

An aerial photograph of a city skyline, likely Kuala Lumpur, Malaysia. The central focus is a tall, modern skyscraper with a blue facade and a distinctive, faceted top section. To its right, the Petronas Twin Towers are visible. The city is densely packed with various buildings, and a large highway interchange is seen in the foreground. The sky is a clear, light blue.

Economic: Doing Good Business

At IJM, we are committed to creating long-term economic value by conducting our business with integrity, transparency and a strong foundation of ethics. We understand that economic growth must be inclusive and responsible and we ensure that all our commercial activities are underpinned by good governance, innovation and sustainability.

ECONOMIC PERFORMANCE

Our financial performance forms the foundation of our long-term resilience, empowering strategic investments in innovation, stakeholder value and our broader sustainability ambitions. By maintaining strong revenue streams and profitability, we generate shared economic benefits for all stakeholders. This includes delivering returns to shareholders and investors, as well as fostering equitable opportunities for employees, partners and communities.



FY2025 Total Value Generated

RM1.64 billion

RM1,659 million

Net Operating Income

RM55 million

Share of Losses from Associates

RM36 million

Share of Profits of Joint Ventures

We also recognise the increasing importance of building resilient and secure systems that respond to market expectations and regulatory demands. As we strengthen our market positioning, we place great emphasis on customer experience, data security and brand trust, while maintaining robust procurement processes and engaging our supply chain partners on EES expectations.



FY2025 Total Value Distributed

RM1.64 billion

RM346 million

To employees in salary and other staff costs

RM578 million

To capital providers (dividends, non-controlling interest and financial cost)

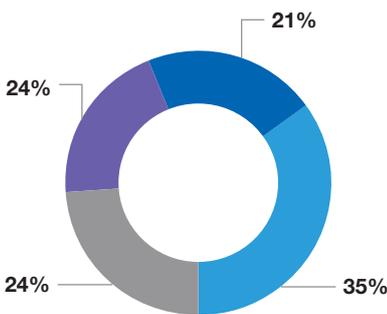
RM324 million

To governments (taxation)

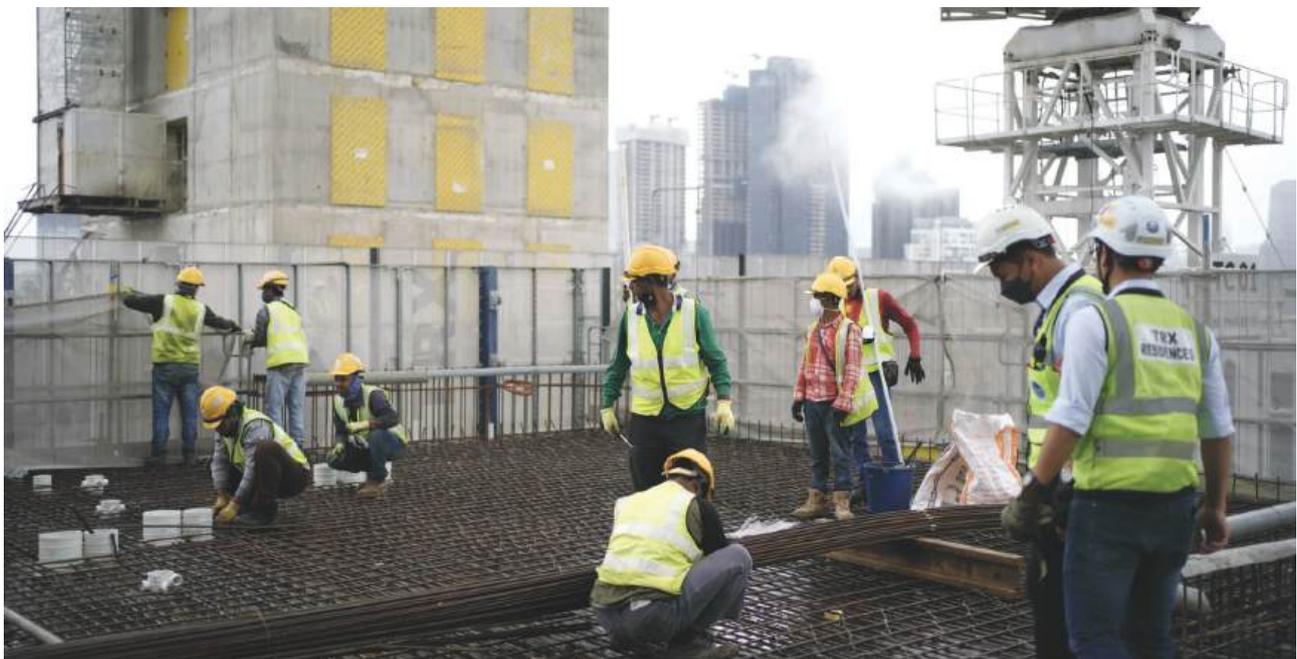
RM392 million

Retained for future reinvestment and growth

As a trusted and future-forward business group, we continue to evolve our approach in delivering value to stakeholders while addressing emerging challenges and expectations. We recognise that ethical conduct, responsible supply chain management, customer trust and digital agility are central to maintaining a strong competitive advantage. By embedding innovation and sustainability into our commercial strategy, we aim to drive business excellence, ensure transparency and deepen stakeholder confidence.



- To employees
- To capital providers
- To governments
- To retained for future reinvestment and growth



Construction activities contributing to the local economy through job creation, supply chain activity and infrastructure development

Economic: Doing Good Business

PURSUING GREEN CREDENTIALS

At IJM, we view pursuing green credentials as a strategic lever in line with our broader ambition of transitioning towards a low-carbon, sustainable business model. Pursuing green credentials is by generating revenue from green projects and services that contribute to environmental objectives, such as climate mitigation, resource

efficiency and pollution reduction. This includes income derived from green-certified developments, renewable energy infrastructure and environmentally responsible construction practices. We aspire to grow this segment in line with global sustainability benchmarks and stakeholder expectations.

Our approach to pursuing green credentials is aligned with the FTSE Russell Green Revenues Classification System, which

provides a globally recognised framework for identifying and categorising environmentally beneficial business activities. By adopting this taxonomy, we aim to systematically assess and track our revenue exposure across divisions. This enables us to benchmark our progress, enhance the transparency of our disclosures and strengthen our positioning within the EES-focused investment landscape.



TRX Residences, a GBI certified project by IJM at Tun Razak Exchange

Construction

For the Construction Division, pursuing green credentials is a key component of our broader sustainability strategy, achieved through projects that align with environmental objectives such as climate resilience and resource efficiency. This includes our portfolio of green-certified developments across residential, commercial, industrial and public infrastructure sectors, all meeting stringent local and international sustainability

standards. The Division has demonstrated strong execution of this approach through landmark projects like the TRX Residence GBI-certified, a foreign-owned Data Centre in Johor (LEED-certified) and the Warehouse for Global Vision Logistics (GreenRE and EDGE Advance certified), among others.

Out of the total new order book secured in FY2025, 56% comprised green-certified projects, reflecting the Division's strategic focus on supporting Malaysia's low-carbon

agenda and green building standards. Green revenue recognised in FY2025 was derived from projects certified under both local green rating tools such as GreenRE, GBI and MyCREST and international standards like LEED and EDGE Advance.

This strong pipeline of green-certified construction projects not only aligns with national sustainability goals, but also positions the Construction Division as a key contributor to climate resilient building and infrastructure development.

Property

The Property Division has deepened our commitment to sustainable development, aligning our projects to green building standards. FY2025 marked a key milestone, as all residential product launches achieved at least GreenRE Bronze Certification. This momentum continued into FY2025, with two developments attaining provisional

Silver ratings: Sanctuary Suria and IJM Bayouri gallery.

These certifications reflect the Property Division’s contribution to the Group’s pursuit of green credentials, which encompasses income derived from the sale of properties that meet established environmental performance standards. In alignment with globally recognised green revenue classification criteria, these

certified developments integrated sustainability-focused design elements such as:

-  Solar-powered compound lighting
-  EV charging point readiness
-  Rainwater harvesting systems
-  Solar panel installations
-  Improved walkability to encourage active mobility



The IJM Bayouri gallery, built to GreenRE standards, showcases the upcoming 70-acre township

Through these efforts, the Property Division reinforces our role in delivering sustainable urban spaces while supporting the Group’s broader environmental effort.

Please refer to Sustainable Design and Product Lifecycle Management of the Sustainability Statement on pages 201 to 203 for more information.

Industry

For the Industry Division, our green credentials are defined as income generated from the production and delivery of low-carbon, resource-efficient construction materials that contribute to environmentally sustainable projects across the built environment. Green credentials are earned through the development and commercialisation of products that support decarbonisation, enhance material circularity and reduce environmental impact, in line with internationally recognised sustainability standards and frameworks.

products. One of the key strategies involves the replacement of cement with non-cementitious materials such as fly ash, ground granulated blast-furnace slag (GGBS) and limestone powder. These materials are by-products from other industrial processes and serve as sustainable alternatives that reduces concrete carbon footprint without compromising structural integrity or quality.

In FY2025, the Division achieved an average cement replacement rate of 14.1%, reflecting our commitment to reduce emissions at the product level. This initiative not only supports our broader decarbonisation objectives but also contributes to green revenue by aligning industrial output with market demand for sustainable construction materials.



MRP quarry site at Raub, Pahang

In support of the Group’s low-carbon transition goals, the Industry Division has taken proactive steps to reduce the embodied carbon of concrete

Economic: Doing Good Business

Infrastructure - Port

The Port Division's pursuit of green credentials is anchored in its Green Port 2030 ambition, guided by the Green Port Policy of Kuantan Port 2021-2030. Through initiatives such as hybrid port equipment, shore power systems, automated gates and real-time environmental monitoring, the Division is enhancing carbon efficiency, reducing pollution and supporting greener port operations. These efforts align with national green port aspirations and position the Division to offer energy-efficient logistics services that meet evolving stakeholder and market expectations.



Kuantan Port's Liquid Chemical Berth (LCB)

Infrastructure - Toll

At the Toll Division, pursuing green credentials is central to our commitment to sustainable infrastructure and responsible highway operations. This is reflected in the Malaysia Green Highway Index (MyGHI) recognitions awarded to the Besraya highway (Gold) and NPE highway (Silver), affirming the Division's efforts in environmental performance, emissions reduction and community well-being. By embedding green design, energy efficiency and sustainable practices across the highway, the Division contributes to IJM's green revenue ambitions through the provision of green-certified and future-ready transport infrastructure.



New Pantai Expressway ("NPE")

INTEGRITY AND GOVERNANCE

We uphold the highest standards of ethical conduct as the cornerstone of our operations. We recognise that integrity is not only a legal and regulatory expectation, but a key driver of long-term value creation, stakeholder confidence and sustainable growth. Guided by the Malaysian Code on Corporate Governance (MCCG) and Bursa Malaysia’s Sustainability Reporting Guide (Third Edition), our commitment to robust governance is embedded through strong board oversight, effective risk management, clear transparency and accountability and strategic stakeholder management.

In FY2025, the Group enhanced our governance mechanisms by digitalising the Conflict of Interest (“COI”) declaration and approval process supported by a Group-wide centralised COI management platform across all divisions. This standardisation ensures consistency and traceability, enabling the Group to efficiently track, audit and manage potential conflicts, thereby reinforcing a culture of integrity, transparency and accountability.

Anti-Bribery and Corruption Measures

With a zero-tolerance stance towards all forms of bribery and corruption, we address integrity risks across all operations and divisions. Our Anti-Bribery and Corruption System (“ABCS”) reinforces our adherence to both local and international laws, including the Malaysian Anti-Corruption Commission (Amendment) Act 2018 and the National Prevention of Corruption Act 1988 for our operations in India.

The Group, along with selected entities, is working towards implementing ISO 37001: 2025 Anti-Bribery Management System as a proactive step to enhance our ability to prevent, detect and address bribery risks. This initiative also supports compliance with Section 17A of the MACC (Amendment) Act 2018.

Our ABCS Governance Structure is designed to ensure effective implementation and enforcement of anti-corruption measures throughout the Group. This structure supports a seamless dissemination and escalation process for ABCS-related matters, ensuring all employees and third-party associates are well-informed and compliant with our

stringent standards. Additionally, third parties working with IJM must comply with our Code of Business Conduct for Third Parties, adhering to all applicable laws and our internal policies.

In FY2025, we reported zero confirmed incidents of corruption across all divisions during the reporting period, reflecting the effectiveness of our internal controls, ongoing employee training and strong governance practices. There were also no staff disciplined or dismissed due to non-compliance with anti-corruption policies and the Group incurred zero cost in fines, penalties or settlements related to corruption throughout the year.

Anti-Corruption Training

Training our employees on anti-corruption is a key component of our commitment to ethical business practices. Delivered across all divisions, the training ensures employees understand the risks of corruption, relevant legal requirements and the Group’s zero-tolerance stance. This is essential to uphold integrity, safeguard our reputation and comply with regulatory expectations.

Number and Percentage of Employees Trained on ABCS in FY2025						
Construction	Property	Industry	Port	Toll	Group Services	Total
1,105	653	593	551	398	267	3,567
99.1%	98.8%	98.0%	99.8%	100%	96.4%	99.0%



ABCS training reinforces our commitment to ethical business practices

Economic: Doing Good Business

SUSTAINABLE SUPPLY CHAIN

As a diversified business operating globally, we engage a wide network of local and international suppliers, contractors and service providers. To uphold our corporate values throughout the supply chain, we enforce our Responsible Supply Chain Policy, complemented by the Code of Business Conduct for Third Parties. These guidelines define the ethical, social and operational standards for all external partners, including vendors, suppliers, contractors, consultants and affiliated representatives to uphold, with any non-compliance potentially resulting in corrective action or contract termination. In line with our commitment to transparency, both documents are accessible to the public via our corporate website.

 <p>ECONOMIC</p> <p>Ethics and governance We expect our suppliers, service providers and contractors to adhere to integrity and ethical business practices as outlined in the Group’s Code of Conduct and Ethics.</p>	 <p>ENVIRONMENT</p> <p>Environmental compliance We expect our suppliers, service providers and contractors to be respectful in their interactions with the environment by adhering to all applicable environmental legislation, preventing pollution and adopting best practices in accordance with the Group’s Environmental Management System.</p>	 <p>SOCIAL</p> <p>Health and safety We expect our suppliers, service providers and contractors to have the necessary health and safety measures in place to minimise workplace risks and hazards.</p> <p>Human rights and labour We expect our suppliers, service providers and contractors to demonstrate their commitment to human rights standards and laws.</p>
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**More than
RM3.8 billion
spent on local
suppliers in FY2025**

We define local suppliers and contractors as companies registered in Malaysia. In FY2025, 99% of our suppliers and contractors were locally based, with total spending amounting to RM3.8 billion.

In FY2025, following the development of a draft Group-wide Supply Chain Framework and Strategy, we identified our suppliers

and subcontractors across the Group and assessed the integration of sustainability within our supply chain.

The Construction Division has strengthened outreach to our supply chain through a series of engagement sessions with 169 subcontractors and vendors across the central, northern and southern regions. These engagement sessions were aimed at communicating and reinforcing our expectations on compliance, ethical conduct, anti-bribery and corruption and fair labour practices, greenhouse gas reduction initiatives and occupational safety and health.

The Industry Division arranged dialogues with several key suppliers focusing on lifecycle assessments, low-carbon material innovations and sustainable packaging solutions, fostering alignment on environmental

priorities across the supply chain. These engagements aimed to promote data transparency such as Scope 3 GHG emissions reporting through product-specific data and support our broader decarbonisation targets.

 *Further details of these initiatives are elaborated in the Environment section page 192 of this Statement.*

As part of our ongoing commitment to responsible sourcing, we continue to assess our suppliers based on established environmental and social criteria. These assessments are embedded into our procurement and vendor management processes and form part of our due diligence process to identify potential risks across the supply chain. In FY2025, no significant adverse environmental or social impacts were identified through our supplier evaluations.

CYBERSECURITY AND DATA PRIVACY

With rising threats of cyberattacks, safeguarding digital systems and data has become increasingly critical. We are committed to ensuring the security of our digital infrastructure, sensitive data and stakeholders' information from unauthorised access, breaches and cyber threats. Our approach focuses on reinforcing cybersecurity infrastructure and enhancing employee awareness to mitigate risks. By implementing comprehensive security protocols, ensuring data privacy, adhering to regulatory compliance and fostering a culture of cybersecurity awareness, we aim to maintain stakeholder trust and uphold the highest standards of cybersecurity.

We have made significant improvements to our cybersecurity framework. Key updates to the Group-wide Information Security Policy have further strengthened protections for critical digital infrastructure and sensitive data. This ensures our systems are well-equipped to address evolving threats and safeguard digital assets across all our operations.

To strengthen our security, we have deployed advanced multi-layered security defences, incorporating Extended Detection and Response technology and next-generation firewalls to protect against sophisticated cyber threats. Annual penetration testing and vulnerability assessments have also been conducted to proactively identify and address potential system weaknesses, ensuring that our infrastructure remains secure.

In FY2025, there were no reported incidents of data leaks, thefts, or losses of customer information in both IJM Malaysia and IJM India throughout the reporting period. These outcomes underscore our ongoing efforts to uphold the highest standards of customer privacy, data security and trust.

As part of our commitment to cybersecurity, IJM has implemented cybersecurity training initiatives to equip employees with the knowledge and skills to identify and respond to emerging cyber threats. In FY2025, the Information System Department ("ISD") provided two cybersecurity awareness training sessions for employees, with a completion rate of 95% of staff successfully finishing the training for the first session and 89% completion rate for the second session. By fostering a culture of cybersecurity awareness, we empower our employees to be proactive in protecting sensitive information of IJM and our stakeholders, ensuring that security remains a shared responsibility across IJM.

PRODUCT QUALITY AND SAFETY

Our commitment to product excellence is guided by our Quality Policy and Quality Management System Framework, which ensures consistent quality across our products and services. This systematic framework integrates stringent quality controls, performance monitoring and multilayered verification protocols throughout our value chain.

Oversight of quality and safety of the organisation is led by designated operational-level Safety & Health Committees and Project Quality Teams across each Division. Each business segment adheres to a documented Quality Policy, with compliance monitored through regular reporting, site audits and management reviews.

All operating divisions within the Group maintain the ISO 9001:2015 Quality Management System certification, underscoring our commitment to global quality standards while consistently exceeding local regulatory requirements. In addition, IJM also implements and maintains a

suite of internationally recognised management systems to uphold excellence across its operations, such as:

- ISO 45001:2018 – Occupational Health and Safety Management System (Group-wide excluding Property Division)
- ISO 14001:2015 – Environmental Management System (supporting environmental compliance and performance)

Every major project and facility operates under a Project Quality Plan, tailored to meet specific client expectations and regulatory obligations. Product safety and regulatory compliance are further reinforced through adherence to national standards and frameworks, including Construction Industry Development Board's (CIDB) QLASSIC, the Occupational Safety and Health Act (OSHA) 1994 and the Factories and Machinery Act (FMA) 1967. These certifications and systems collectively reflect our integrated approach to quality, safety and environmental stewardship across the value chain.

We actively engage with various stakeholders, clients, consultants, regulators such as DOSH, CIDB and local communities on product safety expectations and improvements. For instance, in the Property Division, post-handover customer service and digital defect reporting tools provide feedback that informs product quality enhancements. Quality and safety performance data are reviewed monthly by divisional leadership and OpCo and presented quarterly to the Board.

In October, the Division was also recognised by the CIDB during QUEST Day 2024 with the Anugerah Kecemerlangan Kategori Projek Kerajaan. The award was granted for achieving the highest QLASSIC Score for a government project, Lembaga Hasil Dalam Negeri, Pulau Pinang.

Economic: Doing Good Business

Additionally, we implement division-specific quality monitoring systems and tailored certification processes to further reinforce our culture of excellence, ensuring consistent standards across all business units.

Quality Monitoring Systems and Certifications			
Construction Division	Property Division	Industry Division	Infrastructure Division – Port and Toll
<ul style="list-style-type: none"> Operates under ISO 9001:2015 Quality Management System and ISO 45001:2018 Occupational Health and Safety Adopts the MyIJM, IJMeDMS and site digitalisation tools (drones, sensors, CCTV) to monitor site quality and safety in real-time All projects undergo rigorous internal quality audits and third-party verifications. Focus on buildability, design for safety and right-first-time execution to reduce rework and defects Zero major construction defects reported in FY2025 Health and safety KPIs embedded into project performance metrics and subcontractor evaluations Workforce trained regularly on CIDB and OSHA-compliant safety practices 	<ul style="list-style-type: none"> Certified with ISO 9001:2015 and ISO 14001:2015 All developments comply with QCLASSIC ratings – continuous year-on-year improvement targeted Emphasis on quality through design efficiency, material specification and vendor compliance Properties undergo multi-stage quality checks from raw material assessment to final handover Reliable post-handover customer care with digital defect reporting tools and service recovery SOPs Use of GreenRE certified materials and smart home solutions to enhance environmental and product safety Focus on sustainable construction to meet the expectations of increasingly EES-conscious homeowners 	<ul style="list-style-type: none"> Operates under ISO 9001:2015, ISO14001:2015, ISO45001:2018, SS EN206:2014 and MS 1314:Part4:2004 certified systems for precast production quality Manufacturing plants adhere to stringent product testing, batch control and traceability procedures Integration of IBS technology reduces on-site defects, accelerates timelines and improves safety Materials tested regularly for strength, durability and compliance with CIDB, BS EN and MS EN standards Digitally monitored curing chambers and automated casting methods improve consistency and reduce error margins All personnel are regularly trained to meet CIDB and OHSA standards, ensuring safety and continuous improvement 	<ul style="list-style-type: none"> Ongoing maintenance of roads and port infrastructure follows planned quality control schedules Both Port and Toll Divisions are certified with ISO 9001:2015 and ISO 45001:2018 Safety audits conducted periodically on toll road surfaces, signages and roadside infrastructure Customer satisfaction surveys on road conditions and safety performance help shape improvement plans Port implement strict cargo handling protocols to ensure equipment safety and operational efficiency Environmental safeguards to minimise contamination or safety risks at operational sites, such as drainage control emergency preparedness

CUSTOMER SATISFACTION

Aligned to our core value, Customer Focus, we are dedicated to building strong, responsive relationships with our valued customers by delivering exceptional service experiences. A key innovation supporting this mission is the IJM-Connex App, an end-to-end service provider platform that centralises the management of a property unit’s e-billing progress, statements and defect reporting. Designed for convenience and transparency, the app empowers property owners with real-time updates and seamless communication, ensuring a smoother, more efficient experience. By digitalising and streamlining these essential processes, we minimise delays and

improve responsiveness, which are crucial factors in ensuring customer satisfaction.

Across all business Divisions, we proactively engage with customers through structured surveys and feedback mechanisms to gain meaningful insights into their satisfaction levels and evolving needs. The IJM Connex application app further strengthens this dialogue by providing a direct channel for users to track progress, submit concerns and receive timely resolutions.

 Please refer to *Digital & Innovation Frontier of the Strategic Performance review* on page 49 for more information.

This continuous dialogue allows us to better understand customer

expectations, assess our performance and identify areas for enhancement. In FY2025, all Divisions surpassed their respective customer satisfaction targets, achieving actual scores that were at least 5% higher than their respective performance benchmarks. These positive outcomes reflect the effectiveness of our customer engagement efforts and our continuous commitment to service excellence. We are encouraged by the constructive feedback received and remain focused on continuously enhancing customer experiences. Moving forward, we will build on this momentum to further elevate and maintain satisfaction levels and deliver higher standards of product quality and service across all our business divisions.

FY2025 Customer Satisfaction Survey Results by Division					
	Construction	Property	Industry	Port	Toll
Type	Customer satisfaction survey	Customer satisfaction index	Customer satisfaction survey	Customer satisfaction survey	Highway user satisfaction survey
Performance Target for FY2025	80%	75%	80%	85%	85%
FY2025 performance	86%	81%	96%	96%	90%

BRANDING AND REPUTATION

We continue to enhance our crisis management framework by establishing standardised escalation procedures and coordinated response plans across all business units. These measures bolster organisational preparedness while safeguarding against reputational risks through systematic mitigation approaches. Strengthening brand resilience through reputational risk preparedness remains a priority, particularly in high-exposure sectors like infrastructure and construction.

Beyond infrastructure, we create positive brand associations through sustainability and community investment, such as scholarship programmes and flood relief assistance. This commitment materialises through climate-resilient infrastructure, green-certified developments and community-centric design solutions that prioritise long-term benefits for both planet and people. These efforts reflect our dedication to social value, fostering long-term stakeholder trust and strengthening our brand positioning. By aligning with internationally recognised certification standards and maintaining effective EES governance protocols, we reinforce stakeholder trust while addressing both operational impacts and societal needs.

Enhancing digital presence and brand visibility through strategic engagement is another key focus. Media relations, digital communications and external engagement continue to be strengthened through targeted sponsorships, participation in industry events and a consistent online presence. These initiatives

maintain our visibility and credibility in an increasingly digital landscape.

We have received numerous prestigious awards and recognitions, both locally and internationally, including top developer accolades and acknowledgements for our innovative projects. These achievements not only reflect

our unwavering commitment to excellence but also strengthen our reputation as industry leaders in design, accessibility and sustainability, enhancing the credibility and trust in our brand.

Please refer to our Awards and Accolades, on pages 14 and 15 for more information.



The Property Division has earned multiple prestigious awards, including the FIABCI World Prix d'Excellence Awards, SHARED A Excellence Award, Malaysia Property Award and the StarProperty Awards. Notable projects such as the Robin @ IJM Rimbayu, Sierra Hijauan, Sutera @ S2 Heights Aman, ViO Banj'ran @ S2 Heights and Sanctuary Terrace won individual categories at the StarProperty Awards. For the second consecutive year, the Division was recognised as the leading brand in the Property Development category at the Putra Brand Awards.

Meanwhile, the Construction Division has demonstrated excellence in execution, with projects like the TRX Residence earning the High QCLASSIC Achievement Award from the CIDB Quality Excellence Awards. The Division was also honoured in the Building Management Construction category at the *Anugerah Keselamatan dan Kesihatan Pekerjaan Negara* (OSH Awards).

These accolades underscore both Divisions' commitment to innovation, quality and sustainability, strengthening IJM's reputation as a trusted industry leader and paving the way for future growth.