



A JCORP Company



Creating
POSITIVE IMPACT

SUSTAINABILITY REPORT **2024**

About This Report

Reporting Approach

This Sustainability Report was prepared with reference to Bursa Securities Main Market Listing Requirements (MMLR) and Malaysian Code on Corporate Governance (MCCG). To ensure comprehensive reporting on our Environmental, Social and Governance (ESG) disclosures, the report has been prepared with reference to leading global frameworks such as the Global Reporting Initiative (GRI) Standards, Task Force on Climate-Related Financial Disclosures (TCFD) and the Bursa Malaysia Sustainability Reporting Guide 3rd edition. Our sustainability efforts also align with the United Nations Sustainable Development Goals (UN SDGs), demonstrating our commitment to creating shared value for all stakeholders. For details on the disclosures included in this report, please refer to the Appendix on pages 84-91.



Scope and Boundaries

This Sustainability Report covers performance data and sustainability progress from 1 January to 31 December 2024 (FY2024), approved by the Group's Board of Directors (BODs). In addition, the report incorporates historical data where applicable to demonstrate annual trends and overall progress over the years.

The boundary of this report is defined by the level of operational and management control through which JLand Group can implement its Sustainability Framework and influence ESG outcomes. The report's scope includes JLand Group's operations in Malaysia.

The boundary covers:

Pillar	Entities	Currently Known As
JLG Asset	Johor Land Berhad (JLB)	JLG Land Berhad
	TPM Technopark Sdn Bhd (TPM)	JLG Technopark Sdn Bhd
	Tanjung Langsat Development (TLD)	JLG Buildworks Sdn Bhd
	Ibrahim International Business District (Johor) Sdn Bhd (IJSB)	
JLG Infratech	JLG Infratech Sdn Bhd	
JLG Capital	Damansara Holdings Berhad (DBHB)	JLG Integra Sdn Bhd
	Damansara Assets Business Property Management (DASBPM)	JLG Property Management Sdn Bhd
	Damansara Assets Security Services (DASS)	JLG Securitas Services Sdn Bhd
	Damansara PMC Services (DPMC)	JLG Healthserv Sdn Bhd
	HC Duraclean Sdn Bhd (HCD)	JLG Duraclean Sdn Bhd
	TMR Urusharta (M) Sdn Bhd (TMR)	JLG Centrix Sdn Bhd
	Metro Parking Malaysia (MPM)	JLG Metro Sdn Bhd
	JLG & BP Design Sdn Bhd (JLGBP)	
	JL Project Sdn Bhd (JLPro)	JLG Project Sdn Bhd
	Al-Salām REIT	
	Damansara REIT Managers Sdn Bhd (DRSMB)	JLG REIT Managers Sdn Bhd
	DTech Synergy (DTECH)	
Non-Core Pillars	Co-Action Events Sdn Bhd (CESB)	
	MN Koll	JLG Neo Eats Sdn Bhd

Statement of Assurance

This Sustainability Report has been internally reviewed by the Group Approval Limits of Authority (GALOA), endorsed by the Board Sustainability Committee (BSC), and approved by the Group's BODs. The review covered the accuracy and consistency of data and disclosures for all contents across JLand Group's business units and operations in Malaysia.

Forward-Looking Statement

This 2024 Sustainability Report includes forward-looking statements outlining JLand Group's aspirations and plans for sustainable development. These statements, which may use terms such as "achieve", "aim", "aspire", "commit", "continue", "drive", "expect", "goal", "plan", or "strive" are subject to risks and uncertainties, including regulatory changes, market dynamics, climate impacts, and economic conditions. Actual results may differ, and JLand Group is under no obligation to update these statements. Readers are advised to interpret them with caution, and investors should not rely solely on them for decision-making.

Feedback (Contact-Point)

We welcome feedback from all stakeholders to continuously improve our sustainability initiatives and reporting practices. For inquiries or suggestions, please contact us at:

JLand Group (JLG)

Headquarters

Level 10, Menara KOMTAR,
80888 Ibrahim International Business
District, Johor, Malaysia.

Tel. No: 07-290 4284

Email: sustainability@jlandgroup.com.my



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COVER RATIONALE



This inaugural Sustainability Report marks a significant milestone in JLand Group's journey, articulating our unwavering commitment to progress that is both purposeful and impactful.

We firmly believe that progress is only truly meaningful when it elevates the lives of those within our communities. Driven by a purpose that extends beyond mere real estate development, we strive to enrich lives and cultivate thriving communities.

Through meticulous urban planning, strategic collaborations, and impactful initiatives, we create spaces that nurture well being and unlock new avenues for opportunity. Each project we undertake represents a deliberate step towards a more inclusive and sustainable future, where positive change is both palpable and enduring.

This sustainability report reiterates our commitment to ensuring that our progress is purposeful, leaving a tangible and lasting positive impact on the communities we operate in, and serves as a testament to our dedication to building a brighter, more equitable future for all those we are privileged to serve.

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You can find more
information online at

www.jlandgroup.com.my



Sustainability Highlights

As our inaugural Sustainability Report, this publication represents a defining milestone in our journey towards responsible and sustainable growth. Guided by our robust sustainability framework, we have begun systematically tracking and evaluating our progress. The 2024 highlights featured here showcase our initial, yet significant, achievements in environmental stewardship and social responsibility, as we embark on our journey towards building a smarter, more sustainable future.

Financial performance

Total Revenue as of 2024
RM420 million

Total Assets
RM3.87 billion

Environment

- Rooftop solar rollout via joint venture with Cenergi SEA
- IBTEC earns **Five-Diamond** Low Carbon Cities 2030 certification
- **8%** of waste diverted from landfill by Al-Salām REIT

Governance

- **Zero** substantiated cases of corruption reported
- **Zero** substantiated cases of cybersecurity breaches
- **Zero** cases of child labour, forced labour, or risks of freedom of association among suppliers

Social

- Invested a total of **RM1.36 million** on employee training and development programmes
- Achieved over **47,000** total training hours in 2024
- Invested a total of **RM5.44 million**, positively impacting lives of **4,870** beneficiaries
- **Zero** LTIR incidents

* LTIR data only tracked by JLG Centrix Sdn Bhd and JLPro Sdn Bhd

Awards and Recognition

Our commitment to excellence has earned us recognition from industry bodies and stakeholders. These awards and accolades reflect the breadth of our achievements, from impactful ESG initiatives to operational excellence and business leadership. They serve as a testament to our holistic approach to value creation and motivate us to continue raising our standards across all areas of performance.

Ibrahim Technopolis (IBTEC)



Recognition for Landscape Architecture

ILAM – Malaysia Landscape Architecture Awards (MLAA14)



Low Carbon Award (City) - Silver

Malaysian Institute of Planners Planning Excellence (MIPPEA) Award 2024



Design Excellence Award (Masterplanned Development - Large Scale) - Bronze

Malaysian Institute of Planners Planning Excellence (MIPPEA) Award 2024

Sanubari @ Bandar Dato' Onn



Best Smart Home Landed Development

PropertyGuru Asia Awards Malaysia 2024



Best Smart Home Development (Asia)

PropertyGuru Asia Awards Grand Final (Asia) 2024



Awards and Recognition

Neighbourhood 8 @ Bandar Dato' Onn



CIDB Malaysia
QLASSIC Award
(for 103 DSTH Areca 1 & 25
DSTH for Canna 1 units)



Menara JLand



Winner -
Office Category
FIABCI Malaysia Property Awards 2023



JLand Group

Green Initiatives Award - Merit (Ward Iris Project)
ILAM - Malaysia Landscape Architecture Awards (MLAA15)



Memberships and Associations

Through our participation in several key organisations, we reinforce our commitment to sustainable and responsible practices. Collectively, these memberships support our strategic objectives, enhance its reputation, and contribute to sustainable development in the real estate and infrastructure industry.



United Nations
Global Compact

United Nations Global Compact (UNGCMYB)

The United Nations Global Compact (UNGC) is the world's largest corporate sustainability initiative, encouraging businesses to align strategies and operations with Ten Universal Principles on human rights, labour, environment, and anti-corruption, and to advance the UN Sustainable Development Goals (SDGs). Through its membership in the UN Global Compact Network Malaysia & Brunei (UNGCMYB) since March 2024, JLand Group reinforces its commitment to responsible and ethical business practices while aligning its sustainability agenda with global standards. This affiliation provides the Group with access to capacity-building programmes, peer learning, and strategic platforms that strengthen its ESG integration, transparency, and contribution to sustainable development within Malaysia and the region.



Bursa Carbon Exchange (BCX)

The Bursa Carbon Exchange (BCX), established by Bursa Malaysia, is the country's voluntary carbon market platform designed to facilitate transparent trading of verified carbon credits that support corporate decarbonisation efforts. Participating in BCX since July 2024, JLand Group has gained access to a credible marketplace to offset residual emissions and advance its Net Zero by 2050 aspirations. This engagement enables the Group to contribute to Malaysia's emerging carbon market ecosystem, strengthen alignment with national climate objectives, and demonstrate leadership in advancing low-carbon and sustainable development across its real estate and infrastructure portfolio.



Real Estate and Housing Developers' Association (REHDA) Malaysia

The Real Estate and Housing Developers' Association (REHDA) Malaysia is the leading representative body for private property developers, serving as a key platform for policy advocacy, industry collaboration, and sustainable development within the real estate sector. As a member of REHDA, JLand Group benefits from active engagement with industry peers, access to regulatory insights, and participation in initiatives that promote best practices in property development. This affiliation enables the Group to stay aligned with national housing and development priorities while strengthening its contribution to responsible urban growth and industry advancement.



Construction Industry Development Board (CIDB) Malaysia

The Construction Industry Development Board (CIDB) Malaysia is the statutory body established under the CIDB Act 1994 to regulate, develop, and enhance the quality and productivity of Malaysia's construction industry. Through its registration and engagement with CIDB, JLand Group ensures compliance with national construction standards, safety regulations, and quality benchmarks across its projects. This affiliation also enables the Group to access industry training, certification, and development programmes that strengthen its construction capabilities, operational excellence, and commitment to sustainable building practices.

DATUK SYED MOHAMED SYED IBRAHIM
CHAIRMAN



CHAIRMAN'S Message



JLand Group embraces its role as a steward of long-term value, ensuring that the progress we drive today contributes positively to people, communities, and the environment. Our inaugural Sustainability Report 2024 marks a milestone in this journey, reflecting our aspiration to be more than a property developer.



DEAR STAKEHOLDERS,

In today's rapidly evolving world, sustainability is no longer a choice but a shared responsibility. The realities of climate change, rapid urbanisation, and rising stakeholder expectations are reshaping how societies grow and how businesses must respond. Inevitably, the journey towards sustainable value creation is not without its challenges. Rising standards of disclosure and increasing calls for measurable ESG outcomes present both an accountability requirement and an opportunity to strengthen trust. At the same time, emerging risks such as market volatility, rising materials costs, and regulatory changes underscore the importance of resilience and adaptability.

Against this backdrop, JLand Group embraces its role as a steward of long-term value, ensuring that the progress we drive today contributes positively to people, communities, and the environment. Our inaugural Sustainability Report 2024 marks a milestone in this journey, reflecting our aspiration to be more than a property developer—to be a catalyst for positive change, shaping resilient communities and contributing to a smarter, more sustainable future with transparency and accountability.

Chairman's Message

Johor's positioning as a hub for digital and green growth, combined with Malaysia's national focus on energy transition and sustainability, opens pathways for JLand Group to anchor its growth strategy in areas of long-term relevance. Building trust, driving energy transition, and enriching our people and communities across our core business segments differentiates us as a disciplined, responsible, and future-ready organisation.

The Board recognises that seizing these opportunities requires balancing ambition with prudence. It calls for vision anchored in innovation, discipline, and foresight - qualities that enable us to navigate uncertainty while advancing purposeful growth. In shaping Johor's transformation towards a smart and sustainable future, JLand Group is redefining urban development through the integration of digital intelligence, innovative solutions, and low-carbon design. Our flagship development, Ibrahim Technopolis (IBTEC), embodies this vision as a living model of sustainable innovation—where technology, inclusivity, and environmental responsibility converge to create resilient communities and lasting value. As an aspirational benchmark, IBTEC aims to advance circularity principles that drive long-term economic and environmental regeneration.

BUILDING NATIONAL PROSPERITY

As a homegrown enterprise with deep roots in Johor, JLand Group carries a responsibility that extends far beyond business performance. We are entrusted with the task of shaping the state's future while contributing meaningfully to Malaysia's broader national aspirations. Guided by this mandate, we are strategically positioned to advance Johor's long-term growth agenda and to reinforce the nation's transition towards a more sustainable and inclusive economy. Anchored by our core business drivers, we are shaping developments that create economic opportunities while laying the foundation for sustainable and inclusive growth.

As Johor strengthens its position as a regional growth engine, the Johor-Singapore Special Economic Zone (JS-SEZ) and the Rapid Transit System (RTS) Link represent pivotal enablers of this next chapter. For JLand Group, these initiatives reinforce our mission to design future-ready developments that connect local progress with regional opportunity. Anchored by the Board's commitment to investment readiness and robust governance to cross-



border standards, we are aligning our strategic assets, particularly IBTEC and Ibrahim International Business District (IIBD), to mobilise talent and seize investment opportunities, advancing Johor's role as Southeast Asia's emerging innovation hub.

Our efforts are equally grounded in supporting the nation's long-term transformation agenda. JLand Group's aspiration to achieve Net Zero by 2050 aligns with Malaysia's priorities under the National Energy Transition Roadmap (NETR) 2023 and New Industrial Master Plan (NIMP) 2030, with an interim target of reducing 45% carbon emissions by 2030. In line with this aspiration, the Group is embedding renewable energy solutions, green-certified assets, and sustainable mobility systems across its developments. Initiatives at Sanubari @ BDO, Bandar Tiram, and IBTEC reflect our resolve to create environments that not only serve the needs of today but also prepare communities and industries for the challenges of tomorrow.



DRIVING PURPOSE AND VALUE CREATION

As Chairman, I take pride in how JLand Group has embraced its role in contributing to Johor's socio-economic development. Within a short period since our establishment in 2023, the Group has already demonstrated its ability to deliver impact through master-planned townships, catalytic industrial parks, and strategic partnerships that bring innovation and expertise into the state. Guided by our purpose, *"Build. Create. Thrive"*, we define value not only by financial returns but by the positive impact we create through our core businesses collectively to uplift communities and enable sustainable growth, ultimately building a resilient ecosystem where people and businesses can thrive together.



REVENUE
RM420
million

Our real estate development portfolio continues to grow in scale and diversity, anchored by IBTEC in Sedenak—our flagship integrated industrial development that embodies the Group's long-term vision for sustainable and innovation-driven growth. More than an economic hub, IBTEC is envisioned as a future-ready ecosystem that will generate hundreds of thousands of job opportunities throughout its build-out to the 2040s, subject to phasing and approvals. At its core, IBTEC integrates sustainability through renewable energy solutions and low-carbon design, with circularity as an aspirational goal to enhance resource efficiency and resilience. It underscores JLand Group's commitment to preparing Johor not only for industrial advancement but also for the transition towards a knowledge-driven and sustainable future.

Chairman's Message

Our industrial developments are strengthening Johor's position as a hub for high-value industries and advanced technologies. A defining example is Sedenak Tech Park (STeP), an integrated data centre hub located within IBTEC that reflects the Board's commitment to positioning JLand Group as a catalyst for digital infrastructure growth. STeP is progressing towards a multi-gigawatt IT capacity aligned with grid readiness and renewable energy integration, ensuring that digital progress goes hand-in-hand with sustainability. Designed through its East and West data centre hubs, STeP addresses the challenges of urbanisation, connectivity, and sustainability, positioning Johor as a rising force in the regional digital economy. At the same time, STeP integrates renewable energy solutions and solar-powered expansions in line with the Low Carbon Cities Framework (LCCF), ensuring that technological progress is matched with environmental responsibility. This balance of digital infrastructure and sustainability exemplifies how JLand Group aligns global innovation with local impact to create enduring value.

EMPOWERING COMMUNITIES AND ENRICHING LIVES

Beyond business performance, JLand Group remains steadfast in its responsibility to uplift the communities in which we operate. True to our purpose to "Build. Create. Thrive", we channelled more than RM5 million towards community development programmes in 2024, benefitting thousands of people across Johor. Our efforts focused on areas that bring people together and create lasting impact — from supporting sports development like the Johor Darul Ta'zim Football Club to advancing education and youth empowerment through Yayasan JCorp.

STRENGTHENING GOVERNANCE FOR SUSTAINABLE GROWTH

Sound corporate governance is the foundation upon which enduring progress is built. At JLand Group, our governance framework forms the backbone of how we approach sustainability, ensuring that decisions made today build resilience and value for the future. Our governance structure ensures that sustainability is not an adjunct to strategy but the very lens through which we view decisions, risks, and opportunities.

“JLand Group remains steadfast in its responsibility to uplift the communities in which we operate. True to our purpose to “Build. Create. Thrive”, we channelled approximately RM5.44 million towards community development programmes in 2024.

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The Board has established clear oversight of ESG matters through structured governance, embedding accountability from management to the highest level of leadership. Through our efforts and strategic initiatives, we aim to build and strengthen JLand Group as a trusted institution. The Board plays a central role in shaping the Group's long-term sustainability vision. Our ambitions are clearly defined and deeply embedded within our business model. Through the Group's Sustainability Framework, ESG priorities are integrated across the organisation and supported by risk management tools aligned with our Sustainability Roadmap. The Board has endorsed key targets such as reducing operational carbon intensity, expanding green-certified assets, and improving energy and water efficiency across our portfolio. These commitments are also aligned with the United Nations Sustainable Development Goals (UN SDGs), particularly those advancing climate action, sustainable cities, and responsible consumption and production. By aligning our business direction with the UN SDGs, JLand Group is contributing to a broader economic transformation, one that accelerates energy transition, fosters green industry, and strengthens Malaysia's competitiveness in the global sustainability landscape.

Building on this foundation, the Board has defined a clear course for the next phase of our sustainability journey. Our priorities include scaling green-certified assets, strengthening ESG data and disclosures, integrating climate resilience and biodiversity into investment decisions, and deepening engagement with our communities to drive shared progress in areas such as energy efficiency and waste reduction. These measures form the foundation of our ambition to establish JLand Group as a benchmark for responsible growth in Malaysia's real estate and investment landscape.

LOOKING AHEAD

While challenges will continue to arise from climate change, regulatory shifts, and market uncertainties, the Board views these as opportunities to innovate and strengthen resilience. Our confidence in converting uncertainty into durable value is underpinned by strong governance levers – from clearly defined targets and internal carbon pricing, to robust assurance mechanisms and incentive alignment. These, together with the solid foundations we have built and our commitment to disciplined governance and strategic foresight, position JLand Group to continue delivering long-term, sustainable value for our stakeholders.

On behalf of the Board of Directors, I would like to express my sincere appreciation to our shareholders for their trust, to management for their leadership, and to all our employees for their dedication and commitment. Together, we will continue to shape a smarter, more sustainable future for Johor, Malaysia, and the generations to come.

Datuk Syed Mohamed Syed Ibrahim

Chairman of JLand Group



Message from the **GROUP MANAGING DIRECTOR**

DEAR STAKEHOLDERS,

FY2024 marked a pivotal stage in JLand Group's journey, with this inaugural Sustainability Report representing a significant milestone. Having established strong foundations, we are now shifting gears to capitalise on our Group synergy, using innovation to drive operational excellence and technology adoption, setting the stage for a circular economy in real estate. Throughout the year, we navigated a challenging macroeconomic environment defined by rising interest rates and a depreciating Ringgit, which softened demand in residential and commercial real estate while increasing import costs for building materials. We remained resilient through our continued focus on strengthening operational efficiency and embracing digital solutions to capture emerging opportunities. We are prepared to meet the rising demand for industrial and digital assets, which are driven by rising inflows of foreign and domestic direct investments in data centres and cloud infrastructure, and we remain committed to continuously uplifting and innovating our township offerings to create even greater long-term value. Harnessing our Group's capability to deliver end-to-end real estate services, we strive to develop a more sustainable and adaptive ecosystem for generations to come.

“

We are prepared to meet the rising demand for industrial and digital assets, which are driven by rising inflows of foreign and domestic direct investments in data centres and cloud infrastructure.

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DATUK SR AKMAL AHMAD
GROUP MANAGING DIRECTOR



Message from the Group Managing Director

MARKET AND ECONOMIC LANDSCAPE

Throughout 2024, the operating environment remained challenging, marked by inflationary pressures, market volatility, and escalating construction costs. However, the accelerating green and digital transitions—driven by rising demand for data centres and advanced industrial infrastructure—opened new pathways for growth. These market dynamics reinforced JLand Group’s sustainable and innovation-led development approach, which integrates land, utilities, clean energy, and human experience into a unified model. By embedding sustainability and operational excellence at the core of our strategy, we are better positioned to de-risk project delivery, accelerate market readiness, and capture long-term value in future-focused industries. IBTEC stands as our benchmark for this ambition – demonstrated by the highest Five-Diamond certification from the Malaysian Green Technology and Climate Change Corporation (MGTC) under the Low Carbon Cities Framework (LCCF) 2024 – with circularity serving as an aspirational goal to enhance resource efficiency and resilience.

Domestically, Malaysia’s economy demonstrated resilience, supported by policies that encouraged stability while advancing the green and digital agenda. Incentives for green technology and renewable energy adoption such as the Green Investment Tax Allowance (GITA) and Green Income Tax Exemption (GITE), coupled with regulatory enhancements under the National Energy Policy 2022–2040, provided greater clarity and confidence for businesses navigating the energy transition. At the same time, outcome-based tax incentives under the Malaysia Digital scheme and the direction set by the New Industrial Master Plan (NIMP 2030) accelerated digitalisation and industrial upgrading. For JLand Group, these dynamics translated into the need to balance ambition with discipline. While demand for housing, industrial parks, and digital infrastructure remained encouraging, sector-specific challenges such as elevated construction material costs, labour shortages, longer lead times for land and utility approvals as well as power and water supply requirements for large-scale data centres required us to adapt our strategies and optimise resource deployment.

Despite these headwinds, we maintained steady progress in positioning ourselves to capture growth in sectors that matter most to Johor’s and Malaysia’s long-term development by advancing initiatives that strengthen execution and sustainability performance. As part of our decarbonisation initiative, we are preparing to introduce internal carbon pricing for Scope 1 and 2 emissions. We have introduced preliminary ESG requirements into our procurement processes



TOTAL ASSETS
RM3.87
billion



These market dynamics reinforced JLand Group’s sustainable and innovation-led development approach, which integrates land, utilities, clean energy, and human experience into a unified model.



and begun adopting green-lease across selected properties to encourage energy efficiency and lower operational carbon. These measures mark important steps in translating national policy priorities into tangible progress across our developments.

FINANCIAL MILESTONES

From a financial perspective, 2024 marked an encouraging year for JLand Group. The Group recorded revenue of RM420 million and total assets of RM3.87 billion, reflecting steady growth and a healthy financial position that provide a strong foundation for future expansion and investment. These results, achieved within a challenging operating environment, underscore the resilience of our business model and the effectiveness of our strategies in balancing growth with prudent financial management. They also demonstrate the strong foundation upon which JLand Group is building long-term value for its stakeholders.

KEY PERFORMANCE HIGHLIGHTS ACROSS OUR BUSINESS PILLARS

In 2024, JLand Group advanced from commitment to action by embedding sustainability into every aspect of our operations and investments. We strengthened portfolio resilience through green-certified developments, renewable energy adoption, and deeper tenant and community engagement. Our focus is clear: accelerate decarbonisation, enhance data-driven ESG performance, and expand positive impact beyond our assets. With discipline and ambition, we will continue to create lasting value for stakeholders while making a positive difference for people and the planet.



We continue to build strong momentum across the Group's core businesses. Our **Real Estate Development** portfolio now spans more than 16,800 acres, anchored by IBTEC in Sedenak—our 7,290-acre flagship sustainable and innovation-driven development. Supported by a dedicated data centre ecosystem and a robust digital backbone, IBTEC is poised to become a regional hub for high-impact industries, with the potential to create over 330,000 job opportunities by 2047 across sectors such as advanced electrical and electronics (E&E), life sciences, MedTech, and logistics, while enabling real-time, low-carbon operations. Within IBTEC, STeP serves as a 1,376-acre integrated data centre hub that catalyses digital infrastructure growth, housing eight leading data centre operators—including Keppel, Princeton Digital Group, and Bridge Data Centres—with a combined IT load capacity of 1.9 gigawatts (GW). Building on this momentum, STeP East, a next-generation 700-acre technopolis, is being developed to host data centres, advanced industries, and renewable energy facilities, setting new benchmarks for sustainable and intelligent industrial development.

Simultaneously, our township developments continued to advance steadily, led by Bandar Dato' Onn (BDO), our flagship integrated development in Johor Bahru. Recognised as *The Most Sustainable Smart Healthy City & Community Township 2022* by the Iskandar Regional Development Authority, BDO expanded with new neighbourhoods N8, N14, and N15 – each designed to balance liveability with inclusivity. One of the highlights of BDO is the urban farming initiative introduced in N10 and N11, which not only encourages residents to grow their own produce but also fosters community bonding, shared learning, and healthier living. The Sanubari enclave further demonstrated how smart technologies, renewable energy solutions, and green mobility can be embedded into community design, positioning BDO as a model for sustainable urban living. Complementing this was the growth of Bandar Tiram, a 1,068-acre township along the Tebrau growth corridor that integrates accessible design, green open spaces, and commercial hubs to serve over 30,000 residents. Meanwhile, Arena Larkin continued to evolve as a mixed-use urban precinct comprising residential, commercial, and recreational components to enhance city vibrancy and support Johor's broader urban renewal efforts.

In **Integrated Community Solutions (ICS)**, we provide comprehensive services across facility and asset management, parking, waste management, cleaning, and security. In 2024, the division strengthened its portfolio with projects including integrated facilities management at Bangunan Sultan Iskandar and RAPID Pengerang, property management at Menara JLand and Menara KOMTAR, and smart waste management with Majlis Perbandaran Pengerang. These contracts, spanning facility maintenance, biomedical engineering, property management, custodial services, and food catering, reinforced our role in ensuring efficiency, safety, and sustainability across diverse industries.

Message from the Group Managing Director



For **Real Estate Investment**, our portfolio continued to deliver steady progress through Al-Salām REIT, a Shariah-compliant, diversified REIT listed on Bursa Malaysia since 2015, and the expansion of our Private Equity Real Estate (PERE) platform. Since its initial public offering (IPO), Al-Salām REIT's portfolio has grown to 54 assets valued at approximately RM1.24 billion, delivering consistent income and long-term value to unitholders. In 2024, Al-Salām REIT also advanced its sustainability performance, generating over 440,000 kWh of solar energy at @Mart Kempas, which met nearly 45% of the store's annual energy needs, while diverting 8% of total waste from landfill through recycling initiatives. In parallel, we are advancing our PERE platform as an emerging investment initiative positioned to unlock high-growth opportunities across retail, industrial, healthcare, and data centre assets beyond traditional REIT structures.

Our **Infrastructure and Utilities** business, led by JLG Infratech, plays a vital role in reinforcing JLand Group's integrated real estate ecosystem. By creating synergy across our business pillars, it enhances operational efficiency and delivers end-to-end solutions that meet the evolving needs of our customers and partners. Guided by clear strategic priorities, JLG Infratech is advancing clean and green energy, digital connectivity, and sustainable water solutions, each designed to future-proof our developments and support the Group's broader sustainability goals. Through these initiatives, we are targeting a combined solar capacity of 100 MWp, which will collectively avoid more than 33,000 tonnes of CO₂ emissions annually. These efforts reflect our broader ambition to strengthen Johor's infrastructure backbone while positioning the Group as a key enabler of the state's digital integration and low-carbon transition.

Beyond the Group's core business pillars, our operations are strengthened by a landmark **Urban Renewal** initiative led by Ibrahim International Business District Johor Sdn Bhd. Established as a strategic entity to drive the development of the 240-acre Ibrahim International Business District (IIBD) within Johor Bahru's Central Business District, the IIBD master plan envisions a smart, sustainable, and inclusive district, revitalising Designed to connect people, ideas, and opportunities, IIBD will feature clean and safe urban spaces, a vibrant arts and cultural scene, seamless mobility, and a creative, innovation-led community. Equally important, it aims to foster inclusive economic participation by empowering local enterprises, serving as a one-stop investment destination, and providing a platform for world-class events that elevate Johor's global profile. Through this transformative project, JLand Group is shaping the next chapter of the state's urban evolution, one that celebrates the city's heritage while embracing a sustainable, future-ready identity.

Additionally, under JLG Capital, our **Outsourced Services** business complements the Group's core operations by delivering integrated back-office and support functions that enhance efficiency and organisational effectiveness. Through dedicated expertise in procurement, legal, human resources, and IT, we streamline processes and enable our business units to focus on growth and value creation. Beyond operational support, this business also plays a role in strengthening community connections. Through event management and placemaking initiatives, we create engaging spaces and experiences that foster a sense of belonging within our developments, reinforcing the Group's purpose to build, create, and thrive.

DRIVING SUSTAINABILITY THROUGH COLLABORATION

Sustainability at JLand Group continues to gain momentum through strategic partnerships that integrate innovation, expertise, and technology across our business ecosystem. In 2024, we strengthened this agenda with the establishment of JLG Zaquin Sdn Bhd (JLGZ), a joint venture with Zaquin Resources Sdn Bhd to drive smart waste management solutions in Johor Bahru. By deploying Internet of Things (IoT) sensors, data analytics, and artificial intelligence, JLGZ enhances waste collection efficiency, resource recovery, and overall operational performance, supporting the twelfth goal of the UN SDGs Responsible Consumption and Production, and supporting the transition towards more sustainable urban systems. In the healthcare sector, our subsidiary JLG & BP Design Sdn Bhd secured RM32 million in contracts for sustainable interior design works at Damansara Specialist Hospital 2 (DSH2) and KPJ Damansara Specialist Hospital. These projects exemplify our commitment to resource-efficient, high-performing healthcare environments through the integration of innovative design, energy efficiency, and sustainable materials. Complementing these efforts, our joint venture with Tiong Nam's Logistics Solutions to develop the JTN Logistics Park at Sedenak Technology Valley marks a significant step towards transforming Johor into a logistics hub. The 300-acre development will feature advanced, low-carbon infrastructure that supports greener, more connected supply chains, a testament to our focus on sustainable growth and operational excellence.

BUILDING BONDS WITH OUR COMMUNITIES

Building strong, resilient communities remains central to JLand Group's purpose and values. In 2024, we continued to deepen our social impact by investing more than RM5 million in community development initiatives that benefited nearly 4,900 individuals across Johor. Our contributions focused on areas that strengthen community well-being and cohesion, including sports, cultural and religious activities, and children's education. Over RM2.8 million was channelled towards sports development, with RM1.5 million dedicated to supporting the Johor Darul Ta'zim football club, a key platform for nurturing local talent and uniting communities. Additionally, we contributed more than RM1 million towards cultural and religious initiatives, including the development of Masjid Bandar Tiram, fostering spiritual growth and communal harmony.

We also recognise education as a cornerstone of long-term social progress. Through contributions amounting to RM1.32 million to Yayasan JCorp and for the children at Singgah Kasih, we are helping to expand access to learning opportunities and empower the next generation. These initiatives allow JLand Group to build meaningful connections and improve lives, reinforcing our belief that sustainable development is most impactful when it uplifts the communities we serve.

SHARED GROWTH, SHARED FUTURE

As we look to the future, JLand Group aims to amplify our impact and sustainability commitments through the advancement of our Circular Economy framework, a scalable, AI-enabled model that integrates environmental stewardship, social inclusivity, and strong governance across every stage of urban development. Our priorities include expanding green-certified properties, accelerating carbon reduction through a clear decarbonisation roadmap and emissions management, as well as embedding biodiversity policies within all projects. We will also strengthen data-driven ESG reporting, enhance climate risk management, and deepen tenant and community engagement to create a resilient, future-ready portfolio.

Strategic partnerships will continue to be at the heart of our journey, enabling us to harness expertise, innovation, and capital that drive growth in alignment with Johor's and Malaysia's broader development priorities. By combining innovation, collaboration, and disciplined execution, we will continue to strengthen our capacity to deliver meaningful impact and create developments that not only meet market needs but also advance national sustainability aspirations.

None of these achievements would be possible without the dedication of our employees, the trust of our customers, and the steadfast support of our partners and communities. As we continue to grow, we remain committed to fostering a workplace that empowers our people, delivering excellence to our customers, and nurturing enduring relationships with all stakeholders. With firm foundations in place, we will scale a net-zero-ready, people-centred model of urban development, setting a new standard for regenerative growth in Malaysia and the region.

Datuk Sr Akmal Ahmad

Group Managing Director of JLand Group

Who We Are

JLand Group Sdn Bhd, a wholly owned subsidiary of Johor Corporation (JCorp), was established in 2023 as a strategic investment holding company to consolidate and accelerate JCorp's real estate and infrastructure capabilities, with sustainability and digital transformation embedded at the core of its strategy. As an end-to-end strategic investor headquartered in Malaysia, we are a focus-driven group of companies in the sustainability and digital arena, creating opportunities for a smarter and more sustainable future, beyond real estate and infrastructure. Our mission is anchored by our purpose, **"Build. Create. Thrive"**. We pursue this by consistently exceeding expectations, exploring new solutions, pioneering innovative business models, and fostering strong, collaborative partnerships. Within the real estate and infrastructure landscape, we create unparalleled value through our integrated solutions, driving sustainable outcomes and fostering truly inclusive growth. Guided by this mission, our ultimate aspiration is to serve as a formidable springboard for progress.



Vision

Leader in sustainable real estate solutions with core competencies **to own, build, operate** and monetise across the value chain.

Mission

We build **opportunities and create value** to thrive for a **smarter and more sustainable future**.



Our Core Strategic Pillars

Our commitment to become the leader in sustainable real estate solutions is guided by four core strategic pillars:



Value Creation

We strive to grow revenue by improving and expanding our existing product range, delivery & services. This will be accelerated through the implementation of structured cost optimisation programmes that is supported by innovation and knowledge building.



Digitalisation

Digital Therapeutics (DTx) drive business process efficiency and improve customer reach and experience for us by focusing on three major areas: customer focus, business efficiency and organisation excellence.



Sustainable Ecosystem

Our future enterprises will be underpinned by an ESG agenda, which will become a unique value proposition for all our products and services.



Strategic Collaboration

We collaborate strategically with our internal and external stakeholders, other real estate developers and key industry players to deliver our purpose and shape the future of society.

Collectively, these pillars are instrumental in driving both our value creation and sustainable growth. They contribute to expanding revenue and optimising costs, alongside enhancing innovation and digital efficiency. Crucially, they actively promote environmental sustainability, seamlessly integrate ESG principles, and cultivate strategic collaborations that generate shared value, ensuring the Group's growth remains responsible, resilient, and inherently purpose-driven.

Who We Are

OUR CORE VALUES

Our values guide our actions, shape our strategic priorities, and underpin our long-term success. They promote responsible decision-making, inspire innovative solutions to environmental and social challenges, and ensure that our growth delivers shared value for all stakeholders. These values enable us to collectively build a more resilient, inclusive, and sustainable future that enhances the human experience. They are defined by:

Courage to act

We honour our word, lead with integrity and act decisively.



Committed to outdo

We continuously push ourselves to raise our game, create new value and inspire growth.



Our Core Values



Consumer-focused for good

We listen, anticipate and act for the greater good of our stakeholders.



Collaborate for impact

We see strength in diversity and collaborate well to drive meaningful impact.



OUR BUSINESS AND OPERATIONS

JLand Group's business is anchored on an integrated model that spans the full real estate value chain — from development and investment to operations and infrastructure. Our diversified operations span across three fundamental pillars, complemented by a special project focused on the renewal of key urban areas like the IIBD. Each of these businesses plays a distinct yet complementary role in shaping resilient and future-ready real estate ecosystems.

JLG Core Businesses

Pillar 1	 A JCORP Company	1 REAL ESTATE DEVELOPMENT Unlocking the value of our industrial, commercial & residential developments through smart and sustainable ecosystems	 A JCORP Company  IBRAHIM TECHNOPOLES
Pillar 2	 A JCORP Company	2 INTEGRATED COMMUNITY SOLUTIONS Ensuring our assets deliver the peace of mind that our communities desire Integrated Facilities Management Development & Project	
		3 REAL ESTATE INVESTMENT Originating, structuring and executing value-added impact investments through a diversified investment approach and strategic capital deployment across Assets Under Management (AUM) and Funds Under Management (FUM), domestic and overseas.	 
Pillar 3	 A JCORP Company	4 INFRASTRUCTURE & UTILITIES Venturing into digital and mobility infrastructures, green & renewable energy to power our high-tech industrial developments	
Special Project	 A JCORP Company	5 URBAN RENEWAL Renewal of IIBD as a vibrant, soulful rejuvenated city through sustainable living, creativity and culture inclusivity while preserving its unique characteristics	 IBRAHIM TECHNOPOLES RENEWAL OF IIBD

For more details on our core businesses, please refer to Chapter 2 at page 40.

SUSTAINABILITY FRAMEWORK

JLand Group's sustainability strategy is anchored by three core themes that provide the foundation for its long-term commitments and everyday practices. The first theme, **Building Trust by Strengthening Governance Practices**, underscores the Group's dedication to upholding high ethical standards amongst its workforce. These efforts are designed to prevent corruption, promote transparency, and ensure regulatory compliance in all aspects of business. By embedding these practices across its operations, we reinforce trust with stakeholders and strengthen our position as a responsible corporate citizen.

The second theme, **Driving Energy Transition and Low-Carbon within the Real Estate Industry**, reflects the Group's acknowledgement of its role in addressing

environmental challenges. We are committed to identifying and mitigating any adverse impact to the natural environment, guided by clear aspirations to achieve Net-Zero carbon emissions by 2050. This commitment drives the integration of sustainable solutions throughout our developments and operations.

The third theme, **Enriching the Wellbeing of Employees and Communities**, highlights the Group's focus on people and society. We emphasise the importance of a safe and healthy working environment while prioritising the wellbeing of the customers we serve. At the same time, we strive to uplift the socio-economic status of communities, ensuring the Group's growth contributes to long-term shared value and inclusive development.





Build. Create. Thrive

Building Trust by Strengthening Governance Practices

Supply Chain Management | Anti-corruption, Ethics and Transparency | Governance, Risk and Regulatory Compliance | Data Privacy and Security | Innovation and Research & Development | Economic Performance

Driving Energy Transition and Low-Carbon Within the Real Estate Industry

Climate Change | Biodiversity and Conservation | Environmental Footprint | Product Lifecycle Management

Enriching the Wellbeing of Employee and Communities

Customer Satisfaction | Health and Safety | Human Rights and Labour Practices | Diversity, Equity and Inclusion | Community Development



Growth

Stakeholder-
centricity

AI &
Digital

Sustainability

People

We align our sustainability commitments with 13 UN SDGs through targeted initiatives that shape our actions across the organisation. We promote decent work and uphold employee rights (SDG 8), while strengthening workforce wellbeing and diversity through equal opportunities (SDG 10) and advancing gender equality by increasing women's participation, particularly in leadership roles (SDG 5). We foster lifelong learning (SDG 4) through continuous training opportunities for all employees and uphold health and safety (SDG 3) with clear policies and comprehensive healthcare benefits.

Our developments prioritise efficient water use, treatment, and conservation (SDG 6) apart from promoting renewable energy adoption and efficiency gains (SDG 7). We design sustainable infrastructure that supports resilience and innovation (SDG 9) and develop inclusive, well-planned townships that integrate accessibility and green spaces (SDG 11). We drive resource efficiency (SDG 12) through circular economy principles, including the circular city concept at IBTEC along with embedding climate action into our strategies and operations (SDG 13). In protecting the

natural environment, we integrate biodiversity considerations into planning and development (SDG 15) as well as reinforce integrity and transparency (SDG 16) through strong governance and anti-corruption measures.

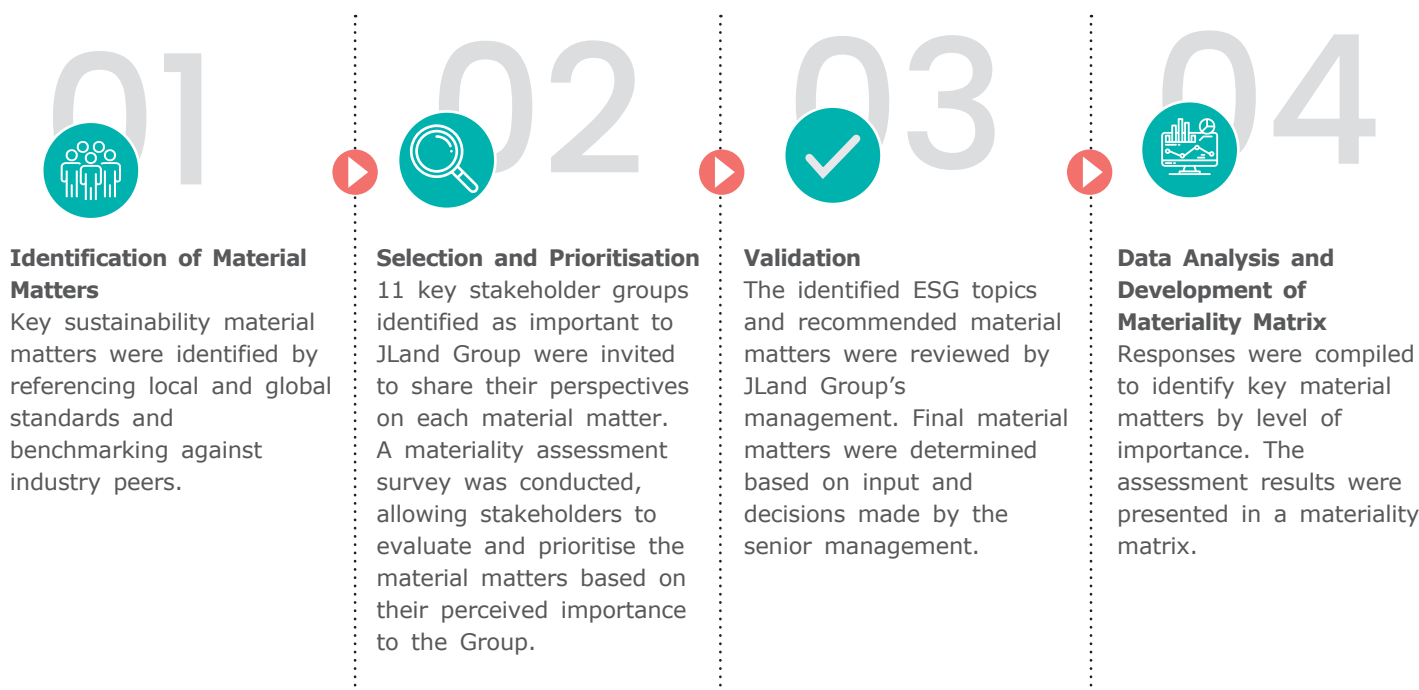
Our alignment with the UN SDGs is further reinforced by the five key areas where ESG drives our strategic objectives. These areas provide the foundation for how we put our commitments into action. Within the key area of **Sustainability**, we aspire to achieve Net Zero carbon footprint by 2050 by embedding climate action and resource efficiency into our developments. In the area of **People**, we place strong emphasis on employee wellbeing and inclusive opportunities, ensuring that our workforce is supported, protected, and empowered. Meanwhile, through the area of **AI & Digital**, we drive innovation in smart townships and digital infrastructure, enabling us to deliver more efficient, connected, and future-ready solutions. Together, these areas strengthen the three core themes of our sustainability strategy, align our actions with global goals, and ensure that ESG remains a purposeful driver of long-term value creation for our stakeholders.

Materiality Assessment

Materiality Approach

Our materiality assessment enables us to identify and prioritise ESG issues that are most critical to our business and stakeholders. The outcomes inform our sustainability strategies, governance, and disclosures, ensuring that we focus on the issues that matter most while strengthening transparency and accountability. For 2024, we conducted a comprehensive, four-phase materiality assessment, engaging 11 stakeholder groups.

MATERIALITY ASSESSMENT APPROACH



Materiality Outcomes

Based on the findings of the materiality assessment, 26 preliminary issues relevant to our operations and stakeholders' interests were identified. These were subsequently consolidated into 15 key material topics, with four emerging as the highest priorities. The materiality matrix illustrates all 15 topics according to their significance to stakeholders and JLand Group.

The four highest priority matters are:



Customer Satisfaction



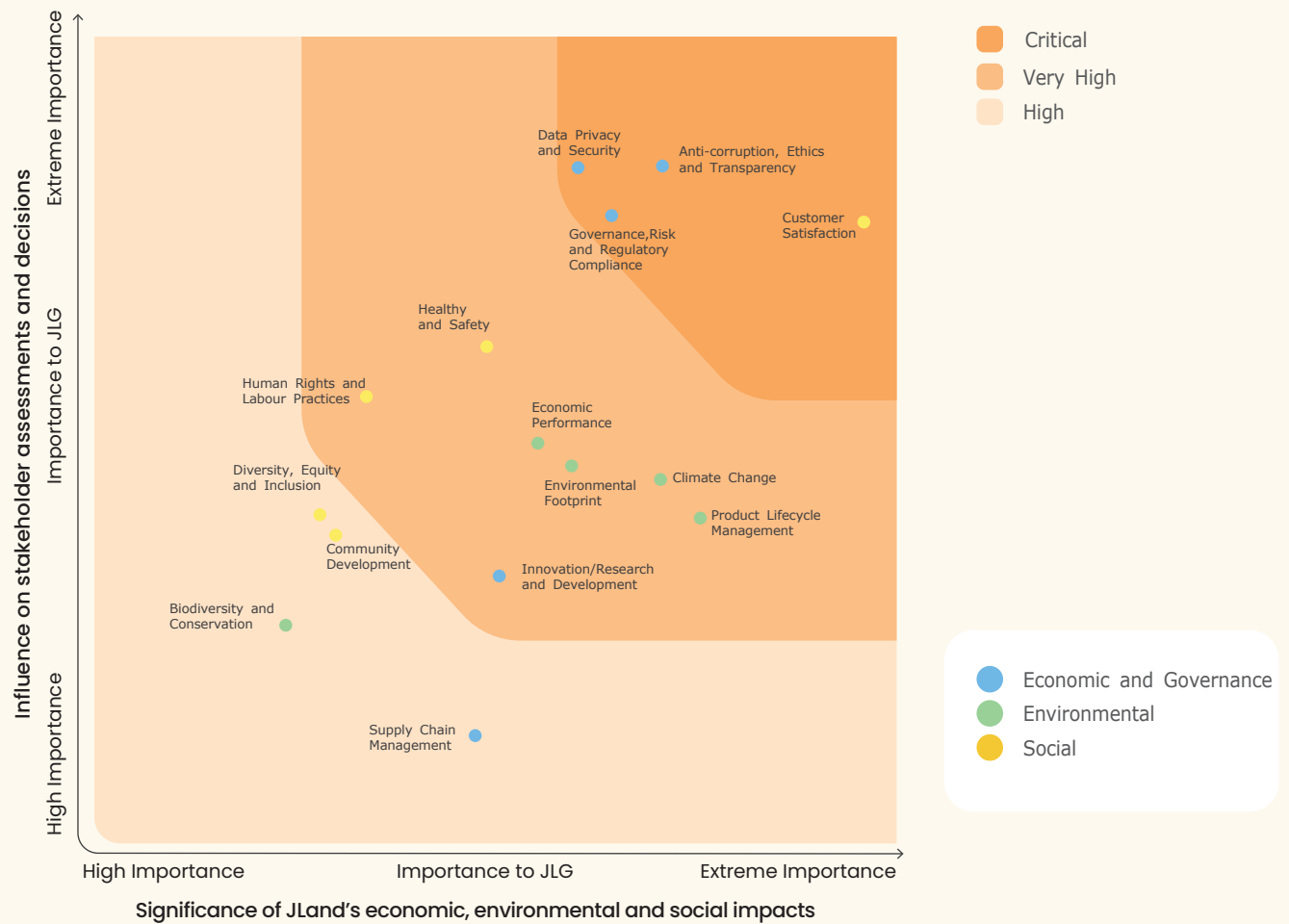
Anti-Corruption, Ethics and Transparency



Data Privacy and Security



Governance, Risk and Regulatory Compliance



Environment

1. Biodiversity and Conservation
2. Climate Change
3. Environmental Footprint
4. Product Lifecycle Management



Social

1. Customer Satisfaction
2. Diversity, Equity and Inclusion
3. Health and Safety
4. Community Development
5. Human Rights and Labour Practices



Economic and Governance

1. Governance, Risk and Regulatory Compliance
2. Anti-Corruption, Ethics and Transparency
3. Data Privacy and Security
4. Economic Performance
5. Innovation/Research and Development
6. Supply Chain Management

Addressing our Material Matters

We remain committed to proactively address our material matters through targeted strategies and initiatives that create long-term value for both our business and stakeholders.



ENVIRONMENT

BIODIVERSITY AND CONSERVATION

Description

Biodiversity refers to the management of biodiversity impacts and dependencies within an organisation's operations, supply chain, and products or services. Conservation refers to actions taken to protect, restore, or sustainably manage biodiversity and ecosystems. Conservation efforts may include measures to reduce negative impacts on biodiversity, enhance habitat protection, promote sustainable land use practices, and support conservation initiatives or partnerships.

Our Response

- Conduct biodiversity audits for all JLand Group developments to assess impacts, risks, and opportunities.
- Establish a Green Conservation Policy to support local biodiversity, reduce pollution, and enhance quality of life through green spaces and tree planting for carbon sequestration.
- Conduct conservation and restoration of degraded habitats within or around the Group's operations, leveraging technologies such as remote sensing and AI to strengthen conservation efforts, protect ecosystems, and minimise negative impacts.

CLIMATE CHANGE

Description

Climate change is driven by significant shifts in average weather conditions over decades, largely attributed to human activities. This topic focuses on mitigating vulnerabilities to climate impacts, including safeguarding the environment, people, and ensuring business continuity through adaptation and resilience measures.

Greenhouse gas (GHG) emissions play a significant role in climate change, with some GHGs also acting as air pollutants, exerting detrimental effects on ecosystems, air quality, agriculture, and human and animal health. This topic delves into the organisation's emissions-related impacts and its strategies for mitigating these effects.

Our Response

- Develop a strategic sustainability plan with clear milestones towards Net Zero, detailing current emissions, quantified targets, and key practices to achieve management's goals.
- Identify and implement energy efficiency improvements and renewable energy solutions, upgrading key processes, facilities, or equipment to reduce energy use and operating costs.
- Educate occupants on energy-saving practices and promote participation through green leases that include shared commitments to install energy-efficient systems and renewable energy solutions.

ENVIRONMENTAL FOOTPRINT

Description

Promoting efficient resource management by optimising the use of energy and water while applying effective waste management approaches to minimise environmental impact.

Our Response

- Implement a resource management strategy to ensure ethical, sustainable sourcing and use resource forecasting to prevent wastage and promote efficiency.
- Conduct water audits to identify consumption patterns and wastage, enabling the use of efficient technologies to reduce water loss and improve overall efficiency.
- Track and analyse waste generation, disposal, and recycling using data systems to identify reduction opportunities, optimise processing, and continuously improve sustainability performance.
- Implement the circular economy concept in industrial developments at IBTEC starting in 2026, and progressively extend its application across all township developments.

PRODUCT LIFECYCLE MANAGEMENT

Description

The type and quantity of materials the company utilises could indicate its dependence on natural resources, and the impacts that a company's operations have on their availability. Conversely, the company's contribution to resource conservation could also be indicated by its approach to recycling, reusing and reclaiming materials, products, and packaging. Product Design and Lifecycle Management pertains to the environmental and social considerations related to the design, development, and management of products throughout their lifecycle.

Our Response

- Conduct life cycle assessments (LCAs) on key projects or products to evaluate environmental impacts across stages, including energy use, waste, and water consumption.
- Embed sustainable practices into design and planning by integrating environmental considerations early, using eco-friendly materials, efficient processes, and waste-minimising designs.
- Enhance waste management by implementing a comprehensive reduction strategy, auditing waste streams, and adopting advanced recycling technologies to optimise recycling and minimise waste.

Addressing our Material Matters



SOCIAL

DIVERSITY, EQUITY AND INCLUSION

Description

Diversity is the representation of different groups in an enterprise, such as age, disability, gender, ethnicity, race, religion but also similarities and differences such as values, workstyles, caring responsibilities and hierarchical levels. Equity is understanding that equal outcomes require the allocation of resources and opportunities according to circumstance and need. Inclusion is relational, it is about the experience of individuals and groups in the workplace as well as being seen and valued as an individual, with unique identity, skills, and experience.

Diversity, equity and inclusion (DEI) are interconnected concepts, with the aim to ensure equal opportunities and fair treatment among all employees, while recognising that individual circumstances and needs should be considered to create an environment where people feel valued and respected. Talent development refers to an organisation's approach to training and upskilling employees, and performance. By incorporating DEI principles into upgrading employee skills and career advancement, the organisation cultivates a good working environment and enhances overall productivity and efficiency.

Our Response

- Promote a diverse and inclusive culture by integrating ESG practices that recognise employees, reward merit, support succession planning, and empower individuals to feel valued.
- Continuously engage employees to enhance workplace satisfaction, promote active listening, and ensure clear communication of policies on conduct, anti-discrimination, and anti-harassment.
- Develop a job-specific training strategy with mandatory hours and trending topics to build skills, meet regulatory needs, and update it annually to reflect industry developments.

HUMAN RIGHTS AND LABOUR PRACTICES

Description

Human rights are rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. The International Labour Organisation (ILO) states that freedom from forced or child labour is a fundamental human right, and organisations are expected to exercise due diligence to prevent and avoid contributing to unfair labour practices in their operations and supply chains. In addition, organisations are expected to adhere to minimum industry labour practices and standards, ensuring a safe and fair working environment.

Our Response

- Enhance HR policies by integrating industry best practices and reviewing existing frameworks to identify gaps and strengthen a supportive work environment.
- Implement regular training programmes to strengthen awareness of employee rights, company policies, and labour practices, covering ethics, compliance, health and safety, and grievance mechanisms.
- Establish a confidential reporting mechanism to ensure prompt investigation and resolution of human rights and labour law violations.

COMMUNITY DEVELOPMENT

Description

Actively engage with stakeholders to foster collaborative relationships and achieve organisational goals by understanding stakeholder expectations and remain agile to changing market demands including efforts to provide community support and the management of issues related to universal needs, such as the accessibility and affordability of housing, health care, financial services, utilities, education, and telecommunications.

Our Response

- Develop a strategic community engagement plan to strengthen relationships with local stakeholders and deliver targeted programmes or support that enhance community wellbeing.
- Conduct Social Impact Assessments (SIA) to understand community concerns, anticipate grievances, and identify measures that create positive economic and social outcomes.
- Conduct Social Return on Investment (SROI) studies to measure and quantify social value by comparing outcomes against investment costs.

HEALTH AND SAFETY

Description

Occupational health and safety emphasises on prevention of physical and mental harm, and overall promotion of workers' health. While customer health and safety encompass an organisation's systematic efforts to address health and safety of customers across the life cycle of a product or service, including its adherence to customer health and safety regulations as well as voluntary codes.

Our Response

- Establish an OHS Management System with supporting policies and committees to track safety performance, including fatalities, injuries, and LTIR, with OKRs linked to senior management accountability.
- Conduct regular health and safety training to ensure all employees understand safety standards and foster a strong safety culture across the Group.
- Conduct regular assessments across the value chain to identify and mitigate health and safety risks, supported by emergency preparedness plans, staff training, and regular drills.

Addressing our Material Matters



SOCIAL

CUSTOMER SATISFACTION

Description

Customer satisfaction prompts organisations to report on their efforts to understand and address customer needs and preferences. This may include utilising metrics, feedback mechanisms, and implementing actions to improve overall customer satisfaction.

Our Response

- Formulate a customer satisfaction strategy to address concerns, enhance experience, and align with business goals, while analysing market trends to tailor products to target consumers.
- Enhance customer service through staff training, feedback systems, and technology-driven communication to improve responsiveness, personalise interactions, and strengthen customer relationships.
- Identify key customer segments and tailor products and services to meet their needs, forming strategic partnerships and adopting best practices to enhance customer experience and satisfaction.





ECONOMIC AND GOVERNANCE

GOVERNANCE, RISK AND REGULATORY COMPLIANCE

Description

Corporate governance evaluates the impact companies' corporate governance and business ethics practices have on investors. Organisations are typically evaluated on various governance key issues, covering ownership and control, Board compensation, accounting, business ethics, and tax transparency. Risk management identifies, evaluates and addresses challenges, including climate risks, market fluctuations, and social issues, thereby mitigating negative impacts and enhancing the resilience of an organisation's operations.

As part of governance, companies also need to adhere to local and international laws governing environmental protection, labour practices, land use, and other aspects. Complying with regulations ensures the organisation operates within the law, avoids legal penalties, and demonstrates a commitment to ethical and responsible business practices. Regulatory compliance encompasses both environmental and social aspects.

Our Response

- Implement ESG OKRs within the performance management framework to embed sustainability across operations, with clear targets communicated to subsidiaries and OKR owners reporting progress to senior management.
- Assess ESG-related risks and opportunities across all pillars to understand business impacts, attract investors, and strengthen stakeholder relationships for competitive advantage.
- Align annual ESG disclosures with global standards such as GRI, ISSB, and the Integrated Reporting Framework to communicate performance, prospects, and long-term value creation to stakeholders.

ANTI-CORRUPTION, ETHICS AND TRANSPARENCY

Description

Companies are evaluated through providing services that satisfy the highest professional and ethical standards of the industry to ensure long-term, mutually beneficial relationships. Professional integrity is an important governance issue. The range of services and the number of professionals within a single organisation can make the management of conflicts of interest more challenging.

Imbued within business ethics, the company must uphold integrity via anti-corruption practices to mitigate risks and issues related to corruption which includes practices such as bribery, facilitation payments, fraud, extortion, collusion, and money laundering. It also includes an offer or receipt of any gift, loan, fee, reward, or other advantage to or from any person as an inducement to do something that is dishonest, illegal, or a breach of trust. This topic encompasses the organisation's risk assessment procedures for corruption, communication and training about anti-corruption policies and procedures, and reports of confirmed incidents of corruption along with the actions taken.

Our Response

- Strengthen the governance framework through robust policies, controls, and reporting, while promoting transparency and accountability and providing ongoing training for governance teams.
- Strengthen the anti-bribery framework through corruption risk assessments and targeted training to ensure employee awareness and compliance with ABAC practices.
- Strengthen internal audit and risk management as key lines of defence by enhancing capabilities and regularly refining methodologies to address emerging risks and align with organisational goals and regulations.

Addressing our Material Matters



ECONOMIC AND GOVERNANCE

DATA PRIVACY AND SECURITY

Description

Data privacy and security encompasses procedures for safeguarding personal data, fostering trust, adhering to regulations, upholding ethical standards, driving innovation, and ensuring the secure retention of organisational data. It also includes governance related to cybersecurity.

Our Response

- Establish data management policies and a breach response plan to ensure timely reporting, resolution, and prevention of data and privacy incidents.
- Develop multiple lines of defence using advanced security technologies and regular stress tests to detect and mitigate cyber threats, with adequate backups to prevent data loss.
- Foster a strong cybersecurity culture through regular training and briefings to help employees identify threats, recognise red flags, and protect against cyber risks.

INNOVATION/RESEARCH AND DEVELOPMENT

Description

Enabling industry-wide innovation and increased productivity in the medium- to long-term, through technology transfer and research and development.

Our Response

- Leverage digital platforms to streamline data management, reporting, and risk processes across the Group's value chain, while using existing applications to engage the public and analyse customer preferences.
- Align with sustainability standards such as ISO 14001, GBI, Sustainable INFRSTAR, MyCREST, and LCCF, adopting smart building technologies and automation to enhance efficiency.
- Invest in R&D to enhance operational efficiency through Digital IBS and integrate AI in infrastructure and logistics to improve performance across subsidiaries.

SUPPLY CHAIN MANAGEMENT

Description

Implementing key mechanisms to achieve traceability across the whole value chain which includes fair procurement practices that align suppliers and contractors to the JLand Group's standards and regulatory requirements, as well as suppliers commitments to social and environmental practices that are aligned to JLand Group.

Our Response

- Establish a Supplier Assessment Framework with ESG screening to ensure suppliers comply with environmental and labour standards.
- Strengthen local supply chains and partnerships to drive economic growth, including targets for hiring local suppliers and supporting local entrepreneurship.
- Engage regularly with suppliers to align with JLand Group's sustainability standards, encouraging commitments to carbon reduction and operational sustainability in support of Net Zero goals.

ECONOMIC PERFORMANCE

Description

Economic performance includes economic value generated and distributed (EVG&D) by an organisation, its defined benefit plan obligations, the financial assistance it receives from any government, and the financial implications of climate change. Similarly, indirect economic impacts address the organisation's impacts in terms of their infrastructure investments and services supported. Indirect economic impacts can be monetary or non-monetary, and are particularly important to assess in relation to local communities and regional economies.

Our Response

- Expand into new markets, diversify the asset portfolio, and pursue partnerships while strengthening brand presence, investing in market research, and adopting innovative construction technologies to drive growth and value creation.
- Establish a Green Financing Framework to align investments with JLand Group's ESG goals, attract ESG-focused investors, and enable tenants and customers to access better financing for Green Buildings.
- Design infrastructures and spaces that enhance connectivity, accessibility, and green mobility, increasing the attractiveness and marketability of JLand Group's developments.

Stakeholder Engagement

At JLand Group, we actively engage with a diverse range of stakeholders such as employees, customers, investors, government authorities, industry peers, supply chain partners, and the communities where we operate to ensure their expectations, concerns, and insights are considered in our decision-making processes. We are committed to fostering strong, positive relationships through continuous formal and informal dialogue including regular dialogues, meetings, forums, townhalls, surveys, and collaborations. These interactions are crucial as they help us identify and address critical issues, gain valuable insights into emerging risks and opportunities, and integrate feedback to strengthen our sustainability initiatives.

Board/Management



A group of individuals responsible for overseeing the operations and strategic direction of JLand Group

Employees



The individuals who contribute to the day-to-day operations of the organisation by carrying out tasks based on their job roles

Subsidiary Management



Subsidiary management involves overseeing the operational, financial, and strategic aspects of companies that are subsidiaries of JLand Group, ensuring they contribute to the overall success and growth of JLand Group

Subsidiary Employee



Subsidiary employees are individuals who work for a subsidiary company that is owned or controlled by JLand Group

Investor and Shareholder



An investor or shareholder is an individual, entity, or institution that owns shares or equity of JLand Group



Financier



A financier is an entity that provides financial capital to JLand Group

Government



Refers to organisation that exercises political authority over JLand Group

Media



Encompasses a wide range of platforms through which information, news and other content related to JLand Group are publicised

Supplier and Vendor



Suppliers or vendors are individuals, businesses, or organisations that provide goods or services to JLand Group

NGO



Non-Governmental Organisation (NGO) is a non-profit, voluntary organisation (i.e. Yayasan JCorp)

Customer



A customer is an individual or entity that purchases goods or services from JLand Group in exchange for payment. In JLand Group perspective, the customers we serve are spread across B2B and B2C







VALUE CREATION

Economic Performance



At JLand Group, strong financial performance underpins our ability to grow sustainably and deliver lasting value to our stakeholders. In 2024, the Group's performance was anchored by diversified contributions across its three business pillars and a special project, with a total revenue reaching RM420 million. This growth was driven by disciplined capital management, efficient landbank utilisation, and strategic investments that strengthened operational resilience and long-term value creation. With total assets of RM3.87 billion, JLand Group is well placed to sustain growth and integrate sustainability into its business model.



Total Revenue:

RM420
million

Total Assets:

RM3.87
billion



Our Innovative Developments

Through innovation, we shape townships, industrial parks, REITs, and smart community developments that enhance liveability, advance sustainability, and meet the evolving needs of society and the economy. Our projects combine advanced infrastructure, green building features, and digital integration to deliver spaces that are both future-ready and sustainable. From pioneering data centre ecosystems at Sedenak Tech Park to designing liveable and inclusive neighbourhoods in Bandar Dato' Onn, we embed ESG principles into every stage of development. These initiatives support Johor's low-carbon transition, reinforcing our role as a catalyst for sustainable growth.



REAL ESTATE DEVELOPMENT

JLand Group's real estate development business integrates residential, commercial, and industrial projects to deliver sustainable communities and future-ready ecosystems. Landmark developments such as Bandar Dato' Onn and Bandar Tiram exemplify this approach, combining housing, commercial hubs, healthcare, education, and recreational facilities within connected masterplans that promote walkability, inclusivity, and environmental care. Complementing these are industrial projects like Ibrahim Technopolis, which strengthen Johor's role as a regional hub for technology, logistics, and high-value industries. Together, these initiatives demonstrate how the Group balances liveability and economic growth while advancing long-term resilience and sustainability across its operating region.

Residential and Commercial Projects

JLand Group develops integrated residential and commercial projects that create complete, sustainable communities. Our homes range from affordable to premium, designed with inclusivity, liveability, and green features in mind. Complementing these are modern commercial hubs and shop offices that drive local business, employment, and convenience, supporting walkable lifestyles and reducing travel needs. Together, these developments balance quality living with economic resilience, reinforcing the Group's vision.

Our Innovative Developments



Bandar Dato'Onn

Bandar Dato' Onn (BDO) is our flagship integrated township in Johor Bahru, envisioned as a self-sustaining community that balances urban growth with environmental responsibility and quality of life. Recognised as *The Most Sustainable Smart Healthy City & Community Township 2022* by the Iskandar Regional Development Authority, BDO brings together residential, commercial, healthcare, education, and recreational facilities across 1,474 acres within a connected and green setting.

Building on this foundation, BDO demonstrates how sustainability is translated into practice at the neighbourhood level. Developments such as Neighbourhoods 8, 14, and 15, along with the Sanubari enclave, showcase how we integrate energy efficiency, inclusivity, resource optimisation, and community wellbeing into township design. These case studies highlight BDO as a living example of how integrated developments can contribute to climate goals while creating lasting social and economic value.

Neighbourhoods 8, 14, and 15

Neighbourhood 8 (N8) reflects JLand Group's progressive residential planning, evolving across phases from terrace homes to semi-detached residences. Each phase prioritises natural light, ventilation, and liveability, while the tropical linear park integrates sustainable green space that enhances biodiversity and community wellbeing.

Neighbourhood 14 (N14) introduces the *flexi home* concept, offering residents the versatility of integrated live-work-play arrangements or dual-key configurations. This adaptability caters to multi-generational living, supports long-term financial flexibility, and demonstrates the Group's focus on inclusive, resilient housing solutions.

Neighbourhood 15 (N15) strengthens the township's economic vibrancy through three-storey shop offices that host essential services, reduce reliance on commuting, and promote a walkable lifestyle. By creating local employment and supporting small businesses, the development reinforces sustainable community growth.



Sanubari @ BDO



Sanubari is designed as one of BDO's most progressive residential enclaves, embedding smart technologies and sustainable infrastructure to support low-carbon, resilient living. Each home incorporates IoT-enabled systems such as smart locks, energy-efficient air-conditioning controls, and motorised curtains, helping residents monitor and optimise household energy use. Safety features, including a panic button linked to KPJ Bandar Dato' Onn Specialist Hospital, strengthen community resilience and wellbeing. To advance Malaysia's transition towards cleaner mobility, all residences are equipped with EV charging points, supported by additional chargers at the neighbourhood clubhouse.

The neighbourhood is anchored by a Central Park and three interlinked green spaces that encourage active, low-carbon lifestyles. Features such as a 7.7 km dedicated bicycle lane, jogging tracks, and pedestrian walkways reduce car dependency, while community farms, fitness facilities, and age-friendly gardens promote inclusive use of shared spaces.

Sanubari integrates multiple sustainability measures, including solar panels for renewable energy generation, rainwater harvesting systems, and smart waste management, alongside round-the-clock intelligent security. With the addition of Sanubari Phase 2, the development expands its offering while maintaining a consistent focus on energy efficiency, climate adaptation, and community-oriented design.

Our Innovative Developments



Complementing the residential and commercial precincts, BDO is supported by key township anchors that strengthen both liveability and sustainability. Tebing @ BDO, a 16-acre gastronomic hub, fosters social interaction and community vibrancy through local cuisines, cultural bazaars, and family-friendly spaces. Taman Wetland BDO serves as both a recreational and educational green space, while also functioning as a natural filtration system that improves water quality before it flows into Sungai Tebrau — demonstrating how environmental stewardship is embedded in township design. Adding to the township's convenience, the AEON Shopping Mall integrates retail and leisure within walking distance, reducing travel needs and supporting a more connected, low-carbon lifestyle.





Bandar Tiram

Bandar Tiram is our 1,068-acre integrated township located along the Tebrau growth corridor, envisioned as a modern, connected, and sustainable community for over 30,000 residents. The masterplan emphasises accessibility with new interchanges, multiple gateways, and a 25 km network of pedestrian and cycling lanes, promoting a walkable, bike-friendly township. Green living is embedded through 174 acres of open spaces, including gateway parks, linear parks, lakeside parks, and community farming areas, designed as biodiversity havens and recreational nodes within a 5-minute walk from homes.

Residential offerings such as Verbena Violet semi-detached and Bandar Tiram 3 terrace homes are tailored for functionality and inclusivity, featuring open-concept layouts, wheelchair-friendly designs, natural lighting, and gated-and-guarded neighbourhoods that enhance community safety and liveability. Complementing these are modern shop offices and commercial hubs that provide spaces for retail, dining, education, and professional services — strengthening the township's economic vibrancy while reducing the need for long commutes.

Our Innovative Developments

Industrial Projects

Besides our residential and commercial projects, the Group also plays a pivotal role in driving Johor's industrial growth through developments such as the Ibrahim Technopolis industrial hub. These projects are designed to attract high-value industries, strengthen supply chains, and position Johor as a regional centre for innovation, logistics, and technology.

Ibrahim Technopolis

Ibrahim Technopolis (IBTEC) is JLand Group's 7,290-acre flagship, smart and sustainable industrial township in Sedenak, Johor. Positioned within the Johor-Singapore Special Economic Zone (JS-SEZ), IBTEC is envisioned as a future-ready hub that integrates advanced industries, digital infrastructure, and low-carbon initiatives. Anchored by the Sedenak Tech Park (STeP), the development provides world-class facilities for technology and data-driven enterprises, while embedding sustainability at its core. Spanning over 700 acres in the Sedenak Technology Valley, the park is designed as a premier destination for hyperscale operators, offering up to 500-600 MW of IT-ready power, carrier-neutral connectivity, and dark-fibre links to Singapore. Its robust infrastructure and strategic location have attracted global leaders such as Princeton Digital Group, Bridge Data Centres, and Keppel to establish large-scale campuses, positioning Johor as a rising force in Southeast Asia's digital economy. Reflecting JLand Group's ESG aspirations, STeP integrates renewable energy solutions and solar-powered expansions in line with the Low Carbon Cities Framework (LCCF). By combining advanced digital infrastructure with sustainable practices, STeP demonstrates the Group's ability to future-proof Johor's economy while driving long-term value creation.



INTEGRATED COMMUNITY SOLUTIONS

Integrated Community Solutions (ICS) continues to be a key business driver, enabling us to deliver sustainable, efficient, and people-centric facilities management solutions. Our integrated services cover facilities and biomedical engineering maintenance, custodial and housekeeping operations, property and parking management, smart waste management, security services, and food catering. By embedding operational excellence with sustainability principles, we help clients minimise environmental impacts, optimise resource usage, and uplift the overall service experience.

We continue to manage high-impact projects including Integrated Facilities Management at Bangunan Sultan Iskandar (CIQ) and the Pengerang Integrated Complex (PIC), property management for Menara JLand and Menara KOMTAR, parking management for the Singapore Sports Council, as well as cleaning, security, biomedical engineering, smart waste, and catering services for key institutions such as KPJ Hospitals, MINDEF Hospitals, Majlis Perbandaran Pengerang, and PETRONAS in Gurun.

Our services support several UN SDGs, namely Zero Hunger (SDG 2), Good Health & Wellbeing (SDG 3), Affordable & Clean Energy (SDG 7), Sustainable Cities & Communities (SDG 11), Responsible Consumption & Production (SDG 12), Climate Action (SDG 13) and Peace, Justice & Strong Institutions (SDG16). Through Facilities & Biomedical Engineering Maintenance, we ensure reliable hospital equipment, safer clinical environments and improved patient care, while Cleaning, Housekeeping & Hygiene Services reduce health risks by enhancing workplace and healthcare hygiene standards. Smart Waste Management promotes cleaner cities, reduces landfill pressure, and supports circular waste solutions, while Energy & Resource Efficiency in Buildings reduces energy usage and emissions through preventive maintenance and efficient operations. We provide safe, nutritious meals that support employee wellbeing through Food & Catering for PETRONAS Gurun. Furthermore, our Property & Parking Management services improves mobility, optimises building usage, and enhances urban user experience. Lastly, our Security Services strengthen safety, security, and trust in public and private facilities.

REAL ESTATE INVESTMENT

The Group's real estate investment business is to pursue superior risk-adjusted returns through active asset management and ESG practices on the principles of integrity, excellence and optimal capital allocation. We are anchored in the management and enhancement of diversified portfolios across public and private markets through Real Estate Investment Trusts (REITs) and Private Equity Real Estate (PERE), for recurring income. As a strategic pillar, it aligns our vision for sustainable development with long-term financial value, reinforcing our commitment to sustainability while creating enduring economic and social impact.

Al-Salām REIT

Al-Salām REIT manages a diversified portfolio of commercial assets, with sustainability integrated into operational practices. In 2024, the REIT collected 158 tonnes of recyclable waste across its properties, supported by the deployment of Klean Recycle vending machines at KOMTAR JBCC and @Mart Kempas. Of the 2,060 tonnes of total waste generated, 8% was successfully diverted from landfill, reflecting measurable progress in waste management initiatives.

At @Mart Kempas, solar panels generated 440,724 kWh of electricity, meeting 44.45% of the store's annual energy requirements, demonstrating significant advancement in the adoption of renewable energy and the REIT's commitment to reducing its carbon footprint.



Private Equity Real Estate

Private Equity Real Estate (PERE) drives JLand Group's strategic investment arm, advancing growth through joint ventures, fund management, and direct investments across multiple asset classes including office, retail, industrial, and healthcare. By leveraging both brownfield acquisitions and greenfield developments, PERE curates a future-ready portfolio that drives sustainable value creation through asset management, prudent capital allocation, and impactful coinvestments.



Our Innovative Developments

INFRASTRUCTURE AND UTILITIES

The infrastructure arm of JLand Group — led by JLG Infratech — plays a pivotal role in strengthening the Group's integrated real estate ecosystem by delivering essential infrastructure and utility solutions that enhance the long-term value and functionality of its developments. Designed to provide value-added services to tenants and business partners, this business area positions the Group as a provider of end-to-end real estate solutions that meet the holistic needs of its customers.

In line with the Group's vision to lead in sustainable real estate solutions, the infrastructure and utilities business seeks to harness shared capabilities across the Group to create operational synergies and optimise efficiency. By leveraging the core strengths of each business pillar before engaging external partners, it ensures that strategies remain cohesive, efficient, and fully aligned with the Group's long-term direction. At its core, this business focuses on three key areas:



Clean and Green Energy

– Providing renewable and low-carbon energy solutions to the Group's developments in support of Malaysia's zero-emission ambitions.



Fiberisation and Connectivity

– Enabling next-generation digital infrastructure to power high-tech industrial developments through the adoption of AI, IoT, and data analytics.



Industrial Water

– Delivering sustainable water solutions to support new development areas with limited or insufficient water supply.

The infrastructure and utilities pillar aims to be a leading infrastructure enabler in Johor by 2028, driving connectivity, digital integration, and sustainable growth. Its ambition is to become the state's largest data transit provider, strengthening interconnection within Johor and expanding fiberisation across IBTEC and regional gateways. In parallel, it seeks to position itself as a key decarbonisation partner, advancing renewable energy solutions through rooftop and utility-scale solar projects that contribute to significant carbon reduction.

Highest data transit provider in Johor

Focus
interconnection
within Johor

Fiberisation within IBTEC with a minimum cable distance of **119km**

59TBps data transmit target from outside to IBTEC through the East West Gateway (**est. distance 148km**)

39,600TBps data transmit target inter-campus at STeP with a total fiber distance of approximately 485,000km

Leading decarbonisation partner

Deliver combined **solar capacity** of **100MWp** through rooftop and utility-scale projects

Collectively **avoid over 33,000 tonnes of CO₂** emissions annually

OUR SPECIAL PROJECT: URBAN RENEWAL

Ibrahim International Business District (Johor) Sdn Bhd (IJSB) is a special project under JLand Group, established as a strategic entity to drive the rejuvenation and sustainable growth of IIBD. Located within Johor Bahru Central Business District and spanning 240 acres, IIBD represents one of Johor's key urban renewal initiatives introduced by the Johor State Government to revitalise the city centre into a dynamic regional hub. Driven by the vision of creating "A Liveable and Loveable Hub", IIBD aims to shape a vibrant, soulful, and rejuvenated city that embraces sustainable living, creativity, and cultural inclusivity while preserving its distinctive characteristics through four key strategies:



Implementing 4 key strategies

01 Enhancing business performance through diversification and ecosystem development

02 Increasing population density and improving city living

03 Creating attractive, high-quality urban environment

04 Promoting green mobility to strengthen accessibility and connectivity

The project's master plan envisions IIBD as a smart, sustainable, and liveable district that balances economic growth with social and environmental wellbeing. It aspires to position itself as an urban centre that connects people, ideas, and opportunities through:

A **safe, clean, and beautiful** urban environment that enhances quality of life.

A centre for arts, culture, and heritage, **fostering pride** in local identity.

Seamless connectivity and mobility for residents, businesses, and visitors.

A **creative and innovative** community that anchors the city's transformation.

A springboard for local businesses, **promoting inclusive economic participation.**

A destination for **world-class events** and cultural exchange, elevating Johor Bahru's global appeal.

A **one-stop investment centre** supported by business-friendly incentives.

Our Innovative Developments

OUTSOURCED SERVICES

JLand Group's outsourced services delivers a blended services model that integrates front- and back-office functions, enabling business units to focus on strategic growth while benefiting from operational excellence. This pillar is represented by JLG Services Sdn Bhd and Coaction Event Sdn Bhd, both of which drive efficiency, innovation, and stakeholder value through specialised expertise.

JLG Services Sdn Bhd

JLG Services Sdn Bhd (JLGS) acts as a Shared Services and "GBS" business partner, offering a wide suite of solutions including accounting and finance, human resources and learning, corporate affairs, governance and risk management, IT, procurement, land management, and corporate communications. Leveraging technology, JLGS has enhanced HR management with Workday Apps, developed a cloud-based Timesheet Management Module for accurate project billing, and secured 18 Service Level Agreements (SLAs) in 2024 across JCorp, JLand Group's subsidiaries, and Kulim (M) Berhad. These advancements highlight JLGS's role in streamlining operations while enabling clients to pursue sustainable growth.



CoAction Event Sdn Bhd

CoAction Event Sdn Bhd (CESB) complements this by specialising in corporate events, MICE, and lifestyle experiences, delivering seamless end-to-end event solutions. In 2024, CESB successfully curated major events such as the Green Legacy Summit, promoting sustainability and green innovation; Pentas Seni Johor, celebrating arts and culture; the Pinktober Run, advocating health and wellness; as well as lifestyle showcases like JB Laugh Lounge and A Night to Remember Concert. These initiatives not only strengthened JLand Group's brand presence but also fostered cultural, social, and community engagement across Johor.



Strategic Industry Partnerships

Strategic partnerships are central to our growth, fostering collaboration across sectors to enhance capabilities, expand market reach, and accelerate sustainable value creation. Through joint ventures in smart waste management, sustainable design, and high-tech logistics, we continue to integrate innovation and technology into its operations and developments. These partnerships reinforce our role in driving Johor's transition towards a greener, more connected, and innovation-led economy.



Zaquin Resources Sdn Bhd

In 2024, Damansara Holdings Berhad, a subsidiary of JLand Group, entered into a joint venture with Zaquin Resources Sdn Bhd and Dato' Avinderjit Singh to establish JLG Zaquin Sdn Bhd (JLGZ), a company focusing on smart waste management business. Operating primarily in the Johor Bahru area, JLGZ leverages advanced technologies, including Internet of Things (IoT) sensors, data analytics, and artificial intelligence, to improve waste collection efficiency, resource recovery, and overall operational performance. Its business practices are aligned with the UN SDG 12 on Responsible Consumption and Production, supporting more sustainable waste management solutions in the region.

JTN Logistics Park Sdn Bhd



JLand Group, in partnership with Tiong Nam's Logistics Solutions, has formed a joint venture to develop a high-tech logistics industrial park on a 300-acre site at Sedenak Technology Valley, Johor. The development aims to attract both foreign and domestic enterprises, serving as a strategic node in global and regional supply chain management. Designed to meet diverse business needs, the project will feature ready-built and customised warehouses, factories, and commercial buildings, alongside integrated logistics infrastructure to support international trade. Leveraging advanced technologies, the industrial park will not only strengthen Johor's logistics capabilities but also promote operational efficiency, resource optimisation, and low-carbon freight solutions. These sustainability-focused elements position the development as a catalyst for greener, more connected supply chains. Construction is expected to commence in 2025, or within three years of securing approval for the development layout plan and other relevant authority approvals.

JLG & BP Design Sdn Bhd

JLG & BP Design Sdn Bhd is a 60%-owned subsidiary of Damansara Assets Sdn Bhd that provides specialised interior design services, and was incorporated in 2023. The company was recently awarded a RM32 million contract, comprising RM21.47 million for the design, build, and commissioning of Levels 8 and 9 (Premier Ward) at Damansara Specialist Hospital 2 (DSH2), and RM10.50 million for renovation and façade upgrade works at KPJ Damansara Specialist Hospital (DSH). In delivering these projects, JLG & BP Design applies design approaches that optimise space usage, improve energy efficiency, and incorporate sustainable materials where feasible, contributing to healthier and more resource-efficient healthcare environments. The DSH2 renovation is targeted for completion by end-2025, while works at DSH are scheduled to be completed by the second quarter of 2026.

**MENARA
JLAND**

ANA



ENVIRONMENTAL STEWARDSHIP

Environmental Stewardship



OUR CLIMATE-RELATED DISCLOSURES

JLand Group recognises the importance of addressing climate change as a key component of long-term business sustainability. We acknowledge that climate-related factors can impact our operations, assets and communities, and we are actively integrating climate considerations into our strategic and operational planning. Guided by the Task Force on Climate-related Financial Disclosures (TCFD) framework, our approach is structured around the four pillars of governance, strategy, risk management and metrics and targets.

Key Highlights in 2024



Rooftop solar

rollout across industrial assets via a joint venture with Cenergi SEA

IBTEC earns **Five-Diamond** Low Carbon Cities 2030 certification



8% of waste diverted from landfill by Al-Salām REIT



Core Elements	Our Approach								
Governance	<p>The Group adopts a top-down governance approach, with oversight cascading from the Board to Management and dedicated teams responsible for implementation across the organisation.</p> <p>The Board of Directors (BOD) provides oversight of climate-related risks and opportunities by setting the Group's strategic direction and ensuring that climate considerations are integrated into business decisions. The Board is supported by the Board Sustainability Committee (BSC), which ensures alignment of climate actions with the Group's overall sustainability objectives, develops sustainability policies, and oversees the implementation of sustainability initiatives. At the management level, the JLG Management Committee (MCM) reviews the implementation of sustainability initiatives, suggests new initiatives, and reports progress to the Board Sustainability Committee (BSC). Supporting the MCM, the Management Sustainability Committee (MSC) monitors, tracks, and recommends ESG initiatives; reviews and evaluates ESG-related risks; and oversees the Group's ESG policies, committee terms of reference (TOR), and annual reports to ensure effective governance and execution.</p> <p>To ensure continued oversight, the Board Sustainability Committee convenes quarterly to review updates and deliberate on key climate-related matters.</p>								
Strategy	Our strategy is guided by the Group's Sustainability Policy and Framework, which define our commitments to building a resilient and sustainable business. This framework integrates ESG considerations, including climate change, into our long-term planning, investment decisions and development activities.								
Risk Management	<p>Climate-related risks are incorporated into the Group's corporate risk register to ensure consistency in disclosures across the organisation.</p> <p>The Group is also refining its risk management framework to systematically integrate climate-related factors into its overall risk assessment process.</p>								
Metrics and Targets	<p>Through our materiality assessment, we identified three material topics relevant to the assessment of climate-related risks and opportunities (CROs) for JLand Group, namely Climate Change, Environmental Footprint and Product Lifecycle Management. As part of our initial stage of assessing CROs, in FY2024, we disclosed data on our carbon emissions, energy consumption and waste management practices. In addition to setting our baseline emissions, we have established emission reduction targets. We aim to reduce our carbon emissions by 45% by 2030, with an interim target of lowering Scope 1 and Scope 2 emissions by 3% in 2025 from the 2023 baseline year.</p> <table> <tr> <th>Metric Category</th><th>Unit of Measure</th></tr> <tr> <td>Scope 1, 2 and 3 (for Categories 6 and 7 only)</td><td>mtCO₂e</td></tr> <tr> <td>Energy Consumption</td><td>GJ</td></tr> <tr> <td>Total waste generated</td><td>Metric tonnes</td></tr> </table>	Metric Category	Unit of Measure	Scope 1, 2 and 3 (for Categories 6 and 7 only)	mtCO ₂ e	Energy Consumption	GJ	Total waste generated	Metric tonnes
Metric Category	Unit of Measure								
Scope 1, 2 and 3 (for Categories 6 and 7 only)	mtCO ₂ e								
Energy Consumption	GJ								
Total waste generated	Metric tonnes								



NET ZERO BY 2050

We have embarked on a comprehensive journey toward achieving a net zero carbon footprint by 2050, with an interim target of reducing our carbon emissions by 45% by 2030 and a 3% reduction in 2025 from the 2024 baseline year. Decarbonisation strategies are integrated across our business pillars to support low-carbon growth and resilient communities. As a real estate developer, asset manager, and infrastructure solutions provider, our primary emission sources stem from energy use in its buildings and industrial assets, fuel consumption from construction and fleet operations, and embodied carbon in construction materials. Recognising these key contributors enables the Group to focus its strategies on energy efficiency, renewable energy adoption, and sustainable design interventions.

To drive renewable energy deployment, the Group has established a joint venture with Cenergi SEA to implement rooftop solar and energy-efficiency solutions across its industrial assets. These initiatives not only support carbon reduction but also enhance operational performance and value for our tenants. At the project level, the Group integrates sustainability principles into its masterplans and developments. IBTEC, for example, achieved a Five-Diamond certification under the Low Carbon Cities 2030 Challenge, incorporating renewable microgrids, rainwater harvesting, and circular waste management systems. Similarly, projects such as BDO and Menara JLand exemplify green building design and smart infrastructure that contribute to improved environmental performance.

Through these concerted efforts, we continue to advance our decarbonisation pathway with measurable actions and transparent reporting. We remain committed to progressively reducing our carbon intensity while contributing to a cleaner and more sustainably built environment for communities in Johor and beyond.

ENVIRONMENTAL HIGHLIGHTS

In 2024, JLand Group strengthened its commitment to Malaysia's net-zero aspiration by advancing initiatives in energy, carbon, waste, and water management. Guided by our Sustainability Framework, we established an emissions baseline across subsidiaries and integrated low-carbon features into key developments. Progress was also made in monitoring waste use, marking important steps toward building greater resilience and resource efficiency. These collective efforts highlight the Group's determination to translate ambition into measurable action and reinforce its role in shaping sustainable communities across Johor and beyond.

ENERGY AND CARBON MANAGEMENT

As a company at the early stages of its sustainability journey, we recognise that effective energy and carbon management will be a critical part of our long-term commitment to responsible growth. We are taking the important first step of acknowledging our role in contributing to Malaysia's transition toward a low-carbon economy, beginning with tracking energy consumption and greenhouse gas (GHG) emissions across selected entities to build a comprehensive baseline. We continue to strengthen Group-wide disclosure of energy consumption and carbon emissions, with ongoing efforts to enhance the coverage and comprehensiveness of Scope 1, 2, and selected Scope 3 emissions reporting across all operations.

Metric	Unit	2024
Total energy consumption	GJ	11,184.82
Total Scope 1 emissions	mtCO ₂ e	517
Total Scope 2 emissions	mtCO ₂ e	715
Total Scope 3 emissions	mtCO ₂ e	4,422
Category 6: Business Travel	mtCO ₂ e	212
Category 7: Employee Commuting	mtCO ₂ e	4,210

WASTE MANAGEMENT

Waste generation from construction, property operations, and facility management can significantly impact the environment, making effective waste management critical at the industry level. At JLand Group, we are committed to reducing environmental impact, supporting sustainable development, and ensuring full compliance with environmental regulations. To build this commitment, we are progressively strengthening our capacity to monitor and manage waste across the Group.

Metric	Unit	2024
Total waste generated	mt	341,360
Total weight of non-hazardous waste diverted from disposal	mt	35,521.80

Figures are based on data available from JLG Centrix Sdn Bhd, with plans for expanded Group-wide reporting in progress.

WATER MANAGEMENT

Water is a vital and finite resource essential to sustainable development, particularly as urbanisation, climate change, and resource scarcity intensify pressures on supply and quality. For real estate developers and asset managers like JLand Group, effective water management is central to reducing environmental impact, managing operating costs, and ensuring the long-term resilience of communities and assets. Across our operations, we are strengthening awareness of water conservation among our employees and tenants, fostering a culture of shared responsibility for sustainable water use. The Group remains mindful of effluent discharge from its buildings and construction sites and will continue to ensure adherence to regulatory requirements as our monitoring practices evolve. As we enhance our data collection and management systems, we aim to progressively disclose our water performance metrics and related initiatives in future sustainability reporting cycles.

The Group plans to explore the incorporation of water-saving technologies and circular water systems within its developments. These include measures such as rainwater harvesting, water recycling, and smart metering to improve efficiency and resilience. By integrating sustainable water practices into design and operations, we seek to strengthen resource security and support the long-term sustainability of the communities we serve.





OUR PEOPLE AND COMMUNITIES

Our People and Communities



SOCIAL HIGHLIGHTS

The commitment to our people and communities extends beyond mere compliance; it's about creating an environment where they can thrive, both professionally and personally. This involves ensuring robust health and safety protocols across all our sites and offices, providing opportunities for professional development and continuous learning, fostering a culture of inclusivity and respect, and promoting a healthy work-life balance. By investing in our workforce, we cultivate a motivated, skilled, and loyal team that drives our collective success and contributes positively to their families and wider society.

Key Highlights in 2024



Invested approximately **RM1.36 million** on employee training and development programmes

Completed over **47,000 hours** of employee training, increasing total hours by 62% from 2023



Zero LTIR incidents

Figures are based on data available from JLG Centrix Sdn Bhd and JLP Pro Sdn Bhd with plans for expanded Group-wide reporting in progress

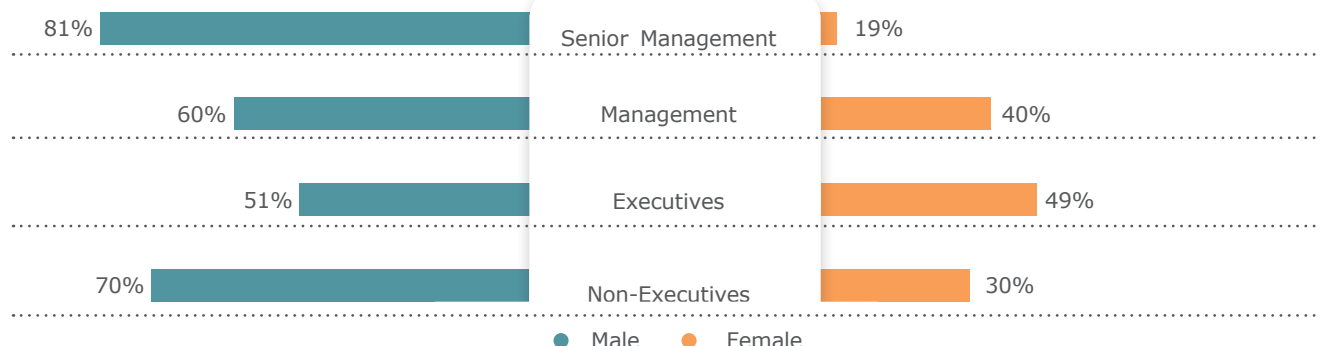
Invested **over RM5.4 million** in community development initiatives, positively impacting 4,870 beneficiaries



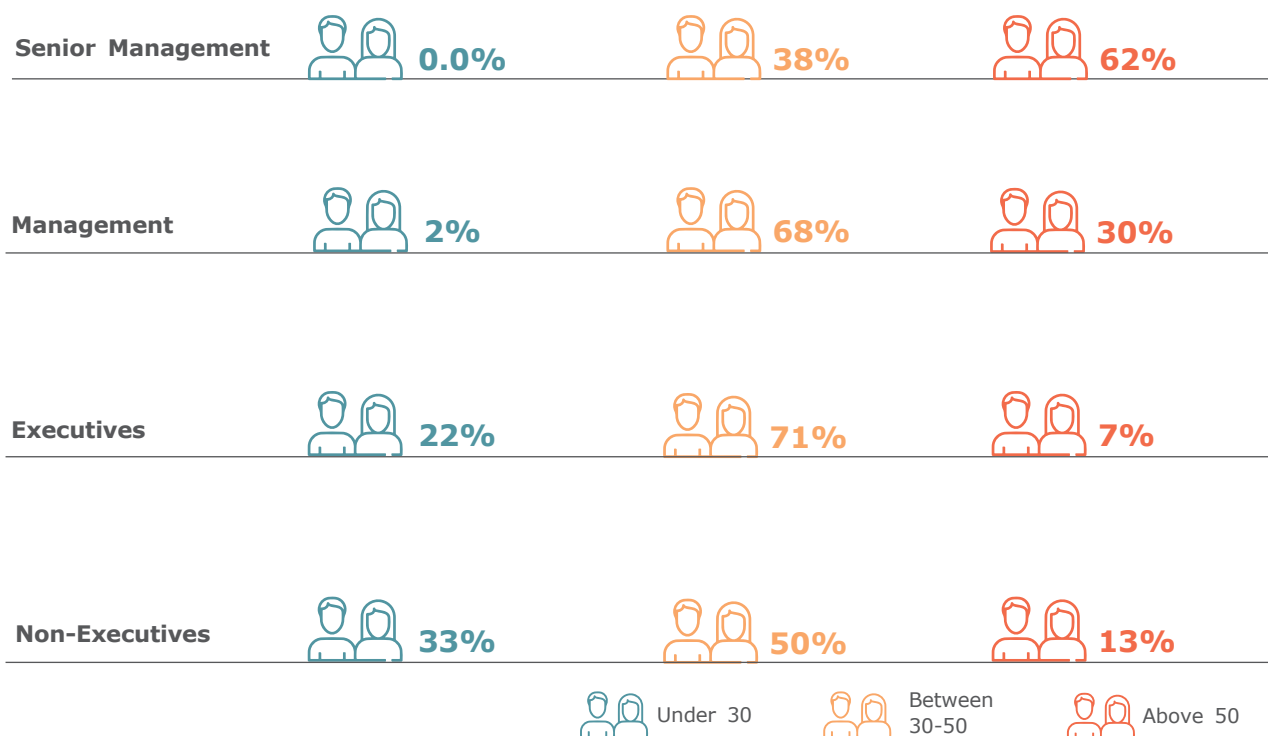
OUR PEOPLE

Our people are the driving force behind JLand Group's growth and transformation. We recognise that a diverse workforce, supported by equitable systems and an inclusive environment, is essential to fostering innovation, collaboration, and organisational excellence. As of 2024, the Group's workforce comprised 64.9% male and 35.1% female employees.





Percentage of employees by gender group



Percentage of employees by age group



Employee turnover in 2024 reflected varying movement across employment levels, consistent with the nature of roles within the organisation. While turnover was more pronounced among non-executive employees, management and senior leadership positions remained relatively stable. The Group continues to prioritise talent retention through career growth opportunities, equitable rewards, and sustained engagement efforts to nurture a committed and capable workforce.

Employee Category	Number of Employee Turnover	Turnover Rate (%)
 Senior Management (GM, SGM and C-suite)	5	10.42%
 Management (DM, M, SM, and DGM)	43	20.82%
 Executives (E and SE)	120	22.77%
 Non-Executives	728	47.23%

Our People and Communities

Employee Wellbeing and Development

We recognise that our employees are central to driving sustainable growth, and to nurture talent and strengthen organisational capability, we continue to invest in their development through structured learning and upskilling programmes. During the year, we invested approximately RM1.36 million in training and development, enabling our employees – from senior management to non-executive members – to complete over 47,000 hours of learning. These programmes spanned technical skills, compliance, leadership, sustainability awareness, and digital transformation, equipping our workforce with the knowledge and capabilities to perform effectively and adapt to future challenges.

Total hours of training (Hours)

Senior
Management

4,922.50

Executive

86,812.00

Management

15,659.00

Non-Executive

28,148.50

Average training hours per employee (Hours)

Male

8



Female

8

In addition to training and capability-building efforts, we place strong emphasis on performance and career development. In 2024, a total of 1,425 employees received performance reviews that provided structured feedback and aligned individual goals with the Group's strategic priorities. These reviews serve as a platform for open dialogue between employees and supervisors, fostering mutual understanding, recognition, and continuous improvement.

Total number of employees

Management

220

Executive

481

Non-Executive

466

Workers

258

In line with our commitment to holistic employee development, we complement performance and career growth efforts with initiatives that support overall well-being and awareness. During the year, JLand Group organised a cancer awareness campaign that engaged 181 participants, promoting early detection and preventive care. Additionally, a mental health and stress management session attended by 30 participants encouraged emotional resilience and healthy work-life practices. Together, these initiatives reflect our dedication to nurturing a workforce that is not only skilled and high-performing but also informed, healthy, and supported in all aspects of their professional journey.

Occupational Health and Safety

The health and safety of our people, tenants, and contractors remain a top priority for JLand Group. We are committed to maintaining safe and healthy workplaces through robust governance, structured management systems, and continuous engagement across all levels of the organisation. Within our facilities management services, oversight of occupational health and safety matters is provided by the Health, Safety and Environment (HSE) Committee that is responsible for monitoring workplace conditions, identifying potential risks, and ensuring compliance with regulatory requirements as well as the Group's internal safety standards.

Guided by this oversight framework, we have implemented comprehensive safety management systems, awareness programmes, and workplace monitoring to promote a culture of shared responsibility and preventive action. In 2024, a total of 24 participants attended health and safety training sessions, including programmes on fire safety management and emergency preparedness, safety leadership, and workplace security. These initiatives have contributed to the achievement of one million safe manhours without lost-time incidents, marking a significant milestone in operational safety performance.

To further strengthen accountability and responsiveness, we have established standard operating procedures (SOPs) to manage HSE-related complaints or incidents. These SOPs ensure that any reported concerns are promptly investigated and addressed in accordance with established processes.



Control of Non-Conforming Products & Services

To describe the methods employed in the identification, documentation, and processing of non-conformance related to client's complaint and audit inspection

Process Control - Feedback Complaint (Work Order)

To promptly address client concerns with timely and effective solutions, reinforcing trust and satisfaction

Corrective and Preventive Action

To define the responsibilities and describe the methods used for determining and initiating required corrective action and/or preventive action to prevent the occurrence and/or recurrence of the non-conformance

Our People and Communities

Employee Engagement

The Group remains committed to fostering a strong sense of unity and purpose within the organisation while contributing meaningfully to the communities in which we operate. In line with our values of integrity, collaboration, and compassion, we develop initiatives that empower people, nurture inclusivity, and build a sense of shared purpose. Under the ONEJLG banner, a series of programmes and events were organised throughout the year to strengthen internal cohesion and reinforce relationships with external stakeholders. These initiatives, ranging from employee engagement activities and festive celebrations to community outreach and volunteer efforts, served as platforms to connect people, encourage collaboration, and cultivate a culture of care.

Intranet & Joy.Love.Give Campaign Launch

- Successfully launched the ONEJLG Intranet and Joy.Love.Give 2024 campaign to promote internal awareness, strengthen digital communication, and enhance employee engagement across the organisation.



Cleanovation Day @ Masjid Sedenak

- Organised a gotong-royong with ONEJLG employees and Felda Bukit Batu residents to clean and repaint Masjid Al-Muhajirin, strengthening community ties and employee engagement.



Majlis Berbuka Puasa @ Masjid Sedenak

- Held a Ramadan gathering at Masjid Sedenak to strengthen bonds between ONEJLG employees and the Felda Bukit Batu community through shared iftar, prayers, and reflection.





JLG Ramadan Corporate Gift 2024H | 1445M

- ② Distributed Ramadan corporate gifts to ONEJLG employees and key stakeholders to express appreciation, strengthen relationships, and foster goodwill during the holy month.



Majlis Iftar JLG Management & ONEJLG

- ② Hosted a Ramadan gathering bringing together JLG Management and ONEJLG employees for iftar and prayers, fostering unity, appreciation, and stronger internal engagement during the holy month.



ONEJLG TH, Sports Club Launch, Raya Sama-sama

- ② Hosted an internal event featuring the ONEJLG Sports Club launch, Hari Raya celebration, and town hall, strengthening workplace relationships, morale, and team spirit through open dialogue and shared celebration.



JLG Mesra Raya Bersama

- ② Hosted a Hari Raya celebration to appreciate stakeholders and strengthen relationships through festive networking, fostering goodwill and positive engagement in a shared, celebratory setting.

Our People and Communities

Majlis Rumah Terbuka JCorp

- ④ Majlis Rumah Terbuka Hari Raya Hosted by JCorp, JLand Group extended its support and participation by inviting its staff and stakeholders to celebrate the festive season, strengthen relationships within the JCorp Group community and foster goodwill among all partners.



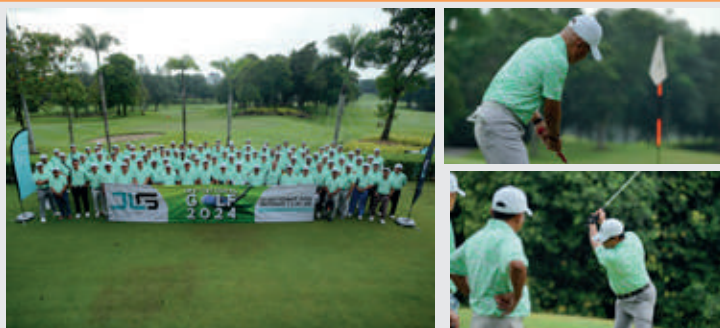
Singgah Kasih: Pusat Kebajikan As Shafar

- ④ Organised a community outreach at Pusat Kebajikan As Shafar, extending care and support to orphans while fostering empathy, compassion, and social responsibility among participants.



JLG Invitational Golf

- ④ Hosted JLG's premier golf event to engage key stakeholders and industry partners, fostering goodwill, networking, and stronger business relationships through a shared sporting experience.



ONEJLG Bowling

- ④ Held a bowling session as the inaugural JLG Sports Club activity, fostering team spirit, employee engagement, and work-life balance through a fun, active experience.





JoyLove.Give 2024: The Trivia Finale Quiz via VIVA

- Engaged employees and built team spirit through a fun online quiz that encouraged interaction and camaraderie in a virtual setting.



Sustainable Workplace Practice Contest

- Encouraged employees to showcase their sustainable office habits through short creative videos, fostering awareness, engagement, and recognition for everyday eco-friendly practices at work.

OUR COMMUNITIES

We remain committed to creating lasting positive impact in the communities where we operate. In 2024, the Group invested more than RM5 million in community development through donations and sponsorships, benefitting a total of 4,870 individuals. This reflects our continued dedication to social well-being and inclusive growth. Our major contributions focused on key areas that enrich community life including sports, cultural and religious activities, and children's education. By aligning community investments with broader social priorities, we aim to create shared value and meaningful, long-term impact for the people of Johor and beyond.



Over **RM2.8 million** for sports

- RM1.5 million** donated to Johor Darul Ta'zim (JDT) football club
- Approximately **RM1.21 million** sponsored for the development of Stadium Larkin Tan Sri Dato Hj Hassan Yunus
- Over **RM100,000** contributed to local sports and community events across Johor



Over **RM1.05 million** for culture and religious initiatives

- RM1 million** donated to build up Masjid Bandar Tiram
- Over **RM50,000** contributed to cultural festivities with local communities



RM1.32 million invested in children's education

- RM1.3 million** donated to Yayasan JCorp
- RM20,000** contributed to support tuition fees for children at Singah Kasih



GOVERNANCE

PERFORMANCE



ROBUST GOVERNANCE

Robust Governance



GOVERNANCE HIGHLIGHTS

At JLand Group, our corporate governance framework and processes reinforces business resilience, uphold ethical conduct, and ensure regulatory compliance. Strong governance serves as the foundation for responsible decision-making, transparency, and accountability across all levels of the organisation.

By embedding robust governance practices, we are better positioned to navigate emerging risks, particularly those related to climate change while promoting sustainable business growth. This approach not only supports long-term value creation but also ensures that we consistently meet the expectations of our stakeholders, including our employees and the communities we serve.

Key Highlights in 2024



Zero substantiated cases of corruption reported

Zero substantiated cases of cybersecurity breaches



Zero cases of child labour, forced labour, or risks of freedom of association among suppliers

SUSTAINABILITY GOVERNANCE STRUCTURE

JLand Group has put in place a sustainability governance framework that cascades from the Board to operational levels, ensuring clear accountability and consistent alignment with our strategic objectives. This framework adopts a top-down approach, where oversight begins with the Board of Directors and flows through committees, management, and dedicated teams to drive implementation across the Group.

At the highest level, the Board of Directors (BOD) provides strategic oversight and final approval of sustainability priorities, including climate-related responsibilities. The Board Sustainability Committee (BSC) supports the Board by shaping sustainability policies, monitoring progress, and ensuring alignment with stakeholder expectations. The JLG Management Committee (MCM) and Management Sustainability Committee (MSC) act as the bridge between

strategy and execution. They coordinate sustainability initiatives, monitor emerging risks and opportunities, and ensure effective delivery of group-wide commitments. Supporting them is the ESG Team (Secretariat), which provides data management, reporting, and technical guidance, enabling informed decision-making. Finally, at the operational level, business pillars, enablers, and ESG champions embed sustainability into day-to-day operations and project delivery.

Together, this governance structure ensures that sustainability is integrated across all levels of the organisation, from strategic direction at the Board to execution in operations while maintaining robust oversight and accountability.

Governing Body

Board of Directors

Board Sustainability Committee (BSC)

JLG Management Committee (MCM)

Management Sustainability Committee (MSC)

ESG Team (Secretariat)

Pillars, Enablers and ESG Champions

Responsibilities

- Oversight of sustainability strategy
 - Management responsibility over climate risk
 - Final approval of:
 - Sustainability policies
 - Material sustainability matters and metrics
 - Sustainability report
-
- Develops sustainability policies
 - Drives communication & secures buy-in
 - Oversees implementation of sustainability initiatives
 - Reports progress to the Board
-
- Reports progress to BSC
 - Reviews implementation of sustainability initiatives
 - Suggests sustainability initiatives
-
- Reports progress and recommend proposals to MCM
 - Monitor, track and suggest ESG initiatives
 - Review and evaluate ESG-related risk
 - Review overall ESG policies, committee meeting TOR and annual reports
-
- Reports Progress to MSC
 - Collects, manages, and monitors sustainability data
 - Recommends and implements sustainability initiatives
 - Manages sustainability disclosure & reports
-
- *Business Pillars (Real Estate Development, Real Estate Investment and Integrated Community Solutions):*
 - Integrate sustainability initiatives within their respective operations
 - Implement sustainability strategies relevant to their business activities
 - Collaborate with ESG champions to achieve sustainability targets and practices across their domains
 - *Enablers (People, Digital and Innovation):*
 - Drive organisational change and innovation aligned with sustainability objectives
 - The People enabler builds capabilities, culture, and engagement to advance sustainability goals
 - Digital and innovation enablers apply technology and innovation to strengthen sustainability performance
 - *ESG Champions:*
 - Coordinate and drive sustainability initiatives in their respective Pillar and Enabler groups
 - Bridge business and enabler teams with sustainability governance committees
 - Ensure alignment, executive, and reporting of sustainability strategies and progress

Robust Governance

RISK MANAGEMENT

At JLand Group, risk management underpins our commitment to long-term value creation and the protection of stakeholder interests. Our framework is designed to identify, assess, and manage strategic, financial, operational, compliance, reputational, and ESG-related risks across our operations and value chain.

ESG and climate considerations are integrated directly into the Group's corporate risk register, where they are reviewed alongside other material risks. This holistic approach enhances resilience, strengthens strategic alignment, and supports consistent disclosures across the organisation. To embed sustainability into decision-making, guidelines for ESG risk assessment have been established for proposals submitted to the Investment Committee. These guidelines ensure that investment strategies, policies, and project evaluations incorporate material ESG factors.

The Group continues to refine its risk management framework to build greater organisational resilience through the systematic integration of ESG and climate-related factors. This enables JLand Group to anticipate emerging challenges, manage potential impacts effectively, and align its strategic priorities with sustainable development objectives. To address the risk of being unable to adapt to evolving climate change and sustainability demands, the Group has identified key opportunities to strengthen resilience and competitiveness. These include expanding green and sustainable development projects, accessing green financing and government incentives, advancing innovation in design and construction, and enhancing reputation through improved ESG performance. These opportunities are embedded within the Group's Strategic Plans and Mid-Year Reviews across business pillars and subsidiaries, guiding initiatives in green financing, cost optimisation, carbon reduction, and sustainable leasing — all of which support long-term sustainable growth.

POLICIES AND GUIDELINES

The Group has introduced key policies and guidelines that set the foundation for responsible and sustainable business practices across the Group. These policies provide direction on ethical conduct, environmental and social stewardship, and governance standards, ensuring that sustainability considerations are integrated into daily operations and decision-making.

Anti-Corruption Policy



Establishes the Group's commitment to conducting business with integrity, prohibiting bribery, corruption, and unethical practices across all operations.

Human Resource Policy



Safeguard employees and the workplace through policies that uphold employee rights, foster a positive work culture, and promote well-being, reinforced by standardised practices that ensure transparency and fairness.

Sustainability Policy



Outlines the Group's commitment to integrating sustainability principles into its day-to-day decision-making processes to ensure that ESG considerations are embedded across all aspects of its operations and investments.

Cybersecurity Policy



Safeguards the Group's digital infrastructure by outlining measures to protect data, systems, and networks against cyber threats and unauthorised access.

Procurement Policy



Ensures transparent, fair, and accountable procurement processes that promote ethical sourcing, value creation, and supplier compliance with Group standards.

Whistleblowing Policy



Establishes a clear process for reporting employee misconduct that ensures confidentiality, protects whistle-blowers, and defines fair investigation and disciplinary procedures, guided by integrity, transparency, and accountability.

ANTI-CORRUPTION

We are committed to preventing all forms of corruption and bribery as part of responsible business conduct. Integrity is a core value that guides our dealings with employees, customers, partners, and stakeholders. Our zero-tolerance approach is enforced through our anti-corruption policy, whistleblower mechanisms, and regular training to ensure that everyone understands their ethical responsibilities.

In 2024, 429 employees received training in anti-corruption, reinforcing our commitment to ethical conduct and a zero-tolerance approach to bribery and corruption. We also conducted the annual Integrity Awareness Training for all our employees both virtually and physically, in collaboration with external facilitators such as officers from the Malaysian Anti-Corruption Commission (MACC) and certified integrity providers. The programme focused on key corruption offences under the MACC Act (particularly Sections 16, 17, 17A, 18, and 23), and was supported by real-life case studies to highlight the risks and consequences of misconduct.

In addition, all new employees receive virtual anti-corruption training, coordinated by our Human Resources (HR) department, during their onboarding process. These sessions introduce JLand Group's anti-corruption policy and integrity initiatives, ensuring that awareness of compliance standards and ethical responsibilities begins at the start of employment.

🕒 Corporate Liability and Main Offences of Corruption under MACC Act 2009

JLand Group conducted the Integrity Talk 2024, an online training session designed to enhance employee understanding of corporate liability and the main corruption offences under the MACC Act 2009. The session reinforced the importance of integrity, accountability, and compliance as core elements of the Group's governance culture.

A total of 238 employees participated in the programme, which covered key legal provisions, real-life case studies, an interactive Q&A, and a post-training quiz. Through this engagement, employees gained clearer insight into the consequences of corruption offences and the need to proactively manage integrity risks.

The training further strengthened JLand Group's commitment to maintaining a transparent, ethical, and compliant workplace by equipping employees with the knowledge needed to uphold the highest standards of conduct across the organisation.



Robust Governance

🔗 “Tumbuk Rusuk - Telunjuk Lurus Kelingking Berkait”

JLand Group conducted an integrity-focused training session to strengthen employee awareness of corruption risks, ethical conduct, and the legal consequences of breaching integrity. The programme highlighted best practices in managing integrity risks, real-life case studies on breaches of the MACC Act, and interactive elements such as role plays, quizzes, and open discussions. The session reinforced JLG’s commitment to the TRUST Principle under Section 17A of the MACC Act, promoting a culture of transparency, accountability, and moral responsibility. As a result, employees demonstrated stronger understanding of ethical standards, improved integrity risk management, and enhanced organisational resilience against corruption.



🕒 Business Continuity Management Training

A training session was held to introduce Business Continuity Management (BCM) and deepen understanding of the Business Impact Analysis (BIA) framework among JLG Services Sdn Bhd representatives. The session covered the BCM lifecycle, governance principles, and a detailed walkthrough of BIA components such as RTO, RPO, and MTPD. Participants engaged in interactive case studies, including flood and office fire scenarios, and completed a sample BIA template.

The training established a common baseline understanding of BCM and BIA principles, enabling participants to identify critical business activities, dependencies, and prioritised recovery strategies for their departments.



Robust Governance

🔗 Say No to Corruption: Why Prevention Is The Key?

A training session was conducted for JCorp Group employees to strengthen understanding of Sections 16, 17, 18 and 23 of the MACC Act 2009 and promote best practices in integrity risk management. The session featured in-depth discussions on key provisions of the Act, real-life case studies, and an interactive Q&A segment.

As a result, employees gained a stronger grasp of anti-corruption laws, enhanced organisational compliance with legal and ethical standards, and improved governance practices that reduce exposure to corruption-related risks.



SAY NO TO CORRUPTION: WHY PREVENTION IS THE KEY?

SPEAKER

KOO LIK CHI
ASSISTANT COMMISSIONER (P48)
MALAYSIAN ANTI-CORRUPTION COMMISSION (MACC)

4 MARCH 2024 (MONDAY)
11AM - 12.30PM
TUTORIAL ROOM, CEREBRUM, LEVEL 24

NEED MORE INFO?

 azyra@jcorp.com.my (Inquiries)
gold_ldjcorp@jcorp.com.my (Registration)

 **016-755 1321**
Nurul Azyra Nazra Wahid
Group Integrity Unit

OBJECTIVES

- To enhance understanding among JCorp Group's employees regarding Sections 16, 17, 18, and 23 of the MACC Act 2009.
- To facilitate the best practices in integrity risk management within the organization.

REGISTER NOW

BUILDING AN EXPONENTIAL FUTURE, TODAY

Whistleblowing Mechanism

JLand Group maintains a whistleblowing mechanism to provide employees, business partners, and stakeholders with a secure and confidential channel to report any suspected misconduct or malpractice. This mechanism is guided by the Group's Whistleblowing Policy, which ensures that all disclosures are treated seriously, investigated fairly, and resolved in a timely manner without fear of retaliation. During the year, two whistleblowing reports were received through JLand Groups designated whistleblowing channel, both of which were handled in accordance with the Group's Whistleblowing Policy and oversight by the Board Audit and Risk Management Committee (BARC).

The first case involved potential monetary misconduct, prompting BARC to appoint a forensic auditor for a detailed review. Based on the auditor's findings, management was directed to implement resolution measures, including disciplinary action and recovery of improper payments. The case has since been closed, with all follow-up actions completed and legal advice being sought on potential further proceedings.

The second case concerned allegations of leadership misconduct. Following a preliminary investigation, BARC determined that while there were no findings of integrity or corruption breaches, certain human resource matters warranted further review. BARC referred the matter to the Human Resource function for appropriate follow-up. The case was closed under the whistleblowing mechanism, with subsequent actions to be managed through HR channels.



Robust Governance

DATA PRIVACY AND CYBERSECURITY

JLand Group is committed to safeguarding the confidentiality, integrity, and availability of data across its operations. Our cybersecurity policy and related control ensures compliance with regulatory requirements while protecting sensitive information from unauthorised access, misuse, or breaches. In 2024, we recorded zero data breaches or customer data losses.

SUPPLY CHAIN MANAGEMENT (SCM)

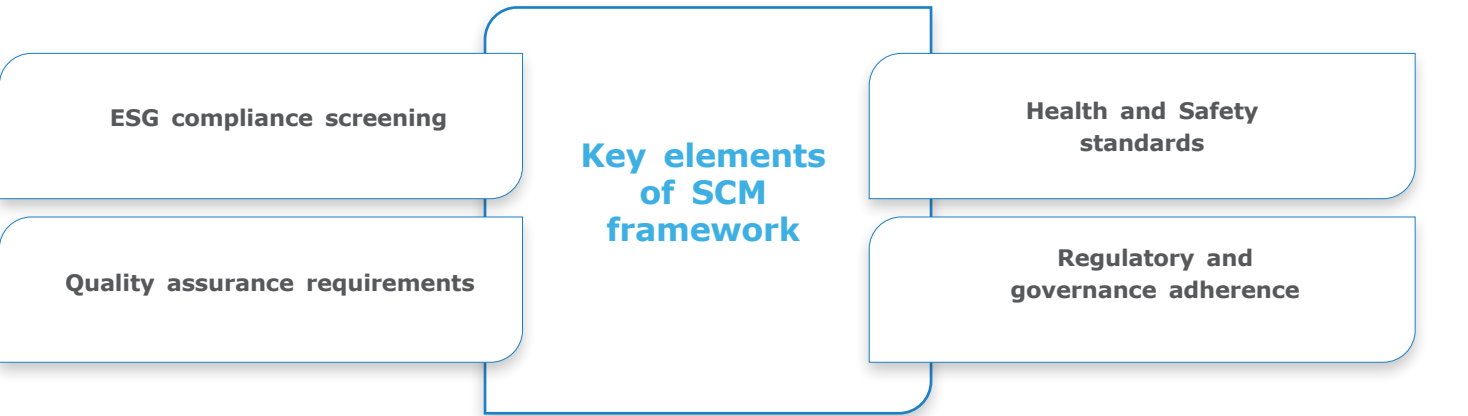
At JLand Group, supply chain management is central to building resilience, upholding integrity, and creating long-term value. Guided by a structured vendor lifecycle framework, our approach sets clear targets for local sourcing and enforces mandatory ESG compliance. We aim to achieve at least 80% local supplier participation in construction works while progressively increasing the proportion of certified green and sustainability-compliant vendors across our supply chain. We conduct regular risk assessments and enforce strict labour and human rights standards across all operations. These commitments are applied upstream through responsible procurement and subcontractor oversight, and downstream in collaboration with tenants, partners, and customers. As part of our continuous improvement efforts, the Vendor Development Programme will strengthen partnerships and enhance supplier environmental and social capacities.

In 2024, 100% of the Group’s procurement spending was channelled to local suppliers, reflecting our commitment to supporting domestic industries. We assessed 13% of our suppliers during the year for environmental and social impact, while ensuring they comply with sourcing policy, reflecting the effectiveness of our vendor evaluation process.

Metric	Unit	2024
Proportion of spending on local suppliers	%	100
Existing suppliers assessed for environmental impact	no.	39
Suppliers assessed for social impact	no.	39

Supply Chain Management Framework

We manage our supply chain through a comprehensive SCM framework that covers the full vendor lifecycle — from selection and onboarding to continuous monitoring and evaluation. Guided by our Procurement Policy and SOPs, the framework ensures consistent and transparent practices across all business units.



Vendor Screening Process

JLand Group applies a structured vendor screening and selection process to ensure that only qualified and responsible suppliers are engaged. All prospective vendors are required to complete a pre-qualification exercise through our supplier registration system, which captures company, compliance, and capability information together with acknowledgement of our Supplier Code of Conduct. The process is centrally governed and supported by detailed checklists to maintain consistency and transparency. Our vendors are evaluated based on several criteria including regulatory compliance history, financial stability, past performance, relevant certifications, and ESG-related risks.

VENDOR EVALUATION CRITERIA



Environment Factors

- ✓ ISO 14001 certification
- ✓ Carbon footprint management
- ✓ Energy and water efficiency
- ✓ Waste reduction practices
- ✓ Hazardous materials handling
- ✓ Use of sustainable materials



Social Factors

- ✓ Compliance with human and labour rights
- ✓ Workplace health and safety
- ✓ Employee welfare
- ✓ Diversity and inclusion
- ✓ Local community impact

Assessments are carried out through ESG self-assessment questionnaires, document reviews, and, where required, site visits or third-party audits. Additional due diligence such as worker interviews may be undertaken for higher-risk vendors. Supplier performance is scored against minimum compliance requirements, with expectations for continuous improvement in environmental and social practices.



Robust Governance

Vendor Risk Management

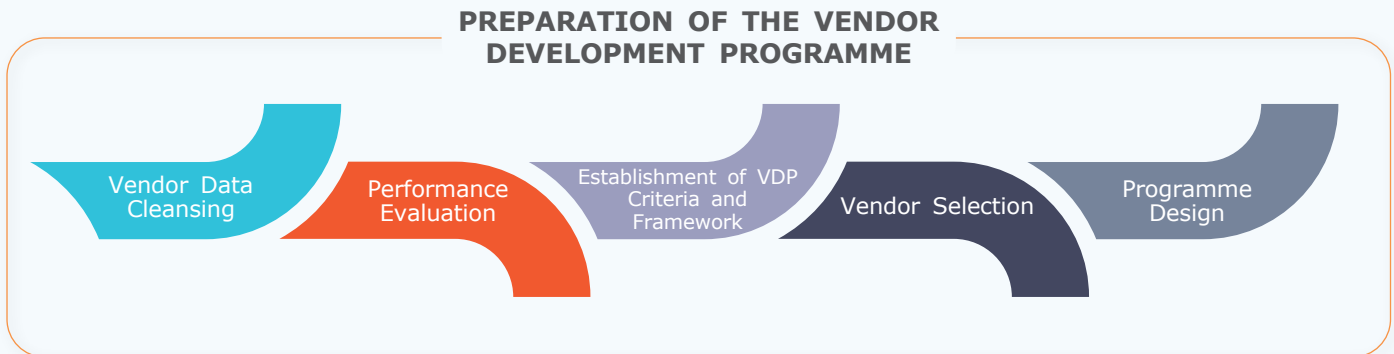
Building on this evaluation framework, JLand Group also manages SCM-related risks by identifying high-risk vendors and applying enhanced due diligence measures to safeguard compliance and sustainability across the supply chain. We conduct periodic vendor assessment exercises to identify and manage potential risks within our supply chain. These assessment consider:



From this assessment, we classify them into high, medium, or low-risk categories. This risk rating guides decisions on whether to continue engagement, implement development measures, or disengage from suppliers that pose significant concerns. Through this process, we prioritise mitigation efforts and strengthen supply chain resilience, ensuring ongoing compliance with our ESG and operational standards.

Supplier Engagement and Capacity Building

Recognising the importance of supplier partnerships, JLand Group will begin planning its Vendor Development Programme (VDP) for rollout in Q3 2026. The preparatory phase will focus on establishing the foundation for VDP through key setup and planning activities.



The VDP will commence with a training seminar focused on developing two core competencies among selected vendors, laying the groundwork for long-term supplier growth and capacity enhancement. Through a structured, multi-phased approach, JLand Group aims to progressively strengthen vendor capabilities to meet the ESG standards and requirements outlined in the JLG Procurement Policy.

Ethical and Responsible Sourcing

JLand Group actively safeguards labour and human rights within its supply chain. To date, no cases of child labour, forced or compulsory labour, and restrictions on freedom of association have been identified among our suppliers. To maintain this standard, we apply a structured due diligence process that includes ESG self-assessments, supplier questionnaires, and targeted reviews in higher-risk sectors such as outsourced manpower and security services. These measures are reinforced by our Supplier Code of Conduct, which prohibits child labour, forced or compulsory labour, and violations of worker representation rights, in line with international labour standards.

JLand Group recognises that supply chain responsibility extends beyond vendors to include distribution partners, tenants, and customers. Our business operations team plays an active role in working with these stakeholders to embed responsible practices in day-to-day operations. This collaboration focuses on three key areas:

Responsible downstream practices



Reducing waste from end-of-life assets



Improved logistics efficiency to minimise emissions



Implementing **shared sustainability initiatives** that deliver mutual value

Aside from operational measures, we engage downstream stakeholders to build awareness and encourage sustainable choices in their activities. Through ongoing dialogue and cooperation, these efforts foster long-term partnerships grounded in transparency, accountability, and shared commitment to sustainability.





ANNUAL PERFORMANCE TABLE

Performance Data

FINANCIAL PERFORMANCE

Guideline	Disclosure	Unit	2024
GRI 2-6	Total Assets	RM (Million)	3,868.41
GRI 201-1	Total Revenue	RM (Million)	419.95
	Total Operating Cost	RM (Million)	93.04

VALUE DISTRIBUTED TO STAKEHOLDERS

Guideline	Disclosure	Unit	2024
GRI 201-1	Employee wages and benefits	RM (Million)	122.56
	Employer EPF contributions	RM (Million)	12.84
	Government Taxation (including deferred tax)	RM (Million)	10.18
GRI 201-1	Sponsorships	RM (Million)	1.50
GRI 203-1	Green Infrastructure investment	RM (Million)	0.11
GRI 201-1	Breakdown of charitable contributions		
	Total	RM (Million)	4.04
	Sports	RM (Million)	1.50
	Culture/religion	RM (Million)	1.07
	Children and education	RM (Million)	1.32
	Charity (basic needs)	RM (Million)	0.01
	Others	RM (Million)	0.14

BENEFICIARIES

Guideline	Disclosure	Unit	2024
Bursa C2b	Total number of beneficiaries of the investment in communities	Number	4,870

ENVIRONMENTAL PERFORMANCE

GHG EMISSION MANAGEMENT

Guideline	Disclosure	Unit	2024
Bursa C11a GRI 305-1 IFRS S2 29a(i)	Total Scope 1 Direct GHG emissions	MtCO ₂ e	517.00
Bursa C11b GRI 305-2 IFRS S2 29a(i) & IFRS S2 29a(iv)	Total Scope 2 Indirect GHG emissions	MtCO ₂ e	715.00

OVERALL ENERGY CONSUMPTION

Guideline	Disclosure	Unit	2024
Bursa C4a GRI 302-1	Total Energy Consumption	GJ	11,184.82
IF-RE-130a.1 & IF-RE-130a.2	Total Electricity Consumption	kWh	942,700

WASTE MANAGEMENT

Guideline	Disclosure	Unit	2024
Bursa C10a GRI 306-3	Total waste generated	tonnes	341,360.00
GRI 306-4 (c)	Total weight of non-hazardous waste diverted from disposal	tonnes	35,521.80

Performance Data

WORKPLACE DATA

WORKFORCE COMPOSITION

Guideline	Disclosure	Unit	2024
Bursa C6b GRI 2-7	Total number of employees	no.	2,425
	Total number of employees by employment type		
	Permanent		
	Male	no.	305
	Female	no.	225
	Temporary		
	Male	no.	3
	Female	no.	7
	Contractors		
	Male	no.	1,259
	Female	no.	626
	Percentage of employees by employment type		
	Permanent		
	Male	%	13
	Female	%	9
	Temporary		
	Male	%	0.1
	Female	%	0.3
	Contractors		
	Male	%	52
	Female	%	26

NEW HIRES AND TURNOVER

Guideline	Disclosure	Unit	2024
Bursa C6c GRI 401-1	New hires		
	By gender		
	Male	no.	791
	Female	no.	313
	By age group		
	< 30 years	no.	467
	30–50 years	no.	512
	> 50 years	no.	81
	Employees who left		
	By gender		
	Male	no.	583
	Female	no.	313
	By age group		
	< 30 years	no.	365
	30–50 years	no.	393
	> 50 years	no.	100
	By employment type		
	Senior Management	no.	5
	Management	no.	43
	Executive	no.	120
	Non-executive	no.	728
	Employee turnover		
	By gender		
	Male	%	39.00
	Female	%	38.00
	By age group		
	< 30 years	%	67.72
	30–50 years	%	31.62
	> 50 years	%	26.81
	By employment type		
	Senior Management	%	10.42
	Management	%	20.82
	Executive	%	22.77
	Non-executive	%	47.23

Performance Data

NEW HIRES AND TURNOVER (Cont'd)

Guideline	Disclosure	Unit	2024
Bursa C6c GRI 401-1 (Cont'd)	Average employee headcount		
	By gender		
	Male	no.	1,501
	Female	no.	824
	By age group		
	< 30 years	no.	539
	30–50 years	no.	1,243
	> 50 years	no.	373
	By employment type		
	Senior Management	no.	48
	Management	no.	207
	Executive	no.	527
	Non-executive	no.	1,542

EMPLOYEE DIVERSITY

	Disclosure	Unit	2024
Bursa C3a GRI 405-1	Composition of senior management		
	Male	%	81
	Female	%	19
	< 30 years	%	0
	30–50 years	%	38
	> 50 years	%	62
	Composition of management		
	Male	%	60
	Female	%	40
	< 30 years	%	2
	30–50 years	%	68
	> 50 years	%	30
	Composition of executive staff		
	Male	%	51
	Female	%	49
	< 30 years	%	22
	30–50 years	%	71
	> 50 years	%	7
	Composition of non-executive staff		
	Male	%	70
	Female	%	30
	< 30 years	%	33
	30–50 years	%	50
	> 50 years	%	13

TRAINING AND DEVELOPMENT

	Disclosure	Unit	2024
	Average Training Hours		
Bursa C6a GRI 404-1	Training Cost	RM	1,355,520.07
	Average Training Cost per Employee	RM	540.91
	Total Training Hours	hours	47,129.50
	Average Training Hours per Employee	hours	18.81
		Male	8.00
		Female	8.00
	Total training hours by employee category		
	Senior Management	hours	4,922.50
	Management	hours	15,659.00
	Executive	hours	86,812.00
	Non-executive	hours	28,148.50
GRI 403-1	Employees receiving regular performance and career development reviews		
	Management		
	Total	no.	220.00
		Male	144.00
		Female	76.00
	Executive		
	Total	no.	481.00
		Male	253.00
		Female	228.00
	Non-executive		
	Total	no.	466.00
		Male	312.00
		Female	154.00
	Worker		
	Total	no.	258.00
		Male	219.00
		Female	39.00

Performance Data

HEALTH & SAFETY PERFORMANCE

Guideline	Disclosure	Unit	2024
Bursa C5b	Overall LTIR	rate	0
Bursa C5c	Number of employees trained on health and safety standards	no.	24

GOVERNANCE DATA

ANTI-CORRUPTION

Guideline	Disclosure	Unit	2024
Bursa C1a	Percentage of employees who have received training on anti-corruption by employee category	%	100
	Senior Management	%	0.5
	Management	%	25.7
	Executive	%	64.9
	Non-executive	%	8.9

LABOUR PRACTICES AND STANDARDS

Guideline	Disclosure	Unit	2024
Bursa C6d	Number of substantiated complaints concerning human rights violations	Number	0

DATA PRIVACY AND SECURITY

Guideline	Disclosure	Unit	2024
Bursa C8a	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	no.	0

BOARD OF DIRECTORS

Guideline	Disclosure	Unit	2024
Bursa C3b	Breakdown by Percentage		
	Male	%	100
	Female	%	0
	< 30 years	%	0
	Between 30-50 years	%	0
	> 50 years	%	100

SUPPLIER BREAKDOWN

Guideline	Disclosure	Unit	2024
Bursa C7a	Total Number of suppliers		
	<i>Local</i>	no.	39
	<i>Foreign</i>	no.	0
	Percentage of suppliers by type		
	<i>Local</i>	%	100
	<i>Foreign</i>	%	0
	Percentage of spending on suppliers by type		
	<i>Local</i>	%	100
	<i>Foreign</i>	%	0
GRI 308-1 GRI 414-1	Vendors screened against environmental criteria		
	<i>Total number of existing suppliers assessed</i>	no.	39
	<i>Percentage of new suppliers screened</i>	%	13
	Vendors screened against social criteria		
	<i>Total number of existing suppliers assessed</i>	no.	39
	<i>Percentage of new suppliers screened</i>	%	13

JLG Investment Holdings Sdn. Bhd.

(Registration No. 200401032141 (670649-T))

Level 10, Menara KOMTAR,
80888 Ibrahim International Business District,
Johor, Malaysia.

Tel. No: +607 207 0703

Email: sustainability@jlandgroup.com.my

www.jlandgroup.com.my