

SUSTAINABILITY REPORT

(CONT'D)

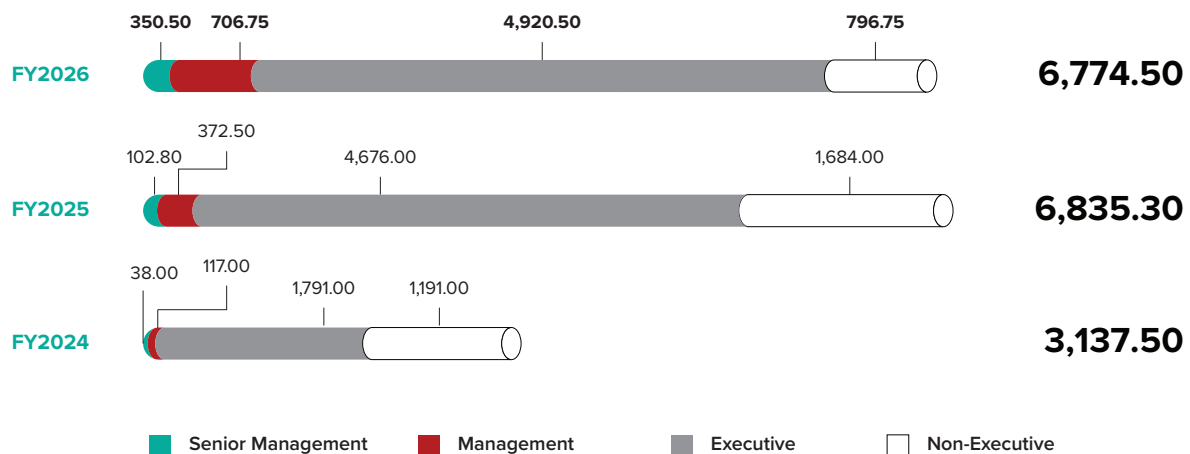
Job Skill Training:	Personal Development and Miscellaneous Training
- Construction Work Design & Management ("CWDM") Awareness Training - Robotic Process Automation ("RPA") in Accounting: Transforming Audits and Financial Process - Harvesting and Fertilisers Training - Training on AI Literacy for ASEAN Primary & Secondary School Teachers - ESG, Climate and Sustainability Capacity Building - Contract Admin Training - ESD Training	- Forum Ekonomi Malaysia 2026 - Continuous Professional Development ("CPD") Sessions - Skyrocket Team Success-Elevating Collaboration with 7 Habits - Social Media Marketing Training - Business Plan Workshop - Chinese Language AI Training

In FY2026, the Group's training activities totalled 6,774.50 hours across all divisions.

Employee Training



GROUP EMPLOYEE TRAINING HOURS BY EMPLOYEE CATEGORY (HOURS)



	FY2024			FY2025			FY2026		
	Property/HQ	Education	Plantation	Property/HQ	Education	Plantation	Property/HQ	Education	Plantation
Average Training Hours per Employee	1.75	7.26	13.05	6.44	17.19	20.49	10.10	16.75	9.56



COMMUNITY

COMMUNITY INVESTMENT & SOCIAL IMPACT

Building on its CSR initiatives from previous years, Land & General Berhad implements programmes to support the communities in which it operates. These initiatives reflect the Group's commitment to responsible business practices by supporting community development, promoting inclusivity and advancing environmental awareness. Through its CSR efforts, the Group seeks to strengthen stakeholder trust, build long-term relationships, and contribute to sustainable development. The Group's contributions were channelled towards programmes related to education, community development, inclusivity, health and environmental awareness.

SUSTAINABILITY REPORT

(CONT'D)

The key performance highlights for FY2026 are as follows:

**RM122,654**

Total contributions

**23**

Programmes

**670**

Beneficiaries

**36**

Total Employee Volunteering Hours

Note: The number of beneficiaries is based on the Group's best estimates.

The Property Division's community initiatives focused on healthcare access, education, community wellbeing and social inclusion. Its largest contribution of RM24,000 to the IJN Foundation Charity Dinner supported financial assistance for underprivileged heart patients and improved access to essential cardiac care. The Division also contributed to education and youth development through DESA FIESTA 2025, which supported school improvement initiatives and enhanced the learning environment for students and teachers.



IJN Foundation Charity Dinner



DESA FIESTA 2025

In addition, funding was provided for the repair and maintenance of the Green Home Container, an activity space for the Bandar Sri Damansara Senior Association, supporting the wellbeing and continued engagement of senior community members. Festive and social initiatives, including Hari Raya, Majlis Berbuka Puasa and the Lunar New Year Gathering, supported community engagement, cultural appreciation and social cohesion among diverse communities.



Majlis Berbuka Puasa

SUSTAINABILITY REPORT

(CONT'D)

The Education Division continued to empower children and the wider community through education, digital skills development, environmental awareness and social initiatives. Key contributions included STEM-AI programmes under MDEC's MyDigital Award initiative, covering online CAD, Drone Soccer, AI learning and AI applications in healthcare, which provided students and external participants with exposure to emerging technologies and future skills.



STEM-AI Course



SBPSKL The Lost Food Project

The Division also promoted environmental responsibility through initiatives such as World Earth Day Awareness and the Young Farmers Programme, encouraging students to understand sustainability, food cultivation and biodiversity, while social initiatives such as Bubur Lambuk and Majlis Berbuka Puasa supported orphaned children and promoted inclusivity. The Christmas Bazaar further raised RM19,386 for charitable organisations focused on social welfare and environmental causes.



Young Farmers Programme



Donation Drive at HOPE Worldwide Malaysia

SUSTAINABILITY REPORT

(CONT'D)

The Plantation Division contributed to inclusive community development through RM27,400 in funding for the upgrading works of the Sensory Garden at Pusat Pemulihan Dalam Komuniti ("PPDK") Kuala Kubu Bharu. The improvements enhanced the facility's accessibility and functionality, creating a safer and more inclusive environment for therapeutic and learning activities that support the wellbeing and development of persons with disabilities.



Sensory Garden Enhancement Works at PPDK Kuala Kubu Bharu



ISSB SUSTAINABILITY STATEMENT

BASIS OF PREPARATION AND FRAMEWORK ALIGNMENT

COMPLIANCE WITH THE IFRS SUSTAINABILITY DISCLOSURE STANDARDS

The sustainability-related financial disclosures ("ISSB Sustainability Statement") of Land & General Berhad has been prepared in accordance with the International Financial Reporting Standards ("IFRS") as issued by the International Sustainability Standards Board ("ISSB"). For the financial year ended 31 March 2026 ("FY2026"), which is aligned with the reporting period of the related consolidated financial statements, the Group has applied IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, taking into account the National Sustainability Reporting Framework ("NSRF") and the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad.

In aligning our disclosures with these regulatory expectations, the Group has structured its reporting framework around the four foundational pillars established by the ISSB: governance, strategy, risk management, and metrics and targets. By organising the disclosure around these core elements, Land & General Berhad provides a systematic and comprehensive overview of how sustainability-related and climate-related risks and opportunities are identified, managed, and integrated into overall corporate decision-making. This structured approach ensures that the information presented remains consistent, transparent, and comparable with global sustainability reporting practices.

CONNECTIVITY WITH FINANCIAL STATEMENTS AND REPORTING CURRENCY

The assessment of sustainability-related risks and opportunities involves qualitative and quantitative evaluations regarding their impacts on the business model, strategy, and financial position of Land & General Berhad. This approach ensures that sustainability and climate considerations are integrated into the broader financial and operational planning of the Group. Furthermore, these sustainability-related financial disclosures are presented in Ringgit Malaysia ("RM"), which aligns with the functional currency used in the consolidated financial statements. Except where otherwise indicated, all financial figures are rounded to the nearest thousand.

SUSTAINABILITY REPORT

(CONT'D)

IFRS SUSTAINABILITY DISCLOSURE STANDARDS AND TRANSITION RELIEFS

Land & General Berhad has utilised the available transition reliefs provided under the IFRS Sustainability Disclosure Standards alongside the Additional Transition Reliefs ("ATR") introduced by Bursa Malaysia Securities Berhad to facilitate a phased implementation of its reporting requirements. Throughout this initial adoption period, the disclosures presented by the Group focus on climate-related risks and opportunities in accordance with IFRS S2 Climate-related Disclosures.

REPORTING BOUNDARY

The reporting boundary covers the operating landscape and divisions of Land & General Berhad, spanning its core business segments in property development, education, and plantation. This scope ensures a comprehensive assessment of both physical and transition risks and opportunities across the diverse business activities of the Group.

For more information regarding the reporting boundary, please refer to the scope and boundaries section on page 32.

SIGNIFICANT JUDGEMENTS AND MEASUREMENT UNCERTAINTIES

In preparing these disclosures, Land & General Berhad relies on various estimations, assumptions, and subjective evaluations to determine the significance of climate-related impacts and foresee potential financial implications. These assessments are developed by evaluating historical trends and utilising the most reliable data accessible during the reporting period. Due to the long-term horizons involved in climate scenario analysis and the ongoing refinement of data collection methodologies across the industry, an inherent degree of variation remains present, which could cause actual future developments to deviate from contemporary projections.

SIGNIFICANT JUDGEMENTS

Approach to Materiality Assessment

Considerable evaluation is involved in identifying the sustainability-related risks and opportunities ("SRROs") and climate-related risks and opportunities ("CRROs") that could reasonably be expected to influence the financial prospects and operational resilience of Land & General Berhad. The determination of SRROs is conducted via a comprehensive materiality assessment focused on broader environmental, economic, social, and governance ("EESG") matters, whereas CRROs are established through a dedicated climate risk assessment that connects environmental science with operational insights. This combined evaluation ensures that general sustainability themes and specialised climate considerations are fully incorporated into the property development, education, and plantation strategy of the Group.

For more information regarding the materiality assessment, please refer to the Identification of Financially Material SRROs and CRROs section on page 94.

Climate Scenario Selection and Application

Careful deliberation is applied when choosing climate scenarios to assess the future resilience of the strategy of Land & General Berhad. The Group adopts two distinct scenarios to evaluate its business model against a range of plausible future climates.

The first scenario, Shared Socioeconomic Pathway 2-4.5 ("SSP2-4.5"), serves as a baseline for projecting realistic future conditions, representing an intermediate scenario where social, economic, and technological trends follow historical trajectories. Under SSP2-4.5, moderate but steady greenhouse gas ("GHG") emissions contribute to incremental warming, leading to progressively visible climate impacts projected for the milestone years of 2035 and 2050.

The second scenario, the Network for Greening the Financial System Net Zero 2050 ("NGFS Net Zero 2050") scenario, models an orderly transition designed to meet the global objective of limiting global warming to 1.5°C above pre-industrial levels, in alignment with the Paris Agreement. This pathway explores the strategic implications of stringent climate policies, rapid regulatory shifts, and technological innovation necessary to achieve net-zero emissions by the middle of the century, allowing the Group to understand both its physical vulnerabilities and transition-related impacts.

GHG Emissions Calculation Methodology

The definition of the organisational and operational boundaries does not involve complex judgements, as Land & General Berhad maintains direct operational control over its Property/HQ, Education and Plantation Divisions. Greenhouse gas ("GHG") emissions are quantified utilising primary data obtained directly from utility billing invoices, fuel consumption logs, and operational records across these domestic business segments within Malaysia. This centralised data collection framework ensures that source figures remain verifiable and reflective of the actual energy footprint of the Group.

For more information regarding the emissions scope and boundary, please refer to the Emissions Portfolio section on page 70.

MEASUREMENT UNCERTAINTY

Quantification of Anticipated Climate-related Financial Effects

The estimation of expected financial impacts involves a significant degree of uncertainty because the long-term timelines associated with climate change make financial projections highly sensitive to shifting variables, including carbon pricing structures, energy market fluctuations, and disruptions within supply networks. Projections concerning potential asset impairments, elevated operational expenditures, or reallocations of capital expenditure ("CAPEX") are formulated using the underlying assumptions of the selected climate pathways and broader socio-economic frameworks. As a result, these metrics depict possible future outcomes shaped by developing international policies and environmental science, serving to demonstrate strategic resilience rather than providing definitive financial predictions.

SUSTAINABILITY REPORT

(CONT'D)

GHG-related Metrics

The calculation of GHG emissions does not involve substantial estimation uncertainties or subjective judgements, given that the underlying consumption metrics are compiled directly from utility invoices and precise fuel logs across the various divisions of Land & General Berhad. Utilising this primary documentation as the foundational data source ensures that the reported GHG emissions figures remain highly accurate, verifiable, and transparent throughout the reporting cycle.

STATEMENT OF ASSURANCE

Although this disclosure has not undergone independent external assurance, Land & General Berhad accepts full accountability for the validity and precision of the presented information. Data reliability is preserved via a multi-layered internal review process, whereby SRROs and CRROs, along with associated financial details, are thoroughly checked by individual business divisions to verify factual consistency. Additionally, the Board of Directors provides strategic oversight to guarantee that the disclosed material exposures and prospects are fully consistent with the long-term direction and financial outlook of the Group.

ABOUT LAND & GENERAL BERHAD

Land & General Berhad is an established corporate entity operating within the property development, education, and plantation sectors in Malaysia. Headquartered in Bandar Sri Damansara, Selangor, the Group is listed on the Main Market of Bursa Malaysia Securities Berhad under the Property Sector. The business model is structured around three primary operating segments: Property, Education and Plantation.

For more information regarding the Group's business divisions, please visit <https://www.land-general.com/>.

LAND & GENERAL BERHAD'S VALUE CHAIN

The value chain of Land & General Berhad relies on a structured management framework that engages closely with a broad network of stakeholders, including contractors, suppliers, regulatory authorities, institutional partners, and customers. This collaborative model is designed to maintain operational stability across the real estate, education, and plantation segments, enabling the Group to identify material environmental and social risks early while capturing sustainable growth opportunities within the marketplace.

For more information regarding the stakeholder engagement process, please refer to the Stakeholder Engagement section on page 43-45.

IDENTIFICATION OF FINANCIALLY MATERIAL SRROs AND CRROs

Land & General Berhad identifies SRROs through a materiality assessment that is conducted on an as-needed basis. The Group reviews identified materiality matters annually to ensure continuous relevance to corporate performance and stakeholder interests. This process gathers inputs via surveys with the Sustainability Working Group to identify, prioritise, and validate material sustainability matters. To complement this, a limited desktop review was performed to confirm the ongoing relevance of these topics to stakeholders and business operations, with the resulting material matrix formally approved by the Sustainability Working Committee as illustrated on page 46. The key material topics, associated risks and opportunities are summarised in the Sustainability Risks and Opportunities section on page 53.

For more information regarding the materiality assessment process, please refer to the Materiality Assessment section on page 45. Among the identified sustainability-related risks and opportunities, climate-related matters ("Energy and Climate Change") represent a key area of focus. Land & General Berhad conducted a climate risk assessment ("CRA") to assess the climate-related risks and opportunities ("CRROs"), including scenario analyses and financial impact modelling to estimate the impact towards the Group's business model and financial position.

For more information regarding the climate-risk assessment process, please refer to the Risk Management section on page 95.

SUSTAINABILITY GOVERNANCE

Land & General Berhad manages sustainability and climate-related risks through a top-down governance framework. The Board of Directors maintains ultimate accountability and strategic oversight of sustainability-related matters, cascading directives to the Risk Management Committee ("RMC") and the Managing Director ("MD"). The MD oversees day-to-day operations and the practical implementation of these board-level initiatives to ensure business resilience. Under the leadership of the Chief Financial Officer ("CFO"), the Sustainability Working Committee ("SWC") drives initiatives across the Group, supported by the Sustainability Working Group ("SWG") which comprises departmental heads who coordinate data collection and execute operational tasks within each business division.

For more information regarding the sustainability governance structure, please refer to the Sustainability Governance Structure section on page 41.

SUSTAINABILITY REPORT

(CONT'D)

CLIMATE GOVERNANCE

The management and supervision of CRROs are conducted through established governance channels at Land & General Berhad. The following sections detail the proceedings of board and management meetings held throughout the financial year, highlights of which include key deliberations on significant transactions, the refinement of risk frameworks, corporate policy updates, and the balancing of strategic trade-offs.

Governance Body	Points of Discussion and Strategic Trade-offs
Board of Directors (“Board”) Number of meetings: 4	- The approach to addressing the NSRF requirements that includes IFRS S2 climate related disclosures. - ESG-related initiatives in terms of sustainability efficiency plans and targets.
Risk Management Committee (“RMC”) Number of meetings: 4	- The progress and readiness to comply with the NSRF requirements. - Progress on the group’s targeted climate transition planning. - Updates on ESG and climate-related risk management. - IFRS S1 and S2 risks & opportunities for operation and business planning FY2027.
Sustainability Working Committee (“SWC”) Number of meetings: 1	- Strategic emissions reduction initiatives in relation to climate reporting in accordance with NSRF requirements. - Channelling relevant data owners on the importance of climate risks, adopt adaptation strategies and integrate climate resilience into respective division’s operations.

RISK MANAGEMENT

Land & General Berhad conducted a formal climate risk assessment (“CRA”) in January 2026 which was facilitated by an external EESG advisory firm. Key personnel across the divisions, including heads of corporate functions (Contract; Environmental, Health & Safety; Finance; Human Resources; Investor Relations; Legal and Project) as well as management representatives from various active operational sites participated in the assessment. The assessment integrated climate science, specifically localised climate projection models and emission pathways and Land & General Berhad’s internal technical expertise to ensure a holistic assessment.

The CRA methodology comprises four phases as illustrated below:

Phase 1: Desktop Analysis Baseline climate hazard mapping was performed by analysing localised physical vulnerabilities across the Group’s active Malaysian sites. This process involved reviewing regional environmental projection datasets under the SSP2-4.5 pathway alongside spatial flood models to identify primary exposure points for each business division.
Phase 2: Cross-functional Workshop Strategic sessions were held with department leaders and management representatives from the Property/HQ, Education and Plantation Divisions. These sessions served to cross-reference the preliminary hazard data with operational realities, evaluate localised financial sensitivities, and review the performance of current defensive measures.
Phase 3: Post-Workshop Analysis Spatial mapping findings were merged with historical site records and specialised hydrological tools to assess long-term drought, water scarcity, and flood dynamics. The final vulnerability ratings prioritise actual onsite protective features and real-world preparedness to balance theoretical exposure with practical operational resilience.
Phase 4: Risk Scoring and Prioritisation Identified exposures were graded based on their probability and severity across short-, medium-, and long-term time horizons under both the SSP2-4.5 and NGFS Net Zero 2050 pathways. The resulting priority scores allow the Group to incorporate critical climate factors directly into its corporate risk register and long-term planning.

SUSTAINABILITY REPORT

(CONT'D)

STRATEGY

CLIMATE SCENARIO APPLICATION

Land & General Berhad has assessed its business segments against two distinct forward-looking climate pathways. Physical risk exposures across the operations of the Property/HQ, Education and Plantation Divisions were modelled using the Intergovernmental Panel on Climate Change (“IPCC”) SSP2-4.5 framework to capture localised shifts in environmental hazards such as extreme precipitation and acute flooding. Concurrently, the Group utilised the Network for Greening the Financial System (“NGFS”) Net Zero 2050 framework to analyse transition risks, allowing management to evaluate how international policy changes, carbon pricing mechanisms, and shifting market preferences towards green building designs might affect long-term capital allocation and operational cash flows.

CLIMATE-RELATED RISKS AND OPPORTUNITIES PRELIMINARY FINDINGS

The following table summarises the climate-related physical risks, transition risks and opportunities identified with the assessment of their potential impact and the Group’s corresponding resilience strategies across the short-, medium- and long-term horizons.

Time Horizons	
	S M L
	Short Term Medium Term Long Term
	2026-2030 2031-2040 2041-2050 and beyond
Physical Risks	Potential Impacts and Resilience Measures
 Extreme Weather-related Risks	M L Proactive structural measures, such as strategic site selection, high-ground asset elevation, and localised flood-mitigation ponds, currently help minimise acute climate impacts in the near term. As infrastructure vulnerabilities evolve over the medium term, potential bottlenecks and logistics delays for agricultural goods could arise, alongside periodic workforce mobility constraints across the property and education sectors. From a long-term perspective, the Group intends to address potential financial exposures from accelerated asset degradation through adaptive resilience measures, including enhanced insurance coverage and the integration of highly durable construction materials.
 Rising Temperature and Heatwaves	S M L Immediate heat-related impacts are managed through practical operational adjustments, such as shifting student activities indoors, avoiding construction work during peak sun hours, and dynamically managing workforce sizes. Over the medium term, rising temperatures could exert operational and financial pressures, potentially materialising as increased cooling energy costs across the Property/HQ, Education and Plantation Divisions, thereby posing a risk to Group profit before tax, and lower plantation revenues from heat-induced weight loss in Fresh Fruit Bunches (“FFB”). Over an extended horizon, chronic structural risks are expected to be met with targeted interventions, including concrete cooling additives to preserve raw material quality against asset degradation, alongside potential capital investments in digital learning infrastructure to help ensure continuous educational delivery.
 Droughts and Water Scarcity	M L Established resilience measures, including centralised storage tanks and contractual frameworks that require contractors to secure alternative water supplies during early construction phases, effectively cushion near-term water-scarcity impacts. Should regional infrastructure pressures and seasonal dry periods intensify over the medium term, potential agricultural yield drops could occur, though these may be mitigated by strategic land-use shifts and standard contractual extension of time provisions. In the long term, overall risk is expected to remain low as the Group looks to minimise municipal water reliance through proactive conservation strategies, such as integrating rainwater harvesting infrastructure and water-efficient fixtures across its property portfolio.

SUSTAINABILITY REPORT

(CONT'D)

Transition Risks	Potential Impacts and Resilience Measures
 Environmental and Energy Policy Shifts	M L Regulatory transition impacts remain minor in the near term because the Group is well-positioned through established energy-efficiency initiatives, green building alignment, and market-based pricing adaptations, with the anticipated financial impact of any future national carbon pricing mechanism, based on the Group's climate scenario assumptions, not expected to be material. Looking at the medium term, tightening emissions reporting and supply chain standards are anticipated to increase compliance pressures, particularly for property redevelopment activities. The Group aims to mitigate this by scaling up on-site solar installations and evaluating the carbon sequestration potential of bamboo cultivation. Over the long term, while decarbonisation regulations are expected to become increasingly stringent, capital exposures should remain manageable based on the assumptions adopted in the Group's climate scenario analysis as low-carbon technologies mature and integrate into ongoing operational adjustments.
 Compliance and Legal Risks	M L Near-term regulatory compliance risks remain minimal as the Group aligns with upcoming NSRF requirements, focusing on internal monitoring refinements ahead of mandatory reporting cycles to ensure negligible business disruption. Over the medium term, embedding ESG criteria into supplier contracts presents gradual compliance pressures within the property sector, which could elevate project costs or affect tender access; these are expected to be managed through sustainable procurement and proactive supply chain engagement. Looking further ahead, evolving disclosure frameworks may require deeper cross-divisional integration and structured oversight, where ongoing investments in governance and energy-efficiency systems are viewed as essential to bridge potential compliance gaps and sustain stakeholder confidence.
 Market and Reputation	M L The Group is currently positioned to keep financing, reputational, and human capital risks minimal via targeted near-term sustainability investments, such as solar panel installations and extensive employee development programmes. Over the medium term, however, ESG performance is expected to increasingly influence capital allocation decisions by financial institutions and access to premier business opportunities, where potential exposures like elevated borrowing costs may be actively countered via sustainable procurement and proactive stakeholder engagement. Over the long term, credible sustainability practices could become a baseline for corporate competitiveness, meaning that maintaining investor confidence, securing major contracts, and retaining top-tier talent would depend heavily on the Group's progress towards its decarbonisation objectives.
 Transition to Low-carbon Business Model	M L Near-term transition risks remain low as the Group establishes a solid foundation through phased clean energy investments, such as the solar panel installation at Sri Bestari Private School and International School, and targeted energy-efficiency initiatives that have already delivered substantial reductions in electricity consumption across core divisions. Over the medium term, operational and financial complexities could rise to a medium level as decarbonisation efforts expand to cover Scope 1, 2, and 3 emissions alongside longer-payback capital commitments; the Group plans to address these challenges through green procurement strategies and exploratory carbon mitigation initiatives, such as the bamboo sequestration project. Long-term transition risks are projected to remain at a medium level as a fully integrated low-carbon business model navigates stricter regulations, where potential financial exposures from continuous supplier alignment could ultimately be counterbalanced by long-term cost stabilisation, operational efficiencies, and sustained energy savings.

SUSTAINABILITY REPORT

(CONT'D)

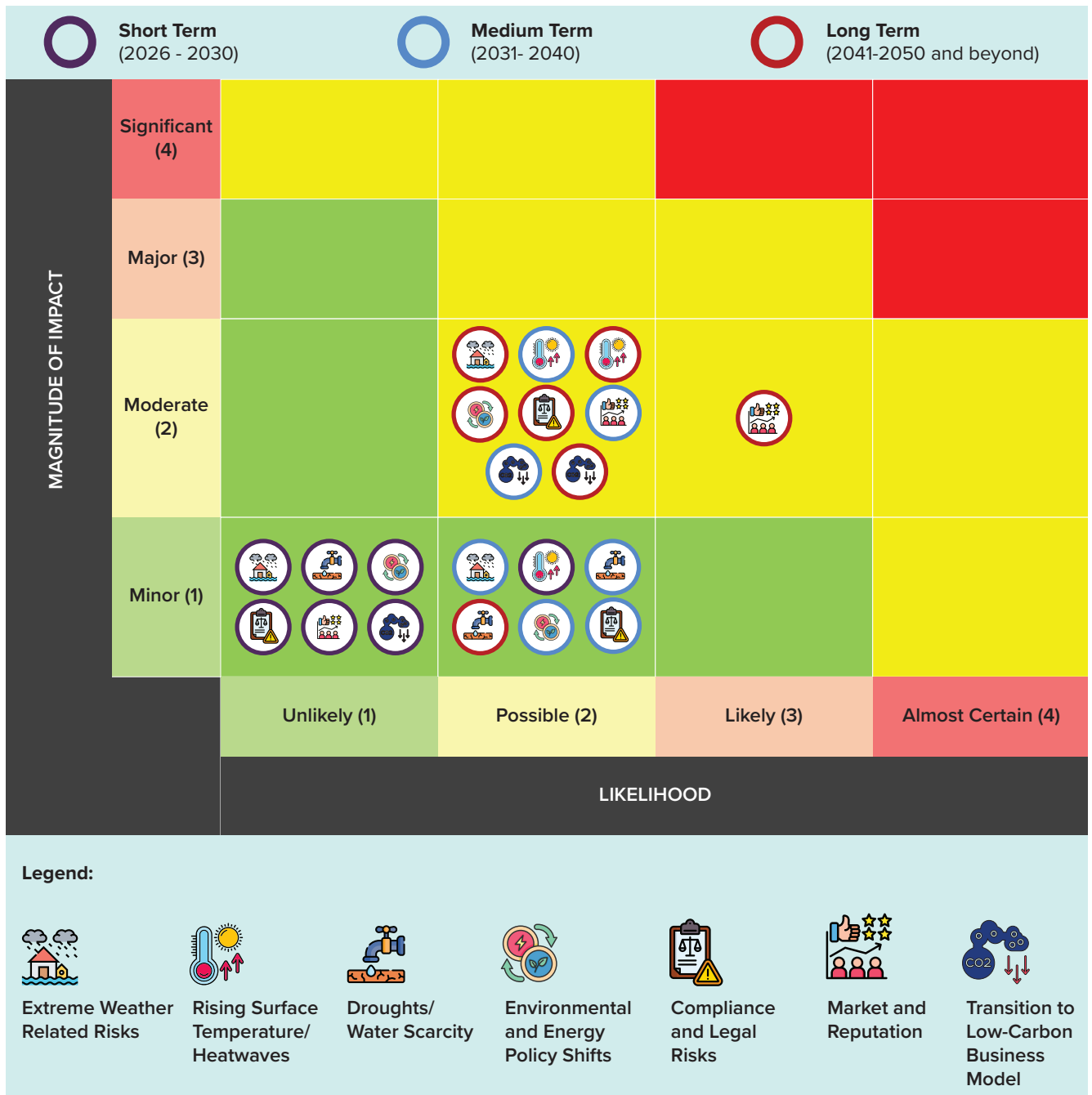
Opportunities	Potential Impacts
 Adoption of Renewable Energy Solutions	M L Renewable energy adoption is currently progressing gradually through pilot solar installations and campus expansions, delivering immediate reputational value and Scope 2 emissions reductions while generating incremental financial returns. Over the medium term, these solutions are anticipated to become more established as solar systems scale across property developments, educational campuses, and plantation assets, potentially unlocking substantial operational savings, reinforcing regulatory compliance, and may improve the Group's eligibility to explore green financing opportunities. Widespread deployment over the long term is expected to fully embed these technologies into core operations, potentially providing enduring cost savings, diverse green revenue streams, and a robust foundation for the Group's low-carbon transition and long-term financial resilience.
 Purchase or Sale of Carbon Credits	L Carbon credit opportunities remain modest in the near term and are expected to function primarily as an operational cost rather than a revenue source, as voluntary market purchases may be required to offset residual emissions before internal abatement technologies scale. Over the medium term, potential regulatory and investor pressures to purchase offsets could rise if internal targets are not met, though the Group intends to mitigate this reliance, and explore future potential participation in voluntary carbon markets, subject to future technical and regulatory feasibility, by verifying surplus reductions from its bamboo carbon sequestration and solar energy initiatives. Over the long term, carbon credits are envisioned as a practical compliance tool with decreasing external reliance, potentially evolving into a tangible cost-recovery mechanism as mature sequestration projects and high-performance solar assets may provide opportunities to participate in voluntary carbon markets, subject to future verification requirements and regulatory developments.
 Diversification of Business Activities or Access to New Markets	S M L Near-term circular economy opportunities focus on foundational waste management and regulatory compliance, such as aligning with Malaysia's extended producer responsibility framework, driven by low-disruption initiatives like repurposing old oil palm trees and campus recycling. As recycling processes and vendor ecosystems mature over the medium term, the Group aims to scale value-recovery from by-products and expand green technology integration across property and education assets, while MSPO certification in the plantation segment is expected to enhance market access and regulatory competitiveness. Looking long-term, circular practices are intended to be fully embedded across all divisions to help deliver sustained cost savings and diverse revenue streams, utilising mature bamboo projects and high-performance solar assets to reinforce the Group's social licence to operate and long-term financial resilience.

Land & General Berhad's climate-related risk profile is currently concentrated in the low-to-medium range, reflecting strong near-term operational resilience sustained by existing flood defences, operational efficiencies, and the gradual progression of climate impacts. Over the medium to long term, however, the overall risk exposure is projected to escalate towards medium risk, driven by the heightened uncertainty of physical hazards under the SSP2-4.5 climate scenario alongside escalating transition challenges, such as national carbon tax liabilities and stricter IFRS S2 disclosure requirements. Managing these evolving conditions is anticipated to require substantial strategic intervention and capital investment, with the Group's primary exposures identified as:



SUSTAINABILITY REPORT

(CONT'D)



ANTICIPATED FINANCIAL IMPACTS AND STRATEGIC RESILIENCE

The following section presents the financial quantification of climate risks and opportunities identified, and an overview of how these factors could influence Land & General Berhad's financial position. Through the lens of varied forward-looking scenarios, encompassing both immediate physical vulnerabilities across our divisions and shifting national sustainability policies, the Group evaluates its strategic resilience while mapping out targeted capital allocations required to preserve and enhance long-term asset value.

SUSTAINABILITY REPORT

(CONT'D)

Extreme Weather-related Risks

The Group's production and revenue impacts are anticipated to remain minor even under stretched scenarios of up to 20 days of annual flood-related disruption, as efficient site planning, preventive controls, and existing mitigation measures help shield key inventory, assets, and equipment from significant physical damage. As detailed across the operational scenarios below, short- and medium-term financial exposures from logistics bottlenecks or downtime are considered limited, though the Plantation Division displays higher relative vulnerability regarding workforce support and temporary operational suspensions. Over an extended horizon, however, the growing likelihood of extreme weather events could necessitate additional capital expenditure for infrastructure upgrades, enhanced maintenance frameworks, and strengthened resilience measures to address evolving climate-related impacts.

Operational Disruption/Asset Damage due to Floods	2 days/year	10 days/year	20 days/year
Potential changes/impacts on business/strategies	Property on-site operations continue with flood mitigation ponds in place and fixed contract costs unaffected.	Property/HQ office staff work from home, while on-site operations remain protected by flood mitigation ponds with sufficient drainage, ensuring minimal impact and fixed contract costs.	Property/HQ office staff continue hybrid arrangements with on-site fixed contract costs unaffected.
	Education disruption is minimal.	Education disruption remains manageable.	Education disruption may affect teacher wellbeing.
	Plantation activities proceed once floodwaters subside. However, if not fully resolved, it generally affects around 2 days of work.	Plantation activities proceed once floodwaters subside. However, if not fully resolved, it may affect around 10 days of plantation work, requiring support such as food and basic amenities for affected workers.	Plantation activities proceed once floodwaters subside. However, if not fully resolved, it may affect up to 20 days of plantation work, requiring enhanced worker support (food and amenities) and relocation of workers residing near the plantation area to safer locations.
Estimated cost to make up for transport and logistics disruptions under these scenarios	RM1,440 ^{1,7}	RM7,200 ^{1,7}	RM14,400 ^{1,7}
Estimated cost/revenue loss of lost production due to downtime caused by floods under these scenarios	RM32,400 ^{2,7}	RM162,000 ^{2,7}	RM342,000 ^{2,7}
Estimated repair or replacement cost for flood-damaged machinery/ parts/ facilities under these scenarios	RM27,500 ^{3,8}	RM30,000 ^{3,8}	RM32,500 ^{3,8}
Reputational Damage due to Floods	10% drop in sales	20% drop in sales	30% drop in sales
Estimated revenue loss from declining sales under these scenarios	RM15 million ^{4,9}	RM30 million ^{4,9}	RM45 million ^{4,9}
Estimated additional cost required for brand restoration under these scenarios	RM2 million ^{5,9}	RM2 million ^{5,9}	RM2 million ^{5,9}

Note:

¹ The estimated cost to compensate for transport and logistics disruptions was calculated proportionally for the Plantation/Industrial Division using 2-, 10-, and 20-day per year scenarios, based on diesel consumption for tractor operations: RM3 × 20 litres × 4 trips × 3 tractors, resulting in a total cost of RM720 per day.

² The estimated revenue loss from lost production was calculated proportionally for the Plantation/Industrial Division using 2-, 10-, and 20-day per year scenarios, based on a one-day loss of 18 tonnes of FFB valued at RM900 per tonne, resulting in a total loss of RM16,200 per day.

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- ³ The estimated repair or replacement cost for flood-damaged machinery, parts, and facilities was calculated proportionally for the Plantation Division using 10%, 20%, and 30% scenarios, based on current repair costs, with a worker's quarter estimated at approximately RM25,000 per unit. The repair or replacement cost for flood-damaged machinery, parts, and facilities scenario is deemed not applicable to the Property Division, as existing flood mitigation measures are sufficient, and any costs are expected to be borne by the contractor or covered under the contractor's insurance.
- ⁴ The estimated revenue loss from declining sales for the Property Division was calculated proportionally based on FY2025 sales of properties under development amounting to RM148,555,000, using 10%, 20%, and 30% reduction scenarios, with the corresponding profit-before-tax ("PBT") impact estimated at RM6 million, RM12 million, and RM19 million.
- ⁵ The estimated additional cost for brand restoration under these scenarios, primarily for refurbishing sales galleries and show units, is RM2 million for all scenarios, as refurbishment costs are expected to remain consistent regardless of the scale of sales decline.
- ⁶ These scenarios are deemed not applicable at the HQ level as there are no material financial impacts or events identified and recorded.
- ⁷ The operational disruption scenarios (2, 10, and 20 days) were developed as business continuity benchmarks for IFRS S2 climate scenario analysis, informed by relevant scientific research findings. The flood disruption days may represent either a single continuous flood event or the cumulative impact of multiple non-consecutive flood events occurring within a year. For example, a 10-day disruption scenario may reflect a combination of a minor 2-day flood event and a moderate 8-day flood event within the same reporting period. The 2-day scenario reflects a minor flood event requiring cleaning, inspection, and replacement of floor-level mechanical components, consistent with estimated recovery times of 23.7–26 hours.^{1,2} The 10-day scenario represents moderate disruption involving equipment drying, inspection, and power system restoration, aligned with evidence that industrial downtime may increase towards 8.6 days under worsening climate conditions.³ The 20-day scenario represents severe and/or repeated flooding where critical operational processes and production machinery are submerged, requiring extensive recovery and refurbishment, and reflects historical cases of prolonged downtime of up to 60 days during major floods such as the 2011 Thailand floods.^{4,5,6}
- ⁸ The estimated repair or replacement cost scenarios of 10%, 20%, and 30% were developed as IFRS S2-aligned financial impact benchmarks to quantify potential asset damage to machinery, parts, and facilities under flood conditions, based on industrial flood damage-depth methodologies with reference to peer-reviewed evidence in the Asian region. These percentages represent increasing levels of physical damage intensity linked to flood inundation depth and duration. The 10% scenario reflects minor flood exposure with shallow surface water and negligible asset damage, consistent with depth-damage functions indicating minimal impact below 0.5 metres. The 20% scenario represents moderate flooding affecting equipment and contents, where partial damage occurs within the 0.5-1.0 metre inundation range. The 30% scenario reflects severe or repeated flooding conditions exceeding 1.0 metre, where damage-depth functions indicate substantially higher asset loss ratios due to prolonged submersion and structural impact.⁷ A single percentage tier may reflect either one severe flood event or the cumulative impact of multiple flood occurrences within a reporting period.
- ⁹ The reputational-damage sales-loss scenarios of 10%, 20%, and 30% were developed as financial-impact benchmarks to estimate potential revenue erosion arising from flood-related operational disruptions, supply-chain interruptions, and loss of stakeholder confidence under IFRS S2 climate scenario analysis. These percentages represent reductions in sales resulting from both the immediate impacts of flood events and the longer-term effects of reputational damage, including weakened customer retention, reduced market confidence, and slower business recovery. The selected benchmarks were informed by scientific literature and regional studies on the economic impacts of flooding in Southeast Asia. The 10% scenario reflects moderate revenue impacts associated with short-term disruption and demand reduction following flood events,⁸ while the 20% and 30% scenarios represent more severe and prolonged impacts, informed by evidence from major regional flood events that resulted in extended operational recovery periods, supply-chain disruptions, and significant indirect economic losses.⁹ A single percentage tier may reflect either the impact of a major flood event or the cumulative effect of multiple smaller flood events occurring within the same reporting period, which collectively erode customer confidence and business performance over time.

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- ¹ Couñago, E., Friedland, C. J., Mostafavi, A., & Rifai, H. S. (2023). Industrial operational resilience to climate volatility. *Journal of Infrastructure Systems*, 29(1), 04022045.
 - ² Friedland, C. J., Mostafavi, A., & Rifai, H. S. (2023). Mechanical component vulnerability in flood zones: A study on operational thresholds. *Risk Analysis*.
 - ³ Sukri, N. S. M., Maulud, K. N. A., Rahman, S. A. F. S. A., Jaafar, W. S. W. M., Mohtar, W. H. M. W., Khalid, R. M., Saudi, A., & Khan, M. N. (2025). Enhancing Urban Flood Vulnerability Mapping with Multi-Criteria Decision Analysis. *Jurnal Kejuruteraan*, 37(7), 3641.
 - ⁴ Rifai, H. S., Stein, R., & Couñago, E. (2021). Flood impact on unit processes and critical machinery in industrial settings. *Water Resources Research*.
 - ⁵ Kakinuma, D., Tanoue, H., & Hirabayashi, Y. (2022). Historical downtime analysis of Southeast Asian industrial parks during extreme flood events. *Natural Hazards and Earth System Sciences*, 22(3), 891–905.
 - ⁶ Tanoue, H., Hirabayashi, Y., & Ikeuchi, H. (2020). Global-scale river flood vulnerability functions for different assets and vulnerability groups. *Scientific Reports*, 10(1), 1–12.
 - ⁷ Tanoue, M., Taguchi, R., Nakata, S., Watanabe, S., & Hirabayashi, Y. (2020). Estimation of direct and indirect economic losses caused by a flood with long-lasting inundation: Application to the 2011 Thailand flood. *Water Resources Research*, 56(8), e2019WR026777.
 - ⁸ Tembata, K., & Takeuchi, K. (2019). Floods and exports: An empirical study on natural disaster shocks in Southeast Asia. *Marine Policy*, 100, 369–375.
 - ⁹ Tanoue, M., Taguchi, R., Nakata, S., Watanabe, S., & Hirabayashi, Y. (2020). Estimation of direct and indirect economic losses caused by a flood with long-lasting inundation: Application to the 2011 Thailand flood. *Water Resources Research*, 56(8), e2019WR026777.

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Rising Temperature and Heatwaves

According to the International Energy Agency's ("IEA") The Future of Cooling in Southeast Asia, cooling demand in Malaysia is expected to rise significantly. The Group's scenario analysis highlights how escalating ambient temperatures could elevate future operational expenses if energy efficiency and renewable integration are not further optimised. While a hypothetical 50% increase in cooling energy costs is estimated to affect approximately 0.77% of the Group's historical profit before tax ("PBT"), this potential financial impact is considered insignificant at present. However, continued monitoring remains essential as regional temperature variations and utility tariff trends evolve over time.

Energy Consumption from Grid Electricity in FY2025 (kWh)	Total Energy Consumption Costs in FY2025	Estimated Cost of HVAC in FY2025	Anticipated Financial Impacts (RM)		
			30% Increase in Energy Consumption on HVAC	40% Increase in Energy Consumption on HVAC	50% Increase in Energy Consumption on HVAC
1,980,988	RM1,016,259	RM304,878	RM396,341 (↑ RM91,463)	RM426,829 (↑ RM121,951)	RM457,316 (↑ RM152,439)

Note:

- The three scenarios were developed based on changes in Cooling Degree Days ("CDD"), an estimated 30% HVAC share in total electricity demand, and potential tariff volatility under Malaysia's AFA mechanism. These scenarios are illustrative rather than predictive; they are intended to demonstrate the potential range of outcomes under varying climate and operational conditions. Actual outcomes will depend on variables such as building envelope efficiency, HVAC set-points, technology upgrades, tariff changes and climate policy interventions.
- The ↑ icon serves as an increase indicator, representing the incremental cost rise compared to the baseline FY2025 HVAC costs.

Environmental and Energy Policy Shifts

The anticipated national carbon tax policy is projected to increase the Group's operational costs, particularly within the Property/HQ Division, which accounted for approximately 83.39% of total carbon emissions in FY2025, followed by the Education Division at 15.20% and the Plantation Division at a minimal 1.41%*. While the expansion of carbon pricing mechanisms places additional pressure on companies to enhance energy efficiency, internal simulations based on indicative pricing frameworks suggest that the economic impact remains minor for Land & General Berhad. Specifically, the estimated tax liability under a hypothetical rate of RM75 per tonne of carbon dioxide equivalent is projected to represent less than 10% of the Group's FY2025 profit before tax, indicating that the immediate financial exposure is expected to be manageable.

Carbon Tax Projections	RM15/tCO ₂ e	RM35/tCO ₂ e	RM50/tCO ₂ e	RM75/tCO ₂ e
Based on 1,871.35 tCO ₂ e from Scope 1 and Scope 2 emissions in FY2025	RM28,070	RM65,497	RM93,568	RM140,351

Note:

- * The divisional emissions percentage split disclosed here is based on the broader emissions scope used in the Group's Climate Risk Assessment ("CRA").

Transition to Low-carbon Business Model

The Group's initial low-carbon transition investments encompass both infrastructure deployments and targeted efficiency measures, with the Education Division committing RM1.2 million for a 1,022-solar-panel installation at Sri Bestari Private and International Schools in FY2025. Concurrently, active operational adjustments and green building alignments have already driven immediate electricity consumption reductions in FY2025, lowering usage by 13.4% in the Property/HQ Division and 47.4% in the Plantation Division. While these early decarbonisation efforts involve upfront capital and careful payback planning with modest short-term profit impacts, capital exposures and operational complexities could rise over the medium to long term as meeting stricter regulatory standards necessitates further investment in longer-payback projects. Nevertheless, as outlined in the renewable energy adoption scenarios below, progressive scaling of clean energy is anticipated to eventually deliver substantial financial savings, avoided emissions, and solar export credits, helping to stabilise long-term expenditures and partially offset the capital required for continuous compliance.

	31% Adoption of Renewable Energy	40% Adoption of Renewable Energy	70% Adoption of Renewable Energy	100% Adoption of Renewable Energy
Renewable Energy Consumption (kWh)	614,106.28 ¹	792,395.20 ¹	1,386,691.60 ¹	1,980,988.00 ¹
Projected Financial Savings (RM) ¹	307,053 ¹	396,198 ¹	693,346 ¹	990,494 ¹

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	31% Adoption of Renewable Energy	40% Adoption of Renewable Energy	70% Adoption of Renewable Energy	100% Adoption of Renewable Energy
Avoided Emissions (tCO ₂ e)	337.76 ¹	435.82 ¹	762.68 ¹	1,089.54 ¹
Gross Solar Export Credits (RM) ²	122,821 ²	158,479 ²	277,338 ²	396,198 ²

Note:

- ¹ The analysis is based on FY2025 electricity consumption of 1,980,988 kWh, entirely sourced from grid electricity, representing the baseline electricity demand to be progressively replaced under the renewable energy adoption scenarios. The FY2025 Scope 2 emissions are 1,089.54 tCO₂e, and projected financial savings are calculated using the Malaysian average business electricity price of RM 0.50/kWh in 2025, as referenced from Singlebuyer.com.¹⁰ Avoided emissions are calculated by applying the renewable energy adoption scenarios (31% in 2025, 40% in 2035, and 70% by 2050), as outlined in Malaysia's Renewable Energy Roadmap ("MyRER")¹¹ and the NETR¹², to the FY2025 Scope 2 emissions baseline, representing proportional displacement of grid emissions. Actual financial outcomes may vary due to electricity tariff fluctuations, while avoided emissions may vary depending on operational performance and renewable energy output.
- ² Gross solar export credits represent the potential financial value of surplus daytime energy exported back to the grid under the Solar Access Towards Affordable Power ("ATAP") and Net Energy Metering NOVA ("NEM NOVA") regulatory framework. The estimation applies the same renewable energy adoption scenario assumptions used in Note 1, based on a conservative daytime wholesale System Marginal Price ("SMP"), derived from the Singlebuyer.com.my half-hourly actual and forecast SMP average from 1 January 2026 to 22 May 2026, at RM0.20/kWh¹³. This line item reflects gross potential offsets, and the actual net export credit may vary. It does not account for localised network capacity constraints, individual billing account caps, or the statutory monthly zero-reset rule under which unutilised export credits are forfeited at the end of each billing cycle. It also does not account for monthly fluctuations in energy consumption and generation profiles.

METRICS AND TARGETS

For more information regarding the climate-related metrics and targets, please refer to pages 104-107. Details of SRRO metrics can be found in the Bursa Malaysia ESG Performance Table on page 104 and SASB Disclosures on page 106.

¹⁰ Global Petrol Prices. (2025, September). Electricity prices in Malaysia. https://www.globalpetrolprices.com/Malaysia/electricity_prices/

¹¹ Sustainable Energy Development Authority Malaysia. (2021). *Malaysia renewable energy roadmap* (MyRER). <https://www.seda.gov.my/reportal/myrer/>

¹² Malaysian Investment Development Authority. (2023). *National energy transition roadmap* (NETR): Charting a path to a sustainable energy landscape. <https://www.mida.gov.my/national-energy-transition-roadmap-netr-charting-a-path-to-a-sustainable-energy-landscape/>

¹³ Single Buyer. (n.d.). *System marginal price*. <https://www.singlebuyer.com.my/market/market-data/system-marginal-price>

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APPENDICES

PRESCRIBED TABLE

LAND & GENERAL BHD

IFRS S2

Date & Time: 2026-07-27 10:35:42

Main Market | Group 2 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Climate – Emissions management	Total Scope 1 GHG emissions	tCO ₂ e	N/A	651.9	—	No assurance
Climate – Emissions management	Total Scope 2 GHG emissions (location-based)	tCO ₂ e	N/A	922.38	—	No assurance
Climate – Emissions management	Total Scope 3 GHG emissions	tCO ₂ e	N/A	568.07	—	No assurance
Climate – Emissions management	Scope 3 GHG emissions – Business travel	tCO ₂ e	N/A	53.06	—	No assurance
Climate – Emissions management	Scope 3 GHG emissions – Employee commuting	tCO ₂ e	N/A	515.01	—	No assurance
Climate – Emissions management	Total Scope 1 and 2 GHG emissions	tCO ₂ e	N/A	1,574.28	—	No assurance
Climate – Emissions management	Total Scope 1, 2 and 3 GHG emissions	tCO ₂ e	N/A	2,142.35	—	No assurance
Climate – Emissions management	GHG emissions avoided from renewable energy (Scope 2)	tCO ₂ e	N/A	206.83	—	No assurance
Climate – Energy management	Total energy consumption	GJ	N/A	24,758.31	—	No assurance
Climate – Energy management	Energy consumption from fuel	GJ	N/A	17,380.54	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-07-27 10:35:42

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Note: In accordance with Bursa Malaysia's CSI platform directives for Group 2 issuers adopting IFRS Sustainability Disclosure Standards, historical data for FY2025 is designated as "N/A"

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Climate – Energy management	Energy consumption from electricity	GJ	N/A	737777	—	No assurance
Climate – Energy management	Total electricity consumption	kWh	N/A	2,049,381.30	—	No assurance
Climate – Energy management	Electricity consumption from renewable sources (solar)	kWh	N/A	375,379.00	—	No assurance
Climate – Energy management	Percentage of electricity from renewable sources	%	N/A	18.32	—	No assurance
Climate – Energy management	Electricity consumption from grid	kWh	N/A	1,674,002.30	—	No assurance
Climate – Energy management	Percentage of electricity from grid	%	N/A	81.68	—	No assurance
Climate – Water	Total water withdrawal	Megalitres	N/A	93.13	—	No assurance
Climate – Water	of which: Municipal potable water	Megalitres	N/A	93.13	—	No assurance
Climate – Water	Percentage of total water withdrawn in regions with High or Extremely High baseline water stress	%	N/A	0.00	—	No assurance
Climate – Water	Total cost of water consumption	RM'000	N/A	216.32	—	No assurance
Climate – Water	Incidents of non-compliance with water quality/quantity permits, standards and regulations	Number	N/A	0	—	No assurance

This report was generated on the Bursa Malaysia CSI Platform on 2026-07-27T10:35:42

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Note: In accordance with Bursa Malaysia's CSI platform directives for Group 2 issuers adopting IFRS Sustainability Disclosure Standards, historical data for FY2025 is designated as "N/A"

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SASB DISCLOSURE

Code	Description	Disclosure / Performance / Location
REAL ESTATE		
Energy Management		
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area, by property sector	The energy consumption by the Property/HQ Division makes up 74.9% of the Group's total energy consumption in FY2026. Please refer to Energy and Climate Change on page 66-72.
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property sector	In FY2026, 18,552.06 GJ of energy were consumed by the Property/HQ Division, 11.5% were from purchased grid electricity and 0% from renewable energy. For more information, please refer to Energy Consumption on page 68-69.
IF-RE-130a.3	Like-for-like percentage change in energy consumption for the portfolio area with data coverage, by property sector	Like-for-like energy consumption increased by approximately 57.0% from FY2025 to FY2026. This increase is primarily driven by the high energy demand and intensive use of heavy machinery associated with the Property/HQ Division's ongoing development activities.
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	4 out of 9 (44.4%) of the Group's project developments have obtained GreenRE Bronze certification, namely Damansara Livista, Residensi Kamelia, The WYN Residences, and the newly launched Damansara Laverra. For more information, please refer to Product Quality on page 59-62.
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Please refer to Energy and Climate Change on page 66-72.
Water Management		
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	The water withdrawal by the Property/HQ Division makes up 55.2% of the Group's total water withdrawal in FY2026. Please refer to Water and Effluents on page 76-78.
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	In FY2026, 51,400 m ³ of water was withdrawn by the Property/HQ Division, none of which were withdrawn from areas of High or Extremely High Baseline Water Stress. For more information, please refer to Water and Effluents on page 76-78.
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	264.54%. The significant increase is primarily driven by intensified construction activities associated with new development projects, namely Residensi Kamelia, Sena Parc, and The WYN Residences.
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Please refer to Water and Effluents on page 76-78.
Climate Change Adaptation		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property sector	The Group has not identified any properties that are located in 100-year flood zones. Efforts to identify the properties under this category are currently ongoing.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Please refer to the ISSB Sustainability Statement on pages 92-103.
Activity Metric		
IF-RE-000.A	Number of assets	2 assets
IF-RE-000.B	Leased floor area	13,850 m ²
IF-RE-000.C	Percentage of indirectly managed assets	32.5%
IF-RE-000.D	Average occupancy rate	91.7%
EDUCATION		
Data Security		
SV-ED-230a.1	Description of approach to identifying and addressing data security risks	Regular IT risk assessments conducted jointly by internal management and external auditors to identify and mitigate system vulnerabilities. Data is protected through a secure, industry-proven school management system with role-based access controls, ensuring access is restricted according to user responsibilities. For more detailed information on data security practices, please refer to Data Recovery and Incident Management on page 64.
SV-ED-230a.2	Description of policies and practices relating to collection, usage, and retention of student information	Student information is managed under strict controls, with data collection centralised within the Marketing Department and are only accessible by Accounts Dept, Head of Schools & Class Teachers. Historical records are securely archived and can only be accessed by system administrators. For a comprehensive understanding of policies and practices concerning the collection, usage, and retention of student information, please refer to Data Recovery and Incident Management on page 64.
SV-ED-230a.3	(1) Number of data breaches, (2) percentage that are personal data breaches, (3) number of students affected	No data breaches recorded.

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Code	Description	Disclosure / Performance / Location
Quality of Education & Gainful Employment		
SV-ED-260a.1	Graduation rate	99%
SV-ED-260a.3	Job placement rate	Not applicable.
SV-ED-260a.6	Description of policies relating to student indebtedness and programme loan defaults	The education institutions under the Education Division do not provide any student loans. However, scholarships and financial assistance are available to support students. During the reporting period, scholarships totalling RM76,968 were awarded to four eligible students, comprising RM26,420 awarded to one student at SBPSKL and RM50,548 awarded to three students at SBIS. In addition, appreciation tokens amounting to RM1,500 were awarded to three students.
Marketing & Recruiting Practices		
SV-ED-270a.1	(1) Description of policies to ensure disclosure of key performance statistics to prospective students in advance of collecting any fees and (2) discussion of outcomes	Key performance statistics, including IGCSE examination results, are made available to prospective students and parents through multiple channels. Past results (2022–2025) are provided in printed form upon request during admission discussions, while the latest 2025 results are published on the school website and official social media platforms, including Facebook and Instagram. For more information, please refer to Customer Satisfaction on page 62.
SV-ED-270a.2	Total amount of monetary losses as a result of legal proceedings associated with advertising, marketing, and mandatory disclosures	RM0.00. No monetary losses were incurred.
SV-ED-270a.3	(1) Instruction and student services expenses and (2) marketing and recruiting expenses	(1) RM722,221 was spent on Instruction and student services expenses. Reported expenses amount relates to SBPSKL only (2) A total of RM609,124 was spent on marketing and recruitment activities, comprising RM333,907 incurred by SBPSKL and RM275,216 incurred by SBIS.
SV-ED-270a.4	Revenue from: (1) government-funded student aid and (2) private student loans	RM0.00. No revenue from government-funded student aid and private student loans.
Activity Metric		
SV-ED-000.A	Number of students enrolled	A total of 1,914 students were enrolled, comprising 1,028 students at SBPSKL and 886 students at SBIS.
SV-ED-000.B	Number of applications received for enrolment	596 applications. Student application data comprise both SBPSKL (298 applications) and SBIS (298 applications).
SV-ED-000.C	Average registered credits per student, percentage online	Not applicable
SV-ED-000.D	Number of: (1) teaching staff and (2) all other staff	95 teaching staff, 30 other staff. Data comprise of SBIS only.
AGRICULTURAL PRODUCTS		
Environmental & Social Impacts of Ingredient Supply Chain		
FB-AG-430a.1	(1) Percentage of agricultural products sourced that are certified to a third-party environmental or social standard, and (2) percentages by standard	All palm oil agricultural products are 100% certified for the Malaysian Sustainable Palm Oil ("MSPO") certification.
FB-AG-430a.2	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances	We assess suppliers for potential social and environmental risks; however, no supplier audits were conducted during the reporting period to evaluate their social and environmental responsibility.
FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	We manage environmental and social risks within our supply chain through a structured due diligence process for new suppliers, which includes assessing their environmental policies, human rights commitments, management systems, and compliance history. Existing suppliers are subject to periodic reviews covering environmental performance, product quality, and health and safety practices. For more information, please refer to Responsible Supply Chain on page 65.
GMO Management		
FB-AG-430b.1	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	The Group's Plantation Division does not utilise any GMOs in its agricultural operations.
Activity Metric		
FB-AG-0000.A	Production by principal crop (tonnes)	5,315.50
FB-AG-0000.B	Number of processing facilities	3
FB-AG-0000.C	Total land area under active production (hectares)	520.56
FB-AG-0000.D	Cost of agricultural products sourced externally (RM)	RM0, no agricultural products were sourced externally.
FORESTRY MANAGEMENT		
Ecosystem Services & Impacts		
RR-FM-160a.1	Area of forestland certified to a third-party forest management standard, percentage certified to each standard	Not applicable.
RR-FM-160a.2	Area of forestland with protected conservation status	Estimated total area of 100.08 ha
RR-FM-160a.3	Area of forestland in endangered species habitat	Not applicable.

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GLOBAL REPORTING INITIATIVE ("GRI") INDEX

STATEMENT OF USE:	Land & General Berhad has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards.
GRI 1 USED:	GRI 1: Foundation 2021

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
ORGANISATIONAL OVERVIEW	GRI 2: General Disclosures 2021	2-1	Organizational details	-	-	-	-	Introduction (page 32)
		2-2	Entities included in the organization's sustainability reporting	Scope and Basis of Scope				Scope and Boundaries (page 32)
		2-3	Reporting period, frequency and contact point					Introduction (page 32); Feedback and Enquiries (page 33)
		2-4	Restatements of information					ABAC Training Data (FY2024-FY2025), Page 58; GHG Emissions Scope 3 Data (FY2024-FY2025), Page 71-72; Employee Diversity Breakdown Data (FY2024-FY2026), pages 82-84
		2-5	External assurance	Assurance				Data Assurance and Validity (page 33); Statement of Assurance (page 115) - no external assurance was conducted; all data have been verified by the relevant Heads of Department
		2-6	Activities, value chain and other business relationships	-				Scope and Boundaries (page 32); Our Value Chain (page 40); Stakeholder Engagement (page 43-45)
		2-7	Employees	Labour Practices & Standards C6(b)	Labour Standards	SDG5, 8	Principle 6	Workplace Diversity (page 82)
		2-8	Workers who are not employees					
SUSTAINABILITY GOVERNANCE		2-9	Governance structure and composition	Sustainability Governance	Corporate Governance	SDG16, 17	Principle 10	Sustainability Governance Structure (page 41)
		2-10	Nomination and selection of the highest governance body					The Nomination Committee considered the performance of the Directors - Board Charter and Corporate Governance Report (https://www.land-general.com/investor-relations/)
		2-11	Chair of the highest governance body					Sustainability Governance Structure (page 41)
		2-12	Role of the highest governance body in overseeing the management of impacts					
		2-13	Delegation of responsibility for managing impacts					

SUSTAINABILITY REPORT

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PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
SUSTAINABILITY GOVERNANCE		2-14	Role of the highest governance body in sustainability reporting					Data Assurance and Validity (page 33); Sustainability Governance Structure (page 41)
		2-15	Conflicts of interest					Board Charter (https://www.land-general.com/investor-relations/)
		2-16	Communication of critical concerns					Whistleblowing Policy (page 57)
		2-17	Collective knowledge of the highest governance body					Director's Profile (AR, pages 4-13)
		2-18	Evaluation of the performance of the highest governance body					The Nomination Committee evaluated the performance of relevant Directors - Board Charter and Corporate Governance Report (https://www.land-general.com/investor-relations/)
		2-19	Remuneration policies					Board Charter (https://www.land-general.com/investor-relations/)
		2-20	Process to determine remuneration					
		2-21	Annual total compensation ratio					Not disclosed due to confidentiality. All entry level salaries at the Malaysian operations comply with or exceed the statutory minimum wage.
		2-22	Statement on sustainable development strategy		Risk Management; Human Rights & Community		Principle 1, 2, 3, 7, 10	Managing Director's Message (page 34-35)
		2-23	Policy commitments					Sustainability Policies (page 42-43)
		2-24	Embedding policy commitments					Whistleblowing Policy (page 57)
		2-25	Processes to remediate negative impacts					
		2-26	Mechanisms for seeking advice and raising concerns					Regulatory Compliance (page 56)
		2-27	Compliance with laws and regulations					Memberships in Associations (page 38-39)
STAKEHOLDER	2-28	Membership associations					Stakeholder Engagement (page 43-45)	
	2-29	Approach to stakeholder engagement						
	2-30	Collective bargaining agreements					Labour Standards	Human and Labour Rights (page 81)

SUSTAINABILITY REPORT

(CONT'D)

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
MATERIALITY	GRI 3: Material Topics 2021	3-1	Process to determine material topics	Materiality Assessment	-	-	-	Materiality Assessment (page 45-46)
		3-2	List of material topics					
		3-3	Management of material topics	Management Approach				Sustainability Risks and Opportunities (page 53-56)
ECONOMIC	GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	-	-	SDG1, 8, 10, 13	-	Economic Performance (page 63)
		201-2	Financial implications and other risks and opportunities due to climate change	TCFD Aligned Disclosure				ISSB Sustainability Statement (pages 92-103)
		201-3	Defined benefit plan obligations and other retirement plans	-				Benefits and Engagement (page 86)
		201-4	Financial assistance received from government	-				No financial assistance received from the government
	GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	-	Human Rights & Community	SDG5, 8, 10	Principle 6	Not disclosed due to confidentiality. All entry level salaries at the Malaysian operations comply with or exceed the statutory minimum wage.
		202-2	Proportion of senior management hired from the local community					Workplace Diversity (page 82)
	GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	-	Human Rights & Community	SDG9, 11	-	Indirect Economic Impact (page 63)
		203-2	Significant indirect economic impacts					
	GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Supply Chain Management C7(a)	Human Rights & Community	SDG8 SDG17	-	Responsible Supply Chain (page 65-66)
GOVERNANCE	GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Anti-Corruption C1(a) C1(b) C1(c)	Anti-Corruption	SDG4 SDG16	Principle 10	Anti-bribery and Anti-corruption (page 57)
		205-2	Communication and training about anti-corruption policies and procedures					
		205-3	Confirmed incidents of corruption and actions taken					
	GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	-	-	SDG8, 10, 16	Principle 10	No incidents reported.

SUSTAINABILITY REPORT

(CONT'D)

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GOVERNANCE	GRI 207: Tax 2019	207-1	Approach to tax	-	Tax Transparency	SDG10, 16, 17	-	Not Available
		207-2	Tax governance, control, and risk management					
		207-3	Stakeholder engagement and management of concerns related to tax					
		207-4	Country-by-country reporting					
ENVIRONMENTAL	GRI 301: Materials 2016	301-1	Materials used by weight or volume	Materials S5(a)	Pollution & Resources	SDG12	Principle 7, 8, 9	Resource and Waste Management (page 72)
		301-2	Recycled input materials used					Not Available
		301-3	Reclaimed products and their packaging materials					
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Management C4(a)	Climate Change	SDG7, 12, 13	Principle 7, 8, 9	Energy Consumption (page 68)
		302-2	Energy consumption outside of the organization					
		302-3	Energy intensity					Not Available
		302-4	Reduction of energy consumption					Energy Consumption (page 68)
		302-5	Reductions in energy requirements of products and services					
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Water C9(a)	Water Use	SDG6, 12	Principle 7, 8, 9	Water and Effluents (page 76)
		303-2	Management of water discharge-related impacts	Effluents S8(a)	Pollution & Resources			
		303-3	Water withdrawal					
		303-4	Water discharge					
		303-5	Water consumption					
	GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity S1(a) S1(b) S1(c)	Biodiversity	SDG14, 15	Principle 7, 8, 9	Biodiversity (page 78)
		304-2	Significant impacts of activities, products and services on biodiversity					
		304-3	Habitats protected or restored					

SUSTAINABILITY REPORT

(CONT'D)

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
ENVIRONMENTAL		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations					
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions Management C11(a) C11(b) C11(c)	Climate Change	SDG7, 12, 13	Principle 7, 8, 9	Emissions Portfolio (page 70)
		305-2	Energy indirect (Scope 2) GHG emissions					
		305-3	Other indirect (Scope 3) GHG emissions					
		305-4	GHG emissions intensity					Not Available
		305-5	Reduction of GHG emissions	Emissions Portfolio (page 70)				
		305-6	Emissions of ozone-depleting substances (ODS)	Emissions - Air Quality/ Pollution S4(a)	Pollution & Resources			Not Applicable
		305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions					Not Applicable
	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Waste Management C10(a) C10(a)(i) C10(a)(ii)	Pollution & Resources	SDG6, 12	Principle 7, 8, 9	Responsible Waste Management (page 73)
		306-2	Management of significant waste-related impacts					
		306-3	Waste generated					
		306-4	Waste diverted from disposal					
		306-5	Waste directed to disposal					
	GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Supply Chain (Environment) S6(a) S6(b)	Supply Chain (Environment)	SDG8, 11, 12, 16	Principle 7, 8	Responsible Supply Chain (page 65-66)
		308-2	Negative environmental impacts in the supply chain and actions taken					
SOCIAL	GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Labour Practices and Standards C6(c)	Labour Standards	SDG5, 8	Principle 6	Hiring and Turnover (page 84)
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees					Human and Labour Rights (page 81); Benefits and Engagement (page 86)
		401-3	Parental leave					Benefits and Engagement (page 86)

SUSTAINABILITY REPORT

(CONT'D)

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
SOCIAL	GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	-	-	SDG8	-	Not Available
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Health and Safety C5(a) C5(b) C5(c)	Health & Safety	SDG3, 4, 8	-	Safety and Health (page 85)
		403-2	Hazard identification, risk assessment, and incident investigation					
		403-3	Occupational health services					
		403-4	Worker participation, consultation, and communication on occupational health and safety					
		403-5	Worker training on occupational health and safety					Safety and Health (page 85); Talent Development (page 88)
		403-6	Promotion of worker health					Safety and Health (page 85)
		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					
		403-10	Work-related ill health					OSH Performance (page 85-86)
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Labour Practices and Standards C6(a)	Labour Standards	SDG4, 5, 8	-	Talent Development (page 88)
		404-2	Programs for upgrading employee skills and transition assistance programs					
		404-3	Percentage of employees receiving regular performance and career development reviews					
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Diversity C3(a) C3(b)	Labour Standards	SDG5, 8, 10	Principle 6	Workplace Diversity (page 82)
		405-2	Ratio of basic salary and remuneration of women to men					Not disclosed due to confidentiality. All entry level salaries at the Malaysian operations comply with or exceed the statutory minimum wage.

SUSTAINABILITY REPORT

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PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
SOCIAL	GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	-	Labour Standards	SDG5, 8, 10, 16	Principle 6	Human and Labour Rights (page 81)
	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	Labour Standards	SDG8, 10, 16	Principle 1, 2, 3	Responsible Supply Chain (page 65-66)
	GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	-	Labour Standards	SDG8, 10, 16	Principle 1, 2, 5	
	GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	-	Labour Standards	SDG8, 10, 16	Principle 1, 2, 4	
	GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	-	-	SDG4, 16 1, 2	Principle 1, 2	Not Available
	GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	-	Human Rights & Community	SDG10, 16	Principle 1, 2	No violations involving rights of indigenous peoples
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Community/ Society C2(a) C2(b)	Human Rights & Community	SDG11, 16, 17	-	Community Investment & Social Impact (page 89)
		413-2	Operations with significant actual and potential negative impacts on local communities					No related operations with significant negative impact on local communities
	GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain (Social) S7(a) S7(b)	Supply Chain (Social)	SDG8, 10, 11, 16	Principle 1, 2	Responsible Supply Chain (page 65-66)
		414-2	Negative social impacts in the supply chain and actions taken					
	GRI 415: Public Policy 2016	415-1	Political contributions	-	Anti-Corruption	SDG16	Principle 10	No political contributions made
	GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Customer Health & Safety/ Product Responsibility S3(a) S3(b) S3(c)	Customer Responsibility	SDG3, 16	-	Not Applicable
		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services					

SUSTAINABILITY REPORT

(CONT'D)

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	BURSA SRG3 ALIGNMENT	F4GBM ALIGNMENT	UNSDG ALIGNMENT	UNGC ALIGNMENT	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
SOCIAL	GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	-	Customer Responsibility	SDG16	-	Not Applicable
		417-2	Incidents of non-compliance concerning product and service information and labeling					
		417-3	Incidents of non-compliance concerning marketing communications					
	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Security C8(a)	Human Rights & Community	SDG16	-	Data Privacy and Security (page 64)



STATEMENT OF ASSURANCE

The information and data disclosed within SR2026 have not been subjected to an assurance process. All information and data presented have been verified by the relevant Head of Departments ("HODs") and Person-in-Charge ("PIC"). The SR2026 has been reviewed by the SWG and CFO, and approved by the Board on 9 July 2026.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026

The Board of Directors (“the Board”) of Land & General Berhad (“the Company”) is fully committed to the principles outlined in the Malaysian Code on Corporate Governance 2021 (“MCCG”).

The Board constantly strives to ensure that good corporate practices are carried out throughout the Group as fundamental to fulfilling its responsibilities, which include protecting and enhancing shareholder value as well as the financial performance of the Company.

The Board is pleased to present this Corporate Governance (“CG”) Overview Statement to provide an overview of the application of the 3 Principles as set out in the MCCG, namely:

- (a) Principle A : board leadership and effectiveness;
- (b) Principle B : effective audit and risk management; and
- (c) Principle C : integrity in corporate reporting and meaningful relationship with stakeholders.

The CG Report sets out the application of each Practice in the MCCG and provides explanations on how it has applied each Practice, and for departure, the CG Report provides explanations for the departure and discloses the alternative practice adopted and how such alternative practice achieves the Intended Outcome as set out in the MCCG.

The CG Overview statement and the CG Report are available for viewing on the Company’s corporate website at www.land-general.com.

PRINCIPLE A: BOARD LEADERSHIP AND EFFECTIVENESS

I. Board Responsibilities

Board Charter

The Board had formalised a Board Charter, which the primary objective of the Board Charter is to set out the roles and responsibilities of the Board, the division of authority and responsibilities of the Board and Management, terms of reference and composition of Board Committees, and other administrative policies and procedures in relation to the operation of the Board as a whole.

The Board Charter has been reviewed to ensure it remains consistent with the Board’s objective and responsibilities and all the relevant standards of corporate governance.

The Board Charter can be found on the Company’s website at www.land-general.com.

Roles and Responsibilities

The roles of the Chairman and the Managing Director are clearly defined, with each carrying out his duties and responsibilities within the Company. The Chairman heads the Board and is responsible for ensuring the effectiveness of the Board. The Managing Director has overall executive responsibilities for the day-to-day business operations and the implementation of the Board’s decisions.

The details of the roles and responsibilities of the Chairman and Managing Director are clearly stated in the Board Charter of the Company.

The Board has established a written policy determining which issues would require a Board decision and which issues are delegated to the Board Committee or Management, subject to variation from time to time as determined unanimously by the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

The Board reserves full decision-making powers on the matters relating to:

- a) conflict of interests relating to major shareholders or a director or persons connected to Director;
- b) whether convening of a general meeting to approve a transaction or contract is required;
- c) material acquisition and disposal of Company assets not in the ordinary course of business, which may require the shareholders' approval;
- d) investments of capital levels;
- e) authority level, in particular operation of investment accounts and bank accounts;
- f) cash investment policies; and
- g) key human resource issue, e.g., renewal of contract of service and remuneration of executive Directors.

Overseeing the Conduct of Businesses of the L&G Group

The Board has delegated the Group's executive responsibilities for day-to-day business operations to the Managing Director. Management personnel are in turn delegated specific functions as assigned by the Managing Director. Plans and operating procedures are in place for each function to ensure continuity and smooth business operations at L&G Group.

Strategic planning is an ongoing process at L&G, and during the financial year under review, the Board reviewed the Group's business performance quarterly as presented in the Managing Director's Report. The performance of the group in each business unit was reviewed, and a variance analysis was conducted for each quarter and reported by the Managing Director at the Board meetings.

Management had conducted a review and revision of the budget for the current financial year before the end of the 3rd financial quarter and had drawn up budgets and plans for the next financial year. The revised budget and the budget for the next financial years had been tabled to the Board for deliberation and approval in the 4th financial quarter, before commencement of the new financial year.

Board Committees

To assist the Board in the discharge of its duties effectively, the Board has delegated certain functions to the following Board Committees as follows:

- a) Audit Committee;
- b) Nominating Committee;
- c) Remuneration Committee;
- d) Risk Management Committee; and
- e) Strategy Committee.

For the financial year under review, each Board Committee had operated within the clearly defined terms of reference. The terms of reference of each Board Committee had been incorporated in the appendices to the Board Charter, which can be viewed at the Company's website.

Support Services

In furtherance of their duties, the Board is supported by a qualified Company Secretary in carrying out its roles and responsibilities. The Board also has access to the advice of both external and internal auditors of the Company and other independent professional advisers, at the Company's expense.

The Company Secretary provides support services to the Board and Board Committees. The Company Secretary attends all Board meetings as well as Board Committee meetings and ensures that accurate and proper records of the proceedings of meetings are kept. Further, the Company Secretary also provides advice and updates on regulatory requirements to the Board and Board Committee as well as carrying out tasks as assigned by the Board and Board Committees.

Board Meetings

Dates for Board meetings are scheduled in advance before the end of the previous financial year to enable Directors to plan ahead and fit the year's meetings into their own schedules.

Board meetings are held every quarter and additional meetings are convened as and when necessary. Additional Board meetings are held when there are important corporate exercises or issues that require urgent consideration or decision of the Board.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

During the financial year ended 31 March 2026, a total of seven (7) Board meetings were held.

The attendance of the Board meetings held during the financial year ended 31 March 2026 is as follows:

Directors	No. of Meetings attended/held
Dato' Hj Zainal Abidin Bin Putih	6/7
Low Gay Teck	6/7
Ferdaus Bin Mahmood	6/7
Hoong Cheong Thard	7/7
Chiu Andrew Wah Wai	7/7
Dato' Noorizah Binti Hj Abd Hamid	6/7
Yeoh Chong Keng	7/7
Loh Wei Yuen	7/7
Yip Jian Lee	7/7
Faezali Bin Mustafa R Jumabhoy	7/7

To ensure effective conduct of Board meetings, a structured formal agenda and Board meeting papers relating to the agenda had been circulated to all Directors prior to each Board meeting. Board meeting papers included progress reports on operations, quarterly results of the Group and the Company, financial information, and minutes of the Board and Board Committees. The Directors were thus given sufficient time to peruse the matters that were tabled at the Board meetings to enable effective participation and deliberation of the matters and ensure informed decision making.

To provide clarification on matters tabled for the Board's consideration, Management personnel were invited to attend Board meetings to furnish additional details.

Board Committees Meetings

During the financial year ended 31 March 2026, the attendance of the Board Committees is as stated below.

The Board noted the decisions, recommendations, and issues deliberated by the Board Committees through the minutes of these Board Committees. Matters that require consideration and deliberation by the Board had been escalated by the Board Committees to the Board.

Audit Committee	No. of Meetings attended/held
Yip Jian Lee (Chairman)	9/9
Loh Wei Yuen	8/9
Hoong Cheong Thard	9/9
Yeoh Chong Keng	9/9

Risk Management Committee	No. of Meetings attended/held
Dato' Noorizah Binti Hj Abd Hamid (Chairman)	5/5
Loh Wei Yuen	5/5
Low Gay Teck	5/5

Strategy Committee	No. of Meetings attended/held
Faezali Bin Mustafa R. Jumabhoy (Chairman)	4/4
Dato' Noorizah Binti Hj Abd Hamid	4/4
Low Gay Teck	4/4
Ferdaus Bin Mahmood	4/4

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Nominating Committee	No. of Meetings attended/held
Dato' Noorizah Binti Abd Hamid (Chairman)	2/2
Dato' Hj Zainal Abidin Bin Putih	2/2
Yip Jian Lee	2/2

Remuneration Committee	No. of Meetings attended/held
Yeoh Chong Keng	1/1
Hoong Cheong Thard	1/1
Chiu Andrew Wah Wai	1/1

Directors' Training

Directors' Training is important to enable the Directors to equip themselves with the knowledge to discharge their duties more effectively.

For the financial year under review, the Directors had attended relevant training programmes conducted by external experts. In addition to this, Management had from time to time provided updates regarding the latest revision pertaining to the Listing Requirements of Bursa Securities, statutory provisions, new regulations and accounting standards imposed by the relevant authorities.

Annually, In-house Directors' Training is organised after the training needs of the Directors are reviewed by the Board.

During the financial year, an In-house Directors' training, entitled "NSRF/IFRS Training and Capacity Building" was conducted by Joshua Rayan Communications Sdn Bhd.

In addition to the In-house Directors' Training, the Nominating Committee also encouraged Directors to attend any other appropriate trainings to keep the Directors abreast of the current developments in the marketplace.

Briefings, seminars, conferences, workshops, and other trainings attended by the Directors of L&G during the financial year are summarised as stated below.

Dato' Hj Zainal Abidin Bin Putih	
Stamp Duty Self-Assessment System & E Invoicing	6 May 2025
Digital Transformation World (DTW) Ignite 2025	17 – 19 June 2025
Market Outlook: Digital Innovation Trends by Khurram Shahzat, Gartner	21 July 2025
Industry Success Story: Digital Transformation Journey – Beyond Carrier Transformation by Softbank	21 July 2025
Dialogue Session with Securities Commission Malaysia	8 August 2025
China Mobile Southeast Asia Corporate Conference & Launch	13 August 2025
Visit to and Engagement with Samsung @ Samsung Campus, Samsung Innovation Museum, AI Zine Tour, Ex Home Tour, Business Solution Showcase Center, and Samsung Retail Experience and Service Center	2 September 2025
Visit to and Engagement with Hyundai Motors on Shift from product to ecosystem and AI & Technology	3 September 2025
Visit to and Engagement with SK Telecom (SKT) and T.um Tour i.e. SKT Experience Centre	3 September 2025
Visit to and Engagement with CERAGEM	4 September 2025
Visit to and engagement with i-Scream EDU	4 September 2025
2025 Independent Director Conference (IDC)	7 October 2025
KPMG Training (Insurance)	28 October 2025
TM Integrity Day 2025	11 November 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Dato' Hj Zainal Abidin Bin Putih (CONT'D)

The Chairperson Circle Event	21 November 2025
Tokio Marine Insurance - CRR Communication with the Board of Directors	10 December 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Low Gay Teck

Industrial Real Estate: Closed-Door Strategic Dialogue & Master Class	25 & 26 November 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Ferdaus Bin Mahmood

MAP Part II - ESG	21 & 22 April 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Dato' Noorizah Binti Hj Abd Hamid

Bursa PLCs IR4U Series 4: Leopard in the Gass - Global Economic, FX & Rates Outlook 2025	16 April 2025
Related Party Transaction Simplified	18 September 2025
Key Disclosure Obligations of a Listed Company	10 December 2025
ASEAN Sustainability Summit 2025	4 November 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Hoong Cheong Thard

MAP Part II - ESG	11 & 12 June 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Chiu Andrew Wah Wai

MAP Part II - ESG	11 & 12 June 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Yeoh Chong Keng

Climate First or last	8 September 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Loh Wei Yuen

ICAEW Webinar - Critical Skills : Art of Negotiations	24 April 2025
ESG Compliance align with UNSDG	22 May 2025
ICAEW Code of Ethics	30 May 2025
Fireside Chat on Integrity and Growing Responsibility	4 June 2025
Sustainability - addressing issues and challenges on IFRS S1 and S2 reporting in Malaysia	5 June 2025
Ethics: considerations for AI and technology adoption	5 June 2025
Sustainability Certificate - 7 topics	16 June 2025
Malaysia: Gateway to Asean (included moderating a session on Invest in Malaysia)	27 October 2025

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Loh Wei Yuen (CONT'D)	
ICAEW Ethics Module 3 - From Theory to Practise	30 October 2025
ICAEW Asean Sustainability Summit	4 November 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026
Stamp Duty Critical Updates	4 March 2026
Inter Women Day Townhall	5 March 2026
Transfer Pricing Disputes	11 March 2026

Yip Jian Lee	
Briefing on IFRS S1 & S2	18 April 2025
6 th Annual Virtual Tax Conference	22 April 2025
Budget 2026 Tax Measures	13 October 2025
ICAEW Asean Sustainability Summit	4 November 2025
PPB Directors Training a) Global and Malaysia Economic Outlook UOB Malaysia b) Business Strategy in a Word Beyond 1.5c c) Management Cybersecurity Awareness	6 November 2025
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026

Faezali Bin Mustafa R. Jumabhoy	
L&G In-house Directors' Training - NSRF/IFRS Training and Capacity Building	19 January 2026
Leasing the Cybersecurity Frontier: Strategies & Solutions	2 April 2026

Sustainability

In the course of pursuing the vision and mission of the Group, the Board acknowledges that practices that support corporate responsibility are key to its sustainability. The Board believes no company can prevail by maximising the shareholder's value alone; the needs and interests of other stakeholders must be considered.

More information is provided in the Sustainability Report on page 32 to 115 of this Annual Report.

Code of Conduct

The Company had adopted a Code of Conduct for Directors relating to ethical practices. A separate set of Code of Ethical Practices relating to the Group's business operations was formulated for staff and employees.

The Code of Conduct for Directors stresses the following key values, where all Directors of the Group are to:

- act honestly, fairly, and professionally in all business dealings;
- foster a culture of integrity;
- work together to promote a safe, ethical, and professional workplace;
- comply with the laws, rules and regulations under which the Company conducts its business; and
- respect the local communities wherever the Company operates.

The Code of Conduct for Directors can be found in the Board Charter published on the Company's website at www.land-general.com.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Whistle-blowing policy

The Board had formalised a whistle-blowing policy, as the Board is committed to the highest standard of integrity, openness, and accountability in the conduct of its businesses and operations. It aims to conduct its affairs in an ethical, responsible, and transparent manner. In recognising these values, L&G provides avenues for all employees and members of the public to disclose any improper conduct within the L&G Group of Companies.

Any concerns relating to misconduct, questionable issues, or improper actions should be emailed to whistleblower@land-general.com by providing the following information:

- nature of misconduct, questionable issues or improper actions;
- name of person/persons involved;
- date, time and location;
- the details of events that have taken place;
- other witness, if any; and
- documentation or evidence available.

II. BOARD COMPOSITION

Composition of the Board of Directors

The Board's composition is well balanced with five (5) Independent Non-Executive Directors, four (4) Non-Independent Non-Executive Directors and one (1) Managing Director.

The Company is led and controlled by an experienced Board made up of professionals and entrepreneurs who have a diverse range of business, financial, and technical skills and experiences.

During the financial year under review, Encik Ferdaus Bin Mahmood continued to undertake the advisory role to Management on operational matters of the Group following his retirement as Executive Director since 31 December 2015.

Diversity in the Boardroom

The Board is committed to promoting gender diversity as a component of the boardroom diversity agenda, as it recognises and embraces the importance of a diverse array of perspectives in the rapidly evolving business environment for effective corporate governance and strategic decision-making.

Diverse talent and experience are required for the successful execution of the Group's corporate aims and objectives.

The Director's Profile of this Annual Report consists of pages 4 to 13 and provides a concise overview of each Director.

Independent Directors

The Independent Non-Executive Directors are independent of management and are free from any business or other relationship with the Company that could interfere with the exercise of their independent judgement. These will ensure an unbiased and independent view in the decision-making process.

To reinforce independence, the Independent Directors do not receive performance-based remuneration or share-based incentives from L&G.

Board Evaluation Processes

Periodical board evaluation processes would facilitate improvement in the effectiveness of the Board and individual Directors.

Pursuant to Paragraph 15.08A of the Main Market Listing Requirements ("MMLR"), the activities of the Nominating Committee in respect of the financial year ended 31 March 2026 are disclosed as stated below.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

a) Assessment of Independent Directors

In respect of the financial year ended 31 March 2026, the Nominating Committee had reviewed and assessed the performance and independence of all the Independent Directors, namely Dato' Noorizah Binti Hj Abd Hamid, Yeoh Chong Keng, Loh Wei Yuen, Yip Jian Lee, and Faezali Bin Mustafa R. Jumabhoy, based on the criteria as set out in Paragraph 1.01 of the MMLR.

In addition to the independence criteria stated under the MMLR, the Independent Directors were also assessed on the following aspects:

- whether the Independent Directors have the ability to exert considerable influence on the L&G Group's financial transactions; and
- whether there is any significant link with other directors through involvement in other companies or body corporates that materially hampers the independent judgement or ability to act in the best interest of the L&G Group.

The Board had considered and was satisfied with the assessments carried out by the Nominating Committee.

b) Directors' Annual Assessments

The Nominating Committee undertakes an annual review of the performance of each Director through a self-assessment exercise and upon completion of the review and assessment, the Nominating Committee submits its comments and recommendations to the Board for consideration.

The Director's self-assessment conducted in respect of the financial year ended 31 March 2026 covered the following aspects:

- (i) fit and proper for a director;
- (ii) contribution and performance of a director;
- (iii) sustainability/ESG matters;
- (iv) calibre and personality of a director;
- (v) meeting attendance of the Board and Board Committees; and
- (vi) training, seminar, conference, etc, attended by the director.

All Directors had carried out the Directors' self-assessment exercise in respect of the financial year ended 31 March 2026 and the Nominating Committee had submitted its comments to the Board for consideration.

The Nominating Committee had also taken into consideration the outcome of the Directors' self-assessment before making recommendations to the Board for Directors who would be seeking re-election and reappointment at the AGM. The Board concurred with the recommendations of the Nominating Committee and supports the Directors who will be retiring at the coming AGM to stand for re-election.

c) Board Assessment and Board Committee Assessments

Annually, the Nominating Committee undertakes Board assessment and Board Committee assessments.

The Nominating Committee had conducted a Board assessment in respect of the financial year ended 31 March 2026.

The Board assessment covered the following aspects:

- (i) Board structure;
- (ii) Board operations;
- (iii) Board roles and responsibilities; and
- (iv) Board Chairman's roles and responsibilities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

The Nominating Committee had also reviewed the Board Committee assessments, which consisted of questionnaires that had been completed by the Chairman of the respective Board Committee as follows:

- (i) Audit Committee;
- (ii) Nominating Committee;
- (iii) Remuneration Committee;
- (iv) Risk Management Committee; and
- (v) Strategy Committee.

The said assessments had covered the following aspects:

- (i) composition of the respective Board Committee;
- (ii) effectiveness of the respective Board Committee's roles; and
- (iii) documentation of the minutes of the respective Board Committee.

The Nominating Committee had reported the above-mentioned assessments to the Board.

d) Assessment on the members of the Audit Committee

Pursuant to Paragraph 15.20 of the MMLR, the Nominating Committee of a listed issuer must review the term of office and performance of an Audit Committee and each of its members annually to determine whether such Audit Committee and Members have carried out their duties in accordance with their terms of reference.

The Nominating Committee had reviewed and assessed the performance of each of the members of the Audit Committee in respect of the financial year ended 31 March 2026 through a self-assessment exercise. The assessment had covered the following aspects:

- (i) corporate governance, risk management, and internal controls;
- (ii) audit and financial reporting; and
- (iii) skill set.

Upon completion of its review and evaluation, the Nominating Committee's comments and recommendations were submitted to the Board. The Nominating Committee agreed and was satisfied with the performance of the Audit Committee and each of its members.

II. REMUNERATION

The Company aims to set remuneration levels that are sufficient to attract and retain the Directors and Senior Management needed to run the Company successfully, considering the function, workload, and responsibilities.

The Board was assisted by the Remuneration Committee to review and recommend on the remuneration of the Managing Director pursuant to the contract of service. The Managing Directors' remuneration comprises basic salary and other customary benefits made available by the Group. The Board had approved the Managing Director's remuneration after taking into account the market rates and the performance of the Managing Director and the Group.

The Non-Executive Directors' remuneration comprises fees and meeting allowances that are linked to their expected roles and level of responsibilities. The Directors' annual fees, which are determined by the Board as a whole, are approved by shareholders of the Company at each AGM. The meeting allowances of the Non-Executive Directors are also approved by the shareholders of the Company at the relevant AGM.

The former Executive Director, Encik Ferdaus Bin Mahmood retired on 31 December 2015 and had been redesignated as a Non-Independent Non-Executive Director since 1 January 2016. A (fixed) advisory fee based on a contract of service was formalised between the Company and the former Executive Director for his advisory role in relation to operational matters of the Group. For the financial year ended 31 March 2026, the total advisory fees paid were RM132,000.00. This advisory fee is not subject to shareholders' approval.

As for the Senior Management personnel, the salaries and benefits were agreed upon before engagements were formalised. The salaries and benefits take into consideration the complexities of the work, qualifications, experience, and other factors. As senior management personnel work closely with the Managing Director, their salaries and bonuses were reviewed and decided by the Managing Director after the annual performance appraisal exercise of the Group.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

At the coming 63rd AGM, the Board shall seek shareholders' approval for the Directors' fees and meeting allowances.

Pursuant to Paragraph 9.25 and paragraph 11 of Appendix 9C of the MMLR, the details of the Directors' remuneration at the Company level on the named basis for the financial year ended 31 March 2026 are tabulated as below.

There is no Directors' remuneration at the subsidiary level of the Group.

A) Executive Director - Managing Director

No	Name	Defined Contribution Plan (RM)	Salaries (RM)	Bonus (RM)	Benefits in kind (RM)	Total (RM)
1.	Low Gay Teck	167,292	1,128,486	278,805	37,033	1,611,616

B) Non Executive Directors

NO.	NAME OF DIRECTORS	PROPOSED DIRECTORS' FEES FYE 31 MARCH 2026**	MEETING ALLOWANCE PAID FYE 31 MARCH 2026*	TOTAL
		RM	RM	RM
1.	Dato' Hj Zainal Abidin Bin Putih	134,250	8,000	142,250
2.	Hoong Cheong Thard	59,250	17,000	76,250
3.	Chiu Andrew Wah Wai	49,250	8,000	57,250
4.	Ferdaus Bin Mahmood	49,250	10,000	59,250
5.	Dato' Noorizah Binti Hj Abd Hamid	70,000	17,000	87,000
6.	Yeoh Chong Keng	64,250	17,000	81,250
7.	Loh Wei Yuen	58,500	20,000	78,500
8.	Yip Jian Lee	69,250	18,000	87,250
9.	Faezali Bin Mustara R. Jumabhoy	54,250	11,000	65,250
	TOTAL	608,250	126,000	734,250

Note:

* Paid according to shareholders' mandate obtained at the previous 62nd AGM for payment of meeting allowance for Board and Board Committees' meetings held during the financial year under review.

** The total fees amounting to RM608,250 for the financial year ended 31 March 2026 is subject to shareholders' approval at the 63rd AGM.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

PRINCIPLE B: EFFECTIVE AUDIT AND RISK MANAGEMENT

Financial Reporting

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Group, and for ensuring that the financial statements comply with the Companies Act, 2016 and applicable approved Accounting Standards in Malaysia.

The Board is assisted by the Audit Committee in fulfilling the statutory and fiduciary responsibilities in the assessment and evaluation of the Group's management and financial reports of the performance of business, accounting policies, risk, and internal controls.

The Audit Committee serves as an independent party in the review of the financial information presented by Management before distribution to all shareholders and stakeholders. It ensures that the financial statements comply with applicable accounting standards and it also provides direction over the internal audit function and relationship with the external auditors to ensure independence from Management.

Further details are contained in the Audit Committee's Report in the next section of this Annual Report.

Internal Control and Risk Management

The Board acknowledges their responsibility to maintain a sound system of internal controls covering not only financial controls but also operational and compliance as well as risk management. This system is designed to manage, rather than eliminate, the risk of failure to achieve the Group's corporate objectives, as well as to safeguard shareholders' investments and the Group's assets. The Board seeks regular assurance on the continuity and effectiveness of the internal control system through independent review by the internal and external auditors.

The details of the Enterprise Risk Management ("ERM") framework are disclosed in the Statement on Risk Management and Internal Control in the following section of this Annual Report.

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

Corporate Disclosure

To ensure timely and high-quality disclosure, Company Disclosure Policies and Procedures are in place where policies, authority charts, procedures, and processes are clearly defined.

The Board recognises the importance of timely dissemination of information to shareholders and investors to ensure that they are well informed of all major developments of the Company and the Group. Such information is communicated to shareholders and investors through various disclosures and announcements to the Bursa Securities, including the quarterly financial results, annual reports, and, where appropriate, circulars and press releases.

In compliance with the Listing Requirements of Bursa Securities, all announcements made by the Company to Bursa Malaysia such as the Group's quarterly financial results, annual reports, and other mandatory announcements, are made available at the Company's website: www.land-general.com.

The website also contains current corporate and non-financial information to provide general information about the Group's ongoing business activities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

IN RESPECT OF THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONT'D)

Relationship with Shareholders and Investors

General meetings represent the principal forum for dialogue and interaction with shareholders. The Board encourages and welcomes participation from shareholders to ask questions regarding the resolutions being proposed at the meeting and also any other matters pertaining to the business activities of the Group. The Directors, Senior Management personnel, and the external auditors and advisers, where necessary, will be present during these meetings to respond to questions raised by shareholders.

At the 62nd AGM held on 18 September 2025, the Managing Director and Chief Financial Officer of the Company gave a slide presentation to the shareholders on the Group's operating and financial performance for the financial year under review, which included updates on the operational activities of the Group and following that, a question-and-answer session with the shareholders at the AGM. At the 62nd AGM, a poll vote was conducted. The Company has published the summary of discussion of the 62nd AGM on its website for public viewing, adhering to good corporate governance practices.

To further promote effective communication and proactive engagement, any concerns or queries regarding the Group can be submitted directly to Dato' Noorizah Binti Hj Abd Hamid who is the Senior Independent Non-Executive Director of the Company.

Address: YBhg Dato' Noorizah Binti Hj Abd Hamid
c/o Land & General Berhad
8trium, Level 21 Menara 1,
Jalan Cempaka SD12/5,
Bandar Sri Damansara
52200 Kuala Lumpur

Email: sid@land-general.com

In addition, to enable the public to forward queries to the Company, the aforesaid Company's website contains the names, contact email addresses, and telephone numbers of the following personnel:

Ms Oon Khai Fen
Chief Financial Officer
Telephone No: 03-6279 8030
Email: kfoon@land-general.com

Ms Lee Siw Yeng
Company Secretary
Telephone No. 03-6279 8110
Fax No: 03-6277 7061
Email: sylee@land-general.com

CONCLUSION

Moving forward, the key focus areas and future priorities of the Board shall include continuous enhancement of the corporate disclosures as required by the relevant regulations and improvement of the Group's corporate governance practices and procedures, particularly on risk management and internal control as well as on sustainability material matters.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

INTRODUCTION

The Malaysian Code on Corporate Governance 2021 requires listed companies to maintain a sound system of risk management and internal controls to safeguard shareholders' investments and the Group's assets. Pursuant to paragraph 15.26(b) of the Listing Requirements of Bursa Malaysia Securities Berhad ("Bursa Securities"), the Board of Directors is required to include a statement in the Annual Report on the state of the Group's risk management and internal controls for financial year under review.

BOARD'S RESPONSIBILITY

The Board recognises the importance of a sound system of risk management and internal control to safeguard shareholders' investment and the Group's businesses and assets. The Board acknowledges its primary responsibility to ensure that risks in the Group are identified, evaluated and managed with appropriate system of risk management and internal controls, and to ensure that the effectiveness, adequacy and integrity of the risk management and internal control systems are reviewed on an on-going basis.

The review covers, inter alia, financial, operational and compliance system controls and risk management procedures of the Group. However, such procedures are designed to manage rather than to eliminate risks that may impede the achievement of the Group's business objectives. Accordingly, the system can only provide reasonable and not absolute assurance against material errors, misstatement, losses or fraud.

The Group has in place an on-going process for identifying, evaluating and managing significant risks that may affect the achievement of business objectives for the year and up to the date of this report. The significant risks are reported to the Board on quarterly basis for their deliberation.

The Risk Management Committee ("RMC") was established to assist the Board in the discharge of its primary responsibilities of reviewing the process in identifying, managing, evaluating and monitoring the significant risks as well as overseeing the implementation of appropriate systems and risk assessment processes to manage such risks within the Group. The RMC comprises three (3) members, including two (2) Independent Non-Executive Directors, and is chaired by an Independent Non-Executive Director.

During the financial year under review, the RMC met five (5) times to review the Group's risk profile, principal and emerging risks, risk mitigation measures, sustainability-related matters and the effectiveness of the Group's risk management framework. Through a formalised monitoring and reporting process, the RMC reviewed the adequacy and effectiveness of the Group's risk management and internal control measures implemented by Management and reported its observations and recommendations to the Board on a quarterly basis.

The Board had considered the matters reported by the Audit Committee ("AC") pursuant to the terms of reference of the Audit Committee as well as matters reported by the RMC pursuant to the terms of reference of the RMC on quarterly basis and additional meetings are convened as and when necessary.

ENTERPRISE RISK MANAGEMENT (ERM)

The Board has formalised a comprehensive Enterprise Risk Management ("ERM") Framework and clear governance structure that takes into account all significant aspects of internal control including risks assessment, the control environment and control activities, information and communication and monitoring. Key business risks have been categorised to highlight the source of the risk, and scored to reflect both financial and reputational impact of the risk and the likelihood of its occurrence.

The Board, AC, RMC, Senior Management and Heads of Department / Operating units of the Group play an important role in ensuring the effective management of risks.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

The risk management governance structure sets out the structure used to assign responsibility for managing risks and is based on the following key principles:-

Head of Department (or Operating Unit) ("HOD")	a) The responsibility of risk identification and management of each operating unit lies with the respective HOD. Any significant risks identified with the corresponding risk management activities are communicated to Senior Management before the results are being communicated to the Board; b) Involvement in identification, assessment, mitigation, monitoring and reporting of risks that are appropriate to the needs of the organisation; and c) Implement and manage various controls identified.
Senior Management	a) Provide further input on identification, assessment, mitigation, monitoring and reporting of risks; b) Moderate risk scoring based on group level risk tolerance; and c) Consider and recommend changes of risk profile to RMC by looking into the significance and impact of the risk on the overall Group operation.
RMC	a) Oversee the implementation and effectiveness of the ERM Framework; b) Review and monitor L&G Group's risk profile and risk dashboard on a periodic basis to understand the critical risks faced by the Group and how the risks are being mitigated; c) Oversee Management in the design, implementation and monitoring of the risk management and internal control systems that includes identifying material weaknesses and recommending areas for improvement and additional risk mitigations; d) Communicate to the Board on the changes to the key risk profiles and the course of action to be taken by Senior Management and/or HOD in mitigating these risks on periodic basis; e) Oversee sustainability related risks and opportunities of the Group, including climate related risks, sustainability reporting, ESG performance indicators, sustainability initiatives and the implementation of the Group's sustainability roadmap; and f) Review and provide recommendations to the Board on the risk aspects of any business development opportunities as may be proposed by Management, ensuring that appropriate due diligence appraisal of any such proposal had been undertaken.
Internal Audit	Review and report on a quarterly internal audit review of various operations and departments within the Group to assess the Group's risks and the effectiveness of its internal controls including providing recommendations and review of implementation. The findings and recommendations are reported to the AC.
Audit Committee	Amongst others, the AC reviews the quarterly financial performance of the Group and recommends it to the Board for approval. The AC also reviews the report from the Internal Auditors and present the key findings to the Board. The AC also reviews the key findings arising from the external audit as presented by its External Auditor on an annual basis which are reported to the Board.
Board of Directors	Assumes ultimate accountability over the effectiveness of the risk management and internal control system of the Group by establishing and supervising the operation of the risk management framework.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

The ERM process adopted is as follows:-



Significant or Main Principal Risks Relating to Group's Business

During the financial year ended 31 March 2026, the Group has identified the significant key risks that have high potential of impact and likelihood to the overall Group's operation and at the same time maintains the risk management system to ensure that the corporate objectives and strategies are achieved within the acceptable risk appetite of the Group, which amongst others, comprise the following:

1) Economy slowdown/Weak market Sentiment

Slower growth in the economy or negative market sentiment will result in lower demand for the Group's properties and lower enrolments of students in its schools. Higher inflation and potential reduced subsidies may further impact on purchasing power while more stringent banking lending guidelines may restrict the buyers' access to mortgage loans.

To mitigate these market risks, the Group continuously reviews and develops products that meet the buyers' requirements particularly in terms of affordability and functionality of its projects to ensure high take-up rates. This is supported by effective advertising and promotional activities to ensure that the projects reach their targeted markets. Finally, the Group ensures that the overall costs and quality of its projects are constantly reviewed and maintained such that the projects can ensure their profitability and delivery in event of any slowdown of economy.

Further, the Group also continuously undertakes promotional activities highlighting the strengths of the Group's education programmes as well as the awards and recognition received to attract parents and students to enrol in its schools.

2) Increase in Prices of Building Materials

The Group faces challenges as a result of inflationary pressures on building material prices, which have resulted in higher construction costs arising from supply chain disruption attributed to geopolitical crises and higher fuel costs.

To mitigate the risk, the Group has undertaken proactive measures by continuously and closely monitoring budgeted project costs with actual project costs. The Group also minimises cost escalation by negotiating fixed-cost contracts with its major contractors, where possible. Further, the Group also undertakes design and product optimisation on an ongoing basis to ensure cost-effectiveness of the type and usage of building materials.

3) Investments and Joint-Ventures

An unfavourable return on capital or share of losses in our investments, joint ventures and associates could result in financial losses for the Group.

The Group continuously evaluates its investments in land and other equity investments for possible impairment in value and provides for these in the financial statements accordingly. To mitigate the risks in its joint venture investments and associates, the Group safeguards its interest through the appointment of representatives on its respective boards or operational/management committees where applicable and reviews the financial outgoings and management accounts of its material investments not under the control of the Group.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

4) Maintaining School Academic Standard and Compliance of Ministry of Education Regulations (MOE)

Maintaining a high level of academic standard and student personal development is crucial in meeting the Group's business objectives and expectations of parents. Negative publicity from non-compliance of MOE Regulations may cause parent to lose confidence leading to withdrawal of students.

The Group mitigates these risks by ensuring that its Private and International School are up-to-date on the latest regulatory and teaching methodologies to keep abreast of the fast-changing global developments. Further, to enhance the parents' and the students' confidence, the well-being of students has been the key focus of the schools in addition to academic achievements.

5) Digital Transformation

System upgrading and automation are necessary to support business growth and operational efficiency and enhance internal controls.

To mitigate the risk, Management conducted a periodic assessment of the existing systems to identify gaps and limitations. A Group-wide IT and digital transformation roadmap covering key operating units is being developed and implemented.

During FY2026, the Group continued to enhance its risk management framework through the identification and monitoring of emerging risks including cybersecurity threats, climate change, liquidity management, succession planning, talent retention and stakeholder confidence. These risks are reviewed periodically by Management, the RMC and the Board as part of the Group's ongoing risk assessment process.

The ERM Risk Register is mandatory for all operating units and forms an integral part of good management practice for the Group. Its purpose is to foster a proactive risk management culture within the Group's companies and departments.

As at the date of the Annual Report, the ERM framework and the Group risk profile are subject to quarterly review, and as and when necessary.

INTERNAL AUDIT FUNCTIONS

The internal audit function of the Group is carried out by BDO Governance Advisory Sdn Bhd ("BDO"). BDO is an independent professional services provider which supports the Board with much of the assurance it requires regarding the adequacy and effectiveness of the Group's internal control system.

During the financial year, BDO has tabled the internal audit plan to the AC which outlined the key business operating units' internal audit review for year 2026/2027 for the AC's consideration.

During the financial year under review, four (4) internal audit reviews were completed covering selected operational, financial, compliance and governance processes of the Group based on the approved risk-based internal audit plan. The reviews included the following key business areas, as follows:

- a) project management for Wyn Residence;
- b) non trade procurement to payment at Headquarters;
- c) enrolment to fees for school division; and
- d) tender and contract management policies and procedures.

Internal audits are undertaken to provide independent assessments of the adequacy, efficiency and effectiveness of the Group's internal control systems, and reports are made to the AC on a quarterly basis. The AC also has full access to both internal and external auditors and receives reports on all audits performed.

The internal auditor has reviewed the internal controls in the key activities of the Group's business based on the annual audit plan that was presented to the AC. The internal audit function of the Group adopts a risk-based approach steered by internal policies and procedures and is in reference to the Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF) when preparing its audit strategy and plans, after considering the risk profiles of the operating companies and divisions of the Group. The system of internal control has been structured in such a manner that it has provided reasonable assurance that the likelihood of a significant adverse impact on business objectives arising from a future event or situation are at a level acceptable to the business. This is achieved through a combination of preventive, control and mitigative measures.

The audit reports that were tabled to the AC for their deliberation on a quarterly basis include management responses and corrective actions implemented or to be implemented in regard to the specific findings and recommendations. During the financial year under review, 1 finding rated with high priority was reported while others were rated with medium and low priority. The internal control weaknesses identified were administrative in nature and as at the date of this Statement, the high priority finding has been resolved while the remaining findings are in the process of remediation.

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

(CONT'D)

OTHER KEY ELEMENTS OF INTERNAL CONTROL

The other key elements of the Group's internal control system that are regularly reviewed by the Board are described below:

- Defined appropriate level of delegation and reporting lines of responsibilities to Board Committees and to Management, including organisational structures and appropriate authority levels;
- Documented internal policies and procedures set out in the Group Procedures & Authorities (GPA) Manual, which are periodically reviewed and improved upon to reflect changes in business structures and processes. This provides a sound framework of authority and accountability within the organisation and facilitates proper corporate decision making at the appropriate level in the organisation's hierarchy;
- Key operating statistics from the Management on the performance of operating units;
- Annual budgets and the revised budgets before the end of financial year;
- Quarterly financial information reviewed and tabled by the AC; and
- Enterprise Risk Management Register and control framework tabled by the RMC.

Whilst the Group reviews the financial results of its material joint ventures and associates and also has executive oversight via its nominated directors and terms under its shareholders' agreement, the Group's system of risk management and internal controls does not cover associates and joint ventures.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The external auditors have reviewed this Statement on Risk Management and Internal Control pursuant to the scope set out in Audit and Assurance Practice Guide ("AAPG") 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the annual report of the Group for the year ended 31 March 2026, and reported to the Board that nothing has come to their attention that cause them to believe that the statement intended to be included in the annual report of the Group, in all material respects:

- (a) has not been prepared in accordance with the disclosures required by Section 7 of the Statement on Risk Management and Internal Control (SORMIC): Guidelines for Directors of Listed Companies, or
- (b) is factually inaccurate.

AAPG 3 does not require the external auditors to consider whether the Directors' Statement on Risk Management and Internal Control covers all risks and controls, or to form an opinion on the adequacy and effectiveness of the Group's risk management and internal control system including the assessment and opinion by the Board of Directors and management thereon. The auditors are also not required to consider whether the processes described to deal with material internal control aspects of any significant problems disclosed in the annual report will, in fact, remedy the problem.

CONCLUSION

The Board has received assurance from the Managing Director and Chief Financial Officer that the Group's risk management and internal control system is operating adequately and effectively, in all material aspect, based on the risk management and internal control system of the Group.

The Board is of the view that risk management and internal control system in place for the year under review and up to the date of issuance of the financial statement, is adequate and effective to safeguard shareholders' investment and the Group's assets. Notwithstanding this, all control procedures will be continuously monitored for improvement and enhancement of the existing system of risk management and internal controls in view of the changing business environment.

ADDITIONAL COMPLIANCE INFORMATION

AUDIT AND NON-AUDIT FEES

The audit fees and non audit fees paid or payable to the external auditor incurred by the Company and the Group for the financial year ended 31 March 2026 have been reflected under Note 21 to the Audited Financial Statements, on Page 184 of this Annual Report.

MATERIAL CONTRACTS

There were no material contracts subsisting at the end of the financial year entered into since the end of the previous financial year by the Company and its subsidiaries involving the interests of the Directors or major shareholders.

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING

Pursuant to Paragraph 9.25A of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, below are the financial data that are relevant for the purpose of Shariah screening by the Shariah Advisory Council of the Securities Commission Malaysia. These include financial data on Shariah non-permissible income arising from the Group's business activities and interest-based financial position.

(a) Group Total Income and Total Assets

	Group	
	2026 RM'000	2025 RM'000
Total Income		
Revenue	490,521	287,578
Other income	6,404	4,121
Share of results of an associate	(3,209)	(9,582)
Share of results of joint ventures	(93)	2,670
Total Income	493,623	284,787
Total Assets	1,819,772	1,740,109

(b) Business Activities

	Group	
	2026 RM'000	2025 RM'000
Shariah Non-Compliant Activities		
Dividend from short-term funds	114	739
Interest income	836	374
Total	950	1,113

ADDITIONAL COMPLIANCE INFORMATION

(CONT'D)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(c) Component of Financial Position

(i) Cash Component

	Group	
	2026	2025
	RM'000	RM'000
Islamic Account/Instruments		
Short-term funds	114,960	78,466
Cash on hand and at banks	6,382	11,980
Cash held under Housing Development Accounts	2,700	21,448
Total	124,042	111,894
Conventional Account/Instruments		
Short-term funds	8,943	8,921
Cash on hand and at banks	4,323	5,776
Cash held under Housing Development Accounts	10,221	9,708
Total	23,487	24,405

(ii) Debt Component

	Group	
	2026	2025
	RM'000	RM'000
Islamic Financing		
Current		
Other borrowings	202	106
Non-Current		
Other borrowings	206	317
Total	408	423
Conventional Financing		
Current		
Bridging loan	6,616	12,156
Term loan	39,636	33,870
Other borrowings	149	50
Non-Current		
Bridging loan	15,332	24,368
Term loan	88,302	164,529
Revolving credit	30,000	-
Other borrowings	-	150
Total	180,035	235,123

ADDITIONAL COMPLIANCE INFORMATION

(CONT'D)

DISCLOSURE OF FINANCIAL DATA FOR SHARIAH SCREENING (CONTINUED)

(c) Component of Financial Position (Continued)

In the financial year ended 31 March 2026, the Shariah non-compliant activities accounted for 0.19% of the Group's total income (2025: 0.39%). The Group continues to maintain predominantly Islamic cash and financing profiles, reinforcing its Shariah-compliant position.

The conventional cash account/instruments and debt financing of the Group's total assets remained well below the Securities Commission Malaysia's 33% financial ratios benchmarks, which are as follows:

- (i) Conventional cash account/instruments ratio: 1.29% (2025: 1.40%)
- (ii) Conventional debt financing ratio: 9.89% (2025: 13.51%)

AUDIT COMMITTEE REPORT

The Audit Committee (“AC”) was established on 8 August 1991 to act as a Committee of the Board to fulfill its fiduciary responsibilities relating primarily to business ethics, policies and practices, and financial management and controls.

MEMBERS AND MEETINGS

The AC comprises four (4) members, three (3) of whom are Independent Non-Executive Directors and another one (1) is Non-Independent Non-Executive Director.

The AC held nine (9) meetings during the financial year ended 31 March 2026. The members of the AC and the record of their attendance are as follows:

	Audit Committee	Position on the Board	Attendance/ Number of meetings held
1.	Yip Jian Lee	Chairman of Audit Committee, Independent Non-Executive Director	9/9
2.	Yeoh Chong Keng	Independent Non-Executive Director	9/9
3.	Loh Wei Yuen	Independent Non-Executive Director	8/9
4.	Hoong Cheong Thard	Non-Independent Non-Executive Director	9/9

The AC had two (2) private meetings with the external auditors during the financial year ended 31 March 2026.

In compliance with the Listing Requirements of Bursa Malaysia Securities Berhad, the terms of reference of the AC are made available at the Company’s website: www.land-general.com.

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

In discharging its responsibilities, the AC focused on the integrity of the Group's financial reporting, effectiveness of internal controls and risk management processes and the performance and independence of the internal and external auditors.

For the financial year ended 31 March 2026, the main activities undertaken by the AC were as stated below.

A) Financial Reporting

1. Reviewed the draft quarterly unaudited financial results of the Company and the Group and made the necessary recommendations to the Board for approval for announcement to Bursa Malaysia Securities Berhad.
2. Reviewed the Audit Planning Memorandum before the commencement of audit. The external auditors’ engagement partner was invited to present to the AC in relation to the performance of audit for the financial statements for the financial year ended 31 March 2026 (“AFS”). The following matters were highlighted and discussed listed as follows: -
 - a) Engagement Team;
 - b) Audit Scope;
 - c) KPMG's Audit Methodology and time of audit;
 - d) Audit Highlights;
 - e) Materiality;
 - f) Identified risks;
 - g) Other audit matter
 - h) Group audit;
 - i) Key Milestone;
 - j) Other matters; and
 - k) Sustainability reporting.

AUDIT COMMITTEE REPORT

(CONT'D)

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONTINUED)

A) Financial Reporting (continued)

3. The progress of the statutory audit in relation to the financial positions of the Company and the Group was reported by the external auditors to the AC. At the AC Meeting, the AC had considered and discussed the areas of audit focus as reported by external auditors.

The AC and external auditors discussed and considered the areas of audit focus and the outcome of the audit of the Group, which amongst other highlighted as follows:-

- a) property development revenue recognised over time;
- b) impairment assessment of investment in subsidiaries - Company;
- c) sales of completed properties and education fees;
- d) provision for cost to complete; and
- e) management override of controls.

4. Reviewed on the assistance and support given by the Group's employees to the external auditors.
5. Reviewed the audited financial statements of the Company and the Group prior to the submission to the Board for their consideration and approval (to ensure that the audited financial statements were drawn up in accordance with the provisions of the Companies Act, 2016 and the applicable Financial Reporting Standards in Malaysia).
6. Reviewed and deliberated the assessment on external auditors' performance and independence pursuant to Guidance for Practice 9.3 of Malaysian Code on Corporate Governance 2021 ("MCCG 2021"). The aspects reviewed and deliberated by the AC are summarised as follows:-

- a) independence and objectivity;
- b) audit scope and planning;
- c) audit communication;
- d) quality processes/performance; and
- e) audit fees.

Based on the assessment performed, the Audit Committee was satisfied that the external auditors remained independent, objective and effective in carrying out the statutory audit of the Group.

B) Internal Audit

1. Reviewed, discussed and agreed the internal audit plan, scope, timeline and professional fees before commencement of internal audits. The AC also considered experience and background of the internal audit firm.
2. Reviewed and discussed the internal audit findings and internal audit follow-ups on the key divisions of the Group at the AC meetings. Issues highlighted and discussed include internal control issues and implementation of recommended control measures to be undertaken by the relevant divisions.
3. Reviewed the adequacy and integrity of the internal control systems to manage the risks.
4. Reviewed and deliberated the internal audit function evaluation pursuant to Guidance for Practice 11.1 of MCCG 2021. The AC was satisfied with the performance, independence and adequacy of resources of the internal audit function in discharging its responsibilities.

C) Others

1. Reviewed and considered related party transactions particularly the extent of conflict of interests of the related parties and fair and reasonableness of the relevant transactions.
2. Reviewed the Statement on Risk Management and Internal Control and the AC Report for Board's consideration and approval for inclusion in the annual report.

AUDIT COMMITTEE REPORT

(CONT'D)

SUMMARY OF ACTIVITIES OF THE AUDIT COMMITTEE FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026 (CONTINUED)

C) Others (continued)

3. Reviewed the quarterly report on the status of business operations of Forward Victory Sdn Bhd ("FVSB") in which the Managing Director has 10% equity interests in FVSB and as governed by the Business Venture and Shareholders' Agreement dated 31 March 2023 and Supplemental Agreement dated 29 May 2023, respectively.
4. Reviewed the quarterly declaration of conflict of interests made by all Directors and Senior Management personnel of the Group and monitoring of any potential conflict of interest arising from the holding of other directorships and noted that there were no conflict-of-interest situations requiring deliberation by the Audit Committee during the financial year.
5. During the financial year ended 31 March 2026, the Audit Committee received complaints via the Group's whistleblowing channel. The AC treated the complaints seriously and engaged an independent specialist lawyer to conduct a review and fact-finding exercise.

Following the completion of the independent review and fact-finding exercise conducted by the specialist lawyer appointed by the AC, the AC concluded that the allegations could not be substantiated based on the information and evidence provided. Accordingly, the matter was closed with no further action required.

The AC had convened four (4) additional Special AC meetings to consider and evaluate the matter.

INTERNAL AUDIT FUNCTION

The internal audit function of the Group is currently carried out by BDO Governance Advisory Sdn Bhd ("BDO"), an independent professional services provider whose principal responsibility is to undertake regular and systematic reviews of the system of internal controls, so as to provide reasonable assurance that such systems continue to operate effectively and efficiently. The internal audit function is to assist the Board and the AC to evaluate the system of internal control and to provide their recommendation to the Board and the Management for further improvement.

The internal auditors had carried out audits according to the internal audit plan. The internal audit function of the Group adopts a risk-based approach steered by internal policies and procedures and is reference to the Institute of Internal Auditors' (IIA) International Professional Practices Framework (IPPF). The following activities were carried out during the financial year:

No	Internal Control Review	Business Operations Reviewed
1.	Project Management for Wyn project	i. Tender and selection of consultant, contractors and suppliers; ii. Project budget planning and cost monitoring; iii. Project progress planning and monitoring; iv. Progress payment and variation orders; v. Compliance to Health, Safety and Environment regulations; and vi. Control and monitoring of Non-Conformance Report, Architect instruction or engineer instruction.
2.	School Division: Enrolment to Fees	i. Enrolment processes; ii. Billing, including fees collection and bank-in procedures; iii. Controls over refund, write-off, discount, cancellation and adjustment; iv. Collection and credit control management; v. Student and academic management; and vi. Compliance with Ministry of Education requirements.
3.	Non-Trade Procurement to Payment at Headquarters (HQ)	i. Vendor Management; ii. Procurement Processes; and iii. Payment Processes.
4.	Tender and Contract Management Policies and Procedures.	i. Tender procedures, including bidders sourcing, evaluation and selection; ii. Contract award procedures; iii. The Limits of Authority over tender and contract award management; and iv. Segregation of duties over tender and contract award management.

During the financial year, the costs incurred for the internal audit function was RM102,832.21.

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE AUDITED FINANCIAL STATEMENTS

Directors are required by company law to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year and of the results of the Group and of the Company of the financial year then ended.

In preparing the financial statements for the year ended 31 March 2026, the Directors have:

- adopted suitable accounting policies and then applied them consistently;
- made judgements and estimates that are prudent and reasonable;
- ensured applicable accounting standards have been followed, subject to any material departure and explained in the financial statements; and
- prepared the financial statements on the going concern basis unless it is inappropriate to presume that the Group and the Company will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and of the Company and to enable them to ensure that the financial statements comply with the Companies Act, 2016. The Directors are also responsible for safeguarding the assets of the Group and of the Company and, hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

FINANCIAL STATEMENTS

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DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026

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 March 2026.

PRINCIPAL ACTIVITIES

The principal activities of the Company are investment holding, leasing of assets and provision of management services. The principal activities of the subsidiaries are set out in Note 4 to the financial statements.

Other information relating to the subsidiaries are disclosed in Note 4 to the financial statements.

RESULTS

	Group RM'000	Company RM'000
Profit attributable to:		
Owners of the Company	50,455	22,098
Non-controlling interests	(60)	-
	50,395	22,098

RESERVES AND PROVISIONS

There were no material transfers to or from reserves and provisions during the financial year under review except as disclosed in the financial statements.

DIVIDEND

Since the end of the previous financial year, the Company had declared and paid the following dividends:

	RM'000
In respect of the financial year ended 31 March 2025, final single tier dividend of 0.8 sen per ordinary share which was paid on 17 October 2025	23,785
In respect of the financial year ended 31 March 2026, interim single tier dividend of 0.2 sen per ordinary share which was payable on 7 May 2026	5,946
	29,731

The Directors propose at the forthcoming Annual General Meeting, a final single tier dividend in respect of the financial year ended 31 March 2026, of 0.8 sen per share on 2,973,135,003 ordinary shares, amounting to RM23,785,080. The financial statements for the current financial year do not reflect this proposed dividend. This dividend, if approved by the shareholders, will be accounted for in equity as an appropriation of retained profits in the financial year ending 31 March 2027.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026 (CONT'D)

DIRECTORS OF THE COMPANY

Directors who served during the financial year until the date of this report are:

Dato' Hj Zainal Abidin Bin Putih (Chairman)
Low Gay Teck (Managing Director) **
Hoong Cheong Thard
Chiu Andrew Wah Wai
Ferdaus Bin Mahmood **
Dato' Noorizah Binti Hj Abd Hamid
Yeoh Chong Keng
Loh Wei Yuen
Yip Jian Lee
Faezali Bin Mustafa R. Jumabhoy

** These directors are also directors of the Company's subsidiaries.

The names of the directors of the Company's subsidiaries in office since the beginning of the financial year to the date of this report (not including those directors listed above) are:

Abdul Hamid Bin Md Yusof
Abdullah Bin Ali
Chin Foo Teck
Rahmat Bin Dahalan
Lau Siang Ee
Chiah Hwa Kai
Lee Yim Farn

DIRECTORS' INTERESTS

The interests and deemed interests in the shares of the Company and of its related corporations (other than wholly-owned subsidiaries) of those who were Directors at financial year end (including the interests of the spouses or children of the Directors who themselves are not Directors of the Company) as recorded in the Register of Directors' Shareholdings are as follows:

The Company	Number of ordinary shares			
	At 1.4.2025	Bought	Sold	At 31.3.2026
Indirect interest				
Chiu Andrew Wah Wai	1,032,773,600	-	-	1,032,773,600
Subsidiary of the Company				
- Bestari Elsa Sdn. Bhd.				
Indirect interest				
Ferdaus Bin Mahmood	45,000	-	-	45,000
Subsidiary of the Company				
- Forward Victory Sdn. Bhd.				
Indirect interest				
Low Gay Teck	28,000	-	-	28,000

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026 (CONT'D)

DIRECTORS' INTERESTS (CONTINUED)

	Number of redeemable convertible preference shares			
	At 1.4.2025	Bought	Sold	At 31.3.2026
Subsidiary of the Company				
- Forward Victory Sdn. Bhd.				
Indirect interest				
Low Gay Teck	3,800,000	-	-	3,800,000

No other directors in office at the end of the financial year had any interest in shares or in debentures of the Company and its related corporations during the financial year.

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the Directors have received nor become entitled to receive any benefit (other than those shown below) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

The directors' benefits paid to or receivable by directors in respect of the financial year ended 31 March 2026 are as follows:

	From the Company RM'000
Directors of the Company:	
Fees	608
Other emoluments	1,833
Estimated money value of any other benefits	45
	2,486

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

ISSUE OF SHARES AND DEBENTURES

There were no changes in issued and paid-up capital of the Company during the financial year. There were no debentures issued during the financial year.

OPTIONS GRANTED OVER UNISSUED SHARES

No options were granted to any person to take up unissued shares of the Company during the financial year.

INDEMNITY AND INSURANCE COSTS

There was no indemnity given to the Directors, officers and auditors of the Company during the financial year.

During the financial year, a Corporate Liability Insurance ("CLI") was in place and the total premium of the CLI paid was RM20,530, with the insured limit of RM10,000,000 for the Directors of the Group and its subsidiaries. The premium was borne by the Company and the Directors of the Company.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026 (CONT'D)

OTHER STATUTORY INFORMATION

Before the financial statements of the Group and the Company were made out, the Directors took reasonable steps to ascertain that:

- i) all known bad debts have been written off and adequate provision made for doubtful debts; and
- ii) any current assets which were unlikely to be realised in the ordinary course of business have been written down to an amount which they might be expected so to realise.

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

- i) that would render the amount written off for bad debts or the amount of the provision for doubtful debts in the Group and in the Company inadequate to any substantial extent, or
- ii) that would render the value attributed to the current assets in the financial statements of the Group and the Company misleading, or
- iii) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Group and the Company misleading or inappropriate, or
- iv) not otherwise dealt with in this report or the financial statements, that would render any amount stated in the financial statements of the Group and the Company misleading.

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

- i) any charge on the assets of the Group and the Company that has arisen since the end of the financial year and which secures the liabilities of any other person, or
- ii) any contingent liability in respect of the Group and the Company that has arisen since the end of the financial year.

No contingent liability or other liability of the Group and the Company has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Directors, will or may substantially affect the ability of the Group and the Company to meet their obligations as and when they fall due.

In the opinion of the Directors, the financial performance of the Group and the Company for the financial year ended 31 March 2026 have not been substantially affected by any item, transaction or event of a material and unusual nature nor has any such item, transaction or event occurred in the interval between the end of that financial year and the date of this report.

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026 (CONT'D)

AUDITORS

The auditors, KPMG PLT, have indicated their willingness to accept re-appointment.

The auditors' remuneration of the Group and of the Company during the year are RM406,400 and RM81,900 respectively.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

Low Gay Teck

Director

Ferdaus Bin Mahmood

Director

Kuala Lumpur,

Date: 9 July 2026

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2026

	Note	Group 2026 RM'000	2025 RM'000	Company 2026 RM'000	2025 RM'000
Assets					
Property, plant and equipment	2	132,759	135,375	436	548
Investment properties	3	89,801	90,978	20,755	21,169
Investments in subsidiaries	4	-	-	1,054,511	1,077,108
Investments in associates	5	85,443	119,252	-	-
Investments in joint ventures	6	17,507	17,600	-	-
Inventories	7	560,293	551,598	-	-
Deferred tax assets	8	14,307	10,494	-	-
Right-of-use assets		649	730	-	-
Other non-current assets		175	178	164	166
Trade receivable	9	17,139	31,898	-	-
Total non-current assets		918,073	958,103	1,075,866	1,098,991
Inventories	7	457,118	442,277	-	-
Trade and other receivables	9	85,971	78,162	407	490
Other current assets		3,384	3,164	360	403
Contract assets	10	153,596	57,760	-	-
Contract costs	11	51,965	58,466	-	-
Tax recoverable		2,136	5,878	-	-
Short-term funds	12	123,903	83,415	31,907	9,836
Cash and bank balances	13	23,626	52,884	789	790
Total current assets		901,699	782,006	33,463	11,519
Total assets		1,819,772	1,740,109	1,109,329	1,110,510
Equity					
Share capital	14	660,232	660,232	660,232	660,232
Retained profits		496,802	476,078	400,904	408,537
Other reserves		10,675	10,739	-	-
Equity attributable to owners of the Company		1,167,709	1,147,049	1,061,136	1,068,769
Non-controlling interests	4	89,528	89,588	-	-
Total equity		1,257,237	1,236,637	1,061,136	1,068,769

STATEMENTS OF FINANCIAL POSITION

AS AT 31 MARCH 2026 (CONT'D)

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Liabilities					
Provisions	15	9,259	11,141	-	-
Other payables	16	285	243	-	-
Borrowings	17	133,840	189,364	206	317
Deferred tax liabilities	8	26,862	25,445	5	5
Lease liabilities		604	615	-	-
Total non-current liabilities		170,850	226,808	211	322
Provisions	15	41,785	27,590	3,434	3,586
Trade and other payables	16	277,936	182,188	44,437	37,566
Contract liabilities	10	16,376	17,622	-	-
Borrowings	17	46,603	46,182	111	106
Tax payable		8,781	2,887	-	161
Lease liabilities		204	195	-	-
Total current liabilities		391,685	276,664	47,982	41,419
Total liabilities		562,535	503,472	48,193	41,741
Total equity and liabilities		1,819,772	1,740,109	1,109,329	1,110,510

The notes on pages 154 to 201 are an integral part of these financial statements.

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2026

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue	18	490,521	287,578	40,081	62,774
Other income	19	6,404	4,121	18	-
Construction contract costs recognised as contract expenses		(253,581)	(95,273)	-	-
Land and other development costs		(40,460)	(15,096)	-	-
Cost of completed development units and land sold	7	(19,573)	(36,708)	-	-
Staff costs	20	(38,137)	(36,376)	(4,732)	(5,473)
Depreciation and amortisation		(6,414)	(6,913)	(572)	(566)
Other expenses		(51,145)	(31,253)	(11,134)	(6,391)
Fair value changes in contingent consideration		(952)	6,851	(952)	6,851
Operating profit		86,663	76,931	22,709	57,195
Finance costs	21	(9,149)	(10,915)	(17)	(22)
Share of results of an associate	5	(3,209)	(9,582)	-	-
Share of results of joint ventures		(93)	2,670	-	-
Profit before tax	21	74,212	59,104	22,692	57,173
Income tax expense	22	(23,817)	(23,712)	(594)	(1,031)
Profit for the year		50,395	35,392	22,098	56,142
Other comprehensive expense which may be reclassified to profit or loss in subsequent periods:					
Foreign currency translation differences for foreign operations		(64)	(1,256)	-	-
Total comprehensive income for the year		50,331	34,136	22,098	56,142
Profit attributable to:					
Owners of the Company		50,455	36,366	22,098	56,142
Non-controlling interests		(60)	(974)	-	-
Profit for the year		50,395	35,392	22,098	56,142
Total comprehensive income attributable to:					
Owners of the Company		50,391	35,110	22,098	56,142
Non-controlling interests		(60)	(974)	-	-
Total comprehensive income for the year		50,331	34,136	22,098	56,142
Basic earnings per ordinary share (sen):					
Basic	23	1.70	1.22		

The notes on pages 154 to 201 are an integral part of these financial statements.

STATEMENTS OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2026

Group	Note	Attributable to owners of the Company			Total	Non-controlling interests	Total equity
		Share capital	Capital reserve	Foreign exchange reserve			
		RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
1 April 2025		660,232	12,133	(1,394)	476,078	89,588	1,236,637
Profit for the year		-	-	-	50,455	(60)	50,395
Foreign currency translation differences for foreign operations		-	-	(64)	(64)	-	(64)
Total comprehensive income for the year		-	-	(64)	50,391	(60)	50,331
Dividends to owners of the Company	24	-	-	-	(29,731)	-	(29,731)
Total transactions with owners of the Company		-	-	-	(29,731)	-	(29,731)
At 31 March 2026		660,232	12,133	(1,458)	496,802	89,528	1,257,237
	Note 14.1					Note 4.1	
1 April 2024		660,232	12,133	(138)	460,524	90,562	1,223,313
Profit for the year		-	-	-	36,366	(974)	35,392
Foreign currency translation differences for foreign operations		-	-	(1,256)	(1,256)	-	(1,256)
Total comprehensive income for the year		-	-	(1,256)	35,110	(974)	34,136
Dividends to owners of the Company	24	-	-	-	(20,812)	-	(20,812)
Total transactions with owners of the Company		-	-	-	(20,812)	-	(20,812)
At 31 March 2025		660,232	12,133	(1,394)	476,078	89,588	1,236,637
	Note 14.1					Note 4.1	

STATEMENTS OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2026 (CONT'D)

Company	Note	Non-distributable Share capital RM'000	Distributable Retained profits RM'000	Total equity RM'000
At 1 April 2024		660,232	373,207	1,033,439
Profit/Total comprehensive income for the year		-	56,142	56,142
Dividends to owners of the Company	24	-	(20,812)	(20,812)
At 31 March 2025/1 April 2025		660,232	408,537	1,068,769
Profit/Total comprehensive income for the year		-	22,098	22,098
Dividends to owners of the Company	24	-	(29,731)	(29,731)
At 31 March 2026		660,232	400,904	1,061,136

Note 14.1

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2026

	Note	Group		Company	
		2026	2025	2026	2025
		RM'000	RM'000	RM'000	RM'000
Cash flows from operating activities					
Cash receipts from customers		419,032	216,277	-	-
Cash payments to suppliers and employees		(323,649)	(217,912)	(4,843)	(4,766)
Dividend received from subsidiaries		-	-	31,950	55,000
Interest received		942	758	24	82
Dividend from short-term funds		3,644	3,344	818	441
Tax paid		(18,267)	(17,814)	(755)	(876)
Tax refund		1,690	1,895	-	-
Other operating receipts		218	361	299	254
Other operating payments		(11,563)	(16,259)	(2,336)	(2,070)
Net cash generated from/(used in) operating activities		72,047	(29,350)	25,157	48,065
Cash flows from investing activities					
Investment in a joint venture		-	(1,650)	-	-
Proceeds from redemption of associate's preference shares		30,600	-	-	-
Investment in subsidiaries		-	-	(16,416)	(41,281)
Capital repayment from subsidiaries		-	-	28,935	-
Proceeds from redemption of subsidiaries' preference shares		-	-	1,454	-
Acquisition of investment properties	(i)	(593)	(143)	-	-
Purchase of property, plant and equipment	(ii)	(1,695)	(3,666)	(45)	-
Proceeds from disposal of property, plant and equipment		20	-	17	-
Repayment from joint venture		-	2,422	-	-
(Placement)/Withdrawals of deposits with a period of more than 3 months		(3,446)	1,688	-	-
(Placement)/Withdrawals of fixed- income securities and money market instruments		(36,951)	52,323	(22,067)	6,144
Net receipts from subsidiaries		-	-	6,863	8,578
(Placement)/Withdrawals of deposits pledged as security for bank guarantee facility		(91)	2,371	(4)	-
Others		13	13	13	13
Net cash (used in)/generated from investing activities		(12,143)	53,358	(1,250)	(26,546)
Cash flows from financing activities					
Drawdown of borrowings		99,991	94,368	-	-
Repayment of borrowings		(154,570)	(74,772)	(106)	(101)
Interest payments		(10,776)	(9,976)	(17)	(22)
Dividend paid to shareholders		(23,785)	(20,812)	(23,785)	(20,812)
Net cash used in financing activities		(89,140)	(11,192)	(23,908)	(20,935)
Net (decrease)/increase in cash and cash equivalents		(29,236)	12,816	(1)	584
Cash and cash equivalents at beginning of financial year		52,884	40,361	790	206
Effects of foreign exchange rate changes		(22)	(293)	-	-
Cash and cash equivalents at end of financial year	13	23,626	52,884	789	790

STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2026 (CONT'D)

(i) Acquisition of investment properties

During the financial year, the Group incurred capital expenditure in investment property with an aggregated cost of RM604,000 (2025: RM23,000).

	Note	2026 RM'000	2025 RM'000
Addition of investment property	3	604	23
Adjustment for:			
Accruals movement		(11)	120
Acquisition of investment property		593	143

(ii) Purchase of property, plant and equipment

During the financial year, the Group acquired property, plant and equipment with an aggregated cost of RM2,643,000 (2025: RM4,056,000).

	Note	2026 RM'000	2025 RM'000
Addition of property, plant and equipment	2	2,643	4,056
Adjustment for:			
Accruals movement		(948)	(390)
Purchase of property, plant and equipment		1,695	3,666

NOTES TO THE FINANCIAL STATEMENTS

Land & General Berhad is a public limited liability company, incorporated and domiciled in Malaysia and listed on the Main Market of Bursa Securities. The addresses of the principal place of business and registered office of the Company are as follows:

Principal place of business

8trium, Level 18-21, Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Malaysia

Registered office

8trium, Level 21, Menara 1
Jalan Cempaka SD 12/5
Bandar Sri Damansara
52200 Kuala Lumpur
Malaysia

The consolidated financial statements as at and for the financial year ended 31 March 2026 comprise the Company and its subsidiaries (together referred to as the “Group” and individually referred to as “Group entities”) and the Group’s interests in associates and joint ventures.

The principal activities of the Company are investment holding, leasing of assets and provision of management services.

The principal activities of the subsidiaries are as stated in Note 4 of the financial statements.

These financial statements were authorised for issue by the Board of Directors on 9 July 2026.

1. BASIS OF PREPARATION

(a) Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board (“MFRS Accounting Standards”), IFRS Accounting Standards as issued by the International Accounting Standards Board (“IFRS Accounting Standards”) and the requirements of the Companies Act 2016 in Malaysia.

The following are applicable accounting standards and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board (“MASB”) but have not been adopted by the Group and the Company:

Amendments effective for annual periods beginning on or after 1 January 2026

- Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Classification and Measurement of Financial Instruments*
- Amendments that are part of Annual Improvements - Volume 11:
 - MFRS 7, *Financial Instruments: Disclosures*
 - MFRS 9, *Financial Instruments*
 - MFRS 10, *Consolidated Financial Statements*
 - MFRS 107, *Statement of Cash Flows*

MFRS Accounting Standards and amendments effective for annual periods beginning on or after 1 January 2027

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates - Translation to a Hyperinflationary Presentation Currency*

Amendments effective for annual periods beginning on or after a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

1. BASIS OF PREPARATION (CONTINUED)

(a) Statement of compliance (continued)

The Group and the Company plan to apply the abovementioned accounting standard and amendments:

- from the annual period beginning on 1 April 2026 for the amendments that are effective for annual periods beginning on or after 1 January 2026; and
- from the annual period beginning on 1 April 2027 for the accounting standard and amendments that are effective for annual periods beginning on or after 1 January 2027.

The initial application of the abovementioned accounting standard and amendments is not expected to have any material financial impact to the current period and prior period financial statements of the Group and the Company, except MFRS 18 which will replace MFRS 101 *Presentation of Financial Statements* and applies for periods beginning on or after 1 April 2027.

The Group and the Company are in the process of assessing the impact of this new standard, particularly with respect to the structure of the Group and the Company's statement of profit or loss, the statement of cash flows and the additional disclosures required for management-defined performance measures. The Group and the Company are also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as 'other'.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis except for the following items which are measured based on the measurement bases stated below:

Items	Measurement bases
Financial instruments at FVTPL	Fair value
Contingent consideration in a business combination	Fair value

(c) Functional and presentation currency

These financial statements are presented in Ringgit Malaysia ("RM"), which is the Company's functional currency. All financial information is presented in RM and has been rounded to the nearest thousand, unless otherwise stated.

(d) Use of estimates and judgements

The preparation of the financial statements in conformity with MFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

- Note 6 - Classification of loans as cost of investment
- Note 8 - Recognition of deferred tax assets
- Note 15 - Provisions
- Note 18 - Revenue recognition
- Note 30 - Contingent liabilities

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

2. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land RM'000	Buildings RM'000	Other plant and equipment RM'000	Sales gallery RM'000	Bearer plants RM'000	Construction work-in- progress RM'000	Total RM'000
Cost							
At 1 April 2024	48,514	75,897	22,969	27,049	10,971	-	185,400
Additions	-	772	1,395	159	649	1,081	4,056
Disposal	-	-	(197)	-	-	-	(197)
Written off	-	-	(17)	-	-	-	(17)
Adjustment	-	-	-	(1,052)	-	-	(1,052)
At 31 March 2025/1 April 2025	48,514	76,669	24,150	26,156	11,620	1,081	188,190
Additions	-	24	1,723	120	576	200	2,643
Disposal	-	-	(100)	-	-	-	(100)
Written off	-	-	(7)	(7,288)	-	-	(7,295)
Adjustment	-	-	-	(69)	-	-	(69)
Reclassification	-	24	1,147	-	-	(1,171)	-
At 31 March 2026	48,514	76,717	26,913	18,919	12,196	110	183,369
Accumulated depreciation							
At 1 April 2024	-	18,040	18,088	9,726	2,795	-	48,649
Charge for the year	-	1,544	1,274	1,199	362	-	4,379
Disposal	-	-	(196)	-	-	-	(196)
Written off	-	-	(17)	-	-	-	(17)
At 31 March 2025/1 April 2025	-	19,584	19,149	10,925	3,157	-	52,815
Charge for the year	-	1,546	1,409	977	435	-	4,367
Disposal	-	-	(100)	-	-	-	(100)
Written off	-	-	(5)	(6,467)	-	-	(6,472)
At 31 March 2026	-	21,130	20,453	5,435	3,592	-	50,610
Carrying amounts							
At 1 April 2024	48,514	57,857	4,881	17,323	8,176	-	136,751
At 31 March 2025/1 April 2025	48,514	57,085	5,001	15,231	8,463	1,081	135,375
At 31 March 2026	48,514	55,587	6,460	13,484	8,604	110	132,759

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

2. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Motor vehicles RM'000	Furniture, fittings and equipment RM'000	Total RM'000
Cost			
At 1 April 2024	758	164	922
Additions	-	38	38
Written off	-	(17)	(17)
At 31 March 2025/1 April 2025	758	185	943
Additions	-	45	45
Written off	-	(7)	(7)
Disposal	(84)	-	(84)
At 31 March 2026	674	223	897
Accumulated depreciation			
At 1 April 2024	130	133	263
Charge for the year	135	14	149
Written off	-	(17)	(17)
At 31 March 2025/1 April 2025	265	130	395
Charge for the year	135	20	155
Written off	-	(5)	(5)
Disposal	(84)	-	(84)
At 31 March 2026	316	145	461
Carrying amounts			
At 1 April 2024	628	31	659
At 31 March 2025/1 April 2025	493	55	548
At 31 March 2026	358	78	436

2.1 Security

The following assets are charged to banks as security for term loan facilities granted to subsidiaries (see Note 17):

	Group	
	2026 RM'000	2025 RM'000
Carrying amounts		
Land	298	298
Buildings	46,044	47,264
Other plant and equipment	5,473	3,905
Sales gallery	12,595	12,826
	64,410	64,293

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

2. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**2.2 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.

Bearer plant is accounted for as part of property, plant and equipment. All costs relating to bearer plants are capitalised until such time the bearer plants reach maturity, at which point all further costs are expensed and depreciation commences. Costs to reach maturity include seedling and planting costs, other upkeep costs and an allocation of overhead costs.

(b) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land is not depreciated. Property, plant and equipment under construction are not depreciated until the assets are ready for their intended use.

The estimated useful lives for the current and comparative years are as follows:

- Buildings 10 - 50 years
- Other plant and equipment 2.5 - 30 years
- Sales gallery 5 - 50 years
- Bearer plants 25 years

3. INVESTMENT PROPERTIES

	Group				Company		
	Freehold land RM'000	Buildings RM'000	Construction work-in-progress RM'000	Total RM'000	Freehold land RM'000	Buildings RM'000	Total RM'000
Cost							
At 1 April 2024	13,578	90,027	4,657	108,262	11,988	20,720	32,708
Additions	-	3	20	23	-	-	-
Adjustment	-	(729)	-	(729)	-	-	-
At 31 March 2025/ 1 April 2025	13,578	89,301	4,677	107,556	11,988	20,720	32,708
Additions	-	83	521	604	-	-	-
Adjustment	-	(47)	-	(47)	-	-	-
At 31 March 2026	13,578	89,337	5,198	108,113	11,988	20,720	32,708
Accumulated depreciation							
At 1 April 2024	-	14,876	-	14,876	-	11,125	11,125
Charge for the year	-	1,702	-	1,702	-	414	414
At 31 March 2025/ 1 April 2025	-	16,578	-	16,578	-	11,539	11,539
Charge for the year	-	1,734	-	1,734	-	414	414
At 31 March 2026	-	18,312	-	18,312	-	11,953	11,953

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

3. INVESTMENT PROPERTIES (CONTINUED)

	Group				Company		
	Freehold land RM'000	Buildings RM'000	Construction work-in- progress RM'000	Total RM'000	Freehold land RM'000	Buildings RM'000	Total RM'000
Carrying amounts							
At 1 April 2024	13,578	75,151	4,657	93,386	11,988	9,595	21,583
At 31 March 2025/ 1 April 2025	13,578	72,723	4,677	90,978	11,988	9,181	21,169
At 31 March 2026	13,578	71,025	5,198	89,801	11,988	8,767	20,755

3.1 Nature of leasing activities

Investment properties comprise a number of commercial properties that are leased to third parties. The Group does not charge any variable lease payments.

3.2 Restrictions on investment properties

Investment properties of the Group with carrying value of RM15,630,000 (2025: RM15,271,000) are pledged as securities for bank borrowings (see Note 17).

3.3 Operating income/(expenses) recognised in profit or loss in relation to investment properties

	Group	
	2026 RM'000	2025 RM'000
Lease income	4,780	4,305
Direct operating expenses	(1,903)	(1,842)
	Group	
	2026 RM'000	2025 RM'000
Lease income	3,716	3,701
Direct operating expenses	(214)	(271)

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

3. INVESTMENT PROPERTIES (CONTINUED)**3.4 Fair value information**

The fair value of investment properties of the Group and of the Company are as follows:

	Note	2026 RM'000	2025 RM'000
Group			
Land		105,469	100,073
Buildings		146,222	174,738
	(i)	251,691	274,811
Company			
Land		46,104	43,612
Buildings		62,676	62,970
	(ii)	108,780	106,582

The fair value of the investment properties is categorised at Level 3, which excludes those properties under construction as they cannot be reliably measurable as at the end of reporting period.

(i) Group

The land and buildings are valued by reference to transactions of similar land surrounding with appropriate adjustments made for differences in the relevant characteristics of the land and buildings without involvement of external valuer.

Sales price of comparable land and buildings in close proximity are adjusted for differences in key attributes such as property sizes. The most significant unobservable input into this valuation approach is price per square foot. Average price per square foot is ranging from RM50 - RM558 (2025: RM50 - RM769). The estimate fair value would increase/(decrease) if the price per square foot is higher/(lower).

The following table shows a reconciliation of Level 3 fair values:

	Group 2026 RM'000	2025 RM'000
At 1 April	274,811	268,448
Change in fair value	(23,120)	6,363
At 31 March	251,691	274,811

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

3. INVESTMENT PROPERTIES (CONTINUED)

3.4 Fair value information (continued)

(ii) Company

The land is valued by reference to transactions of similar land surrounding with appropriate adjustments made for differences in the relevant characteristics of the land without involvement of external valuer.

Sales price of comparable land in close proximity are adjusted for differences in key attributes such as property sizes. The most significant unobservable input into this valuation approach is price per square foot. Average price per square foot is ranging from RM50 - RM135 (2025: RM50 - RM117). The estimated fair value would increase/(decrease) if the price per square foot is higher/(lower).

Whereas, the building is based on the discounted cash flow method by taking into account future rental income, direct operating expenses and risk-adjusted discount rate.

Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Risk-adjusted discount rates 5.15% (2025: 5.15%)	The estimated fair value would increase/(decrease) if risk-adjusted discount rates were (lower)/higher.

The following table shows a reconciliation of Level 3 fair values:

	Company	
	2026 RM'000	2025 RM'000
At 1 April	106,582	104,977
Change in fair value	2,198	1,605
At 31 March	108,780	106,582

3.5 Maturity analysis of operating lease payments

The operating lease payments to be received are as follows:

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Less than 1 year	4,448	4,359	3,647	3,716
1 to 2 years	3,265	3,062	3,482	3,481
2 to 3 years	2,765	1,852	-	3,449
3 to 4 years	2,159	1,555	-	-
4 to 5 years	2,159	1,555	-	-
More than 5 years	18,034	13,997	-	-
Total undiscounted lease payments	32,830	26,380	7,129	10,646

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

3. INVESTMENT PROPERTIES (CONTINUED)**3.6 Material accounting policy information**

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are carried at cost less any accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property.

Freehold land has an unlimited life and therefore is not depreciated. Investment properties carried at cost are depreciated over the economic useful life ranging from 20 to 50 years.

4. INVESTMENTS IN SUBSIDIARIES

	Company	
	2026	2025
	RM'000	RM'000
Cost of investment	1,165,061	1,179,034
Less: Accumulated impairment losses	(110,550)	(101,926)
	1,054,511	1,077,108

During the financial year ended 31 March 2026, movements in the carrying amount of the subsidiaries include, amongst others, capital injections in subsidiaries of RM16,416,000 (2025: RM41,281,000) as well as capital repayments and redemption of preference shares from subsidiaries amounting to RM30,389,000 (2025: NIL).

Movements on the Company's loss allowances for investments in subsidiaries are as follows:

	Company	
	2026	2025
	RM'000	RM'000
At 1 April	101,926	97,396
Impairment loss in cost of investment	8,624	4,530
At 31 March	110,550	101,926

The Company assessed whether there were any indicators of impairment for its investments in subsidiaries during the financial year. As part of this assessment, management considered subsidiaries to be associated with impairment indicators if they continued to incur losses or if their financial position had significantly deteriorated.

As at 31 March 2026, the carrying amounts of these investments in subsidiaries totalled RM212,345,000 (2025: RM167,717,000). Following the impairment review, the recoverable amounts were estimated at RM203,721,000 (2025: RM163,187,000), categorised within Level 3 of the fair value hierarchy and determined by reference to these subsidiaries' carrying amount of net assets, with adjustments made for the fair values less costs of disposal of properties held under these subsidiaries, where applicable.

As a result, the Company recognised an impairment loss of RM8,624,000 (2025: RM4,530,000), which was recorded in profit or loss for the financial year.

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

4. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows:

Name of subsidiaries	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2026 %	2025 %
Bright Term Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Brilliant Forward Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Clarity Crest Sdn. Bhd.	Malaysia	Cultivation of bamboo and oil palm	100.00	100.00
Elite Land Development Sdn. Bhd.	Malaysia	Property development	65.00	65.00
Forward Esteem Sdn. Bhd.	Malaysia	Property development	100.00	100.00
L&G Resources (1994), Inc.*	USA	Dormant	100.00	100.00
Land & General Properties Sdn. Bhd.	Malaysia	Property management	100.00	100.00
Land & General Australia (Holdings) Pty Ltd*	Australia	Investment holding	100.00	100.00
Lang Education Holdings Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Lang Furniture (Pahang) Sdn. Bhd.	Malaysia	Dormant	100.00	100.00
Maple Domain Sdn. Bhd.	Malaysia	Property investment	100.00	100.00
Pillar Quest Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Primal Milestone Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Quantum Bonus Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Soho Prestige Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Sri Damansara Sdn. Bhd.	Malaysia	Property development and property investment	100.00	100.00
Success View Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Syarikat Trimal Sdn. Bhd.	Malaysia	Investment holding and property development	100.00	100.00
Synergy Score Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00
Triumph Bliss Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Victory Vista Sdn. Bhd.	Malaysia	Investment holding	100.00	100.00

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

4. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name of subsidiaries	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interes	
			2026 %	2025 %
Subsidiary of Brilliant Forward Sdn. Bhd.				
Forward Victory Sdn. Bhd.	Malaysia	Property development	90.00	90.00
Subsidiaries of Land & General Australia (Holdings) Pty Ltd:				
Lang Melbourne Pty Ltd*	Australia	Dormant	100.00	100.00
World Trade Centre Holdings Pty Ltd*	Australia	Dormant	100.00	100.00
Flinders Wharf Pty Ltd*	Australia	Dormant	100.00	100.00
Flinders Wharf One Pty Ltd*	Australia	Dormant	100.00	100.00
Flinders Wharf Two Pty Ltd*	Australia	Dormant	100.00	100.00
PLR Mayfields Pty Ltd*	Australia	Dormant	100.00	100.00
Subsidiary of L&G Resources (1994), Inc.:				
L&G Display Technologies, Inc.*	USA	Dormant	100.00	100.00
Subsidiary of Lang Education Holdings Sdn. Bhd.:				
Lang Education Sdn. Bhd.	Malaysia	Education services	100.00	100.00
Subsidiary of Lang Education Sdn. Bhd.:				
Bestari Elsa Sdn. Bhd.	Malaysia	Dormant	70.00	70.00
Subsidiary of Pillar Quest Sdn. Bhd.:				
Xtreme Meridian Sdn. Bhd.	Malaysia	Property development	50.01	50.01
Subsidiary of Syarikat Trimal Sdn. Bhd.:				
Mentari Unggul Sdn. Bhd.	Malaysia	Dormant	100.00	100.00

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

4. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Details of the subsidiaries are as follows: (continued)

Name of subsidiaries	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2026 %	2025 %
Subsidiary of Synergy Score Sdn. Bhd.:				
Elite Forward Sdn. Bhd.	Malaysia	Property development	50.01	50.01
Subsidiary of Victory Vista Sdn. Bhd.:				
Pembinaan Jaya Megah Sdn. Bhd.	Malaysia	Property development	100.00	100.00
Subsidiary of World Trade Centre Holdings Pty Ltd:				
Lang Australia Pty Ltd*	Australia	Dormant	100.00	100.00

* Not audited by KPMG PLT.

4.1 Non-controlling interests in subsidiaries

The Group's subsidiary that has material non-controlling interests ("NCI") is Xtreme Meridian Sdn. Bhd. ("XMSB") and other subsidiaries with immaterial NCI including Forward Victory Sdn. Bhd., Elite Forward Sdn. Bhd., Elite Land Development Sdn. Bhd. and Bestari Elsa Sdn. Bhd., are as follows:

	XMSB		Other subsidiaries with immaterial NCI		Total	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
NCI percentage of ownership interest and voting interest	49.99%	49.99%				
Carrying amount of NCI	73,059	76,662	16,469	12,926	89,528	89,588
Loss allocated to NCI	(3,603)	(1,441)	3,543	467	(60)	(974)

Summarised financial information before intragroup elimination:

	XMSB	
	2026 RM'000	2025 RM'000
As at 31 March		
Non-current assets	2,075	1,437
Current assets	235,683	254,128
Non-current liabilities	(15,332)	(23,827)
Current liabilities	(73,528)	(76,128)
Net assets	148,898	155,610

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

4. INVESTMENTS IN SUBSIDIARIES (CONTINUED)**4.1 Non-controlling interests in subsidiaries (continued)**

Summarised financial information before intragroup elimination: (continued)

	XMSB	
	2026	2025
	RM'000	RM'000
Year ended 31 March		
Revenue	52,726	38,787
Loss for the year	(6,711)	(1,700)
Cash flows generated from operating activities	12,026	1,799
Cash flows generated from/(used in) investing activities	150	(6)
Cash flows (used in)/generated from financing activities	(16,235)	1,513
Net (decrease)/increase in cash and cash equivalents	(4,059)	3,306

4.2 Significant restrictions

Other than those disclosed elsewhere in the financial statements, the carrying amounts of assets to which significant restrictions apply are as follows:

	Group	
	2026	2025
	RM'000	RM'000
Cash and cash equivalents	11,334	9,796
Other assets	512,577	455,314
	523,911	465,110

The above arise from the restrictions imposed by shareholders' agreements. Generally, for all subsidiaries which are not wholly owned by the Group, the non-controlling interest shareholders hold protective rights restricting the Group's ability to use the assets of the subsidiaries and settle liabilities of other Group entities, unless approval is obtained from non-controlling interest shareholders.

4.3 Material accounting policy information

Investments in subsidiaries are measured in the Company's statement of financial position at cost less any impairment losses.

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5. INVESTMENTS IN ASSOCIATES

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Cost of investment	123,696	154,296	500	500
Share of post-acquisition loss	(37,753)	(34,544)	-	-
	85,943	119,752	500	500
Less: Accumulated impairment losses	(500)	(500)	(500)	(500)
	85,443	119,252	-	-

During the financial year, CGPM redeemed preference shares of RM30,600,000 (2025: NIL) held by the Group. Details of the associates that the Company has interests therein, are as follows:

Name of subsidiaries	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interes	
			2026 %	2025 %
Projass Langbuilt Sdn. Bhd.	Malaysia	Dormant	50.00	50.00
FW Financing Solutions Pty Ltd	Australia	Dormant	50.00	50.00
Held through Primal Milestone Sdn. Bhd. and Quantum Bonus Sdn. Bhd.				
Country Garden Properties (Malaysia) Sdn. Bhd. ("CGPM")	Malaysia	Property development	45.00	45.00

The following summarises the information of the Group's material associate:

	Group	
	2026 RM'000	2025 RM'000
CGPM		
Non-current assets	31,545	40,664
Current assets	261,822	314,753
Non-current liabilities	(16,409)	(28,513)
Current liabilities	(87,085)	(61,899)
Net assets	189,873	265,005
Year ended 31 March		
Loss/Total comprehensive expense	(7,131)	(21,293)

NOTES TO THE FINANCIAL STATEMENTS

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5. INVESTMENTS IN ASSOCIATES (CONTINUED)

The following summarises the information of the Group's material associate: (continued)

	Group 2026 RM'000	2025 RM'000
Reconciliation of net assets to carrying amount as at 31 March		
Group's share of net assets	85,443	119,252
Group's share of results for the year ended 31 March		
Group's share of loss/total comprehensive expense	(3,209)	(9,582)

5.1 Other information

The Group invests in CGPM because it is operating in the property development industry, which is the Group's main operating segment.

5.2 Restrictions imposed by bank covenants

The covenants of the bank's borrowings taken by an associate restricts the ability of the associate to provide advances to other companies within the Group or to declare dividend to its shareholders until the settlement of the borrowings.

5.3 Restrictions imposed by shareholders' agreement

Generally, the Group holds protective rights restricting the associate's ability to use the assets of the associate and to settle liabilities of other entities if material, unless approval is obtained from non-controlling interest shareholders.

5.4 Material accounting policy information

Investments in associates are measured in the Company's statement of financial position at cost less any impairment losses.

6. INVESTMENTS IN JOINT VENTURES

	Group 2026 RM'000	2025 RM'000
Cost of investment	20,618	20,686
Share of post-acquisition profit, net of distribution	1,744	1,796
	22,362	22,482
Less: Accumulated impairment losses	(4,855)	(4,882)
	17,507	17,600

The cost of investment includes loans granted to a joint venture of RM12,593,000 (2025: RM12,661,000) as the loans provide an exposure similar to an investment in ordinary shares of the joint venture. The loans are exposed to changes in the fair value of the joint venture's net assets and hence, the joint venture's profits. Furthermore, the shareholders are required to provide financing to the joint venture in proportion to their respective shareholdings in the joint venture. This demonstrates that the loans granted link directly to ownership.

NOTES TO THE FINANCIAL STATEMENTS

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6. INVESTMENTS IN JOINT VENTURES (CONTINUED)

Movements on the Group's loss allowances for investment in joint venture, Hidden Valley Australia Pty Ltd ("HV") are as follows:

Group	2026 RM'000	2025 RM'000
At 1 April	4,882	5,377
Forex translation	(27)	(495)
At 31 March	4,855	4,882

Details of the joint ventures are as follows:

Name of subsidiaries	Principal place of business/ Country of incorporation	Principal activities	Effective ownership interest and voting interest	
			2026 %	2025 %
Hidden Valley Australia Pty Ltd ("HV")	Australia	Property development	50	50
Pacific Parkland Sdn. Bhd. ("PPSB")	Malaysia	Property development	30	30

Summarised financial information of 2026 and 2025 have not been included as the joint ventures are not individually material to the Group.

6.1 Other information

The Group invests in HV and PPSB because they are operating in the property development industry, which is the Group's main operating segment.

6.2 Material accounting policy information

Investments in joint ventures are measured in the Company's statement of financial position at cost less any impairment losses.

Financial instrument (loans or advances) which, in substance, provides current access to the returns associated with an underlying ownership interest, or substantially all of the instrument's returns are driven by the financial performance of the joint ventures such that the instrument provides an exposure similar to an investment in ordinary shares of the joint venture are also accounted for as investment in joint venture by the Group.

NOTES TO THE FINANCIAL STATEMENTS

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7. INVENTORIES

	Note	2026 RM'000	Group 2025 RM'000
Non-current			
Land held for property development			
- Freehold land		139,615	139,615
- Leasehold land		325,010	325,010
- Development costs		95,668	86,973
		560,293	551,598
Current			
Property development units in progress	7.1	364,500	330,202
Completed development units		92,590	111,917
Others		28	158
		457,118	442,277
Total inventories		1,017,411	993,875
Recognised in profit or loss:			
Completed development units and land recognised as expenses		19,573	36,708

Land together with development costs with a carrying value of RM840,593,000 (2025: RM815,675,000) are pledged as securities for bank borrowings (see Note 17).

7.1 Included in property development cost incurred during the financial year is:

	2026 RM'000	Group 2025 RM'000
Interest expense capitalised	1,040	205

The interest rate is 4.42% to 4.97% (2025: 4.75% to 4.77%) per annum.

7.2 Material accounting policy information

- (i) Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated costs necessary to make the sale.
- (ii) Land held for property development consists of land or such portions thereof on which no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle. Such land is classified within non-current assets.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Cost of land held for property development is measured based on specific identification basis.

NOTES TO THE FINANCIAL STATEMENTS

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7. INVENTORIES (CONTINUED)

7.2 Material accounting policy information (continued)

- (iii) Property development units in progress and completed development units comprise costs associated to development activities or that can be allocated on a reasonable basis to such activities, including interest expense incurred before available for sale during the period of active development.

Cost of completed development units are measured based on specific identification basis.

8. DEFERRED TAX ASSETS/(LIABILITIES)

Deferred tax assets and liabilities are attributable to the following:

Group	Assets		Liabilities		Net	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Trade and other payables	11,628	10,579	-	-	11,628	10,579
Property, plant and equipment	-	-	(8,837)	(7,759)	(8,837)	(7,759)
Inventories	8,391	7,412	(24,389)	(25,506)	(15,998)	(18,094)
Other items	2,735	2,914	(2,083)	(2,591)	652	323
Tax assets/(liabilities)	22,754	20,905	(35,309)	(35,856)	(12,555)	(14,951)
Set off of tax	(8,447)	(10,411)	8,447	10,411	-	-
Net tax assets/ (liabilities)	14,307	10,494	(26,862)	(25,445)	(12,555)	(14,951)

Unrecognised deferred tax assets

The following unutilised tax losses of the Group are available for offsetting against future taxable profits of the respective entities within the Group, subject to no substantial change in shareholdings of those entities under the Income Tax Act 1967 and subject to agreement with the tax authority:

	Group	
	2026 RM'000	2025 RM'000
Expiration period		
Expiry within 3 years	8,735	1,734
Expiry within 4 years	1,572	8,750
Expiry within 5 years	1,261	1,603
Expiry within 6 years	3,513	1,344
Expiry within 7 years	2,156	1,625
Expiry within 8 years	3,531	2,278
Expiry within 9 years	765	1,128
Expiry within 10 years	845	823
	22,378	19,285

NOTES TO THE FINANCIAL STATEMENTS

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8. DEFERRED TAX ASSETS/(LIABILITIES) (CONTINUED)

Unrecognised deferred tax assets (continued)

Deferred tax assets of the Group have not been recognised in respect of these items because it is not probable that the subsidiaries will be able to generate sufficient taxable profits to utilise them.

Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon future events that are inherently uncertain. Judgement is also required about application of income tax legislation. Accordingly, the deferred tax assets recognised may be adjusted in subsequent periods as a result of changes in the accounting estimates.

9. TRADE AND OTHER RECEIVABLES

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current					
Trade receivable					
Third party	9.1	17,139	31,898	-	-
Current					
Trade receivables					
Third parties	9.1	66,589	60,917	-	-
Less: Allowance for impairment		(265)	(269)	-	-
		66,324	60,648	-	-
Other receivables					
Amounts due from related parties:					
- Subsidiaries	9.2	-	-	12,863	12,933
- Associates	9.2	1,119	1,119	1,119	1,119
		1,119	1,119	13,982	14,052
Less: Allowance for impairment		(1,119)	(1,119)	(13,728)	(13,728)
		-	-	254	324
Sundry deposits		6,775	8,557	103	112
Sundry receivables	9.3	13,535	9,620	50	54
		20,310	18,177	153	166
Less: Allowance for impairment		(663)	(663)	-	-
		19,647	17,514	153	166
		19,647	17,514	407	490
Total current		85,971	78,162	407	490
Total trade and other receivables		103,110	110,060	407	490

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

9. TRADE AND OTHER RECEIVABLES (CONTINUED)

9.1 Included in trade receivables is an amount of RM33,525,000 (2025: RM49,370,000), arising from the disposal of land held for future development, which is subject to late payment penalty of 8% per annum and receivable following terms stated in the sale and purchase agreement. Its initial recognition at fair value has been derived by discounting the future cashflow at effective interest rate of 5.1% per annum.

Other than the above, trade receivables are subject to late payment interest of 10% per annum and generally on 30 days credit terms. They are recognised at their original invoiced amounts which represent their fair value at initial recognition.

9.2 Amounts due from subsidiaries and associates are unsecured, non-interest bearing and repayable on demand.

9.3 Included in sundry receivables is an advanced payment of RM6,500,000 (2025: RM6,500,000) being the outstanding balance of advanced payment made to a contractor in previous years. The said amount will be progressively settled over the duration of the contract.

10. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	Note	Group 2026 RM'000	2025 RM'000
Contract assets			
Contract assets from property development	10.1	153,169	44,294
Other contract assets	10.2	427	13,466
		153,596	57,760
Contract liabilities			
Contract liabilities from property development	10.1	(224)	(257)
Other contract liabilities	10.3	(16,152)	(17,365)
		(16,376)	(17,622)

10.1 Contract assets/(liabilities) from property development

The Group issues progress billings to purchasers when the billing milestones are attained but recognises revenue by comparing the relevant costs incurred with the budgeted costs to completion. Consequently, there are timing differences between recognition of revenue and progress billings. The differences are presented as contract assets or liabilities accordingly.

The Group's net contract assets relating to the sale of properties under development as of each reporting period can be summarised as follows:

	Group 2026 RM'000	2025 RM'000
At 1 April	44,037	16,171
Net revenue recognised during the year	399,663	148,555
Net progress billings during the year	(290,755)	(120,689)
At 31 March	152,945	44,037

NOTES TO THE FINANCIAL STATEMENTS

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10. CONTRACT ASSETS/(CONTRACT LIABILITIES (CONTINUED))**10.2 Other contract assets**

Included in other contract assets are amount held by solicitors as stakeholder sums and will be released in accordance to schedule of payment as stated in sales and purchase agreement.

	2026	Group 2025
	RM'000	RM'000
Within one year	427	13,016
More than one year	-	450
	427	13,466

Reconciliation of movement of stakeholder sums:

	2026	Group 2025
	RM'000	RM'000
At 1 April	13,466	23,146
Recognised during the year	1,396	899
Released during the year	(14,435)	(10,579)
At 31 March	427	13,466

10.3 Other contract liabilities

Other contract liabilities were recognised for the education fees where invoices were issued in advance and revenue is recognised over time.

	2026	Group 2025
	RM'000	RM'000
At 1 April	(17,365)	(15,521)
Revenue recognised during the year	45,191	38,296
Total billings during the year	(43,978)	(40,140)
At 31 March	(16,152)	(17,365)

NOTES TO THE FINANCIAL STATEMENTS

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11. CONTRACT COSTS

	Note	Group 2026 RM'000	2025 RM'000
Contracts fulfilment costs	11.1	22,539	33,392
Costs to obtain contracts	11.2	29,426	25,074
		51,965	58,466

11.1 The land costs and certain development costs attributed to the sold units are capitalised as contract costs during the financial year. Generally, development costs are expensed to profit or loss. Land and related development costs which are incurred upfront and do not reflect the progress of work are expensed to the profit or loss following the progress of construction.

11.2 Sales commission fees attributable to sold units are capitalised as contract costs during the financial year and amortised to profit or loss amounting to RM16,997,000 (2025: RM6,767,000), following the progress of revenue recognition, and included within other expenses.

11.3 During the year, the contract fulfilment costs recognised as expenses in profit or loss was RM294,041,000 (2025: RM129,074,000).

12. SHORT-TERM FUNDS

	Note	Group 2026 RM'000	2025 RM'000	Company 2026 RM'000	2025 RM'000
Fixed-income securities and money market instruments		115,961	79,010	31,814	9,747
Deposits pledged as security for bank guarantee facility	12.1	4,496	4,405	93	89
Deposits with period more than 3 months		3,446	-	-	-
Total short-term funds		123,903	83,415	31,907	9,836

12.1 Included in deposits with financial institutions of the Group and the Company were amounts of RM4,496,000 and RM93,260 respectively (2025: RM4,405,000 and RM89,000 respectively) pledged to banks as security deposits for bank guarantees.

13. Cash and bank balances

	Note	Group 2026 RM'000	2025 RM'000	Company 2026 RM'000	2025 RM'000
Cash on hand and at banks	13.1	23,626	52,884	789	790

13.1 Included in cash at banks of the Group were amounts of RM12,921,000 (2025: RM31,156,000) held under the Housing Development Accounts ("HDA Account") pursuant to Section 7A of the Housing Development (Control and Licensing) Act, 1966 (Act 118) and are therefore restricted from use in other operations.

NOTES TO THE FINANCIAL STATEMENTS

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14. SHARE CAPITAL

	Number of shares 2026 '000	Group and Company Amount 2026 RM'000	Number of shares 2025 '000	Amount 2025 RM'000
Issued and fully paid shares with no par value classified as equity instruments:				
Ordinary shares:				
At 1 April/31 March	2,973,135	660,232	2,973,135	660,232

14.1 Ordinary shares

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All the ordinary shares rank equally with regards to the Company's residual assets.

15. PROVISIONS

Group	Provision for costs to complete RM'000	Other provision RM'000	Total RM'000
At 1 April 2024	35,398	3,277	38,675
Additions	468	309	777
Utilisation	(721)	-	(721)
At 31 March 2025/1 April 2025	35,145	3,586	38,731
Additions	14,815	-	14,815
Utilisation	(471)	-	(471)
Reversal	(1,879)	(152)	(2,031)
At 31 March 2026	47,610	3,434	51,044
Presented in statement of financial position			
2026			
Non-current	9,259	-	9,259
Current	38,351	3,434	41,785
	47,610	3,434	51,044
2025			
Non-current	11,141	-	11,141
Current	24,004	3,586	27,590
	35,145	3,586	38,731

NOTES TO THE FINANCIAL STATEMENTS

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15. PROVISIONS (CONTINUED)

Company	Other provision RM'000
Current	
At 1 April 2024	3,277
Additions	309
At 31 March 2025/1 April 2025	3,586
Reversal	(152)
At 31 March 2026	3,434

Provision for costs to complete

Provision for costs to complete relates to present obligations imposed by authorities on subsidiaries' property development projects, comprising the constructions of infrastructure for the projects. The estimated provision is made based on relevant correspondence with authorities and external consultants.

16. TRADE AND OTHER PAYABLES

	Note	Group		Company	
		2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current					
Other payables					
Sundry payables		285	243	-	-
Current					
Trade payables					
Third parties	16.1	97,158	41,578	-	-
Retention sum payables		43,308	30,114	-	-
Accruals for construction costs		69,039	56,291	-	-
Deposit liabilities		10,008	4,310	-	-
		219,513	132,293	-	-
Other payables					
Amount due to subsidiaries	16.2	-	-	13,773	13,850
Sundry payables		26,450	18,237	7,158	1,107
Accruals		9,207	9,844	740	795
Contingent consideration	16.3	22,766	21,814	22,766	21,814
		58,423	49,895	44,437	37,566
Total current		277,936	182,188	44,437	37,566
Total trade and other payables		278,221	182,431	44,437	37,566

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16. TRADE AND OTHER PAYABLES (CONTINUED)**16.1 Trade payables**

Trade payables are non-interest bearing and the normal trade credit term granted to the Group is 30 days (2025: 30 days).

16.2 Amount due to subsidiaries

Amount due to subsidiaries are unsecured, non-interest bearing and repayable upon demand.

16.3 Contingent consideration

A contingent consideration of RM14,620,000 was determined at the date of acquisition of one of its associates and recognised as investment in associate with the corresponding liability of the same amount in the statement of financial position. The liability as at year end includes loss on fair value changes for the year of RM952,000 (2025: gain of RM6,851,000). The nominal value of the contingent consideration is RM27,270,000 (2025: RM27,270,000).

The contingent consideration was revised based on cashflow projections and business plans updated to reflect the most recent developments as at the reporting date. The liability is payable when one of its associates pays dividend or other distributions to its shareholders. The compensation had been discounted based on discount rate of 5% per annum (2025: 5% per annum) and project period of 14 years from acquisition date (2025: project period of 13 years from acquisition date).

Sensitivity analysis

A 2 years decrease/increase in the projected period at the reporting date would have increased/(decreased) the liability by the amounts shown below. This analysis assumes all variables remained constant and ignores any impact of forecasted transactions.

	2026		2025	
	Projected period 2 years Increase RM'000	Decrease RM'000	Projected period 2 years Increase RM'000	Decrease RM'000
Profit before tax increase/(decrease)	2,418	(1,968)	2,435	(1,742)

A 1% decrease/increase in the discount rate at the reporting date would have increased/(decreased) the liability by the amounts shown below. This analysis assumes all variables remained constant and ignores any impact of forecasted transactions.

	2026		2025	
	Projected discount rate 1% Increase RM'000	Decrease RM'000	Projected discount rate 1% Increase RM'000	Decrease RM'000
Profit before tax increase/(decrease)	1,166	(544)	1,437	(599)

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17. BORROWINGS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Non-current				
Bridging loan	15,332	24,368	-	-
Term loan	88,302	164,529	-	-
Revolving credit	30,000	-	-	-
Other borrowings	206	467	206	317
	133,840	189,364	206	317
Current				
Bridging loan	6,616	12,156	-	-
Term loan	39,636	33,870	-	-
Other borrowings	351	156	111	106
	46,603	46,182	111	106
Total borrowings	180,443	235,546	317	423

17.1 Securities

- (a) The following facilities are granted to a subsidiary to partially finance the purchase and development of leasehold land situated in Ampang and also for working capital requirement of the property development.

	2026 RM'000	2025 RM'000
Bridging loan	21,948	35,983
Term loan	1	757
	21,949	36,740

The said facilities are secured by:

- a first legal charge over the said property and commercial leasehold land; and
- a specific debenture over the property and the development project together with fixed and floating assets, intellectual properties, goodwill, revenues, undertakings and all other rights relating to the Astoria project.

The said facilities bear interests of 4.97% per annum (2025: 5.22% per annum).

NOTES TO THE FINANCIAL STATEMENTS

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17. BORROWINGS (CONTINUED)

17.1 Securities (continued)

- (b) The following facilities were granted to a subsidiary to partially finance the preliminaries earthwork and common infrastructure costs for residential development in Seremban.

	2026 RM'000	2025 RM'000
Bridging loan	-	541
Term loan	-	966
	-	1,507

The said facilities are secured by a first legal charge over the freehold land, property development costs and completed development units.

The said facilities bear interests at 5.24% to 5.32% (2025: 2.39% to 5.52% per annum).

- (c) Term loan of RM67,559,000 (2025: RM79,559,000) to partially finance the purchase of leasehold commercial land situated in Seri Kembangan. The said loan is secured by:

- a first legal charge over the said commercial leasehold land; and
- a specific debenture over development land and project together with fixed and floating assets, intellectual properties, goodwill, revenues, undertakings and all other rights relating to the project.

The said loan bears interest at 4.97% per annum (2025: 5.22% per annum).

- (d) Term loan of RM10,623,000 (2025: RM12,419,000) to partially finance the construction of the international school building. The said loan is secured by:

- one parcel of leasehold land erected with Sri Bestari Schools; and
- a specific debenture over the property together with present and future fixtures and fittings, goodwill, intellectual properties, revenues, undertakings and all other rights relating to the property.

The said loan bears interest at 4.47% per annum (2025: 4.72% per annum).

- (e) Term loan of RM6,378,000 (2025: NIL) to finance the redevelopment cost for commercial and residential project of the existing club land situated in Bandar Sri Damansara. The said loan is secured by:

- a first legal charge over the said commercial freehold land; and
- a first floating charge over all the present and future assets pertaining to the project.

The said facilities bear interest at 4.42% (2025: 4.75%) per annum.

- (f) The following facilities are granted to a subsidiary to finance the purchase and development of a leasehold commercial land situated in Puchong and for working capital requirement of the property development.

	2026 RM'000	2025 RM'000
Term loan	43,377	105,165
Revolving credit	30,000	-
	73,377	105,165

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17. BORROWINGS (CONTINUED)

17.1 Securities (continued)

- (f) The following facilities are granted to a subsidiary to finance the purchase and development of a leasehold commercial land situated in Puchong and for working capital requirement of the property development. (continued)

The said loan is secured by:

- a first legal charge over the said commercial leasehold land; and
- a specific debenture over development land and project together with fixed and floating assets, intellectual properties, goodwill, revenues, undertakings and all other rights relating to the project.

The said loan bears interest at a range from 4.49% to 4.99% (2025: 4.81% to 5.31%) per annum.

Reconciliation of movements of liabilities to cash flows arising from financing activities

Group	Bridging loan RM'000	Term loan RM'000	Revolving credit RM'000	Others RM'000	Total RM'000
At 1 April 2024	29,572	183,923	-	562	214,057
Net changes from financing activities	5,198	4,570	-	(148)	9,620
Amortisation of cost to obtain borrowing during the year	-	610	-	-	610
Interest expenses during the year	1,754	9,296	-	25	11,075
Other changes	-	-	-	184	184
At 31 March 2025/1 April 2025	36,524	198,399	-	623	235,546
Net changes from financing activities	(16,015)	(78,769)	29,623	(194)	(65,355)
Interest expenses during the year	1,439	8,308	377	26	10,150
Other changes	-	-	-	102	102
At 31 March 2026	21,948	127,938	30,000	557	180,443

18. REVENUE

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Revenue from contracts with customers				
Sale of properties under development	399,663	148,555	-	-
Sale of completed properties and land	30,132	85,919	-	-
Management fees	220	240	3,563	3,536
Education fees	45,191	38,296	-	-
Others	6,926	7,697	-	-
	482,132	280,707	3,563	3,536

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18. REVENUE (CONTINUED)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Other revenue				
Dividend income from subsidiary	-	-	31,950	55,000
Other finance income	967	603	852	537
Leasing income and other revenue	7,422	6,268	3,716	3,701
	8,389	6,871	36,518	59,238
Total revenue	490,521	287,578	40,081	62,774
Timing and recognition of revenue from contracts with customers				
At a point in time	35,413	91,374	-	-
Over time	446,719	189,333	3,563	3,536

18.1 The following shows the revenue expected to be recognised in the future related to the performance obligations that are yet to be satisfied by the Group at the reporting date. The amounts presented below are after accounting for all the variable considerations from contracts with customers.

	Within 1 to 4 years	
	2026 RM'000	2025 RM'000
Remaining performance obligation for the financial year end		
Property development revenue	446,318	555,552

18.2 The Group and the Company apply the practical expedient to not adjust the promised amount of consideration for the effects of a significant financing component when the period between the transfer of a promised good or service to a customer and when the customer pays for that good or service is one year or less.

Revenue arising from sale of properties is arising from sale of residential properties and land in Malaysia. For sale of properties under development, revenue is recognised over time, which is determined by the proportion that relevant property development costs incurred for work performed to date compared to the relevant estimated total property development costs.

For sale of completed properties and land, revenue is recognised at a point in time, which normally is upon the delivery of vacant possession or upon the customer securing financing for the property.

Significant judgement is required in determining the revenue to be recognised over time, which is highly dependent on the estimated total property development costs. In making the judgement, the Group evaluates the estimates based upon past experience and by relying on the work of architects and quantity surveyors.

Revenue arising from education fees is recognised over time throughout the academic period.

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19. OTHER INCOME

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Dividend from short-term funds	2,727	2,912	-	-
Gain on disposal of property, plant and equipment	20	-	17	-
Accretion of interest income of long term receivables	2,211	-	-	-
Interest income	934	562	-	-
Reversal of provision for doubtful debts				
- Trade receivables	4	10	-	-
- Other receivables	-	12	-	-
Other income	508	625	1	-
	6,404	4,121	18	-

20. STAFF COSTS

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Wages, salaries and bonus	32,289	30,145	4,172	4,254
Defined contribution plan	4,312	4,014	546	535
Other employment benefits	1,536	2,217	14	684
	38,137	36,376	4,732	5,473

Included in staff costs of the Group and of the Company are remunerations (excluding benefits-in-kind) of an executive director of the Group and of the Company amounting to RM1,575,000 (2025: RM1,500,000) as further disclosed below:

	Group and Company	
	2026 RM'000	2025 RM'000
Executive director's remuneration		
Other emoluments	1,575	1,500
Non-executive directors' remuneration		
Fees	608	616
Other emoluments ^	258	233
	866	849
Total directors' remuneration	2,441	2,349
Estimated money value of benefits-in-kind	45	38
Total directors' remuneration including benefits-in-kind	2,486	2,387

^ Included in other emoluments are advisory fee of RM132,000 (2025: RM132,000) paid for the advisory role undertaken by a non-executive director.

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21. PROFIT BEFORE TAX

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Profit before tax is arrived at after charging/(crediting):				
Auditors' remuneration:				
(i) Audit fees - KPMG PLT				
• Current year	406	411	82	82
• Over provision in prior year	(5)	(16)	-	-
(ii) Non-audit fees - KPMG PLT and its affiliates	137	262	94	77
Impairment loss on investment in subsidiaries	-	-	8,624	4,530
Fair value loss/(gain) in contingent consideration	952	(6,851)	952	(6,851)
Material expense				
Amortisation of sales commission from contract costs	16,997	6,767	-	-
Interest expenses on:				
- Borrowings	10,150	11,075	17	22
- Lease liabilities	39	45	-	-
	10,189	11,120	17	22
Less: Interest expenses capitalised into qualifying assets:				
- Inventories	(1,040)	(205)	-	-
Finance costs	9,149	10,915	17	22

22. TAX EXPENSE

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Income tax:				
Current year	24,498	14,336	595	861
Under/(Over) provision in prior years	1,715	(150)	(1)	170
	26,213	14,186	594	1,031
Deferred tax:				
(Reversal)/Origination of temporary differences	(869)	1,265	-	-
(Over)/Under provision in prior years	(1,527)	10,074	-	-
	(2,396)	11,339	-	-
Real property gains tax:				
Over provision in prior year	-	(1,813)	-	-
	23,817	23,712	594	1,031

NOTES TO THE FINANCIAL STATEMENTS

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22. TAX EXPENSE (CONTINUED)

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Reconciliation of tax expense				
Taxation at Malaysian statutory tax rate of 24% (2025: 24%)	17,811	14,185	5,446	13,722
Effect of tax rates in foreign jurisdictions	(11)	97	-	-
Income not subject to tax	(675)	(1,244)	(7,864)	(13,300)
Non-deductible expenses	5,027	2,269	3,013	439
Deferred tax assets derecognised	1,102	-	-	-
Deferred tax assets not recognised in respect of current year's tax losses and unabsorbed capital allowances	375	294	-	-
Over provision of real property gains tax in prior year	-	(1,813)	-	-
(Over)/Under provision of deferred tax in prior years	(1,527)	10,074	-	-
Under/(Over) provision of current tax in prior years	1,715	(150)	(1)	170
	23,817	23,712	594	1,031

23. EARNINGS PER ORDINARY SHARE

Basic earnings per ordinary share

The calculation of basic earnings per ordinary share for the year ended 31 March 2026 was based on the profit attributable to ordinary shareholders and a weighted average number of ordinary shares outstanding, calculated as follows:

	2026	2025
Group		
Profit for the year attributable to owners of the Company (RM'000)	50,455	36,366
Weighted average number of ordinary shares in issue ('000)	2,973,135	2,973,135
Basic earnings per share (sen)	1.70	1.22

Diluted earnings per ordinary share

No diluted earnings per share is disclosed in the financial statements as there are no dilutive potential ordinary shares.

24. DIVIDENDS

Dividends recognised by the Company:

	Sen per share	Total amount RM'000	Date of payment
2026			
Final 2025 ordinary	0.8	23,785	17 October 2025
Interim 2026 ordinary*	0.2	5,946	7 May 2026
		<u>29,731</u>	
2025			
Final 2024 ordinary	0.7	<u>20,812</u>	18 October 2024

*The interim single-tier dividend of 0.2 sen per ordinary share for the financial year ended 31 March 2026 was declared on 26 February 2026.

NOTES TO THE FINANCIAL STATEMENTS

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24. DIVIDENDS (CONTINUED)

After the end of the reporting period, the following dividend was proposed by the Directors. This dividend will be recognised in the subsequent financial period upon approval by the owners of the Company.

	Sen per share	Total amount RM'000
Final 2026 ordinary	0.8	23,785

25. OPERATING SEGMENTS

The Group has three reportable segments based on its products and services. The Managing Director together with the Board of Directors are collectively the chief operating decision maker ("CODM"). CODM assesses the performance of these segments regularly based on internal management reports. The operations in each of the reportable segments are as follows:

- (i) Property development : development of residential and commercial properties
- (ii) Education : operation of co-education schooling from kindergarten to secondary education
- (iii) Other segment : land cultivation and investment in commercial properties

Non-reportable segment refers to investment holding and dormant operations.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss for the financial year, in certain respects as set out below, is measured differently from operating profit or loss in the consolidated financial statements.

With the exception of its property development in Australia via its joint venture, Hidden Valley Australia Pty Ltd, the Group's entire active business operations are located in Malaysia.

	Note	Property development RM'000	Education RM'000	Other segment RM'000	Non-reportable segment RM'000	Adjustments and eliminations RM'000	Consolidated financial statements RM'000
2026							
Revenue							
Sales to external customers		436,936	46,836	5,295	500	-	489,567
Interest and dividend income		-	-	-	954	-	954
Inter-segment sales	A	118	-	171	48,961	(49,250)	-
Total revenue		437,054	46,836	5,466	50,415	(49,250)	490,521
Results							
Operating profit/(loss)	B	77,112	19,712	(2,393)	(7,768)	-	86,663
Fair value changes in contingent consideration		-	-	-	(952)	-	(952)
Interest and dividend income		4,806	994	72	-	-	5,872
Depreciation and amortisation		(2,180)	(1,945)	(1,717)	(572)	-	(6,414)

NOTES TO THE FINANCIAL STATEMENTS

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25. OPERATING SEGMENTS (CONTINUED)

	Note	Property development RM'000	Education RM'000	Other segment RM'000	Non- reportable segment RM'000	Adjustments and eliminations RM'000	Consolidated financial statements RM'000
Assets							
Additions to non-current assets other than financial instruments and deferred tax assets	C	9,728	1,703	693	45	-	12,169
Segment assets	D	1,439,568	97,746	113,395	49,670	119,393	1,819,772
Liabilities							
Segment liabilities	E	448,678	41,783	1,606	34,825	35,643	562,535
2025							
Revenue							
Sales to external customers		240,472	40,538	5,473	506	-	286,989
Interest and dividend income		-	-	-	589	-	589
Inter-segment sales	A	118	-	171	61,984	(62,273)	-
Total revenue		240,590	40,538	5,644	63,079	(62,273)	287,578
Results							
Operating profit/(loss)	B	62,151	16,000	(855)	(365)	-	76,931
Fair value changes in contingent consideration		-	-	-	6,851	-	6,851
Interest and dividend income		2,407	1,001	66	-	-	3,474
Depreciation and amortisation		(2,872)	(1,847)	(1,628)	(566)	-	(6,913)
Assets							
Additions to non-current assets other than financial instruments and deferred tax assets	C	10,704	2,917	669	36	-	14,326
Segment assets	D	1,346,605	97,389	114,991	27,900	153,224	1,740,109
Liabilities							
Segment liabilities	E	402,579	43,253	1,153	28,155	28,332	503,472

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

25. OPERATING SEGMENTS (CONTINUED)

Notes: Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements.

A Inter-segment revenues are eliminated on consolidation.

B The following items are added to operating profit to arrive at total profit before tax reported in the consolidated statements of profit or loss and other comprehensive income:

	2026 RM'000	2025 RM'000
Finance costs	(9,149)	(10,915)
Share of results of an associate	(3,209)	(9,582)
Share of results of joint ventures	(93)	2,670
	(12,451)	(17,827)

C Additions to non-current assets other than financial instruments and deferred tax assets consist of:

	2026 RM'000	2025 RM'000
Property, plant and equipment	2,643	4,056
Land held for property development	8,695	10,247
Investment property	604	23
Other non-current assets	227	-
	12,169	14,326

D The following items are added to segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2026 RM'000	2025 RM'000
Investments in joint ventures	17,507	17,600
Investments in associates	85,443	119,252
Deferred tax assets	14,307	10,494
Tax recoverable	2,136	5,878
	119,393	153,224

E The following items are added to segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2026 RM'000	2025 RM'000
Deferred tax liabilities	26,862	25,445
Tax payable	8,781	2,887
	35,643	28,332

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

25. OPERATING SEGMENTS (CONTINUED)

Geographical information

Revenue and non-current assets (excluding deferred tax assets) information based on the geographical location of customers and assets respectively are as follows:

	Revenue		Non-current assets	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Malaysia	490,185	287,273	893,604	934,028
Australia	336	305	10,162	13,581
	490,521	287,578	903,766	947,609

26. FINANCIAL INSTRUMENTS

26.1 Categories of financial instruments

The table below provides an analysis of financial instruments categorised as follows:

- (a) Amortised cost ("AC"); and
- (b) Fair value through profit or loss ("FVTPL")

2026	Carrying amount RM'000	AC RM'000	FVTPL RM'000
Financial assets			
Group			
Trade and other receivables	103,110	103,110	-
Short-term funds	123,903	7,942	115,961
Cash and bank balances	23,626	23,626	-
	250,639	134,678	115,961
Company			
Trade and other receivables	407	407	-
Short-term funds	31,907	93	31,814
Cash and bank balances	789	789	-
	33,103	1,289	31,814

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.1 Categories of financial instruments (continued)

2025	Carrying amount RM'000	AC RM'000	FVTPL RM'000
Financial assets			
Group			
Trade and other receivables	110,060	110,060	-
Short-term funds	83,415	4,405	79,010
Cash and bank balances	52,884	52,884	-
	246,359	167,349	79,010
Company			
Trade and other receivables	490	490	-
Short-term funds	9,836	89	9,747
Cash and bank balances	790	790	-
	11,116	1,369	9,747
2026	Carrying amount RM'000	AC RM'000	FVTPL RM'000
Financial liabilities			
Group			
Borrowings	(180,443)	(180,443)	-
Trade and other payables	(278,221)	(255,455)	(22,766)
	(458,664)	(435,898)	(22,766)
Company			
Borrowings	(317)	(317)	-
Trade and other payables	(44,437)	(21,671)	(22,766)
	(44,754)	(21,988)	(22,766)
2025			
Financial liabilities			
Group			
Borrowings	(235,546)	(235,546)	-
Trade and other payables	(182,431)	(160,617)	(21,814)
	(417,977)	(396,163)	(21,814)
Company			
Borrowings	(423)	(423)	-
Trade and other payables	(37,566)	(15,752)	(21,814)
	(37,989)	(16,175)	(21,814)

NOTES TO THE FINANCIAL STATEMENTS

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26. FINANCIAL INSTRUMENTS (CONTINUED)

26.2 Net gains and losses arising from financial instruments

	Group		Company	
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Net gains/(losses) arising on:				
Financial assets measured at amortised cost	2,762	349	21	76
Financial assets measured at fair value through profit or loss	3,558	3,366	831	453
Financial liabilities measured at amortised cost	(10,189)	(11,120)	(17)	(22)
Financial liabilities measured at fair value through profit or loss	(952)	6,851	(952)	6,851
	(4,821)	(554)	(117)	7,358

26.3 Financial risk management

The Group and the Company have exposure to the following risks from their use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

26.4 Credit risk

Credit risk is the risk of a financial loss to the Group or the Company if a counterparty to a financial instrument fails to meet its contractual obligation. The Group's and the Company's exposure to credit risk arises principally from receivables, contract assets, short-term funds and deposits, cash and bank balances. There are no significant changes as compared to prior years.

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.

At each reporting date, the Group or the Company assesses whether any of the trade receivables and contract assets are credit impaired.

The gross carrying amounts of credit impaired trade receivables and contract assets are written off (either partially or fully) when there is no realistic prospect of recovery. This is generally the case when the Group or the Company determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write off. Nevertheless, trade receivables and contract assets that are written off could still be subject to enforcement activities.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk arising from trade receivables is represented by the carrying amounts in the statement of financial position.

Management has taken reasonable steps to ensure that trade receivables that are neither past due nor impaired are measured at their realisable values. The Group and the Company use ageing analysis to monitor the credit quality of the receivables.

NOTES TO THE FINANCIAL STATEMENTS

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26. FINANCIAL INSTRUMENTS (CONTINUED)

26.4 Credit risk (continued)

Trade receivables and contract assets (continued)

Recognition and measurement of impairment losses

The Group assessed the risk of loss of each customer individually based on their financial information, past trend of payments and external credit ratings, where applicable. Generally, these customers have low risk of default because they are normally collateralised with security deposits or titles of properties.

The following table provides information about the exposure to credit risk and Expected Credit Losses ("ECLs") for trade receivables and contract assets which are grouped together as they are expected to have similar risk nature.

	Gross carrying amount RM'000	Loss allowances RM'000	Net balance RM'000
Group 2026			
Current (not past due)	205,304	-	205,304
1 - 30 days past due	8,985	-	8,985
31 - 60 days past due	4,544	-	4,544
61 - 90 days past due	3,214	-	3,214
91 - 120 days past due	1,472	-	1,472
More than 120 days past due	13,805	(265)	13,540
	237,324	(265)	237,059
Group 2025			
Current (not past due)	123,235	-	123,235
1 - 30 days past due	6,226	-	6,226
31 - 60 days past due	6,932	-	6,932
61 - 90 days past due	2,965	-	2,965
91 - 120 days past due	2,181	-	2,181
More than 120 days past due	9,036	(269)	8,767
	150,575	(269)	150,306

Movements on the Group's loss allowances for trade receivables and contract assets are as follows:

	2026 RM'000	2025 RM'000
Group		
At 1 April	269	237
Impairment loss recognised	-	42
Reversal of provision for doubtful debts (Note 19)	(4)	(10)
At 31 March	265	269

NOTES TO THE FINANCIAL STATEMENTS

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26. FINANCIAL INSTRUMENTS (CONTINUED)

26.4 Credit risk (continued)

Short-term funds and cash and cash equivalents

The short-term funds and cash and cash equivalents are held with banks and financial institutions. As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statement of financial position.

These banks and financial institutions have low credit risks. In addition, some of the bank balances are insured by government agencies. Consequently, the Group and the Company are of the view that the loss allowance is not material and hence, it is not provided for.

Other receivables

Risk management objectives, policies and processes for managing the risk

Credit risks on other receivables are mainly arising from non-trade amounts due from related parties, sundry deposits and sundry receivables.

Exposure to credit risk, credit quality and collateral

As at the end of the reporting period, the maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

Recognition and measurement of impairment loss

As at the end of the reporting period, the Group and the Company recognised the allowance for impairment losses as below:

	Gross carrying amount RM'000	Loss allowances RM'000	Net balance RM'000
Group			
2026			
Amount due from associates	1,119	(1,119)	-
Deposits and sundry receivables	20,310	(663)	19,647
	21,429	(1,782)	19,647
2025			
Amount due from associates	1,119	(1,119)	-
Deposits and sundry receivables	18,177	(663)	17,514
	19,296	(1,782)	17,514
Company			
2026			
Amount due from associates	1,119	(1,119)	-
Amount due from subsidiaries	12,863	(12,609)	254
Deposits and sundry receivables	153	-	153
	14,135	(13,728)	407

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.4 Credit risk (continued)

Other receivables (continued)

Recognition and measurement of impairment loss (continued)

	Gross carrying amount RM'000	Loss allowances RM'000	Net balance RM'000
Company			
2025			
Amount due from associates	1,119	(1,119)	-
Amount due from subsidiaries	12,933	(12,609)	324
Deposits and sundry receivables	166	-	166
	14,218	(13,728)	490

Movements on the Group's loss allowances for other receivables are as follows:

Group	2026 RM'000	2025 RM'000
At 1 April	1,782	1,794
Reversal of provision for doubtful debts (Note 19)	-	(12)
At 31 March	1,782	1,782

Financial guarantees

The Company has issued corporate guarantees to banks for borrowings of its subsidiaries. The amounts disclosed below represent the Company's maximum exposure to credit risk on financial guarantee contracts.

	2026 RM'000	2025 RM'000
Company		
Corporate guarantees	168,914	216,557

The Company monitors the ability of its subsidiaries to service their loans on an individual basis.

26.5 Liquidity risk

Liquidity risk is the risk that the Group and the Company will not be able to meet its financial obligations as they fall due. The Group's and the Company's exposure to liquidity risk arises principally from payables, borrowings and corporate guarantees provided to banks.

The Group or the Company maintains a level of cash and cash equivalents and bank facilities deemed adequate by the management to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due.

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.5 Liquidity risk (continued)

The table below summarises the maturity profile of the Group's and the Company's financial liabilities as at the end of the reporting period based on undiscounted contractual payments:

Group	Note	Carrying amount RM'000	Contractual interest rates/ discount rates	Contractual cash flows RM'000	Under 1 year RM'000	1-2 years RM'000	2-5 years RM'000	More than 5 years RM'000
2026								
Group								
Borrowings		180,443	2.35% to 4.97%	198,856	47,851	48,055	97,790	5,160
Lease liabilities		808	3.97% to 5.47%	874	270	252	352	-
Trade and other payables (excluding the contingent consideration)		255,455	-	255,455	223,234	2,045	30,176	-
Contingent consideration		22,766	-	27,270	27,270	-	-	-
		459,472		482,455	298,625	50,352	128,318	5,160
Company								
Borrowings		317	4.52%	337	123	123	91	-
Trade and other payables (excluding the contingent consideration)		21,671	-	21,671	21,671	-	-	-
Contingent consideration		22,766	-	27,270	27,270	-	-	-
Corporate guarantees (i)		-	-	168,914	168,914	-	-	-
		44,754		218,192	217,978	123	91	-

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.5 Liquidity risk (continued)

Group	Note	Carrying amount RM'000	Contractual interest rates/ discount rates	Contractual cash flows RM'000	Under 1 year RM'000	1-2 years RM'000	2-5 years RM'000	More than 5 years RM'000
2025								
Group								
Borrowings		235,546	2.35% to 5.52%	263,704	58,714	66,847	138,143	-
Lease liabilities		810	3.97% to 5.47%	882	263	263	356	-
Trade and other payables (excluding the contingent consideration)		160,617	-	160,617	131,455	10,475	18,687	-
Contingent consideration		21,814	-	27,270	27,270	-	-	-
		418,787		452,473	217,702	77,585	157,186	-
Company								
Borrowings		423	4.52%	460	123	123	214	-
Trade and other payables (excluding the contingent consideration)		15,752	-	15,752	15,752	-	-	-
Contingent consideration		21,814	-	27,270	27,270	-	-	-
Corporate guarantees (i)		-	-	216,557	216,557	-	-	-
		37,989		260,039	259,702	123	214	-

(i) The corporate guarantee provided by the Company to financial institutions for loan facilities granted to subsidiaries amounted to RM168,914,000 (2025: RM216,557,000) representing the maximum exposure to credit risk of the Company if the corporate guarantee is called on.

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.6 Market risk

Market risk is the risk that changes in market prices, such as interest rates and other prices will affect the Group's financial position or cash flows.

Interest rate risk

The Group's investments in fixed rate deposits are exposed to a risk of change in their fair value due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short-term and long-term receivables, short-term funds and payables are not significantly exposed to interest rate risk.

Exposure to interest rate risk

The interest rate profile of the Group's and the Company's significant interest earning and interest-bearing financial instruments, based on carrying amounts as at the end of the reporting period was:

	Group		Company	
	2026	2025	2026	2025
	RM'000	RM'000	RM'000	RM'000
Fixed rate instruments				
Financial assets	41,467	53,775	93	89
Financial liabilities	(557)	(623)	(317)	(423)
Lease liabilities	(808)	(810)	-	-
	40,102	52,342	(224)	(334)
Floating rate instruments				
Financial liabilities	(179,886)	(234,923)	-	-

Fair value sensitivity analysis for fixed rate instruments

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest rates at the end of the reporting period would not affect profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points ("bps") in interest rates at the end of the reporting period would have increased/(decreased) equity and post-tax profit or loss by the amounts shown below. The analysis assumes that all other variables, in particular foreign currency rates, remain constant.

	Profit or loss	
	100 bps Increase	100 bps Decrease
	RM'000	RM'000
Group		
2026		
Floating rate instruments	(1,367)	1,367
2025		
Floating rate instruments	(1,785)	1,785

The Company's exposure to interest rate risk is not material and hence, sensitivity analysis is not presented.

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.7 Fair value information

The carrying amounts of cash and cash equivalents, short-term receivables and payables reasonably approximate their fair value due to the relatively short-term nature of these financial instruments. The table below analyses the fair value of other financial instruments:

	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total fair value	Carrying amount
	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000		
2026										
Group										
Financial assets										
Trade receivable (Extended term)	-	-	-	-	-	-	33,525	33,525	33,525	33,525
Fixed-income securities and money market instruments	-	115,961	-	115,961	-	-	-	-	115,961	115,961
Financial liabilities										
Borrowings	-	-	-	-	-	-	(180,443)	(180,443)	(180,443)	(180,443)
Contingent consideration	-	-	(22,766)	(22,766)	-	-	-	-	(22,766)	(22,766)
Company										
Financial assets										
Fixed-income securities and money market instruments	-	31,814	-	31,814	-	-	-	-	31,814	31,814
Financial liabilities										
Borrowings	-	-	-	-	-	-	(317)	(317)	(317)	(317)
Contingent consideration	-	-	(22,766)	(22,766)	-	-	-	-	(22,766)	(22,766)

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.7 Fair value information (continued)

2025	Group	Fair value of financial instruments carried at fair value				Fair value of financial instruments not carried at fair value				Total fair value	Carrying amount
		Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000	Level 1 RM'000	Level 2 RM'000	Level 3 RM'000	Total RM'000		
Financial assets											
	Trade receivables (Extended term)	-	-	-	-	-	-	49,370	49,370	49,370	49,370
	Fixed-income securities and money market instruments	-	79,010	-	79,010	-	-	-	-	79,010	79,010
Financial liabilities											
	Borrowings	-	-	-	-	-	-	(235,546)	(235,546)	(235,546)	(235,546)
	Contingent consideration	-	-	(21,814)	(21,814)	-	-	-	-	(21,814)	(21,814)
Company											
Financial assets											
	Fixed-income securities and money market instruments	-	9,747	-	9,747	-	-	-	-	9,747	9,747
Financial liabilities											
	Borrowings	-	-	-	-	-	-	(423)	(423)	(423)	(423)
	Contingent consideration	-	-	(21,814)	(21,814)	-	-	-	-	(21,814)	(21,814)

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

26. FINANCIAL INSTRUMENTS (CONTINUED)

26.7 Fair value information (continued)

Level 2 fair value

Fixed-income securities and money market instruments

Fair value is determined directly by reference to their Net Assets Value ("NAV") stated in the monthly statement at the reporting date.

Level 3 fair value

Trade receivables (Extended term)

Discounted cash flows using a rate based on the counterparty's borrowing rate.

Borrowings

Discounted cash flows using a rate based on the current market rate of borrowing of the Group and the Company at the reporting date is used as a valuation technique in the determination of fair values of borrowings.

Contingent consideration

Discounted cash flows using a rate based on the industry risk rate of the associate at the reporting date is used as a valuation technique in the determination of fair values of contingent consideration. The significant assumptions are included in Note 16.3.

27. Capital management

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investors, creditors and market confidence and to sustain the future development of the business. The principal form of capital is share capital and when necessary, borrowings as included in the statements of financial position.

There was no change in the Group's approach to capital management during the year.

28. Capital and other commitments

Group	2026 RM'000	2025 RM'000
Capital expenditure		
Approved and contracted for		
- Property, plant and equipment	255	267
Approved but not contracted for		
- Property, plant and equipment	13,350	1,758

NOTES TO THE FINANCIAL STATEMENTS

(CONT'D)

29. Related parties

Identity of related parties

For the purposes of these financial statements, parties are considered to be related to the Group if the Group or the Company has the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Company and the party are subject to common control. Related parties may be individuals or other entities.

Related parties also include key management personnel defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly and entity that provides key management personnel services to the Group. The key management personnel include all the Directors of the Group, and certain members of senior management of the Group.

The Group has related party relationship with its significant investors, subsidiaries, associates, joint ventures and key management personnel.

Significant related party transactions

Related party transactions have been entered into in the normal course of business under negotiated terms. The significant related party transactions of the Group and the Company are shown below. The balances related to the below transactions are shown in Notes 6, 9 and 16.

	2026 RM'000	2025 RM'000		
Group				
Management fee received from joint venture	220	240		
Company				
Rental income from subsidiaries	3,449	3,449		
Management fee from subsidiaries	3,563	3,536		
Rental expenses paid to a subsidiary	(118)	(118)		
Dividend from subsidiaries	31,950	55,000		
	Group	Company		
	2026 RM'000	2025 RM'000	2026 RM'000	2025 RM'000
Management entity				
<i>Key management personnel services fee</i>				
Short-term employee benefits	6,545	6,789	2,580	2,636
Post-employment benefits:				
- Defined contribution plan	753	783	311	312
	7,298	7,572	2,891	2,948

Included in the total compensation of key management personnel are executive directors' remuneration and the estimated money value of benefits-in-kind as disclosed in Note 20.

30. Contingent liabilities

Xtreme Meridian Sdn. Bhd. ("XMSB"), a subsidiary of the Company on 5 August 2021 received a Writ and Statements of Claim dated 13 July 2021 filed in courts by purchasers claiming for compensation sums for contractual disputes. XMSB is disputing these claims. The Directors of the Group in consultation with its solicitors are of the view that the Group has reasonably good prospect of success in defending against this Writ. Further disclosure may be prejudicial to the Group's business and legal positions.

STATEMENT BY DIRECTORS

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

In the opinion of the Directors, the financial statements set out on pages 147 to 201 are drawn up in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board, IFRS Accounting Standards as issued by the International Accounting Standards Board 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 of 31 March 2026 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors in accordance with a resolution of the Directors:

Low Gay Teck
Director

Ferdaus Bin Mahmood
Director

Kuala Lumpur,

Date: 9 July 2026

STATUTORY DECLARATION

PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, **Oon Khai Fen** (CA 52528), the officer primarily responsible for the financial management of Land & General Berhad, do solemnly and sincerely declare that the financial statements set out on pages 147 to 201 are, to the best of my knowledge and belief, correct and I make this solemn declaration conscientiously believing the declaration to be true, and by virtue of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed Oon Khai Fen, at Kuala Lumpur in the Federal Territory on 9 July 2026.

Oon Khai Fen

Before me:

Pesuruhjaya Sumpah
No. W 586 (01.01.2024 – 31.12.2026)
Palaniappan A/L Sellappan
Unit B-3A-22
Ativo Plaza @ Damansara Avenue
No. 1 Jalan PJU 9/1
Bandar Sri Damansara, PJU9
52200 Kuala Lumpur.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LAND & GENERAL BERHAD
(REGISTRATION NO. 196401000184 (5507-H))
(INCORPORATED IN MALAYSIA)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Land & General Berhad, which comprise the statements of financial position as at 31 March 2026 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 147 to 201.

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 March 2026, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

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 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. The key audit matters are as follows:

Revenue Recognition - Group	
Refer to Note 18 – Revenue: Sales of properties under development	
The key audit matter	How the matter was addressed in our audit
The Group's largest revenue stream relates to property development activities. Judgements were required to evaluate contracts with customers, in particular, on the number of performance obligations, allocation of transaction price to each performance obligation and the determination of whether revenue for each contract is to be recognised over time or at a point in time. Property development revenue is recognised over time by reference to the proportion that relevant property development costs incurred for work performed to-date bear to the estimated relevant property development costs. As disclosed in Note 1(d) and Note 18.2 to the financial statements, the recognition of revenue over-time is highly dependent on the estimated total property development costs. In making the judgement, the Group evaluates the estimates based upon past experience and by relying on the work of architects and quantity surveyors.	We performed the following audit procedures, among others: - evaluated the design and implementation of controls relating to the revenue recognition for property development revenues recognised over time; - selected samples of sales and purchase agreements and obtained sufficient and appropriate evidence to support that they met the criteria to recognise revenue; - read agreements and other correspondences to determine that distinct performance obligations were identified and transaction prices were allocated to each performance obligation appropriately; - selected samples of actual costs incurred to date and obtained evidence that the certified work done were appropriately supported by progress claims from contractors;

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LAND & GENERAL BERHAD
(REGISTRATION NO. 196401000184 (5507-H))
(INCORPORATED IN MALAYSIA) (CONT'D)

Revenue Recognition - Group (continued)	
Refer to Note 18 – Revenue: Sales of properties under development (continued)	
The key audit matter	How the matter was addressed in our audit
We focused on this area as a key audit matter due to the degree of management judgement involved. Changes in judgements and the related estimates throughout a property development life can result in material adjustments to revenue and profit margin.	- selected samples of budgeted costs to completion and obtained evidence that the costs were appropriately supported by contracts or letter of awards and for costs not yet contracted, assessed the reliability of management's estimation by comparing with the actual costs incurred for similar completed projects or quotations from external consultants; - performed re-computation to assess the percentage of completion and determined the mathematical accuracy of the revenue recognised, which also included the implications of misstatements identified in actual costs incurred to date and budgeted costs; and - assessed the completeness, accuracy and relevance of disclosures required by MFRS 15.

Impairment assessment of investments in subsidiaries – Company	
Refer to Note 4 – Investments in subsidiaries	
The key audit matter	How the matter was addressed in our audit
As disclosed in Note 4 to the financial statements, the Company's interests in subsidiaries are significant. Identification of indicators of impairment on the Company's interests in subsidiaries is a key audit matter because it is subjective and requires significant judgement.	We performed the following audit procedures, among others: - assessed the process in relation to the valuation of investments in subsidiaries and evaluated the design and implementation of the corresponding controls identified; - assessed if there was any indication of impairment of investments using indicators stated in Para 9 of MFRS 136 (subsidiaries); - where impairment indicators exist, determined whether management's assessments of the recoverable amount is reasonable; - compared the carrying amount of the investment against its recoverable amount. Where the recoverable amount is less than the carrying amount of the investment, assessed if the impairment loss has been properly recognised in the profit or loss; - evaluated and challenged the Company's key assumptions such as market value of key assets held by subsidiaries.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LAND & GENERAL BERHAD
(REGISTRATION NO. 196401000184 (5507-H))
(INCORPORATED IN MALAYSIA) (CONT'D)

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 Directors' Report and Statement on Risk Management and Internal Control (but does not include the financial statements of the Group and of the Company and our auditors' report thereon), which we obtained prior to the date of this auditors' report, and the remaining parts of the annual report, which are expected to be made available to us after that date.

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

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining parts of the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Directors of the Company and take appropriate actions in accordance with approved standards on auditing in Malaysia and International Standards on Auditing.

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the Group and of the Company.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF LAND & GENERAL BERHAD
(REGISTRATION NO. 196401000184 (5507-H))
(INCORPORATED IN MALAYSIA) (CONT'D)

Auditors' Responsibilities for the Audit of the Financial Statements

- 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 ability of the Group or of the Company to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that gives a true and fair view.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the financial statements of the Group. 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.

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

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

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors are disclosed in Note 4 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.

KPMG PLT
(LLP0010081-LCA & AF 0758)
Chartered Accountants

Petaling Jaya, Selangor

Date: 9 July 2026

Lee Eng Teen
Approval Number: 03842/07/2026 J
Chartered Accountant

LIST OF PROPERTIES

AS AT 31 MARCH 2026

LOCATION	Purpose / Existing Use	Tenure	Age of Building Tenure	Land Area (Hectares)	Built-up / Net Lettable Area * (SQ FT)	Net Book Value (RM'000)
HS(D) 59903, P.T. No. 16731 The Mines Resort City, 43300 Seri Kembangan, Mukim and District of Petaling, Selangor	Land held for development	Leasehold land expiring in 2091	-	7.99	-	242,964
Aria Rimba, Section U10 Mukim Bukit Raja, Daerah Petaling, Shah Alam, Selangor	Land held for development	Leasehold land expiring in 2115	-	45.47	-	132,020
331357, Lot No 125847 Section 2, Taman Sri Ukay, Ampang (formerly Title No GRN 32548, Lot No 847) Town of Ulu Kelang, District of Gombak, Selangor	Land held for development	Freehold	-	1.71	-	70,286
Lot 3, Presint 3, Town and District of Putrajaya, State of Wilayah Persekutuan Putrajaya	13-storey stratified office	Freehold	11	-	132,687*	51,661
43729, Lot 55348 Mukim of Batu, District of Kuala Lumpur, Wilayah Persekutuan KL	Land held for development	Freehold	-	0.72	-	53,215
Sekolah Sri Bestari, Persiaran Margosa Bandar Sri Damansara Kuala Lumpur	School land and building	Leasehold land expiring in 2110	27-29 7	6.07	135,677 136,798	45,534
Ladang Kerling Mukim Kerling District of Ulu Selangor Selangor	Bamboo & oil palm estate	Freehold	-	1009.71	-	48,146
Sena Parc Housing Development Project Balance of development land in Mukim Ampangan and Pekan Sungai Gadut, District of Seremban, Negeri Sembilan	Land held for development	Freehold	-	13.39	-	4,469

LIST OF PROPERTIES

AS AT 31 MARCH 2026 (CONT'D)

LOCATION	Purpose / Existing Use	Tenure	Age of Building Tenure	Land Area (Hectares)	Built-up / Net Lettable Area * (SQ FT)	Net Book Value (RM'000)
Lot no.62539 PT 120097 Jalan SD 12/5 Sri Damansara	Commercial units/ car park / office	Freehold	13	- -	337,933	20,772
Lot Nos. PT 43125 & 20275 Mukim Dengkil Sepang, Selangor	Land held for development	Freehold	-	2.71	-	22,695
Bandar Sri Damansara Housing Development Project Balance of development land in Mukim Sungai Buloh District of Petaling, Gombak, Selangor	Land held for development	Freehold	-	9.53	-	14,139
Lot 2058 & 2059, Mukim Tebrau Daerah Johor Bahru Johor	Land held for development Vacant industrial land	Freehold	-	5.56	-	11,988
Lot 23304, Persiaran Perdana Bandar Sri Damansara Kuala Lumpur	Land held for development/ Investment properties/ sales gallery	Freehold	- 4  4 	8.95 2.41	- 29,417* 8,800	13,646 15,928
Lot Nos.659,663,664 & 665 Mukim Sungai Petani District of Kuala Muda Kedah	Land held for development	Freehold	-	14.71	-	6,859

ANALYSIS OF SHAREHOLDINGS

Type of shares : Ordinary Shares
Total issued shares : 2,973,135,003 Ordinary Shares

Voting Rights

On show of hands : one (1) vote for every member of the Company present in person or by proxy
On a poll : one (1) vote for each share held

DISTRIBUTION OF SHAREHOLDINGS

Category	No of Shareholders	No of Shares	% of issued Shares
Less than 100	344	11,501	0.00
100 - 1,000	2,921	2,430,592	0.08
1,001 - 10,000	6,758	33,401,823	1.12
10,001 - 100,000	6,130	244,882,518	8.24
100,001 - less than 5% of issued shares	2,323	1,659,634,969	55.82
5% and above of issued shares	1	1,032,773,600	34.74
TOTAL	18,477	2,973,135,003	100.0

SUBSTANTIAL SHAREHOLDER

Name	DIRECT		INDIRECT	
	No. of Shares	%	No. of Shares	%
1) Mayland Parkview Sdn Bhd	1,032,773,600	34.74	-	-
2) Tan Sri Dato' David Chiu	7,400,000	0.25	1,032,773,600 [#]	34.74 [#]

DIRECTORS' INTEREST IN SHARES

A) LAND & GENERAL BERHAD

Name	DIRECT		INDIRECT	
	No. of Shares	%	No. of Shares	%
1) Dato' Hj Zainal Abidin Bin Putih	-	-	-	-
2) Low Gay Teck	-	-	-	-
3) Ferdaus Bin Mahmood	-	-	-	-
4) Hoong Cheong Thard	-	-	-	-
5) Chiu Andrew Wah Wai	-	-	1,032,773,600 [#]	34.74 [#]
6) Dato' Noorizah Binti Hj Abd Hamid	-	-	-	-
7) Yeoh Chong Keng	-	-	-	-
8) Loh Wei Yuen	-	-	-	-
9) Yip Jian Lee	-	-	-	-
10) Faezali Bin Mustafa R. Jumabhoy	-	-	-	-

Note: [#] Deemed interest through Mayland Parkview Sdn Bhd

B) RELATED CORPORATION OF LAND & GENERAL BERHAD

Name	DIRECT		INDIRECT	
	No. of Shares	%	No. of Shares	%
1) Ferdaus Bin Mahmood	-	-	45,000 Ordinary	30.00*
2) Low Gay Teck	-	-	28,000 Ordinary	10.00**
			3,800,000 RCPS A	10.00**

Note: * Indirect interest in Bestari Elsa Sdn Bhd, a related corporation of Land & General Berhad, via Harapan Cipta Sdn Bhd

** Indirect interest in Forward Victory Sdn Bhd, a related corporation of Land & General Berhad, via Venture Peak Sdn Bhd

TOP 30 SHAREHOLDERS

30 JUNE 2026

NO.	NAME	HOLDINGS	%
1	PUBLIC NOMINEES (ASING) SDN BHD PLEDGED SECURITIES ACCOUNT FOR MAYLAND PARKVIEW SDN BHD (KLC)	1,032,773,600	34.74
2	CGS INTERNATIONAL NOMINEES MALAYSIA (TEMPATAN) SDN. BHD. PLEDGED SECURITIES ACCOUNT FOR TAY HOCK SOON (MY1055)	50,000,000	1.68
3	GOH TEN FOOK	49,206,700	1.66
4	LIM PEI TIAM @ LIAM AHAT KIAT	39,900,000	1.34
5	TOH KIM CHONG	19,022,800	0.64
6	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ONG YOONG NYOCK	17,000,000	0.57
7	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR NIK AWANG @ WAN AZMI BIN WAN HAMZAH (E-KPG/JRL)	16,460,000	0.55
8	LIU & CHIA HOLDINGS SDN BHD	15,111,340	0.51
9	LIM PAY KAON	15,000,000	0.51
10	CGS INTERNATIONAL NOMINEES MALAYSIA (ASING) SDN. BHD. EXEMPT AN FOR CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD. (RETAIL CLIENTS)	14,274,510	0.48
11	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (PHEIM)	12,939,000	0.44
12	MAYBANK NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR YUSRI SUHAIMI BIN MOHD	12,000,000	0.40
13	VICTOR LIM FUNG TUANG	11,900,000	0.40
14	MAH SIEW SEONG	11,526,050	0.39
15	TAN CHANG JOON	11,500,000	0.39
16	MENTA CONSTRUCTION SDN BHD	10,303,800	0.35
17	LIU SIN	9,963,600	0.34
18	NUR ALIYAH BINTI ABDULLAH	8,916,700	0.30
19	KENANGA NOMINEES (TEMPATAN) SDN BHD EXEMPT AN FOR PHILLIP SECURITIES PTE LTD (CLIENT ACCOUNT)	8,765,000	0.30
20	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	8,670,260	0.29
21	WONG SUE YIN	8,600,000	0.29
22	CITIGROUP NOMINEES (ASING) SDN BHD CBNY FOR EMERGING MARKETS CORE EQUITY 2 PORTFOLIO OF DFA INVESTMENT DIMENSIONS GROUP INC.	8,595,220	0.29

TOP 30 SHAREHOLDERS

30 JUNE 2026 (CONT'D)

NO.	NAME	HOLDINGS	%
23	MAYBANK NOMINEES (TEMPATAN) SDN BHD SUKHBIR SINGH A/L TARA SINGH	8,022,000	0.27
24	CIMSEC NOMINEES (ASING) SDN BHD CIMB FOR DAVID CHIU (PB)	7,400,000	0.25
25	GEOFFREY LIM FUNG KEONG	7,200,000	0.24
26	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	7,053,460	0.24
27	TAN SIOW BENG	7,023,180	0.24
28	TEE BON PENG	6,999,900	0.24
29	DING SIEW CHOO	6,645,000	0.22
30	CIMSEC NOMINEES (TEMPATAN) SDN BHD CIMB FOR LEE KENG HONG (PB)	6,500,000	0.22

NOTICE OF THE 63RD ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Sixty-Third (63rd) Annual General Meeting (“AGM”) of Land & General Berhad (“L&G” or “the Company”) will be held on **Tuesday, 22 September 2026 at 10.30 a.m.** at **Selangor 1, Dorsett Grand Subang, Jalan SS12/1, 47500 Subang Jaya, Selangor Darul Ehsan**, for the purpose of considering and, if thought fit, passing, with or without modifications, the resolutions set out in this notice.

Item Agenda

- | | | |
|----|---|--------------------------------------|
| 1. | To receive and adopt the Audited Financial Statements for the financial year ended 31 March 2026 and the Reports of the Directors and Auditors thereon. | Please refer
Explanatory Note (i) |
| 2. | To declare and approve payment of a single-tier final dividend of 0.8 sen per ordinary share in respect of the financial year ended 31 March 2026. | Ordinary Resolution 1 |
| 3. | To approve the payment of Directors' fees of RM608,250 in respect of the financial year ended 31 March 2026. | Ordinary Resolution 2 |
| 4. | To approve Directors' Meeting Allowances to Non-Executive Directors up to an amount of RM135,000 from 23 September 2026 until the next annual general meeting of the Company. | Ordinary Resolution 3 |
| 5. | To re-elect the following Directors who retire pursuant to Clause 102 of the Constitution of the Company: | |
| | (a) Encik Ferdaus Bin Mahmood; | Ordinary Resolution 4 |
| | (b) Mr Yeoh Chong Keng; and | Ordinary Resolution 5 |
| | (c) Ms Loh Wei Yuen. | Ordinary Resolution 6 |
| 6. | To reappoint Messrs KPMG PLT as Auditors of the Company and to authorise the Directors to fix their remuneration. | Ordinary Resolution 7 |

AS SPECIAL BUSINESS

- | | | |
|----|---|-----------------------|
| 7. | Authority to allot shares pursuant to Section 75 and 76 of the Companies Act, 2016 | Ordinary Resolution 8 |
| | <p>"THAT pursuant to Section 75 and 76 of the Companies Act, 2016 ("the Act"), the Directors be and are hereby authorised to allot and issue shares in the Company at any time until the conclusion of the next AGM and upon such terms and conditions and for such purposes as the Directors may in their absolute discretion deem fit, provided that the aggregate number of shares to be allotted and issued does not exceed 10% of the total issued shares of the Company for the time being and that the Directors be and are also empowered to obtain approval for the listing of and quotation for the additional shares so issued on Bursa Malaysia Securities Berhad ("Bursa Securities"), subject always to the approval of all relevant regulatory bodies being obtained for such issues."</p> | |
| 8. | Proposed Share Buy-Back | Ordinary Resolution 9 |
| | <p>"THAT subject to the Act, provisions of the Company's Constitution, the Main Market Listing Requirements ("Listing Requirements") of Bursa Securities and the approvals of all relevant regulatory authorities and parties, the Company be and is hereby authorised to purchase such number of ordinary shares in L&G listed on the Main Market of Bursa Securities, upon such terms and conditions as the Directors may deem fit and expedient in the interest of the Company, provided that:</p> <p>a) the aggregate number of ordinary shares in the Company purchased ("Purchased Share(s)") and/or held as treasury shares pursuant to this ordinary resolution shall not exceed 10% of the total number of issued shares of the Company at any point in time; and</p> <p>b) the maximum funds to be allocated by the Company for the Proposed Share Buy-Back shall not exceed the total retained earnings of the Company at the time of the purchase.</p> | |

NOTICE OF THE 63RD ANNUAL GENERAL MEETING

(CONT'D)

THAT upon purchase by the Company, the Board of Directors of L&G shall have the absolute discretion to decide whether such Purchased L&G Shares are to be cancelled and/or retained as treasury shares or dealt with in such manner as provided under Section 127(7) of the Act.

THAT the authority to facilitate the Proposed Share Buy-Back will commence immediately upon passing of this ordinary resolution and will continue to be in force until:

- a) the conclusion of the AGM of the Company at which time the authority shall lapse unless, by an ordinary resolution passed at the AGM, the authority is renewed, either unconditionally or subject to conditions;
- b) the expiration of the period within which the AGM of the Company is required by law to be held; or
- c) revoked or varied by ordinary resolution passed by the shareholders in general meeting,

whichever occurs first, but not so as to prejudice the completion of the purchase(s) by the Company of the L&G Shares before the aforesaid expiry date and made in any event, in accordance with the provisions of the Act, rules and regulations made pursuant to the Act, the Listing Requirements and any requirements issued by any other relevant government and/or regulatory authorities.

AND THAT the Board be and is hereby authorised to take all such steps as are necessary or expedient to implement, finalise, complete or give effect to the Proposed Share Buy-Back with full powers to assent to any conditions, modifications, variations and/or amendments in any manner as may be required by the relevant authorities and to deal with all matters relating thereto and to take all such steps and do all acts and things in any manner as they may deem necessary or expedient to implement, finalise and give full effect to the Proposed Share Buy-Back."

NOTICE OF DIVIDEND ENTITLEMENT AND PAYMENT

NOTICE IS HEREBY GIVEN THAT, subject to the approval of the shareholders at the 63rd AGM of L&G, a single tier final dividend of 0.8 sen per ordinary share in respect of the financial year ended 31 March 2026. The entitlement date of the said dividend shall be 2 October 2026 and will be payable to the shareholders of the Company on 16 October 2026.

A depositor shall qualify for entitlement to the dividend only in respect of:

- (a) shares transferred to the depositor's securities account before 4.30 p.m. on 2 October 2026 in respect of transfers; and
- (b) shares bought on Bursa Malaysia Securities Berhad on a cum entitlement basis according to the Rules of Bursa Malaysia Securities Berhad.

By order of the Board

Lee Siw Yeng (MAICSA 7048942)
SSM Practising Certificate No. 201908001160
Secretary

Kuala Lumpur
31 July 2026

NOTICE OF THE 63RD ANNUAL GENERAL MEETING

(CONT'D)

NOTES:-

- (a) Pursuant to Paragraph 8.29(A) of the Main Market Listing Requirements, all resolutions shall be voted by way of a poll.
- (b) A member entitled to attend and vote at this meeting is entitled to appoint a proxy or proxies to attend and vote in his stead. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A member shall be entitled to appoint not more than two proxies to attend and vote at the 63rd AGM.
- (c) 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"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each omnibus account it holds. An exempt authorised nominee refers to an authorised nominee defined under the SICDA which is exempted from compliance with the provisions of subsection 25A(1) of SICDA.
- (d) Where a member appoints two (2) proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- (e) Where an exempt authorised nominee appoints two (2) or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- (f) The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his attorney, and in the case of a corporation, either under its common seal or signed by its attorney or by an officer on behalf of the corporation.
- (g) The Proxy Form, duly completed, must be deposited at the Registered Office of the Company at 8trium, Level 21 Menara 1, Jalan Cempaka SD12/5, Bandar Sri Damansara, 52200 Kuala Lumpur via post/courier/by hand **or** via email to lgbsec@land-general.com **or alternatively**, the proxy appointment may also be lodged **electronically** at <https://investor.boardroomlimited.com> not less than twenty-four (24) hours i.e. **Monday, 21 September 2026 at 10.30 a.m.** before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
- (h) A corporate shareholder who wishes to appoint representative(s) or attorney(s) to participate at the AGM, shall deposit the ORIGINAL Certificate of Appointment or Power of Attorney, as the case may be, by hand or by post or by courier to 8trium, Level 21 Menara 1, Jalan Cempaka SD12/5, Bandar Sri Damansara, 52200 Kuala Lumpur.
- (i) Only members whose names appear in the Record of Depositors as at **15 September 2026** will be entitled to attend and vote at the meeting or appoint proxy (proxies) to attend and vote on their behalf.

EXPLANATORY NOTE ON THE AGENDA:-

- (a) **Item 1 of the Agenda - Audited Financial Statements for the financial year ended 31 March 2026**
This agenda is laid before the 63rd AGM pursuant to Section 340(1) of the Companies Act, 2016, and does not require a formal approval of the shareholders. As such, it is meant for discussion only and not put forward for voting.
- (b) **Ordinary Resolution 2 - Payment of Directors' fees**
The Directors' Fees for Non-Executive Directors ("NED") for the financial year ended 31 March 2026 are RM608,250 (2025: RM616,500). Please refer to the Corporate Governance Overview Statement for the details of the Directors' remuneration.
- (c) **Ordinary Resolution 3 - Meeting Allowances**
The meeting allowance for each Non-Executive Director is RM1,000 per meeting attendance and the total estimated meeting allowances amounting to RM135,000 are calculated based on the estimated number of meetings for Board and Board Committees from 23 September 2026 until the next AGM in the year 2027.
- (d) **Ordinary Resolution 8 - Authority to allot shares pursuant to Section 75 and 76 of the Companies Act, 2016**
The proposed Ordinary Resolution 8, if passed, will empower the Directors to allot and issue ordinary shares of the Company up to an amount not exceeding 10% of the total issued shares of the Company for purpose of general fund-raising, working capital, capital expenditure, potential acquisitions or investments, or such other purposes as the Board deems fit and in the Company's best interest. This authority unless revoked or varied at a general meeting will expire at the next AGM.
- (e) **Ordinary Resolution 9 - Proposed Share Buy-Back**
The proposed Ordinary Resolution 9, if passed, will empower the Company to purchase and/or hold up to 10% of the issued share capital of the Company. This authority unless revoked or varied by the Company at a general meeting will expire at the next AGM of the Company. Further information on the Proposed Share Buy-Back is set out in the Share Buy-Back Statement which can be downloaded from <https://lg.investors-centre.com/lg-ar2026/>.



(Registration No.:196401000184/5507-H)
Incorporated in Malaysia

PROXY FORM

I/We _____
(FULL NAME IN BLOCK LETTERS AND NRIC NO./PASSPORT NO./COMPANY NO.)

of _____
(ADDRESS IN FULL)

being a member / members of **LAND & GENERAL BERHAD** hereby appoint:

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			
Mobile Phone No.			

and

Full Name (in Block)	NRIC/Passport No.	Proportion of Shareholdings	
		No. of Shares	%
Address			
Email Address			
Mobile Phone No.			

or failing him, the CHAIRMAN OF THE MEETING as my/our proxy/proxies to vote for me/us and on my/our behalf at the Sixty-Third (63rd) Annual General Meeting of Land & General Berhad which will be held on **Tuesday, 22 September 2026 at 10.30 a.m.** at **Selangor 1, Dorsett Grand Subang, Jalan SS12/1, 47500 Subang Jaya, Selangor Darul Ehsan**, and at any adjournment thereof.

My/our proxy/proxies shall vote as indicated below:-

Agenda	RESOLUTION	FOR	AGAINST
Declaration and payment of final dividend	Ordinary Resolution 1		
Payment of Directors' fees	Ordinary Resolution 2		
Payment of Meeting Allowances	Ordinary Resolution 3		
Re-election of the following Directors pursuant to Clause 102 of the Constitution:			
(a) Encik Ferdaus Bin Mahmood;	Ordinary Resolution 4		
(b) Mr Yeoh Chong Keng; and	Ordinary Resolution 5		
(c) Ms Loh Wei Yuen.	Ordinary Resolution 6		
Re-appointment of Auditors	Ordinary Resolution 7		
Authority to allot shares	Ordinary Resolution 8		
Proposed Share Buy-Back	Ordinary Resolution 9		

(Please indicate with an "X" in the spaces provided how you wish your votes to be cast on the resolutions specified. If you do not do so, your proxy/proxies will vote or abstain from voting at his/her/their discretion.)

No. of Shares	
CDS Account No.	
Contact No.	
Email address	

Signature : _____

Date : _____

NOTES:-

- Pursuant to Paragraph 8.29(A) of the Main Market Listing Requirements, all resolutions shall be voted by way of a poll.
- A member entitled to attend and vote at this meeting is entitled to appoint a proxy or proxies to attend and vote in his stead. A proxy need not be a member of the Company. There shall be no restriction as to the qualification of the proxy. A member shall be entitled to appoint not more than two proxies to attend and vote at the 63rd AGM.
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- Where a member appoints two (2) proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- Where an exempt authorised nominee appoints two (2) or more proxies, the proportion of shareholdings to be represented by each proxy must be specified in the instrument appointing the proxies.
- The instrument appointing a proxy in the case of an individual shall be signed by the appointer or his attorney, and in the case of a corporation, either under its common seal or signed by its attorney or by an officer on behalf of the corporation.

- (g) The Proxy Form, duly completed, must be deposited at the Registered Office of the Company at 8trium, Level 21 Menara 1, Jalan Cempaka SD12/5, Bandar Sri Damansara, 52200 Kuala Lumpur via post/courier/by hand **or** via email to lgbsec@land-general.com **or alternatively**, the proxy appointment may also be lodged **electronically** at https://investor.boardroomlimited.com not less than twenty-four (24) hours i.e. **Monday, 21 September 2026 at 10.30 a.m.** before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
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- (i) Only members whose names appear in the Record of Depositors as at **15 September 2026** will be entitled to attend and vote at the meeting or appoint proxy (proxies) to attend and vote on their behalf.

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Stamp

The Secretary
LAND & GENERAL BERHAD (196401000184/5507-H)
8TRIUM LEVEL 21 MENARA 1
JALAN CEMPAKA SD 12/5
BANDAR SRI DAMANSARA
52200 KUALA LUMPUR
MALAYSIA

Please fold here



www.land-general.com

LAND & GENERAL BERHAD

(Registration No.: 196401000184/5507-H)

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