FINANCIAL STATEMENTS
JOHOR CORPORATION AND GROUP
31 DECEMBER 2025

CERTIFICATE OF THE AUDITOR GENERAL
ON THE FINANCIAL STATEMENTS OF
JOHOR CORPORATION
FOR THE YEAR ENDED 31 DECEMBER 2025

Certificate on the Audit of the Financial Statements

Opinion

I have authorised a private audit firm pursuant to Subsection 7(3) of the Audit Act 1957 [*Act 62*] to undertake an audit of the Financial Statements of the Johor Corporation. The financial statements comprise the Statements of Financial Position as at 31 December 2025 of the Group and of the Johor Corporation and the Statements of Comprehensive Income, Statements of Changes in Equity, Statements of Cash Flows of the Group and of the Johor Corporation for the year then ended, and notes to the financial statements, including a summary of material accounting policies, as set out on pages 6 to 165.

In my opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Johor Corporation as at 31 December 2025, and of their financial performance and their cash flows for the year then ended in accordance with the Malaysian Financial Reporting Standards (MFRS) and the Johor Corporation Enactment No. 4 of 1968 (amended vide Enactment No. 5 of 1995) requirements.

Basis for Opinion

The audit was conducted in accordance with the Audit Act 1957 and the International Standards of Supreme Audit Institutions. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my certificate. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Independence and Other Ethical Responsibilities

I am independent of the Group and of the Johor Corporation and I have fulfilled my other ethical responsibilities in accordance with the International Standards of Supreme Audit Institutions.

Information Other than the Financial Statements and Auditor's Certificate Thereon

The Board of the Johor Corporation is responsible for the other information in the Annual Report. My opinion on the Financial Statements of the Group and of the Johor Corporation does not cover the other information than the financial statements and Auditor's Certificate thereon and I do not express any form of assurance conclusion thereon.

Responsibilities of the Board for the Financial Statements

The Board is responsible for the preparation of Financial Statements of the Group and of the Johor Corporation that give a true and fair view in accordance with the Malaysian Financial Reporting Standards (MFRS) and the Johor Corporation Enactment No. 4 of 1968 (amended vide Enactment No. 5 of 1995) requirements. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of the Financial Statements of the Group and of the Johor Corporation that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements of the Group and of the Johor Corporation, the Board is responsible for assessing the Group's and the Johor Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the Financial Statements of the Group and of the Johor Corporation as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Certificate that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the International Standards of Supreme Audit Institutions will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the International Standards of Supreme Audit Institutions, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

a. identify and assess the risks of material misstatement of the Financial Statements of the Group and of the Johor Corporation, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

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

c. evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;

d. conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Johor Corporation's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my Auditor's Certificate to the related disclosures in the Financial Statements of the Group and of the Johor Corporation or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of Auditor's Certificate. However, future events or conditions may cause the Group or the Johor Corporation to cease to continue as a going concern;

e. evaluate the overall presentation, structure and content of the Financial Statements of the Group and of the Johor Corporation, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and

f. obtain sufficient appropriate audit evidence regarding the financial information of the entities and business activities within the Group to express an opinion on the Financial Statements of the Group. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

The Board has been informed regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I have identify during the audit.

I have also disclosed to the Board that I have complied with the ethical requirements regarding independence, and communicated with them all relationships and other matters that may reasonably be thought to bear on my independence, and if applicable, actions taken to eliminate threats or safeguards applied.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Johor Corporation Enactment No. 4 of 1968 (amended vide Enactment No. 5 of 1995), I report that the subsidiaries, of which I have not acted as auditor, are disclosed in Note 18 to the financial statements.

Other Matters

In 2025, eight subsidiaries of Johor Corporation with investment holdings amounting to RM361.75 million incurred losses for three consecutive years, with an increase of four new subsidiaries compared to the years 2023 and 2024. Three out of the eight subsidiaries were in net liability position with accumulated losses amounting to RM8.08 million. Johor Corporation must continuously review the operating models of its subsidiaries to ensure they remain competitive and deliver the best returns to Johor Corporation.

This certificate is made solely to the Board of the Johor Corporation in accordance with the Johor Corporation Enactment No. 4 of 1968 (amended vide Enactment No. 5 of 1995) requirements, and for no other purpose. I do not assume responsibility to any other person for the content of this certificate.

(DATO' SERI WAN SURAYA WAN MOHD RADZI)
AUDITOR GENERAL
MALAYSIA

PUTRAJAYA
5 JUNE 2026

Directors' Report

The Directors hereby present their report together with the audited financial statements of the Group and of the Corporation for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

Johor Corporation was incorporated under the Johor Corporation Enactment, 1968 (as amended by the Johor Corporation Enactment, 1995) as a development agency and public enterprise. The Corporation is principally engaged in property development and management, and investment holding. The principal activities of the Group consist mainly of agribusiness, wellness and healthcare services, real estate and infrastructure, quick service restaurants and investment holding.

FINANCIAL RESULTS

	Group RM Million	Corporation RM Million
Profit from continuing operations, net of tax	**703**	**481**
Loss from discontinued operations, net of tax	**-**	-
Profit net of tax	**703**	**481**
Profit attributable to:		
Owner of the Corporation	**342**	**481**
Non-controlling interests	**361**	-
	703	**481**

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than as disclosed in the financial statements.

Directors' Report

DIRECTORS

The names of the Directors of the Corporation in office during the financial year and during the period from the end of the financial year to the date of the report are:

YAB Dato' Onn Hafiz Bin Ghazi	
YBhg Tan Sri Dato' Sri Dr. Ismail Bin Haji Bakar	
YBhg Datuk Syed Mohamed Bin Syed Ibrahim	
YB Dato' Mohammed Ridha Bin Dato' Abd. Kadir	
YB Dato' Abd Aziz Bin Engan	
YB Dato' Mohd. Noorazam Bin Dato' Haji Osman	(Appointed on 15 February 2026)
YBhg Datuk Johan Bin Mahmood Merican	
YBhg Datuk Seri Nor Azmie Bin Diron	
YBhg Dato' Hairil Yahri Bin Yaacob	
YBhg Dato' Sr. Hisham Bin Jafrey	
YBhg Datuk Nor Azri Bin Zulfakar	
YBhg Tan Sri Dato' Dr. Haji Azmi Bin Rohani	(Resigned on 30 June 2025 and Re-appointed on 1 February 2026)
YB Dato' Asman Shah Bin Abd Rahman	(Resigned on 12 February 2026)

DIRECTORS' REMUNERATION

Details of Directors' remuneration are set out in Note 9 to the financial statements.

OTHER INFORMATION ON THE FINANCIAL STATEMENTS

(a) Before the financial statements of the Group and of the Corporation were prepared, the Directors took reasonable steps:

   (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written-off and that adequate provision had been made for doubtful debts; and

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

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

   (i) that would render the amount written-off for bad debts, or the amount of the provision for doubtful debts in the financial statements of the Group and of the Corporation inadequate to any substantial extent; or

   (ii) that would render the values attributed to the current assets in the financial statements of the Group and of the Corporation misleading; or

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

Directors' Report

OTHER INFORMATION ON THE FINANCIAL STATEMENTS (CONTINUED)

(c) At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or the financial statements of the Group and of the Corporation, which would render any amount stated in the financial statements misleading.

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

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

(ii) any contingent liability of the Group or of the Corporation which have arisen since the end of the financial year.

(e) In the opinion of the Directors:

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

(ii) there has not arisen in the interval between the end of the year and the date of this report, any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Group and of the Corporation for the financial year in which this report is made.

Signed on behalf of the Board of Directors:

DATO' ONN HAFIZ BIN GHAZI
Chairman

DATUK SYED MOHAMED BIN SYED IBRAHIM
President & Chief Executive

Johor Bahru
24 APR 2026

Statements By Chairman And President & Chief Executive Of Johor Corporation

We, Dato' Onn Hafiz Bin Ghazi and Datuk Syed Mohamed Bin Syed Ibrahim, being the Chairman and President & Chief Executive of Johor Corporation respectively, do hereby state that, in the opinion of the Directors, the accompanying financial statements as stated in the Statements of Financial Position, Statements of Comprehensive Income, Statements of Changes in Equity and Statements of Cash Flows set out together with the notes to the financial statements are drawn up in accordance to MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board so as to give a true and fair view of the financial position of the Group and of the Corporation as at 31 December 2025 and of their results and cash flows for the financial year then ended.

Signed on behalf of the Board of Directors:

DATO' ONN HAFIZ BIN GHAZI
Chairman

DATUK SYED MOHAMED BIN SYED IBRAHIM
President & Chief Executive

Johor Bahru
24 APR 2026

Declaration Made By The Officer Primarily Responsible For The Financial Management Of Johor Corporation

I, Rozaini Bin Mohd Sani, MIA Membership No: 43588, the officer primarily responsible for the financial management and accounting records of the Group and the Corporation, do solemnly and sincerely declare that the financial statements shown in the Statements of Financial Position, Statements of Comprehensive Income, Statements of Changes in Equity and Statements of Cash Flows set out together with the notes to the financial statements are in my knowledge and opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared
by the abovenamed
at Johor Bahru on 24 APR 2026

Before me,

PESURUHJAYA SUMPAH
No. J761
AHMAD RIFDI BIN SAFIAN
1/1/2024-31/12/2026
MALAYSIA

Commissioner of Oaths

No. 5-01, Jalan Padi Emas 3/2
Bandar Baru Uda,
81200 Johor Bahru.

Consolidated Statement Of Comprehensive Income

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
Continuing operations			
Revenue	3	**7,626**	6,961
Cost of sales		**(4,552)**	(4,144)
Gross profit		**3,074**	2,817
Other items of income			
Other income	4	**431**	632
Other items of expense			
Selling & distribution expenses		**(51)**	(11)
General & administrative expenses		**(1,500)**	(1,570)
Net loss on impairment of financial instruments		**(11)**	(12)
Other expenses	5	**(414)**	(462)
Finance costs	6	**(553)**	(504)
Share of results of associates, net of tax		**36**	68
Share of results of joint ventures, net of tax		**27**	(240)
Profit before tax from continuing operations	7	**1,039**	718
Taxation	10	**(373)**	(313)
Profit from continuing operations, net of tax		**666**	405
Discontinued operations			
(Loss)/Profit from discontinued operations, net of tax	11	**37**	(88)
Profit after tax		**703**	317

Consolidated Statement Of Comprehensive Income

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
Other comprehensive (loss)/income, to be reclassified to profit or loss in subsequent periods:			
Foreign currency translation of foreign operations		**(13)**	(21)
Other comprehensive income/(loss), not to be reclassified to profit or loss in subsequent periods:			
Fair value adjustment for financial assets at FVOCI		**-**	(3)
Revaluation surplus/(deficit) on property, plant and equipment	12	**75**	(59)
Other comprehensive income, for the financial year, net of tax		**62**	(83)
Total comprehensive income for the financial year		**765**	234
Profit/(loss) attributable to:			
Owner of the Corporation		**342**	(69)
Non-controlling interests		**361**	386
		703	317
Total comprehensive income/(loss) attributable to:			
Owner of the Corporation		**387**	(180)
Non-controlling interests		**378**	414
		765	234

Consolidated Statement Of Financial Position

As at 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
ASSETS			
Non-current assets			
Property, plant and equipment	12	**8,261**	8,234
Right-of-use assets	13	**2,826**	2,556
Inventories	14	**1,303**	790
Investment properties	15	**5,210**	5,360
Biological assets	16	**11**	-
Intangible assets	17	**181**	197
Investment in associates	19	**338**	433
Investment in joint ventures	20	**1,411**	1,394
Deferred tax assets	21	**162**	165
Financial assets at Fair Value through Other Comprehensive Income ("FVOCI")	22(b)	**24**	32
Trade and other receivables	24	**44**	22
		19,771	19,183
Current assets			
Inventories	14	**1,134**	1,178
Biological assets	16	**44**	67
Contract costs	23	**21**	10
Trade and other receivables	24	**1,337**	1,558
Contract assets	25	**435**	246
Financial assets at Amortised Cost	22(a)	**24**	52
Financial assets at Fair Value through Other Comprehensive Income ("FVOCI")	22(b)	**-**	173
Financial assets at Fair Value through Profit or Loss ("FVTPL")	22(c)	**122**	5
Tax recoverable		**143**	221
Cash and bank balances	26	**2,767**	2,279
		6,027	5,789
Assets of disposal group classified as held for sale	27	**546**	353
		6,573	6,142
Total assets		**26,344**	25,325

Consolidated Statement Of Financial Position

As at 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
EQUITY AND LIABILITIES			
Current liabilities			
Tax payable		**55**	24
Lease liabilities	28	**34**	43
Loans and borrowings	29	**1,586**	982
Trade and other payables	30	**2,000**	1,982
Contract liabilities	25	**152**	164
		3,827	3,195
Liabilities directly associated with disposal group classified as held for sale	27	**190**	-
		4,017	3,195
Net current assets		**2,556**	2,947
Non-current liabilities			
Trade and other payables	30	**93**	55
Other long-term liabilities	31	**1,018**	1,077
Deferred tax liabilities	21	**696**	674
Loans and borrowings	29	**7,593**	7,914
Lease liabilities	28	**718**	653
		10,118	10,373
Total liabilities		**14,135**	13,568
Net assets		**12,209**	11,757
Equity			
Capital reserves	32(a)	**21**	379
Asset revaluation reserve	32(b)	**550**	277
Currency fluctuation reserve	32(c)	**(1)**	3
FVOCI reserve	32(d)	**(3)**	(45)
Revenue reserve	32(e)	**7,494**	7,213
		8,061	7,827
Non-controlling interests		**4,148**	3,930
Total equity		**12,209**	11,757
Total equity and liabilities		**26,344**	25,325

Consolidated Statement Of Changes In Equity

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

2025	Capital reserves	Asset revaluation reserve	Currency fluctuation reserve	FVOCI reserve	Revenue reserve	Total	Non-controlling interests	Total equity
At 1 January 2025	**379**	**277**	**3**	**(45)**	**7,213**	**7,827**	**3,930**	**11,757**
(Loss)/Profit after tax	-	-	-	-	342	342	361	703
Other comprehensive income/(expense)								
Revaluation (deficit)/surplus on property, plant and equipment	-	58	-	-	-	58	17	75
Foreign currency translation of foreign operations	-	-	(13)	-	-	(13)	-	(13)
Total other comprehensive income/(expense) for the financial year	-	58	(13)	-	-	45	17	62
Total comprehensive income/(expense) for the financial year	-	58	(13)	-	342	387	378	765
Transaction with owner								
Dividend paid to non-controlling interests	-	-	-	-	-	-	(73)	(73)
Disposal of subsidiaries	-	-	-	-	-	-	14	14
Distribution to State Government*	-	-	-	-	(64)	(64)	-	(64)
Reissuance of treasury shares, net impact of transaction costs	-	-	-	-	27	27	-	27
Issuance of shares to non-controlling interests	-	-	-	-	-	-	44	44
Dilution of interest of subsidiaries	-	(9)	-	23	(38)	(24)	129	105
Transfer to/from revenue reserve	(358)	224	9	19	14	(92)	(274)	(366)
	(358)	215	9	42	(61)	(153)	(160)	(313)
At 31 December 2025	**21**	**550**	**(1)**	**(3)**	**7,494**	**8,061**	**4,148**	**12,209**

* The Distribution to State Government is relating to the dividend paid by the Corporation to the Government of Johor

Consolidated Statement Of Changes In Equity

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

2024	Capital reserves	Asset revaluation reserve	Currency fluctuation reserve	FVOCI reserve	Revenue reserve	Total	Non-controlling interests	Total equity
At 1 January 2024	416	387	24	(42)	7,319	8,104	2,778	10,882
(Loss)/Profit after tax	-	-	-	-	(69)	(69)	386	317
Other comprehensive income/(expense)								
Revaluation (deficit)/surplus on property, plant and equipment	-	(110)	-	-	23	(87)	28	(59)
Fair value adjustment for financial assets at FVOCI	-	-	-	(3)	-	(3)	-	(3)
Foreign currency translation of foreign operations	-	-	(21)	-	-	(21)	-	(21)
Total other comprehensive income/(expense) for the financial year	-	(110)	(21)	(3)	23	(111)	28	(83)
Total comprehensive income/(expense) for the financial year	-	(110)	(21)	(3)	(46)	(180)	414	234
Transaction with owner								
Dividend paid to non-controlling interests	-	-	-	-	-	-	(55)	(55)
Disposal of subsidiaries	(37)	-	-	-	37	-	-	-
Distribution to State Government	-	-	-	-	(34)	(34)	-	(34)
Repayment of capital contribution to non-controlling interests	-	-	-	-	-		(4)	(4)
Deemed disposal	-	-	-	-	119	119	(119)	-
Issuance of shares to non-controlling interests	-	-	-	-	(4)	(4)	14	10
Dilution of subsidiaries	-	-	-	-	(96)	(96)	820	724
Transfer from non-controlling interests	-	-	-	-	(82)	(82)	82	-
	(37)	-	-	-	(60)	(97)	738	641
At 31 December 2024	379	277	3	(45)	7,213	7,827	3,930	11,757

Consolidated Statement Of Cash Flows

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	2025	**2024**
OPERATING ACTIVITIES		
(Loss)/Profit before tax:		
Continuing operations	**1,039**	718
Discontinued operations	**37**	(44)
Adjustments:		
Property, plant and equipment:		
Net gain on disposal	**(33)**	(43)
Written-off	**35**	20
Depreciation	**393**	381
Impairment loss/(reversal of impairment loss)	**3**	75
Right-of-use assets:		
Depreciation	**60**	71
Impairment loss/(reversal of impairment loss)	**(11)**	-
Investment properties:		
Net gain on disposal	**(9)**	(1)
Changes in fair value	**(107)**	(235)
Written-off	**23**	-
Biological assets:		
Written-off	**10**	2
Changes in fair value	**13**	7
Loss on deemed disposal of subsidiary	**-**	116
Assets held for sale:		
Net gain on extinguishment of net liabilities from disposal of aged care business	**-**	(43)
Gain on disposal of subsidiaries	**(8)**	(6)
Investments:		
Changes in fair value through other comprehensive income	**8**	-
Changes in fair value through profit or loss	**(117)**	(25)
Trade and other receivable:		
Allowance for impairment of receivables	**14**	18
Intangible assets:		
Amortisation	**3**	4
Impairment loss	**5**	5
Loss on exchange differences	**-**	(2)
Amortisation:		
Government grant	**(8)**	(104)
Land lease rental	**(17)**	(22)
Interest expense	**563**	504
Waiver from creditor	**(3)**	(6)
Interest income	**(80)**	(72)
Share of results of associates and joint venture	**(63)**	172
Operating profit before changes in working capital	**1,750**	1,490

Consolidated Statement Of Cash Flows

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	2025	**2024**
Changes in working capital		
Inventories	**(584)**	(248)
Receivables	**1,435**	(93)
Contract assets	**(189)**	55
Payables	**(459)**	410
Contract liabilities	**(12)**	(23)
Associates and joint ventures	**140**	(52)
Cash flows generated from operations	**2,328**	1,539
Tax paid, net of refunds	**(241)**	(324)
Net cash flows generated from operating activities	**1,840**	1,215
INVESTING ACTIVITIES		
Deemed disposal of subsidiary, net cash outflows	**-**	(64)
Interest received	**80**	72
Property, plant and equipment:		
Proceeds from disposal	**23**	110
Additions	**(1,003)**	(764)
Right-of-use asset:		
Proceed from disposal	**-**	7
Additions	**(60)**	(211)
Investment properties:		
Proceeds from disposal	**247**	1,151
Additions	**(57)**	(954)
Biological assets:		
Additions	**(11)**	(14)
Intangible assets:		
Additions	**(13)**	(13)
Government grant received	**10**	5
Dividend received from associates	**2**	-
Decrease in deposits with licensed bank with maturity of more than 3 months	**500**	158
Net cash flows used in investing activities	**(282)**	(517)

Consolidated Statement Of Cash Flows

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	2025	2024
FINANCING ACTIVITIES		
Drawdown of loans and borrowings	**1,285**	1,133
Repayment of loans and borrowings	**(1,098)**	(1,525)
Repayment of lease liabilities	**(58)**	(145)
Interest paid	**(558)**	(503)
Dividend paid to non-controlling interests	**(73)**	(55)
Proceeds from issuance of shares to non-controlling interests	**-**	738
Distribution of funds to State Government	**(64)**	(34)
Designated accounts	**5**	226
Net cash flows used in financing activities	**(561)**	(165)
Net change in cash and cash equivalents	**997**	533
Cash and cash equivalents at 1 January	**1,710**	1,177
Cash and cash equivalents at 31 December	**2,707**	1,710
CASH AND CASH EQUIVALENTS		
Cash and bank balances	**2,008**	1,370
Deposits with licensed banks	**759**	909
	2,767	2,279
Bank overdrafts	**(52)**	(57)
Deposit with licensed bank with maturity of more than 3 months	**(3)**	(503)
Designated accounts	**(5)**	(9)
	2,707	1,710

Consolidated Statement Of Cash Flows

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

2025	At 1 Jan	Cashflows: Drawdown	Cashflows: Repayments	Cashflows: Finance cost paid	Non-cash movement: Finance costs	Non-cash movement: Foreign exchange movement	Non-cash movement: Hire purchase	Non-cash movement: Dividend received from associates	Non-cash movement: Leases	At 31 Dec
Borrowings (exclude overdraft)	8,839	1,285	(1,098)	(402)	433	-	69	-	-	9,126
Lease liabilities	696	-	(58)	-	110	(332)	-	-	336	752

2024	At 1 Jan	Cashflows: Drawdown	Cashflows: Repayments	Cashflows: Finance cost paid	Non-cash movement: Finance costs	Non-cash movement: Foreign exchange movement	Non-cash movement: Hire purchase	Non-cash movement: Dividend received from associates	Non-cash movement: Leases	At 31 Dec
Borrowings (exclude overdraft)	9,206	1,133	(1,525)	(417)	418	-	24	-	-	8,839
Lease liabilities	524	-	(145)	-	31	(2)	-	-	288	696

Statement Of Comprehensive Income

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
Revenue	3	**473**	759
Cost of sales		**(81)**	(110)
Gross profit		**392**	649
Other items of income			
Other income	4	**587**	1,607
Other items of expense			
Selling and distribution expenses		**(8)**	(6)
General and administrative expenses		**(155)**	(238)
Other expenses	5	**(159)**	(1,090)
Finance costs	6	**(150)**	(173)
Profit before tax	7	**507**	749
Taxation	10	**(26)**	(115)
Profit after tax and total comprehensive income		**481**	634

Statement Of Financial Position

As at 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
ASSETS			
Non-current assets			
Property, plant and equipment	12	**49**	57
Right-of-use assets	13	**6**	9
Inventories	14	**351**	34
Investment properties	15	**2,069**	2,009
Investment in subsidiaries	18	**4,676**	3,814
Investment in associates	19	**4**	4
Deferred tax assets	21	**26**	29
Trade and other receivables	24	**35**	-
		7,216	5,956
Current assets			
Inventories	14	**544**	648
Trade and other receivables	24	**1,245**	1,510
Contract assets	25	**26**	57
Financial assets at Fair Value through Profit or Loss ("FVTPL")	22(c)	**13**	10
Tax recoverable		**4**	4
Cash and bank balances	26	**490**	816
		2,322	3,045
Assets of disposal group classified as held for sale	27	**53**	843
		2,375	3,888
Total assets		**9,591**	9,844

Statement Of Financial Position

As at 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Note	2025	2024
EQUITY AND LIABILITIES			
Current liabilities			
Lease liabilities	28	**3**	3
Loans and borrowings	29	**38**	2
Trade and other payables	30	**351**	886
Contract liabilities	25	**30**	48
		422	939
Net current assets		**1,953**	2,949
Non-current liabilities			
Other long-term liabilities and deferred income	31	**723**	774
Deferred tax liabilities	21	**159**	135
Loans and borrowings	29	**2,778**	2,964
Trade and other payables	30	**62**	-
Lease liabilities	28	**3**	5
		3,725	3,878
Total liabilities		**4,147**	4,817
Net assets		**5,444**	5,027
Equity			
Capital reserves	32(a)	**-**	55
Asset revaluation reserve	32(b)	**160**	160
Revenue reserve	32(e)	**5,284**	4,812
Total equity		**5,444**	5,027
Total equity and liabilities		**9,591**	9,844

Statement Of Changes In Equity

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	Capital reserves	Asset revaluation reserve	Revenue reserve	Total equity
At 1 January 2025	**55**	**160**	**4,812**	**5,027**
Profit after tax	**-**	**-**	**481**	**481**
Other Comprehensive income				
Transfer to revenue reserve	**(55)**	**-**	**55**	**-**
Total comprehensive income for the financial year	**(55)**	**-**	**536**	**481**
Transaction with owner				
Distribution to State Government	**-**	**-**	**(64)**	**(64)**
At 31 December 2025	**-**	**160**	**5,284**	**5,444**
At 1 January 2024	55	160	4,212	4,427
Profit after tax and other comprehensive income	-	-	634	634
Transaction with owner				
Distribution to State Government	-	-	(34)	(34)
At 31 December 2024	55	160	4,812	5,027

Statement Of Cash Flows

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	2025	2024
OPERATING ACTIVITIES		
Profit before tax from continuing operations	**507**	749
Adjustments:		
Property, plant and equipment		
Written-off	**5**	-
Depreciation	**6**	4
Depreciation of right-of-use assets	**3**	3
Investment properties:		
Changes in fair value	**(47)**	(170)
Written-off	**8**	-
Gain on disposal of assets held for sale	**(410)**	(245)
Changes in fair value of financial assets through profit or loss	**(2)**	2
Gain on disposal of subsidiaries	**-**	(1,020)
Allowance for impairment:		
Investment in subsidiaries	**-**	670
Trade and other receivables	**83**	331
Dividend income	**(232)**	(426)
Amortisation:		
Government grant	**(4)**	(5)
Land lease rental	**(17)**	(17)
Reversal of impairment for trade and other receivables	**(9)**	(49)
Provision time value of money	**3**	-
Interest expense	**150**	173
Interest income	**(26)**	(30)
Operating profit/(loss) before changes in working capital	**18**	(30)
Changes in working capital		
Inventories	**24**	34
Receivables	**349**	264
Contract assets	**31**	(25)
Payables	**(486)**	(139)
Contract liabilities	**(18)**	(28)
Associates and joint ventures	**(2)**	3
Cash flows (used in)/generated from operations	**(84)**	79
Tax refund	**1**	-
Net cash flows (used in)/generated from operating activities	**(83)**	79

Statement Of Cash Flows

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

	2025	2024
INVESTING ACTIVITIES		
Acquisition of additional interest in subsidiaries	**(50)**	-
Dividend received from subsidiaries	**170**	426
Interest received	**26**	30
Purchase of property, plant and equipment:	**(3)**	(7)
Purchase of investment properties	**-**	(57)
Government grant received	**5**	4
Decrease in deposit with licensed bank with maturity of more than 3 months	**500**	58
Net cash flows generated from investing activities	**648**	454
FINANCING ACTIVITIES		
Repayment of loans and borrowings	**(186)**	(101)
Repayment of lease liabilities	**(3)**	(3)
Interest paid	**(138)**	(158)
Distribution to State Government	**(64)**	(34)
Net cash flows used in financing activities	**(391)**	(296)
Net change in cash and cash equivalents	**174**	237
Cash and cash equivalents at 1 January	**316**	79
Cash and cash equivalents at 31 December	**490**	316
CASH AND CASH EQUIVALENTS		
Cash and bank balances	**47**	107
Fixed deposits	**443**	709
	490	816
Deposits with licensed bank with maturity of more than 3 months	**-**	(500)
	490	**316**

(a) Reconciliation of dividend received to cash flows arising from investing activities:

Corporation 2025	Net changes from investing cash flows	Other receivables	At 31 December 2025
Dividend income	170	62	232

(b) Reconciliation of interest to cash flows arising from financing activities:

Corporation 2025	Net changes from financing cash flows	Loans and borrowings	At 31 December 2025
Interest expense	114	36	150

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
Amounts in RM Million Unless Otherwise Stated

1. CORPORATE INFORMATION

Johor Corporation was incorporated under the Johor Corporation Enactment, 1968 (as amended by the Johor Corporation Enactment, 1995).

The address of the principal place of business of the Corporation is as follows:
Level 13, Menara KOMTAR
80888 Ibrahim International Business District
Johor
Malaysia.

The consolidated financial statements of the Corporation as at and for the financial year ended 31 December 2025 consist of the Corporation, its subsidiaries and the Group's interest in associates and joint ventures.

The Corporation is principally engaged in industrial and property development and investment holding. The principal activities of the Group consist mainly of agribusiness, wellness and healthcare services, real estate and infrastructure, quick service restaurants and technology and digital business.

2. BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements of the Group and of the Corporation have been prepared in accordance with the MFRS Accounting Standards as issued by the Malaysian Accounting Standards Board ("MFRS Accounting Standards") in Malaysia and IFRS.

The following are accounting standards, interpretations and amendments of the MFRS Accounting Standards that have been issued by the Malaysian Accounting Standards Board ("MASB") but have not been adopted by the Group and the Corporation:

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2025

- Amendments to MFRS 121, *The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability*

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2026

- Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Classification and Measurement of Financial Instruments*
- Amendments that are part of Annual Improvements ─ Volume 11:
  - Amendments to MFRS 1, *First-time Adoption of Malaysian Financial Reporting Standards*
  - Amendments to MFRS 7, *Financial Instruments: Disclosures*
  - Amendments to MFRS 9, *Financial Instruments*
  - Amendments to MFRS 10, *Consolidated Financial Statements*
  - Amendments to MFRS 107, *Statement of Cash Flows*
- Amendments to MFRS 9, *Financial Instruments* and MFRS 7, *Financial Instruments: Disclosures – Contracts Referencing Nature-dependent Electricity*

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
Amounts in RM Million Unless Otherwise Stated

2. BASIS OF PREPARATION (CONTINUED)

2.1 Statement of compliance (continued)

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after 1 January 2027

- MFRS 18, *Presentation and Disclosure in Financial Statements*
- MFRS 19, *Subsidiaries without Public Accountability: Disclosures*

MFRS Accounting Standards, interpretations and amendments effective for annual periods beginning on or after a date yet to be confirmed

- Amendments to MFRS 10, *Consolidated Financial Statements* and MFRS 128, *Investments in Associates and Joint Ventures – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

The Group and the Corporation intend to apply the abovementioned accounting standards, interpretations and amendments, if applicable, when they become effective.

The initial application of the accounting standards, interpretations and amendments are not expected to have any material financial impact to current period or prior period financial statements of the Group and of the Corporation, except for MFRS 18.

2.2 Basis of measurement

The financial statements of the Group and of the Corporation have been prepared on the historical cost basis except for the following items, which are measured based on the measurement bases stated below:

Items	Measurement bases	Note
Derivative financial instruments	Fair value	Note 22(c)
Financial instruments at FVTPL	Fair value	Note 22(c)
Financial instruments at FVOCI	Fair value	Note 22 (b)
Investment properties	Fair value	Note 15
Healthcare assets	Fair value	Note 12

2.3 Functional and presentation currencies

The financial statements are presented in Ringgit Malaysia ("RM"), which is the Corporation’s functional currency. All financial information is presented in RM and has been rounded to the nearest million (RM million), unless otherwise indicated.

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with the MFRS Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of income, expenses, assets, and liabilities. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
Amounts in RM Million Unless Otherwise Stated

2. BASIS OF PREPARATION (CONTINUED)

2.4 Use of estimates and judgements (continued)

There are no significant areas of estimation uncertainty and critical judgements in applying accounting policies that have significant effect on the amounts recognised in the financial statements other than those disclosed in the following notes:

Note 3 – Revenue recognition
Note 15 – Valuation of investment properties
Note 18 – Control assessment in relation to investments in certain subsidiaries
Note 24 – Measurement of expected credit losses ("ECL")

3. REVENUE

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Revenue from contracts with customers:				
Agribusiness	**1,756**	1,602	**-**	-
Wellness and healthcare	**4,247**	3,922	**-**	-
Real estate and infrastructure	**1,145**	1,003	**-**	-
Others	**292**	317	**209**	302
	7,440	6,844	**209**	302
Revenue from other sources:				
Dividend income	**2**	3	**232**	426
Rental income and land lease income	**184**	114	**32**	31
	7,626	6,961	**473**	759

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
Amounts in RM Million Unless Otherwise Stated

3. REVENUE (CONTINUED)

Disaggregation of the Group's and the Corporation's revenue from contracts with customers:

Group 2025	Agribusiness	Wellness and healthcare	Real estate and infrastructure	Others	Total
Geographical market:					
Malaysia	**1,756**	**4,244**	**1,085**	**292**	**7,377**
Others	**-**	**3**	**60**	**-**	**63**
	1,756	**4,247**	**1,145**	**292**	**7,440**
Timing of revenue recognition:					
At a point in time	**1,756**	**4,244**	**460**	**292**	**6,752**
Over time	**-**	**3**	**685**	**-**	**688**
	1,756	**4,247**	**1,145**	**292**	**7,440**

Group 2024	Agribusiness	Wellness and healthcare	Real estate and infrastructure	Others	Total
Geographical market:					
Malaysia	1,602	3,897	998	317	6,814
Others	-	25	5	-	30
	1,602	3,922	1,003	317	6,844
Timing of revenue recognition:					
At a point in time	1,602	3,877	716	317	6,512
Over time	-	45	287	-	332
	1,602	3,922	1,003	317	6,844

Corporation	2025	2024
Geographical market:		
Malaysia	**209**	302
Timing of revenue recognition:		
At a point in time	**52**	79
Over time	**157**	223
	209	302

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

3. REVENUE (CONTINUED)

The following information reflects the typical transactions of the Group:

Nature of goods or services	**Timing of revenue recognition or method used to recognised revenue**	**Significant payment terms**	**Variable element in consideration**	**Obligation for returns or refunds**
Agribusiness	Revenue from sales of agriculture produce and goods from these operations is recognised at point in time when the goods are delivered, the legal title has passes and the customers have accepted the goods.	Credit terms of up to 90 days from invoice date.	Penalty in relation to ripeness standard of the crop. There would be penalty charges where the quality of CPO and Pk is below certain threshold.	Not applicable.
Wellness and healthcare	Revenue from inpatient, outpatient and vaccine administration are recognised at a point in time as services are rendered or goods delivered. Revenue from wellness packages and aged care are recognised as and when the performance obligations are satisfied. Each service offered has been identified as a separate performance obligation.	Upfront payment or deposit: Deposit is required before admitting a patient, particularly for elective procedures. Insurance billing: Patient has health insurance, the bills will be provided to the insurer directly for covered services. Self-pay patients: Patients without insurance are required to pay either upfront or soon after receiving services.	Discounts, rebates, refunds and other similar items. Revenue will only be recognised to the extent that if it is highly probable that a significant reversal will not occur, net of discount.	
Real estate and infrastructure (a) Property	Revenue from property development is recognised as and when the control of the asset is transferred to the customer.	Based on billing terms as stipulated in sales and purchase agreement.	Certain rebates are given to purchasers upon signing of sales and purchase agreements which are accounted for when it is highly probable that the event will occur.	

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

3. REVENUE (CONTINUED)

The following information reflects the typical transactions of the Group (continued):

Nature of goods or services	**Timing of revenue recognition or method used to recognised revenue**	**Significant payment terms**	**Variable element in consideration**	**Obligation for returns or refunds**
Real estate and infrastructure (continued)				
(b) Industrial	(i) Sale of land with construction of earthwork and road works are recognised over time using the input or output method as appropriate.	Based on agreed milestones as per contract.	Not applicable.	
	(ii) Sale of land and completed properties are recognised at point in time when the control of the properties has been transferred to the purchaser.	Based on billing terms as stipulated in sales and purchase agreement.		
Others	(i) Dividend income are received from financial assets measured at FVTPL and at FVOCI. (ii) Rental income and land lease income are accounted for on a straight-line basis over the lease terms. (iii) Interest income is recognised using the effective interest method. (iv) Revenue from retail selling of agriculture, mechanical buffalo, fertilisers and computer hardware are recognised at a point in time when control of the goods has transferred to the customer.	Credit terms of up to 90 days from invoice date.	Not applicable.	Not applicable.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

3. REVENUE (CONTINUED)

The following information reflects the typical transactions of the Group (continued):

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2025 of the Group are:

(a) Property development and construction services revenue amounted to RM325,763,000 (2024: RM256,203,000) and RM14,334,000 (2024: RM16,074,000), respectively, are related to contracts that have a duration of more than one year.

(b) Facility management services amounted to RM64,098,000 (2024: RM165,215,000) are expected to be recognised as revenue progressively over year 2026 to 2028 (2024: 2025 to 2028).

(c) Project management services amounted to RM11,234,000 (2024: RM68,038,000) are expected to be recognised as revenue progressively over year 2026 to 2029 (2024: 2024 to 2029).

(d) Cleaning services amounted to RM116,675,000 (2024: RM8,070,000) are expected to be recognised as revenue progressively over year 2026 to 2029 (2024: 2025 to 2027).

(e) Smart waste management services amounted to RM1,815,000 (2024: RM5,123,000) are expected to be recognised as revenue progressively over year 2026 to 2029. (2024: 2025 to 2027).

The Group and the Corporation apply the following practical expedients:

- exemption on disclosure of information on remaining performance obligations that have original expected durations of one year or less.
- exemption not to adjust the promised amount of consideration for the effects of a significant financing component when the period between the transfer of a promised good or service to a customer and when the customer pays for that goods or service is one year or less.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

3. REVENUE (CONTINUED)

Significant judgements and assumptions arising from revenue recognition

The Group applied the following judgements and assumptions that significantly affect the determination of the amount and timing of revenue recognised from contracts with customers.

(a) Revenue recognition for consultant fees

The Group relies heavily on information technology systems in accounting for its revenue from healthcare services. Such information systems process large volumes of data with combinations of different products and services, which consist of individually low value transactions. In addition, the Group's hospitals involve medical consultants in providing services to its customers. Significant judgement is required to assess the arrangements between the hospitals and its medical consultants to determine whether the Group is a principal or an agent in the provision of services to its customers, which will affect whether revenue is recognised on a gross or net basis.

(b) Revenue recognition for property development activities

The Group recognises certain of its properties development activities over time or based on the percentage of completion method using the input method which is based on the actual cost incurred to date on the property development project as compared to the total budgeted cost for the respective development projects.

Significant judgement is required in determining the progress towards complete satisfaction of the performance obligation and this includes determining the extent of property development costs incurred and the total estimated costs of property development, which in turn is used to determine the percentage of completion and gross profit margin of property development activities undertaken by the Group. In making these judgements, management relies on past experience and the work of specialists.

The terms of the property development contracts and the laws that apply to these contracts will determine whether the control of the properties sold is transferred and corresponding revenue is recognised over time or at a point in time.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

4. OTHER INCOME

The following significant items have been included in other income:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Amortisation of government grant (Note 31)	**8**	104	**4**	5
Changes in fair value of:				
Investment properties (Note 15)	**153**	235	**88**	170
Financial assets at fair value through profit and loss	**-**	-	**4**	1
Gain on disposal of:				
Property, plant and equipment	**33**	43	**-**	-
Subsidiaries (Note 18)	**8**	17	**-**	1,020
Investment properties	**-**	1	**-**	-
Assets held for sale (Note 27)	**43**	40	**410**	245
Interest income	**80**	72	**26**	30
Government grant received	**3**	5	**-**	-
Reversal of allowance for impairment of:				
Trade and other receivables	**6**	10	**9**	48
Reversal of accruals	**35**	6	**35**	-
Rental received	**10**	11	**-**	-

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

5. OTHER EXPENSES

The following significant items have been included in other expenses:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Amortisation of intangible assets (Note 17)	**3**	4	**-**	-
Changes in fair value of:				
Investment properties (Note 15)	**46**	88	**41**	-
Financial assets at fair value through profit and loss (Note 22 (c))	**2**	6	**2**	3
Biological assets (Note 16)	**12**	7	**-**	-
Allowances for impairment of:				
Trade and other receivables (Note 24 (a) and (d))	**40**	24	**83**	331
Investment in subsidiaries (Note 18)	**-**	-	**-**	670
Unrealised foreign currency exchange loss	**2**	3	**-**	-
Loss on disposal of subsidiaries	**-**	11	**-**	-
Write-off of investment properties	**8**	-	**8**	-
Write-off of property, plant and equipment	**35**	20	**5**	-
Donation	**18**	11	**2**	2
Zakat	**15**	9	**-**	-

6. FINANCE COSTS

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Interest expense on:				
Islamic Medium-Term Notes ("IMTNs")	**236**	160	**140**	143
Term loans	**178**	275	**-**	-
Short term borrowings	**14**	16	**-**	-
Hire Purchase	**5**	-	**-**	-
Interest expense on lease liabilities (Note 28)	**110**	31	**-**	-
Bank overdraft	**5**	3		-
Federal Government loans	**5**	6	**1**	1
Amount owing to subsidiaries	**-**	-	**9**	16
Others	**-**	13	**-**	13
	553	504	**150**	173
Total finance cost	**547**	491	**150**	173
Capitalised into qualifying assets:				
Property, plant and equipment	**6**	13	**-**	-
Finance costs	**553**	504	**150**	**173**

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

7. PROFIT BEFORE TAX FROM CONTINUING OPERATIONS

The following significant items have been included in arriving at profit before tax from continuing operations:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Auditors' remunerations				
Audit fees:				
PWC	**-**	-	**-**	-
Others	**7**	8	**-**	-
Non-audit fees:				
PWC	**8**	15	**-**	-
Others	**11**	10	**-**	-
Cost of sales of industrial land	**952**	1,079	**81**	110
Advertising, promotions & exhibitions	**32**	41	**8**	6
Hire of property, plant and equipment	**-**	1	**-**	-
Property, plant and equipment:				
Depreciation (Note 12)	**393**	381	**6**	4
Written-off	**35**	20	**5**	-
Impairment (Note 12)	**3**	75	**-**	-
Right-of-use assets:				
Depreciation (Note 13)	**60**	71	**3**	3
Amortisation of land lease rental	**17**	-	**17**	17
Consultation fees	**39**	35	**12**	10
Quit rent and assessment	**32**	16	**21**	7
IT related expenses	**60**	18	**6**	5
Stakeholder management	**6**	1	**6**	1
Rental of offices and buildings	**15**	9	**-**	-
Employee benefits expense (Note 8)	**1,901**	1,997	**50**	52

* Audit fee for the Corporation is RM192,465 (2024: RM103,000)

The cost of inventories recognised as an expense during the financial year in the Group and the Corporation amounted to RM551 million (2024: RM480 million) and RM72 million (2024: RM100 million), respectively.

8. EMPLOYEE BENEFITS EXPENSE (INCLUDING EXECUTIVE DIRECTORS REMUNERATION)

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Wages, salaries and bonus	**1,702**	1,813	**41**	42
Defined contribution retirement plan	**185**	168	**8**	9
Other employee benefits	**14**	16	**1**	1
	1,901	1,997	**50**	52

The employee benefits expense includes payment for Employees' Long-Term Incentive Scheme of Johor Corporation totaling to RM15.8 million (2024: RM13.2 million) and KPJ Healthcare Bhd of RM1.6 million (2024: Nil).

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

9. KEY MANAGEMENT PERSONNEL COMPENSATION

Key management personnel comprise of Directors, Chief Executives and top management of the Group, having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly.

The key management personnel compensations are as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
	RM'000	**RM'000**	**RM'000**	**RM'000**
Executive Directors:				
Fees	**153**	151	**153**	151
Remuneration	**7,567**	8,096	**7,567**	8,096
Defined contribution retirement plan	**1,700**	1,809	**1,700**	1,809
Other director benefits	**103**	284	**103**	284
	9,523	10,340	**9,523**	10,340
Non-executive Directors:				
Fees	**5,479**	5,005	**1,796**	1,719
Remuneration	**1,844**	2,495	**-**	-
Other director benefits	**99**	37	**-**	-
	7,422	7,537	**1,796**	1,719
Other key management personnel:				
Fees	**3,601**	944	**-**	-
Remuneration	**53,157**	53,076	**19,768**	22,426
Other employee benefits	**763**	3,151	**2,030**	2,593
Defined contribution retirement plan	**4,443**	5,074	**2,756**	3,255
	61,964	62,245	**24,554**	28,274
	78,909	80,122	**35,873**	40,333

1) The Key Management Personnel Compensation includes payment for Employee's Long Term Incentive Scheme of Johor Corporation totaling RM15.8 million (2024: RM13.2 million) and KPJ Healthcare Bhd of RM1.6million (2024: Nil).

2) Included in the Non-Executive Directors fees and remuneration are the fees and remuneration for the Non-Executive Directors of the subsidiaries of RM5.6 million (2024: RM5.8 million).

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

Amounts in RM Million Unless Otherwise Stated

10. TAXATION

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Current income tax for the financial year:				
Malaysia	**357**	328	**-**	-
Foreign	**1**	1	**-**	-
Over provision in prior financial years	**2**	(6)	**-**	-
	360	323	**-**	-
Relating to origination and reversal of temporary differences	**(10)**	(136)	**13**	9
Under provision in prior financial years	**23**	126	**13**	106
	13	(10)	**26**	115
Income tax attributable to continuing operations	**373**	313	**26**	115
Income tax attributable to discontinued operations (Note 11)	**-**	44	**-**	-
Total	**373**	357	**26**	115

Reconciliation of income tax applicable to profit before tax from continuing and discontinued operations at the Malaysian statutory income tax rate to income tax at the effective income tax rate of the Group and of the Corporation:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Profit before tax from continuing operations	**1,039**	718	**507**	749
Profit before tax from discontinued operations	**37**	72	**-**	-
	1,076	790	**507**	749
Tax at Malaysian statutory tax rate of 24%	**258**	190	**122**	180
Non-deductible expenses	**73**	143	**105**	335
Income not subject to tax	**(29)**	(65)	**(214)**	(506)
Unrecognised deferred tax assets	**59**	21	**-**	-
Tax recognised at different tax rates	**4**	1	**-**	-
Share of results of associates	**(9)**	(9)	**-**	-
Share of results of joint ventures	**(4)**	58	**-**	-
Effect of changes in fair value of investment properties	**(4)**	(7)	**-**	-
Recognition of deferred tax assets in relation to tax incentive	**-**	(95)	**-**	-
Under/(over) provision in prior financial years:				
Income tax	**2**	(6)	**-**	-
Deferred tax	**23**	126	**13**	106
Total tax	**373**	357	**26**	115

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10. TAXATION (CONTINUED)

Global Minimum Tax

The Government of Malaysia has enacted the Global Minimum Tax ("GMT") legislation, which is effective from financial year 2025. The Group also operates in other jurisdictions in which GMT legislations are effective from financials years 2024 (Australia) and 2025 (Indonesia and Singapore).

Assessments based on the financial information for the year ended 31 December 2025 were carried out for all jurisdictions in which the Group operates. Based on the assessment, all jurisdictions are expected to qualify for the Transitional CbCR Safe Harbour in 2025. Hence, the Group does not expect any exposure to Pillar Two income taxes in 2025.

11. DISCONTINUED OPERATIONS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

Statement of comprehensive income of the discontinued operation is as follows:

	Group	
	2025	**2024**
Revenue	**27**	68
Cost of sales	**(14)**	(22)
Gross profit	**13**	46
Other income	**70**	221
Administrative expenses	**(8)**	(32)
Other expenses	**(29)**	(159)
Profit from operations	**46**	76
Finance costs	**(9)**	(4)
Profit before tax from discontinued operations	**37**	72
Income tax (Note 10)	**-**	(44)
Profit net of tax from discontinued operations	**37**	28
Loss on disposal to the Group	**-**	(116)
Net (loss)/profit from discontinued operations	**37**	(88)
(Loss)/Profit for the financial year attributable to:	**-**	
Owners of the Company	**37**	(145)
Non-controlling interests	**-**	57
	37	(88)
Total comprehensive (loss)/profit for the financial year attributable to:		
Owners of the Company	**37**	(145)
Non-controlling interests	**-**	57
	37	(88)

Notes To The Financial Statements

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11. DISCONTINUED OPERATIONS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

2025

KPJ Healthcare Berhad

(a) Disposal of KPJ Dhaka (Pte) Ltd

On 19 June 2025, Kumpulan Perubatan (Johor) Sdn Bhd ("KPJSB"), a wholly-owned subsidiary of KPJ Healthcare Berhad completed the disposal of its entire 100% equity interest in KPJ Dhaka (Pte) Ltd.

(i) Statement of comprehensive income of the discontinued operations is as follows:

	Group 2025 RM'000
Revenue	9,937
Cost of sales	(6,589)
Gross profit	3,348
Other income	49
Administrative expenses	(3,227)
Operating profit	170
Capital income	-
Finance cost	-
Profit before tax from discontinued operations	170
Income tax	(264)
Net (loss)/profit from discontinued operations	(94)
Other comprehensive (loss)/income	(5,876)
Total comprehensive (loss)/income from discontinued operation	(5,970)
(Loss)/Profit for the financial year attributable to:	-
Owners of the Company	(94)
Non-controlling interests	-
	(94)
Total comprehensive (loss)/profit for the financial year attributable to:	
Owners of the Company	(5,970)
Non-controlling interests	-
	(5,970)

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11. DISCONTINUED OPERATIONS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

KPJ Healthcare Berhad (continued)

(a) Disposal of KPJ Dhaka (Pte) Ltd (continued)

(ii) Statement of cash flows of the discontinued operation is as follows:

	Group 2025 RM'000
Net cash generated from/(used in) operating activities	300
Net cash used in investing activities	(2,210)
Net changes in cash and cash equivalents	(1,910)

(iii) Included in the profit or loss are the following items:

	Group 2025 RM'000
Auditors' remuneration:	
Statutory audit	20
Cost of medical supplies	3,592
Directors' remuneration	59
Professional fees	5
Repair and maintenance	72
Depreciation:	
Property, plant and equipment	462
Right-of-use	-
Employee benefits cost	2,837
Gain in disposal of assets held for sale	-

Johor Infrastructure Group Sdn Bhd

(b) Planned disposal of Langsat OSC Sdn. Bhd. classified as held for sale

On 9 December 2025, the Board of Directors of Langsat Marine Base Sdn. Bhd. (LMB) approved the Group's plan to divest 51% of Langsat OSC Sdn. Bhd. (LOSC) to Oilfields Supply Center Limited (OSC) at a minimum consideration of RM1.00, which is involved in managing and operating an offshore and marine logistics base to cater for the support and services of the offshore oil and gas industry.

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11. DISCONTINUED OPERATIONS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

Johor Infrastructure Group Sdn Bhd (continued)

(b) Planned disposal of Langsat OSC Sdn. Bhd. classified as held for sale (continued)

As of 31 December 2025, the conditions precedent has not been fulfilled, and the share transfer has not taken place.

(i) Statement of comprehensive income of the discontinued operations is as follows:

	Group 2025 RM'000
Revenue	**16,851**
Cost of sales	**(7,262)**
Gross profit	**9,589**
Other income	**70,023**
Administrative expenses	**(32,672)**
Operating profit	**46,940**
Finance cost	**(9,313)**
Profit before tax from discontinued operations	**37,627**
Income tax	**(1)**
Net (loss)/profit from discontinued operations	**37,626**
Other comprehensive (loss)/income	**37,626**
Total comprehensive (loss)/income from discontinued operation	**37,626**
(Loss)/Profit for the financial year attributable to:	
Owners of the Company	**37,626**
Non-controlling interests	**-**
	37,626
Total comprehensive (loss)/profit for the financial year attributable to:	
Owners of the Company	**37,626**
Non-controlling interests	**-**
	37,626

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11. DISCONTINUED OPERATIONS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

Kulim (Malaysia) Berhad

(c) Planned disposal of Avangaad Berhad classified as held for sale

On 10 September 2020, the Board of Directors approved the Group's plan to dispose Avangaad Berhad ("Avangaad") (formerly known as E.A. Technique (M) Berhad), which is involved in provision of sea transportation and related services. The decision is in line with the Group's business exit strategy for identified companies under its Oil and Gas Support Services segment to maximise returns and mitigate risks. On 9 May 2021, the Board approved the appointment of the principal advisers for the disposal of Avangaad and the Group has commenced active discussion with potential buyers.

On 2 November 2022, the Board had accepted an offer from white knight where the offer was deliberated and accepted in principle to support Avangaad debt restructuring exercise to uplift Avangaad from classification as PN17. On 7 November 2023, the Group entered into subscription agreements with new white knight for the proposed regularisation plan to Bursa Securities Malaysia Berhad ("Bursa Securities") and target approval by end of April 2024.

As at 31 December 2023, Avangaad Group and Avangaad Company current liabilities exceeded their current assets by RM239,029,000 and RM255,263,000 respectively and as of the same date, Avangaad were continued to be classified as discontinued operation and as a disposal group held for sale as its disposal is expected to be completed in financial year 2024 instead of 2023.

On 30 May 2024, the Group announce that Bursa Securities had vide its letter dated 30 May 2024, resolved to approve the Proposed Regularisation Plan of Avangaad comprising the following:

Proposed shares issuance of up to 795,750,000 new ordinary shares in Avangaad ("Shares") ("Subscription Shares"), representing approximately 60.0% of the enlarged share capital of Avangaad after the shares issuance ("Proposed Shares Issuance"):

(i) Proposed exemption under subparagraph 4.08(1)(b) of the Rules on Take-Overs, Mergers and Compulsory Acquisitions ("Rules") to Datuk Wira Mubarak Hussain Bin Akhtar Husin (ultimate offeror), Voultier Sdn. Bhd. (offeror) and person acting in concert with them from the obligation to undertake a mandatory take-over offer for all the remaining Avangaad Shares not already owned by them, arising from the issuance of Subscription Shares by Avangaad to them pursuant to the Proposed Shares Issuance ("Proposed Exemption"); and

(ii) Proposed establishment of an employees' shares scheme ("ESS") of up to 10% of the total number of issued shares in Avangaad (excluding treasury shares, if any) at any point in time during the tenure of the ESS for eligible Directors and employees of Avangaad Group (excluding dormant subsidiaries, if any) ("Proposed ESS")

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11. DISCONTINUED OPERATIONS AND DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

Kulim (Malaysia) Berhad (continued)

(c) Planned disposal of Avangaad Berhad classified as held for sale (continued)

As at 24 June 2024, the Group announced that application in relation to the Proposed Exemption had been submitted to the Bursa Securities and subsequently approved the application for the Proposed Exemption under paragraph 4.08(1)(b) of the Rules on the same day. As at 27 June 2024, the Group announced that the Regularisation Plan has been completed following the listing and quotation of 795,750,000 subscription shares on the Main Market.

As at 24 April 2025, the Company entered into a Put Option Agreement with Voultier Sdn Bhd, granting the Company the right to exercise a put option over 277,884,300 shares at an agreed Exercise Price. The option is exercisable at any time on or before the first anniversary of the agreement date on 24 April 2026. As at 31 December 2025, investment in Avangaad were continued to be classified as asset held for sale as its disposal is expected to be completed in financial year 2026.

On 6 April 2026 the Company issued a written Exercise Notice to Voultier Sdn Bhd as per the Terms of the Put Option Agreement thereby activating the put option. On 22 April 2026 Voultier Sdn Bhd responded with letters requesting an additional 3 months extension period for the performance of their obligations under the put option, thereby extending the completion and payment date to 24 July 2026.

2024

Kulim (Malaysia) Berhad

(a) Planned disposal of Danamin (M) Sdn. Bhd.

On 15 August 2021, the Board approved the Group's plan to dispose Danamin (M) Sdn. Bhd. ("Danamin"), which is involving in providing non-destructive testing services and performing electrical engineering works for oil gas, marine, chemical and construction industries. The decision is in line with the Group's business exit strategy for identified companies under its Oil and Gas Support Services segment to maximise returns and mitigate risks. At 31 December 2022, Danamin was classified as a disposal group held for sale as its disposal is expected to be completed within a year from the reporting date.

On 20 December 2023, the company received a letter from buyer requesting for a 6th extension of Conditional Period commencing from 1 January 2024 until 31 March 2024.

On 1 July 2024, the Group completed the disposal of Danamin.

KPJ Healthcare Berhad

(b) Planned disposal of Jeta Gardens (Qld) Pty Ltd

On 12 December 2023, Jeta Gardens (Qld) Pty Ltd and its wholly-owned subsidiary, Jeta Gardens Aged Care (Qld) Pty Ltd, entered into a conditional business sale and purchase agreement with DPG Service Pty Ltd to dispose its Aged Care Business (including its selected existing asset and liabilities) (collectively referred as "Aged Care's Operation").

Jeta Gardens completed the disposal of Aged Care's Operation on 31 January 2024, following the fulfilment of conditions precedent and the obligations on completion.

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12. PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land	Bearer assets	Buildings	Healthcare assets	Other assets	Capital work in progress	Total
At cost or valuation							
At 1 January 2024	1,416	1,408	958	3,309	3,892	292	11,275
Additions	7	83	60	-	403	211	764
Disposals	(3)	-	(36)	-	(105)	-	(144)
Written-off	-	-	(3)	-	(80)	(13)	(96)
Reclassification	-	-	13	-	41	(54)	-
Transfer from/(to):							
Assets held for sale (Note 27)	6	-	2	-	-	-	8
Right-of-use assets (Note 13)	43	-	-	-	-	-	43
Investment property (Note 15)	-	-	-	2	-	-	2
Revaluation surplus	-	-	-	38	-	-	38
At 31 December 2024/ 1 January 2025	**1,469**	**1,491**	**994**	**3,349**	**4,151**	**436**	**11,890**
Additions	**2**	**96**	**88**	**-**	**286**	**456**	**928**
Disposals	**-**	**-**	**(24)**	**(2)**	**(79)**	**-**	**(105)**
Written-off	**-**	**(15)**	**(25)**	**-**	**(31)**	**(5)**	**(76)**
Transfer from/(to):							
Inventories	**-**	**-**	**-**	**-**	**-**	**(66)**	**(66)**
Investment property (Note 15)	**(39)**	**-**	**-**	**(74)**	**-**	**-**	**(113)**
Right-of-use assets (Note 13)	**-**	**(260)**	**(10)**	**(60)**	**(31)**	**-**	**(361)**
Biological assets (Note 16)	**-**	**91**	**-**	**-**	**-**	**-**	**91**
Assets held for sale (Note 27)	**-**	**(7)**	**(92)**	**(14)**	**-**	**-**	**(113)**
Revaluation surplus	**-**	**-**	**-**	**75**	**-**	**-**	**75**
Elimination of accumulated depreciation on revaluation	**-**	**-**	**-**	**(114)**	**-**	**-**	**(114)**
Reclassification	**-**	**-**	**22**	**14**	**150**	**(186)**	**-**
Adjustments^	**-**	**(49)**	**(7)**	**-**	**1**	**-**	**(55)**
At 31 December 2025	**1,432**	**1,347**	**946**	**3,174**	**4,447**	**635**	**11,981**

^ The adjustments are related to the assets of subsidiaries that have been disposed of.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Freehold land	Bearer assets	Buildings	Healthcare assets	Other assets	Capital work in progress	Total
Accumulated depreciation:							
At 1 January 2024	-	472	95	371	2,347	-	3,285
Charge for the financial year (Note 7)	-	72	49	28	232	-	381
Disposals	-	-	(7)	-	(70)	-	(77)
Written-off	-	-	(1)	-	(75)	-	(76)
At 31 December 2024/ 1 January 2025	**-**	**544**	**136**	**399**	**2,434**	**-**	**3,513**
Charge for the financial year (Note 7)	**-**	**29**	**20**	**82**	**262**	**-**	**393**
Disposals	**-**	**(5)**	**(11)**	**(22)**	**(153)**	**-**	**(191)**
Written-off	**-**	**-**	**(28)**	**-**	**(13)**	**-**	**(41)**
Transfer from/(to):							
Right-of-use assets (Note 13)	**-**	**(50)**	**(10)**	**-**	**83**	**-**	**23**
Assets held for sale (Note 27)	**-**	**(6)**	**(22)**	**-**	**(5)**	**-**	**(33)**
Elimination of accumulated depreciation on revaluation	**-**	**-**	**-**	**(114)**	**-**	**-**	**(114)**
Reclassification	**-**	**-**	**-**	**4**	**(4)**	**-**	**-**
Adjustments^	**-**	**-**	**-**	**-**	**24**	**-**	**24**
At 31 December 2025	**-**	**512**	**85**	**349**	**2,628**	**-**	**3,574**
Accumulated impairment loss:	-	-	40	-	29	-	69
At 1 January 2024							
Adjustments	-	5	(4)	-	(2)	-	(1)
Impairment loss/(reversal)	-	-	-	-	75	-	75
At 31 December 2024/ 1 January 2025	**-**	**5**	**36**	**-**	**102**	**-**	**143**
Impairment loss/(reversal)	**-**	**6**	**(2)**	**-**	**(1)**	**-**	**3**
At 31 December 2025	**-**	**11**	**34**	**-**	**101**	**-**	**146**
Net carrying amount:							
At 31 December 2024	1,469	942	822	2,950	1,615	436	8,234
At 31 December 2025	**1,432**	**824**	**827**	**2,825**	**1,718**	**635**	**8,261**

^ The adjustments are related to the assets of subsidiaries that have been disposed of.

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

* Other assets of the Group can be further analysed as follows:

Group	Plant and machinery	Office equipment	Furniture and fittings	Motor vehicles	Renovations	Total
At cost:						
At 1 January 2024	2,265	352	386	(14)	903	3,892
Additions	235	56	33	59	20	403
Disposals	(34)	(18)	(25)	(6)	(22)	(105)
Written-off	(20)	(10)	(46)	(2)	(2)	(80)
Reclassification	(9)	9	(1)	-	42	41
At 31 December 2024/ 1 January 2025	**2,437**	**389**	**347**	**37**	**941**	**4,151**
Additions	**158**	**36**	**51**	**8**	**33**	**286**
Disposals	**(50)**	**(14)**	**(7)**	**(2)**	**(6)**	**(79)**
Written-off	**(23)**	**(4)**	**(1)**	**(1)**	**(2)**	**(31)**
Transfer from/(to):						
Right-of-use assets (Note 13)	**-**	**-**	**-**	**92**	**(123)**	**(31)**
Reclassification	**61**	**11**	**8**	**4**	**66**	**150**
Adjustments^	**4**	**7**	**(10)**	**-**	**-**	**1**
At 31 December 2025	**2,587**	**425**	**388**	**138**	**909**	**4,447**

^ The adjustments are related to the assets of subsidiaries that have been disposed of.

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

* Other assets of the Group can be further analysed as follows (continued):

Group	Plant and machinery	Office equipment	Furniture and fittings	Motor vehicles	Renovations	Total
Accumulated depreciation:						
At 1 January 2024	1,279	255	310	(19)	522	2,347
Charge for the financial year (Note 7)	131	26	21	6	48	232
Disposals	(34)	(10)	(18)	(4)	(4)	(70)
Written-off	(20)	(7)	(43)	(2)	(3)	(75)
At 31 December 2024/ 1 January 2025	**1,356**	**264**	**270**	**(19)**	**563**	**2,434**
Charge for the financial year (Note 7)	**153**	**26**	**26**	**6**	**51**	**262**
Disposals	**(102)**	**(14)**	**(7)**	**(2)**	**(28)**	**(153)**
Written-off	**(8)**	**(1)**	**-**	**-**	**(4)**	**(13)**
Transfer from/(to):						
Assets held for sale (Note 27)	**-**	**-**	**-**	**-**	**(5)**	**(5)**
Right-of-use assets (Note 13)	**-**	**-**	**-**	**83**	**-**	**83**
Reclassification	**-**	**-**	**-**	**-**	**(4)**	**(4)**
Adjustments^	**7**	**1**	**10**	**3**	**3**	**24**
At 31 December 2025	**1,406**	**276**	**299**	**71**	**576**	**2,628**
Accumulated impairment loss:						
At 1 January 2024	27	-	3	-	(1)	29
Adjustments^	-	-	(2)	-	-	(2)
Impairment reversal/recoveries	74	-	-	-	1	75
At 31 December 2024/ 1 January 2025	**101**	**-**	**1**	**-**	**-**	**102**
Adjustments^	**(1)**	**-**	**-**	**-**	**-**	**(1)**
At 31 December 2025	**100**	**-**	**1**	**-**	**-**	**101**
Net carrying amount:						
At 31 December 2024	980	125	76	56	378	1,615
At 31 December 2025	**1,081**	**149**	**88**	**67**	**333**	**1,718**

^ The adjustments are related to the assets of subsidiaries that have been disposed of.

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Corporation	**Buildings**	**Other assets**	**Capital work in progress**	**Total**
At cost:				
At 1 January 2024	76	68	10	154
Additions	-	1	6	7
Reclassification	-	5	(5)	-
At 31 December 2024/1 January 2025	**76**	**74**	**11**	**161**
Additions	**-**	**2**	**1**	**3**
Reclassification	**-**	**5**	**(5)**	**-**
Written-off	**(25)**	**-**	**(5)**	**(30)**
Disposal	**(7)**	**(15)**		**(22)**
At 31 December 2025	**44**	**66**	**2**	**112**
Accumulated depreciation:				
At 1 January 2024	43	55	-	98
Charge for the financial year (Note 7)	1	3	-	4
At 31 December 2024/1 January 2025	**44**	**58**	**-**	**102**
Charge for the financial year (Note 7)	**1**	**5**	**-**	**6**
Written-off	**(25)**	**-**	**-**	**(25)**
Disposal	**(6)**	**(14)**	**-**	**(20)**
At 31 December 2025	**14**	**49**	**-**	**63**
Accumulated impairment losses:				
At 1 January 2024/31 December 2024	1	1	-	2
At 31 December 2024/1 January 2025	**1**	**1**	**-**	**2**
Reversal	**(1)**	**(1)**	**-**	**(2)**
At 31 December 2025	**-**	**-**	**-**	**-**
Net carrying amount:				
At 31 December 2024	31	15	11	57
At 31 December 2025	**30**	**17**	**2**	**49**

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

* Other assets of the Corporation can be further analyzed as follows:

Corporation	Plant and machinery	Furniture and fittings	Motor vehicles	Total
At cost:				
At 1 January 2024	29	35	4	68
Additions	-	1	-	1
Reclassification	-	5	-	5
At 31 December 2024/1 January 2025	**29**	**41**	**4**	**74**
Additions	**-**	**2**	**-**	**2**
Reclassification	**-**	**5**	**-**	**5**
Disposal	**(15)**	**-**	**-**	**(15)**
At 31 December 2025	**14**	**48**	**4**	**66**
Accumulated depreciation:				
At 1 January 2024	22	31	2	55
Charge for the financial year (Note 7)	2	1	-	3
At 31 December 2024/1 January 2025	**24**	**32**	**2**	**58**
Charge for the financial year (Note 7)	**1**	**4**	**-**	**5**
Disposal	**(14)**	**-**	**-**	**(14)**
At 31 December 2025	**11**	**36**	**2**	**49**
Accumulated impairment losses:				
At 1 January 2024/31 December 2024	1	-	-	1
At 31 December 2024/1 January 2025	**1**	**-**	**-**	**1**
Disposal	**(1)**	**-**	**-**	**(1)**
At 31 December 2025	**-**	**-**	**-**	**-**
Net carrying amount:				
At 31 December 2024	4	9	2	15
At 31 December 2025	**3**	**12**	**2**	**17**

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Acquisition of property, plant and equipment and pledged assets

During the financial year, the Group and the Corporation acquired property, plant and equipment with an aggregate cost of RM928 million (2024: RM764 million) and RM3 million (2024: RM7 million), respectively. The acquisition has settled through the following means:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Cash payment	**927**	763	**3**	7
Capitalisation of borrowing cost	**1**	1	**-**	-
	928	764	**3**	7

As at 31 December 2025, property, plant and equipment of the Group with net book value of RM1,946 million (2024: RM1,811 million) are pledged as security for borrowings.

Revaluation of healthcare assets

Included in healthcare assets are land and buildings revalued on 31 December 2025 based on open market valuations carried out by independent firms of professional valuers to reflect fair value. The book values of the land and buildings of healthcare assets were adjusted to reflect the revaluation, and the resultant surpluses were credited to revaluation reserve, net of tax. The carrying amount of the land and buildings at valuation are as follows:

	Group	
	2025	**2024**
At valuation:		
Freehold land	**1,162**	1,118
Buildings	**1,663**	1,832
	2,825	2,950

If the total amounts of healthcare assets - land and buildings had been determined in accordance with the historical cost, they would have been stated as follows:

	Group	
	2025	**2024**
Net book value:		
Healthcare assets – land and buildings	**2,721**	3,022

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Revaluation of healthcare assets (continued)

The fair value of property, plant and equipment is estimated by the Directors based on the valuation carried out by an independent firm of professional valuers based on the valuation techniques below:

(i) Al-Aqar Healthcare REIT

Description	Valuation technique	Significant unobservable inputs
Healthcare assets: Land and buildings	Investment method	Term yield (5.75% - 7.00%) (2024: 5.75% - 7.55%)
		Reversionary yield (6.00 - 8.00%) (2024: 6.00% - 8.00%)
		Void rate (5.00% - 10.00%) (2024: 5.00% - 10.00%)
		Discount rate (5.75% -7.50%) (2024: 5.50% - 9.25%)

(ii) KPJ Healthcare Berhad

Land and buildings comprise mainly those that are used by the Group as purpose-built private specialist hospitals. The lands were valued by reference to transactions of similar land in the surrounding with adjustments made for difference in accessibility, terrain, size and shape of the lands, tenure, title restrictions if any and other relevant characteristics. The buildings were valued by reference to their depreciated replacement costs, i.e. the replacement cost now less appropriate adjustments for depreciation or obsolescence to reflect the existing condition of the buildings at the date of valuation. The book values of the lands and buildings were adjusted to reflect the revaluation and the resultant surpluses were credited to revaluation reserve. These were all Level 3 in the fair value hierarchy.

In the current financial year, certain freehold lands and buildings were written down to their recoverable amounts as a result of valuations carried out during the financial year, and certain capital work-in-progress (2024: certain assets mainly relating to capital work-in-progress) were also written down to their recoverable amounts. The write-downs were recognised in the statement of comprehensive income ("SOCI") of the Group as administrative expenses and revaluation deficit, amounting to RM10,021,000 and RM2,845,000 respectively (2024: RM8,091,000 recognised in SOCI).

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Impairment of property, plant and equipment

(i) In the prior financial year, included within other assets is an impairment loss of RM72 million recognised on the lossmaking cash generating units related the port assets. The amount is recognised in the statement of profit or loss and other comprehensive income. The impairment amount represents the difference between the recoverable amount and the net carrying amount of the port assets. The recoverable amount is determined based on the agreed transaction price. The valuation techniques applied in the determination of fair value of these assets falls under Level 3 of the fair value hierarchy. This classification reflects the use of unobservable inputs including assets-specific characteristic and the terms of the transaction.

(ii) The Group assesses, at each reporting date, whether there is an indication that the property, plant and equipment and right-of-use assets may be impaired. Where an indication of impairment exists, recoverable value is assessed based on an estimate of the value in use of the cash-generating unit. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash generating unit and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The recoverable values have been assessed for certain of the Group’s property, plant and equipment in KPJ Healthcare Berhad. The recoverable values have been assessed for the Group’s property, plant and equipment and right-of-use assets with carrying amounts totaling RM1,363,800,000 (2024: RM1,122,000,000) as at 31 December 2025.

The carrying values of these property, plant and equipment and right-of-use assets have been tested for impairment by discounting the total estimated future cash flows of the cash generating units using discount rates ranging from 10.0% to 11.0% (2024: 10.0% to 11.5%) and average growth rates during the gestation period ranging from 14% to 31% (2024: 19% to 23%).

Sensitivity analysis

As at 31 December 2025, no reasonable change in the key assumptions used in estimating the value of use of the cash-generating unit would result in potential impairment loss on these property, plant and equipment.

As at 31 December 2024, of the RM1,122,000,000 Group's property, plant and equipment assessed above, a decrease of 1% in the average growth rate during the gestation period for the Group's property, plant and equipment with carrying amount of RM85,365,000 would result in potential impairment loss amounting to approximately RM19,000,000, on the basis that all other assumptions in the value in use calculation remained constant.

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12. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Material accounting policy information

(a) Recognition and measurement

Healthcare assets - land and buildings are measured at fair value less accumulated depreciation and impairment losses recognised after the date of the revaluation. Valuations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from the fair value of the healthcare assets at the reporting date.

All other items of property, plant and equipment are initially recorded at cost less accumulated depreciation and any accumulated impairment losses.

(b) Depreciation

Depreciation is recognised in the profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment from the date that they are available for use. Freehold land has an unlimited useful life and therefore is not depreciated.

Capital work in progress included in property, plant and equipment are not depreciated as these assets are not yet available for use. All expenditures relating to the development of oil palm fields (immature fields) are classified under bearer assets. These costs will be amortised over the useful life when the field reaches maturity. The maturity date for bearer plants is the point in time such new planting areas reaches 48 months from the date of initial planting.

The estimated useful lives for the current and comparative periods are as follows:

Bearer assets	20 years from year of maturity
Buildings	4 - 50 years
Healthcare assets	50 - 999 years
Plant and machinery	3 - 25 years
Storage tanks, pipe racks and pipelines	25 years
Jetty and dredging	50 years
Office equipment	5 - 15 years
Furniture and fittings	2 - 20 years
Motor vehicles	3 - 5 years
Renovations	10 years

(c) Impairment

At the end of the reporting period, the Group assesses whether there is any indication of impairment. If such indications exist, an analysis is performed to assess whether the carrying amount of the asset is fully recoverable. A write down is made if the carrying amount exceeds the recoverable amount. See accounting policy Note 2.7 on impairment of non-financial assets.

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13. RIGHT-OF-USE ASSETS

Group	Leasehold land	Buildings	Plant and machinery	Motor vehicles	Total
At 1 January 2024	1,999	434	25	8	2,466
Additions	5	206	-	-	211
Depreciation	(27)	(44)	-	-	(71)
Disposal	-	(7)	-	-	(7)
Transfer to property, plant and equipment	(43)	-	-	-	(43)
At 31 December 2024/1 January 2025	**1,934**	**589**	**25**	**8**	**2,556**
Additions	**12**	**48**	**-**	**-**	**60**
Depreciation	**(10)**	**(50)**	**-**	**-**	**(60)**
Adjustment	**(63)**	**-**	**(25)**	**-**	**(88)**
Transfer from/(to):					
Investment property (Note 15)	**(3)**	**-**	**-**	**-**	**(3)**
Property, plant and equipment (Note 12)	**244**	**125**	**-**	**(8)**	**361**
At 31 December 2025	**2,114**	**712**	**-**	**-**	**2,826**

Corporation	Leasehold land	Buildings	Total
At 1 January 2024	1	7	8
Addition	-	6	6
Modification	-	(2)	(2)
Depreciation	-	(3)	(3)
At 31 December 2024/1 January 2025	**1**	**8**	**9**
Addition	**-**	**1**	**1**
Depreciation	**-**	**(3)**	**(3)**
Transfer to investment properties	**(1)**	**-**	**(1)**
At 31 December 2025	**-**	**6**	**6**

Assets pledged as security

As at 31 December 2025, right-of-use assets of the Group with net book value of RM8,200,000 (2024: RM5,947,000) as pledged as security for borrowings.

Information on leasing arrangements

Approximately one fifth of the Group leases expired in the current financial year. The expired contracts were replaced by new leases for identical underlying assets. This resulted in additions of right-of-use assets amounting to RM392 million (2024: RM211 million).

The Group and the Corporation have the option to purchase certain manufacturing equipment for a nominal amount at the end of the lease term. The Group's and the Corporation's obligations are secured by the lessors' title to the leased assets.

Notes To The Financial Statements

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13. RIGHT-OF-USE ASSETS (CONTINUED)

Material accounting policy information

(a) Lease and non-lease components

At inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease and non-lease component on the basis of their stand-alone prices.

However, for lease of properties in which the Group is a lessee, it has elected not to separate non-lease components and will instead account for the lease and non-lease components as a single lease component.

(b) Amortisation

The Group and the Corporation amortise right-of-use assets as stated below:

Leasehold land	2 – 887 years
Buildings	2 – 25 years
Plant and machinery	3 – 30 years
Motor vehicles	3 – 5 years

(c) Recognition exemption

The Group and the Corporation have elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group and the Corporation recognise the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

When the Group and the Corporation is an intermediate lessor, it accounts for its interests in the head lease and the sublease separately. It assesses the lease classification of a sublease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sublease as an operating lease.

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14. INVENTORIES

	Group 2025	Group 2024	Corporation 2025	Corporation 2024
Inventories included under non-current assets:				
Land held for property development	**1,303**	790	**351**	34
At 31 December	**1,303**	790	**351**	34
Inventories included under current assets:				
Property development projects	**936**	997	**541**	643
Shops and houses	**46**	60	**3**	5
Store and materials	**128**	50	**-**	-
Finished goods	**24**	71	**-**	-
At 31 December	**1,134**	1,178	**544**	648

	Group 2025	Group 2024	Corporation 2025	Corporation 2024
Carrying amount of inventories pledged as security for borrowings	**238**	527	**-**	-

Included in land held for property development of the Group and the Company is an amount of RM333 million relating to payments made for the acquisition of landbank, which is pending settlement of legal disputes. (Note 35)

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14. INVENTORIES (CONTINUED)

Material accounting policy information

(a) Land held for property development (non-current)

Land held for property development consists of land where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle.

Cost associated with the acquisition of land includes the purchase price of the land, professional fees, stamp duties, commissions, conversion fees and other relevant levies.

Land held for property development are classified as current assets when the construction of the relevant properties commences unless the construction period of the relevant property development project is expected to complete beyond normal operating cycle.

(b) Property development projects (current)

Property development projects comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such development activities which include property development and industrial land development.

In relation to inventories for affordable housing, it is the policy of the Group to group affordable housing with other inventories, for example, when affordable housing and premium housing are parts of a wider development master plan for a particular geographical area. If all housing in that master plan is expected to be profitable overall, an immediate expense would not be recognised for the affordable housing.

(c) Other inventories (current)

Other inventories comprise shops and houses, store and materials and finished goods.

Cost is determined using the weighted average cost method and includes the cost of direct materials and an appropriate proportion of estate expenditure, manufacturing costs and overhead costs based on normal operating capacity.

(d) Net realisable value

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

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15. INVESTMENT PROPERTIES

	At fair value			
	Group		Corporation	
	2025	2024	2025	2024
At 1 January	**5,360**	5,455	**2,009**	1,867
Additions	**57**	954	**-**	57
Disposals	**(239)**	(1,150)	**-**	-
Changes in fair value (Note 4 & Note 5)	**107**	235	**47**	170
Write-off	**(23)**	-	**(8)**	-
Exchange differences	**-**	(2)	**-**	-
Transfer from/(to), net:				
Property, plant and equipment (Note 12)	**113**	(2)	**-**	-
Inventories	**182**	32	**20**	32
Right-of-use assets	**3**	-	**1**	-
Assets held for sale	**(350)**	(162)	**-**	(117)
At 31 December	**5,210**	5,360	**2,069**	2,009

	At fair value			
	Group		Corporation	
	2025	2024	2025	2024
Included in the above are:				
Land:				
Freehold	**14**	14	**14**	14
Leasehold	**2,270**	2,349	**2,010**	1,949
Buildings at cost	**2,766**	2,840	**45**	46
Buildings under construction	**160**	157	**-**	-
	5,210	5,360	**2,069**	2,009

	Group		Corporation	
	2025	2024	2025	2024
Rental income from investment properties	**160**	111	**30**	34
Direct operating expenses related to investment properties	**58**	35	**1**	1

Valuation of investment properties

The following table shows the valuation techniques used in the determination of fair values within Level 3, as well as the significant unobservable inputs used in the valuation models.

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15. INVESTMENT PROPERTIES (CONTINUED)

Group

Description	**Valuation technique**	**Significant unobservable inputs**	**Relationship of unobservable input to fair value**
Land	Comparison method	RM21 – RM935 per square foot (2024: RM30 – RM900 per square foot) Reversionary yield (6.00 - 8.00%) (2024: 6.00% - 8.00%) Void rate (5.00% - 10.00%) (2024: 5.00% - 10.00%)	The higher the value per square foot, the higher the valuation
Buildings	Investment method	Discount rate (5.75% -7.50%) (2024: 5.50% - 9.25%)	The estimated fair value would increase/(decrease) if terms and reversion yield were higher/(lower)
	Residual method	Average rent price per square foot of RM3 - RM600 (2024: RM3 – RM520)	The estimated fair value would increase/(decrease) if selling price per square foot were higher/(lower)
	Net income method	Capitalisation rate (6% - 8%) (2024: 6% - 7.8%)	The estimated fair value would increase/(decrease) if the capitalisation decrease/(increase)
	Comparison method	RM3 - RM38 per square foot (2024: RM3 - RM12 per square foot)	The higher the value per square foot, the higher the valuation

Corporation

Description	**Valuation technique**	**Significant unobservable inputs**	**Relationship of unobservable input to fair value**
Land	Comparison method	RM21 – RM80 per square foot (2024: RM1 – RM632 per square foot)	The higher the value per square foot, the higher the valuation
Buildings	Comparison method	RM3 – RM13 per square foot (2024: RM3 - RM13 per square foot)	The higher the value per square foot, the higher the valuation
		RM100 – RM175 per square foot (2024: RM108 – RM177 per square foot)	The estimated fair value would increase (decrease) if the adjusted land value per square foot was higher (lower)

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15. INVESTMENT PROPERTIES (CONTINUED)

Corporation (continued)

Description	**Valuation technique**	**Significant unobservable inputs**	**Relationship of unobservable input to fair value**
Buildings	Investment method	Term yield ranging from 5.25% to 7.00% per annum (2024: 5.50% to 6.75%) Reversionary yield ranging from 5.50% to 7.25% per annum (2024: 5.75% to 7.25%) Discount rate ranging from 5.00% to 7.50% per annum (2024: 5.50% to 7.25%) Allowance for void rate ranging from 5.00% to 10.00% per annum (2024: 3.00% to 10.00%)	The estimated fair value would increase (decrease) if: • Term yields were lower (higher) • Reversionary yields were lower (higher) • Discount rates were lower (higher) • Allowance for void rates were lower (higher)

The fair value hierarchy of these investment properties are disclosed in Note 37(e).

The land lease rentals received in advance relate to lease income received from third party sub-lessees for the sub-leases of leasehold land for period 30 to 60 years, for which the sub-lease arrangements were treated as operating leases at the inception of sub-lease arrangements in accordance with MFRS 16. The sub-leased leasehold interest of 30 to 60 years has not been considered in the valuation as at 31 December 2024 performed by independent firms of professional valuers on the basis that the Group and the Corporation are no longer the beneficial/legal owner of the sub-leased leasehold land following the registration under the name of the third-party sub-leases.

Asset pledged as security

As at 31 December 2025, investment properties of the Group with carrying amount of RM1,964 million (2024: RM1,961 million) are pledged as security for borrowings (Note 29).

Investment property under construction

A medical tower of the DASB is currently under construction and the fair value of the property is unable to be determined as there are uncertainties in estimating its fair value. The building is expected to be completed in financial year ending 31 December 2026.

Material accounting policy information

(a) Subsequent measurement

Investment properties are measured subsequently at fair value with any changes therein recognised in profit or loss for the period in which they arise.

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16. BIOLOGICAL ASSETS

Group	Fresh fruit bunches	Livestock	Others	Total
Non-Current				
At 31 December 2024/1 January 2025	**-**	**-**	**-**	**-**
Additions	**-**	**11**	**-**	**11**
At 31 December 2025	**-**	**11**	**-**	**11**
Current				
At 1 January 2024	25	25	12	62
Additions	-	-	14	14
Changes in fair value (Note 5)	4	(3)	(8)	(7)
Written-off	-	(2)	-	(2)
At 31 December 2024/1 January 2025	**29**	**20**	**18**	**67**
Changes in fair value (Note 5)	**-**	**(2)**	**(11)**	**(13)**
Written-off	**-**	**(3)**	**(7)**	**(10)**
At 31 December 2025	**29**	**15**	**-**	**44**
Total	**29**	**26**	**-**	**55**

Valuation of biological assets

During the financial year, the Group produced approximately 1,129,804 metric tonnes ("MT") (2024: 1,130,253 MT) of fresh fruit bunches ("FFB"), 741 MT (2024: 1,515 MT) pineapples and 290 heads (2024: 453 heads) of cattle and NIL (2024: 1,134 heads) of sheep.

As at 31 December 2025, the Group's unharvested FFB, pineapples and unsold cattle used in the fair value computations were 42,603 MT (2024: 30,985 MT), NIL (2024: 1,069MT) and 6,847 heads (2024: 7,668 heads) respectively. The method used by the Group in deriving the fair value of each class of biological assets are as follows:

The Group has considered the oil content of all unripe FFB from the week after pollination to the week prior to harvest. As the oil content accrues exponentially in the 2 weeks prior to harvest, FFB more than 2 weeks before harvesting is excluded from the valuation as their fair values are considered negligible. The fair value of FFB is calculated based on the income approach which considers the net present value of all directly attributable net cashflows including imputed contributory asset charges and the range of FFB prices as at financial year end of RM881 to RM921 (2024: RM1,043 to RM1,103) per MT.

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16. BIOLOGICAL ASSETS (CONTINUED)

Valuation of biological assets (continued)

Fair values of the livestock are based on the Group's assessment of the age and market values of the livestock, which range from RM1,000 to RM5,550 (2024: RM1,500 to RM4,950) per head of cattle and NIL (2024: RM400 to RM1,950) per head of sheep.

During the financial year the Group purchase 1,000 heads (2024: NIL) of cattle. As at 31 December 2025, the fair value of the livestock is based on the Group's assessment of the age and market values of the livestock amounting to RM11,180 (2024: NIL) per head of cattle.

Sensitivity analysis

If the selling price of the FFB, pineapples, livestock and dairy cows changed by 5% the loss of the Group would have increased or decreased by approximately RM1.71 million (2024: RM1.67 million), NIL (2024: RM0.95 million), RM1.32 million (2024: RM0.94 million) and RM NIL, respectively.

Material accounting policy information

(a) Measurement

Biological assets comprise of livestock, produce growing on bearer plants and other biological assets. Biological assets are measured at fair value less cost to sell. Any gains or losses arising from changes in the fair value less costs to sell are recognised in profit or loss. Fair value is determined based on the present value of the expected output method and the estimated market price of the biological assets.

(b) Classification

Biological assets are classified as current assets for bearer plants that are expected to be harvested and for livestock that are expected to be sold or used for production on a date not more than 12 months after the reporting date. The balance is classified as non-current.

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17. INTANGIBLE ASSETS

Group	Goodwill	Software expenditure	Software expenditure under development	Others	Total
Cost:					
At 1 January 2024	231	73	2	15	321
Addition	-	-	7	6	13
At 31 December 2024/1 January 2025	**231**	**73**	**9**	**21**	**334**
At 31 December 2025	**231**	**73**	**9**	**21**	**334**
Accumulated amortisation and impairment:					
At 1 January 2024	37	66	-	8	111
Amortisation (Note 5)	-	3	-	1	4
Impairment	5	-	-	-	5
Adjustment	17	-	-	-	17
At 31 December 2024/1 January 2025	**59**	**69**	**-**	**9**	**137**
Amortisation (Note 5)	**-**	**1**	**-**	**2**	**3**
Adjustment	**13**	**-**	**-**	**-**	**13**
At 31 December 2025	**72**	**70**	**-**	**11**	**153**
Net carrying amount:					
At 31 December 2024	172	4	9	12	197
At 31 December 2025	**159**	**3**	**9**	**10**	**181**

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17. INTANGIBLE ASSETS (CONTINUED)

Impairment testing of intangible assets with indefinite useful lives

For the purpose of impairment testing, intangible assets with indefinite useful lives have been allocated to the following Cash-Generating Units ("CGU"):

	Group	
	2025	**2024**
Healthcare services	**159**	172
	159	172

The recoverable amount of the CGU healthcare services is determined based on fair value less cost of disposal calculation (level 3 fair value hierarchy). These calculations use cash flow projections based on financial budgets approved by the Director covering a five-year period. Cash flow beyond the five-year period is extrapolated using the estimated growth rates stated below.

The key assumptions used are as follows:

	2025	**2024**
	%	**%**
Revenue[1]	**8 - 13**	8 - 24
Earnings before interest, tax, depreciation and amortization ("EBITDA") margin[2]	**23.4 – 24.0**	24.5 - 26.0
Discount rate[3]	**12**	12
Terminal growth rate[4]	**2**	2

Assumptions:
1. Based on revenue range
2. EBITDA margin over the budget period
3. Pre-tax discount rate applied to the cash flow projections
4. Terminal growth rate used to extrapolate cash flows beyond the budgeted period

Revenue and EBITDA margin based on expectations of market development. The pre-tax discount rates used are based on comparable healthcare companies and adjusted for projection risk. The terminal growth rate does not exceed the long-term average growth rate for the CGU.

Any reasonable change to the above key assumptions would not cause the recoverable amount of the CGU to be materially lower than its carrying amount.

Material accounting policy information

(a) Recognition and measurement

Intangible assets, other than goodwill, which have finite useful lives, are measured at cost less any accumulated amortisation and accumulated impairment losses.

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17. INTANGIBLE ASSETS (CONTINUED)

Material accounting policy information (continued)

(b) Amortisation

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of the assets as follows:

Software expenditure	5 years
Others	1 - 2 years

(c) Impairment – addition

Intangible assets are assessed for impairment whenever there is an indication that the carrying amount may not be recoverable. In addition, intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually.

18. INVESTMENT IN SUBSIDIARIES

	Corporation	
	2025	**2024**
Shares, at cost:		
Quoted shares in Malaysia	**373**	324
Unquoted shares in Malaysia	**3,350**	3,176
Unsecured preference shares	**1,797**	1,802
Amount due from subsidiaries	**1,058**	420
At 31 December	**6,578**	5,722
Less: Accumulated impairment		
Accumulated impairment, at 1 January	**(1,908)**	(1,405)
Charge for the financial year (Note 5)	**-**	(670)
Write-off	**6**	-
Strike-off of subsidiaries	**-**	167
At 31 December	**(1,902)**	(1,908)
Carrying value as at 31 December	**4,676**	3,814
Market value for quoted shares	**4,258**	3,803

Information on investment in subsidiaries

The unsecured preference shares are issued by different subsidiaries with equity features as follows:

- Convertible and non-convertible
- Cumulative and non-cumulative
- Redeemable and non-redeemable

The amounts due from subsidiaries of which the Corporation does not expect repayment in the foreseeable future are considered as part of the Corporation’s investments in subsidiaries.

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Information of material NCI

Summarised financial information of KPJ Healthcare Berhad, Al-'Aqar Healthcare REIT, Al-Salam REIT and Johor Plantations Group Berhad which have non-controlling interests that are material to the Group is set out below. The summarised financial information presented below is the amount before elimination of intercompany balances and transactions. The non-controlling interests of the other subsidiaries are individually not material to the Group.

(i) The Group's subsidiaries that have material non-controlling interests ("NCI") are as follows:

	KPJ Healthcare Berhad		**Al-'Aqar Healthcare REIT**		**Al-Salam REIT**		**Johor Plantations Group Berhad**	
Group	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
NCI percentage of ownership interest	**61.51%**	61.57%	**86.70%**	86.73%	**52.11%**	42.65%	**35.57%**	35.00%
Carrying amount of NCI	**1,848**	1,685	**910**	914	**373**	310	**1,085**	989
Profit allocated to NCI	**247**	225	**49**	50	**8**	2	**122**	90
OCI allocated to NCI	**33**	33	**(3)**	(10)	**-**	-	**(1)**	-

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(ii) Summarised Statements of Financial Position

	KPJ Healthcare Berhad		Al-'Aqar Healthcare REIT		Al-Salam REIT		Johor Plantations Group Berhad	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Non-current assets	**6,049**	5,799	**1,879**	1,654	**1,215**	1,203	**4,482**	4,272
Current assets	**1,996**	1,604	**208**	182	**100**	114	**923**	688
Total assets	**8,045**	7,403	**2,087**	1,836	**1,315**	1,317	**5,405**	4,960
Current liabilities	**1,316**	1,297	**646**	116	**143**	67	**279**	253
Non-current liabilities	**3,724**	3,369	**392**	666	**521**	602	**2,077**	1,881
Total liabilities	**5,040**	4,666	**1,038**	782	**664**	669	**2,356**	2,134
Net assets	**3,005**	2,737	**1,049**	1,054	**651**	648	**3,049**	2,826
Equity attributable to owners of the subsidiary	**2,758**	2,537	**1,050**	1,054	**651**	648	**2,994**	2,818
Non-controlling interests	**247**	200	**-**	-	**-**	-	**56**	8
Total equity	**3,005**	2,737	**1,050**	1,054	**651**	648	**3,050**	2,826

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(iii) Summarised Statements of Comprehensive Income

	KPJ Healthcare Berhad		Al-'Aqar Healthcare REIT		Al-Salam REIT		Johor Plantations Group Berhad	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Revenue	**4,258**	3,899	**120**	117	**89**	78	**1,725**	1,525
Profit for the financial year	**402**	366	**56**	58	**14**	5	**343**	256
Profit attributable to owners of the company	**367**	354	**56**	58	**14**	5	**345**	257
Profit/(Loss) attributable to the non-controlling interests	**35**	53	**-**	-	**-**	-	**(2)**	(1)
Other comprehensive (loss)/income	**30**	(7)	**(3)**	(12)	**-**	-	**-**	-
Total comprehensive income	**432**	400	**53**	46	**14**	5	**343**	256
Total comprehensive income attributable to owners of the company	**379**	347	**56**	58	**14**	5	**345**	257
Total comprehensive income attributable to the non-controlling interests	**53**	53	**(3)**	(12)	**-**	-	**(2)**	(1)
	432	400	**53**	46	**14**	5	**343**	256
Dividend paid to non-controlling interests	**4**	4	**7**	8	**-**	-	**-**	-

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(iv) Summarised Statements of Cash Flows

	KPJ Healthcare Berhad		Al-'Aqar Healthcare REIT		Al-Salam REIT		Johor Plantations Group Berhad	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Net cash generated from operating activities	**893**	840	**107**	96	**62**	42	**598**	494
Net cash (used in)/generated from investing activities	**13**	(227)	**(243)**	13	**14**	(1)	**(209)**	(283)
Net cash used in financing activities	**(504)**	(570)	**152**	(101)	**(61)**	(44)	**(37)**	(15)
Net change in cash and cash equivalents	**402**	43	**16**	8	**15**	(3)	**352**	196

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

2025

(a) Acquisition of additional interest in subsidiaries

(i) KPJ Healthcare Berhad. ("KPJ")

On 25 August 2025 the Corporation acquired an additional 17,793,594 new shares in KPJ Healthcare Berhad ("KPJ"), for a total consideration of RM49 million. With this acquisition, the Group now holds a 36.27% shareholding in KPJ.

(ii) Kulim (Malaysia) Berhad ("KMB")

On 26 December 2025, Kulim (Malaysia) Berhad ("KMB") issued 596 million ordinary shares at RM0.25 per shares valued at RM149 million, as part of the consideration for the acquisition of estates from the Corporation.

(iii) JLG Investment Holdings Sdn. Bhd. ("JLGIH")

On 31 March 2025, JLG Investment Holdings Sdn Bhd ("JLGIH") issued 25,613,280 ordinary shares at RM1 per shares valued at RM25 million, as part of the consideration for the acquisition of 300 acres of Kuala Kabung land from the Corporation.

(b) Disposal of interest in subsidiaries

KPJ Healthcare Berhad. ("KPJ")

(i) KPJ Dhaka (Pte) Ltd ("Dhaka")

On 19 June 2025, Kumpulan Perubatan (Johor) Sdn. Bhd. ("KPJSB"), a wholly-owned subsidiary of KPJ Healthcare Berhad, completed the disposal of its entire 100% equity interest in KPJ Dhaka (Pte) Ltd for cash consideration totalling BDT1 million (equivalent to RM34,000).

	Dhaka RM'000
Sales proceeds	34
Less: Carrying amount of net liabilities disposed	3,177
Gain on disposal	3,211
Purchase consideration settled in cash	34
Less: Cash and cash disposed	1,799
Cash outflow of the Group on disposal	(1,765)

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(b) Disposal of interest in subsidiaries

Damansara Assets Sdn Bhd ("DASB")

On 21 October 2025, the Company disposed a 9% equity interest in Al-Salam, decreasing its equity interest from 48% to 39%. The Directors have assessed that the Group continues to retain control over Al-Salam after the disposal and the transaction was accounted for as an equity transaction. The Group recognized an increase in non-controlling interest of RM61,654,138 and a decrease in retained earnings of RM37,734,477.

2024

(a) Acquisition of additional interest in subsidiaries

KPJ Healthcare Berhad ("KPJ")

On 5 August 2024, Kumpulan Perubatan (Johor) Sdn. Bhd. ("KPJSB") acquired additional 6,500,000 new shares in Perlis Specialist Hospitals Sdn. Bhd. ("PSHSB"), representing 20% equity interest in PSHSB, for a total consideration of RM8.9 million. With this acquisition, the Group now holds 100% shareholding of PSHSB.

(b) Disposal of subsidiaries

Corporation

(i) JLG Land Berhad ("JLAND")

On 18 December 2024 the Corporation disposed all its share in JLAND with a proceed of RM1,352 million and carrying value of RM386 million to JLGIH.

(ii) JLG Technopark Sdn Bhd ("TPM")

On 18 December 2024 the Corporation disposed all its share in TPM with a proceed of RM272 million and carrying value of RM218 million to JLGIH

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(b) Disposal of subsidiaries (continued)

Kulim (Malaysia) Berhad ("KMB")

(i) Danamin (M) Sdn. Bhd. ("Danamin")

On 1 July 2024 and the Group and Company completed disposal of Danamin (M) Sdn. Bhd. with purchase consideration amounting RM13.5 million. The decision is in line with the Group's intention to streamline its business activities and assets base by focusing on the Group's strength and expertise in palm oil and its related businesses. Accordingly, the entity ceased to be a subsidiary of the Group.

The disposal had the following effects on the Group's assets and liabilities on the disposal date:

	Danamin RM'million
At 30 June 2024	
Property plant and equipment	19.69
Right-of-use assets	0.70
Inventories	0.22
Receivables	2.98
Cash and cash equivalents	4.33
Borrowings	(4.1)
Trade and other payables	(1.19)
Lease liabilities	(0.03)
Taxation	(0.01)
Net assets attributable to the Group	22.59
Cash from disposal	12.00
Loss on disposal to the Group	10.59
Cash outflow arising on disposal:	
Cash consideration	2.70
Cash and cash equivalents disposed	(4.33)
Net cash outflow on disposal	(1.63)

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(b) Disposal of subsidiaries (continued)

Kulim (Malaysia) Berhad ("KMB") (continued)

(ii) KARA Holdings Sdn. Bhd. ("KARA")

On 15 January 2024 the Group and Company appointed liquidator for KARA Holdings Sdn. Bhd. for creditors winding up and the transaction considered as deemed disposal to the group.

The disposal had the following effects on the Group's assets and liabilities on the disposal date:

	KARA RM'million
At 1 January 2024	
Property plant and equipment	7.26
Right-of-use assets	5.26
Inventories	0.40
Receivables	8.47
Cash and cash equivalents	1.07
Borrowings	(0.41)
Deferred tax liabilities	0.31
Trade and other payables	(33.91)
Lease liabilities	(4.85)
Net liabilities attributable to the Group	(16.40)
Cash from disposal	-
Gain on disposal to the Group	(16.40)
Cash outflow arising on disposal:	
Cash consideration	-
Cash and cash equivalents disposed	(1.07)
Net cash outflow on disposal	(1.07)

KPJ Healthcare Berhad ("KPJ")

(i) Fabricare Laundry Sdn. Bhd. ("FLSB")

On 11 December 2024, KPJSB completed the disposal of its entire 98% equity interest in Fabricare Laundry Sdn. Bhd. ("FLSB") for cash consideration totaling RM3.7 million.

	FLSB RM'million
Sales proceeds	3.68
Less: Carrying amount of equity interest disposed	(3.44)
Gain on disposal	0.24
Purchase consideration settled in cash	3.68
Less: Cash and cash disposed	(0.06)
Cash inflow of the Group on disposal	3.62

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(c) Deemed disposal of subsidiaries

Kulim (Malaysia) Berhad ("KMB")

Avangaad Berhad ("Avangaad") (formerly known as E. A. Technique (M) Berhad)

During the financial year 2024, the Group via Avangaad Berhad ("Avangaad") (formerly known as E. A. Technique (M) Berhad) completed its regularisation plan on 26 June 2024 and the transaction considered as deemed disposal to the Group.

The disposal had the following effects on the Group's assets and liabilities on the disposal date:

	Avangaad RM'million
At 30 June 2024	
Property plant and equipment	**428.00**
Right-of-use assets	**1.83**
Deferred tax assets	**0.48**
Inventories	**0.99**
Receivables	**29.88**
Cash and cash equivalents	**63.68**
Borrowings	**(104.83)**
Deferred tax liabilities	**(40.89)**
Trade and other payables	**(92.93)**
Lease liabilities	**(2.48)**
Other reserve	**(0.62)**
Net assets	**283.11**
Non-controlling interest	**(119.58)**
Gain on remeasurement of retained interest	**(46.46)**
Net assets attributable to the Group	**117.07**
Cash from disposal	**-**
Loss on disposal to the Group	**117.07**
Cash outflow arising on disposal:	
Cash consideration	**-**
Cash and cash equivalents disposed	**(63.68)**
Net cash outflow on disposal	**(63.68)**

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

(c) Deemed disposal of subsidiaries (continued)

Kulim (Malaysia) Berhad ("KMB") (continued)

Avangaad Berhad ("Avangaad") (formerly known as E. A. Technique (M) Berhad) (continued)

Results of disposal of discontinued operations for the financial year ended 31 December 2024

	Avangaad RM'million
Revenue	**61.81**
Cost of sales	**(17.03)**
Other income	**54.35**
Administrative and other expenses	**(64.38)**
Finance costs	**(3.33)**
Profit before tax	**31.42**
Tax expense	**(44.41)**
Loss for the year from discontinued operation	**(13)**
Loss on disposal to the group	**(116.15)**
Net loss for the year from discontinued operation	**(129.15)**

(d) Dilution of interest in subsidiaries

Kulim (Malaysia) Berhad ("KMB")

(i) Johor Plantations Group Berhad ("JPG")

On 9 July 2024, the Group and Company via Johor Plantations Group Berhad ("JPG") was successfully listed on main market of Bursa Malaysia at an initial public offering price of RM0.84 per share. Following the listing, the Group's ownership interest in the subsidiary decreased from 100% to 65%.

The transaction above has a significant effect on the financial position and results of the Group and of the Company for an increase in non-controlling interest amounting to RM820.24 million.

(ii) JPG Fuji Sdn. Bhd. ("JPGF") (formerly known as JPG Refinery Sdn. Bhd.)

On 30 January 2024, the Group incorporated a new subsidiary, JPG Fuji Sdn. Bhd. ("JPGF") (formerly known as JPG Refinery Sdn. Bhd.) with issued and paid-up capital of 2 ordinary shares at par value of RM1 each amounting to RM2. On 27 March 2024, JPGF issued an additional 98 new ordinary shares of RM1 each, in which 49 of the issued ordinary shares were subscribed by the Group, resulting to the Group's effective ownership of interest in JPGF to be 51%.

On 12 July 2024, JPGF issued 20,000,000 new ordinary shares of RM1 each, in which 10,200,000 of the issued shares were subscribed by the Group.

Following the JPG's listing, the Group's ownership interest in the JPGF decreased from 51% to 33.15%, the increase in non-controlling interests amounting to RM13.37 million.

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18. INVESTMENT IN SUBSIDIARIES (CONTINUED)

Significant judgement in relation to the control of subsidiaries

(a) Investment in KPJ Healthcare Berhad ("KPJ")

The Directors consider that the Group has control of KPJ even though it has less than 50% of the voting rights.

The Group is the largest shareholder of KPJ with 38.50% equity interest. The second, third and fourth largest shareholders are Employee Provident Fund ("EPF"), Waqaf An-Nur Corporation Berhad and Retirement Fund (Incorporated), which own 13.06%, 6.40% and 5.35% of the equity shares of KPJ respectively. All other shareholders individually own less than 5% of the equity shares of KPJ. Historically, the other shareholders did not form a group to exercise their votes collectively.

The Directors assessed that the Group has control over KPJ by virtue of historical voting patterns. Therefore, in accordance with the requirements of MFRS 10, KPJ is a subsidiary of the Corporation.

(b) Investment in Al-'Aqar Healthcare REIT ("Al-'Aqar")

As at 31 December 2025, the Corporation and its subsidiaries collectively hold 34.51% equity interest in Al-'Aqar.

Al-'Aqar is under the control of JLG REIT Managers Sdn. Bhd., the fund manager and real estate investment management arm of the Group. Therefore, the fund manager has decision-making powers to direct the relevant activities of Al-'Aqar. Therefore, any decisions that affect the Group’s overall exposure to variable return will be made in the best interest of the Group.

As a result, the Directors have assessed that the Group has control over Al-'Aqar. Therefore, in accordance with the requirements of MFRS 10, Al-'Aqar is a subsidiary of the Corporation.

Material accounting policy information

Investment in subsidiaries is measured in the Corporation’s statement of financial position at cost less any impairment loss.

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19. INVESTMENT IN ASSOCIATES

	Group 2025	Group 2024	Corporation 2025	Corporation 2024
Unquoted shares in Malaysia, at cost	**110**	151	**4**	4
Unquoted shares outside Malaysia	**55**	55	**-**	-
Share of post-acquisition retained profits and reserves less losses	**173**	227	**-**	-
	338	433	**4**	4
Market value of quoted shares	**-**	84	**-**	-

Information on associates

(a) Details of the Group's associates are as follows:

	Country of incorporation	Principal activities	Percentage of ownership interest held by the Group* 2025	Percentage of ownership interest held by the Group* 2024	Accounting model applied
Held by the Corporation:					
Panca Pesona Sdn. Bhd.	Malaysia	Industrial land and property developer	**40.00%**	40.00%	Equity method
Held through the subsidiaries:					
Bertam Properties Sdn. Bhd.	Malaysia	Property developer	**20.00%**	20.00%	Equity method
Cenergi JLG Sdn. Bhd.	Malaysia	Operation of generation facilities that produce electric energy and installation of non-electric solar energy collectors	**35.00%**	35.00%	Equity method
Revertex (Malaysia) Sdn. Bhd.	Malaysia	Processing of rubber and chemicals	**30.07%**	30.07%	Equity method

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19. INVESTMENT IN ASSOCIATES (CONTINUED)

Information on associates (continued)

(a) Details of the Group's associates are as follows (continued):

	Country of incorporation	Principal activities	Percentage of ownership interest held by the Group* 2025	2024	Accounting model applied
Held through the subsidiaries:					
Kedah Medical Centre Sdn. Bhd.	Malaysia	Operating as a specialist hospital	**45.66%**	45.67%	Equity method
Vejthani Public Company Limited	Thailand	International specialist hospital	**23.37%**	23.37%	Equity method
DAC Properties Sdn. Bhd.	Malaysia	Development of building projects	**30.00%**	30.00%	Equity method
Avangaad Berhad	Malaysia	Provision of sea transportation and related services	**20.99%**	20.99%	Equity method
Axiata Digital Innovation Fund Sdn. Bhd.	Malaysia	Investment holding	**12.44%**	12.44%	Equity method

* Equals to the proportion of voting rights held

These associates have the same reporting period as the Group.

During the financial year, the Group's investment in Avangaad was reclassified from Investment accounted for using the equity method to Assets Held for Sale in accordance with MFRS 5, following the commitment of the Group's management to a plan to dispose of the investment on 24 April 2025. Efforts to sell Avangaad have commenced and a sale is expected to be completed in the financial year 2026.

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19. INVESTMENT IN ASSOCIATES (CONTINUED)

Information on associates (continued)

(a) Details of the Group's associates are as follows (continued):

	Country of incorporation	Principal activities	Percentage of ownership interest held by the Group* 2025	2024	Accounting model applied
Held through the Group:					
Yayasan Johor Corporation*	Malaysia	Receive, manage and administer funds for charitable purposes	**-**	-	-
Waqaf An-Nur Corporation*	Malaysia	Recipient, manager and administrator of waqf assets, and also acting as *maukuf-alaihi* for shares and other forms of securities in business entities.	**-**	-	-
Koperasi Kumpulan Johor Corporation Berhad*	Malaysia	Providing financing assistance to its members, retail activities, investment, and Ar-Rahnu pawnbroking services	**-**	-	-

* Entities over which the Corporation exercises significant influence through the appointment of its representatives to their respective Boards of Trustees.

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19. INVESTMENT IN ASSOCIATES (CONTINUED)

(b) Summarised financial information in respect of the Group's material associates is set out below. The summarised financial information represents the amounts in the statutory financial statements of the associates and not the Group's share of those amounts.

(i) Summarised Statements of Financial Position

	Vejthani Public Company Limited		**Bertam Properties Sdn. Bhd.**		**Revertex (Malaysia) Sdn. Bhd.**		**DAC Properties Sdn. Bhd.**		**Kedah Medical Centre Sdn. Bhd**	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Non-current assets	**596**	602	**210**	256	**44**	42	**102**	102	**117**	114
Current assets	**229**	280	**127**	139	**234**	275	**399**	424	**99**	89
Total assets	**825**	882	**337**	395	**278**	317	**501**	526	**216**	203
Non-current liabilities	**100**	132	**70**	64	**1**	1	**-**	-	**73**	72
Current liabilities	**129**	140	**65**	65	**50**	47	**238**	277	**32**	28
Total liabilities	**229**	272	**135**	129	**51**	48	**238**	277	**105**	100
Net assets	**596**	610	**202**	266	**227**	269	**263**	249	**111**	103

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19. INVESTMENT IN ASSOCIATES (CONTINUED)

(b) Summarised financial information in respect of the Group's material associates is set out below. The summarised financial information represents the amounts in the statutory financial statements of the associates and not the Group's share of those amounts. (continued).

(i) Summarised Statements of Comprehensive Income

	Vejthani Public Company Limited		**Bertam Properties Sdn. Bhd.**		**Revertex (Malaysia) Sdn. Bhd.**		**DAC Properties Sdn. Bhd**		**Kedah Medical Centre Sdn. Bhd.**	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Revenue	**509**	467	**93**	89	**168**	197	**76**	132	**156**	155
Profit for the financial year from continuing operations	**119**	62	**13**	11	**(2)**	74	**13**	28	**14**	19
Dividend received from the associates during the financial year	**-**	-	**1**	1	**12**	8	**-**	-	**-**	-

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19. INVESTMENT IN ASSOCIATES (CONTINUED)

(b) Summarised financial information in respect of the Group's material associates is set out below. The summarised financial information represents the amounts in the statutory financial statements of the associates and not the Group's share of those amounts (continued).

(iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associates

	Vejthani Public Company Limited		**Bertam Properties Sdn. Bhd.**		**Revertex (Malaysia) Sdn. Bhd.**		**DAC Properties Sdn. Bhd.**		**Kedah Medical Centre Sdn. Bhd.**	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Net assets as at 1 January	**610**	467	**195**	190	**269**	220	**249**	221	**102**	91
Issuance of ordinary shares	**-**	-	**-**	-	**-**	-	**-**	-	**-**	-
Profit for the financial year	**119**	62	**13**	11	**(1)**	74	**13**	28	**14**	17
Change in equity	**-**	93	**-**	-	**-**	-	**-**	-	**-**	-
Dividend paid during the financial year	**(12)**	(12)	**(7)**	(6)	**(40)**	(25)	**-**	-	**(6)**	(6)
Net assets as at 31 December	**717**	610	**201**	195	**228**	269	**262**	249	**110**	102
Interest in associates	**23.37%**	23.37%	**20.00%**	20.00%	**30.07%**	30.07%	**30.00%**	30.00%	**45.66%**	45.67%
Group share of net assets	**168**	143	**40**	39	**69**	81	**78**	75	**50**	47

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19. INVESTMENT IN ASSOCIATES (CONTINUED)

Material accounting policy information

Investment in associates is measured in the Group's statement of financial position at cost less any impairment Losses and share of post-acquisition results.

The Group applies equity method accounting for its investment associates at the group level, while using the cost method at the Corporation level.

20. INVESTMENT IN JOINT VENTURES

	Group	
	2025	**2024**
At cost		
Unquoted shares in Malaysia, at cost	**1,463**	1,473
Unquoted shares outside Malaysia, at cost	**310**	310
Share of post-acquisition retained profit and reserves less losses	**(100)**	(127)
Accumulated impairment	**(262)**	(262)
	1,411	1,394

Information on joint ventures

The Group has voting rights of its joint ventures ranging from 49% to 69% (2024: 51.00% to 56%). Under the contractual arrangements, unanimous consent is required from all parties to the agreements for all relevant activities.

The joint arrangements are structured via separate entities and provide the Group with the rights to the net assets of the entities under the arrangements. Therefore, these entities are classified as joint ventures of the Group.

(a) Details of the Group's joint ventures are as follows:

Name	Country of Incorporation	Percentage of ownership interest* 2025	Percentage of ownership interest* 2024	Principal Activities	Accounting model applied
QSR Brands (M) Holdings Bhd	Malaysia	**56.00%**	56.00%	Note (i)	Equity method
Tepak Marketing Sdn. Bhd.	Malaysia	**68.60%**	68.59%	Note (ii)	Equity method
Johor Concrete Products Sdn. Bhd.	Malaysia	**51.00%**	51.00%	Note (iii)	Equity method
PT Padang Industrial Park	Indonesia	**55.00%**	55.00%	Note (iv)	Equity method
JTN Logistics Park Sdn. Bhd.	Malaysia	**49.00%**	49.00%	Note (v)	Equity method
PT Rizki Bukit Barisan Energy	Indonesia	**60.00%**	60.00%	Note (vi)	Equity method

* Equals to the proportion of voting rights held

These joint ventures have the same reporting period as the Group:

(i) Business of quick service restaurants.
(ii) Contract packing of tea and tea trading.

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20. INVESTMENT IN JOINT VENTURES (CONTINUED)

(a) Details of the Group's joint ventures are as follows (continued):

(iii) Ceased operations in February 2003.
(iv) Construction, development and sale of industrial estate.
(v) Development of a logistics industrial park.
(vi) Operator of a production sharing contract in Indonesia.

(b) Summarised financial information in respect of the Group's material joint venture is set out below. The summarised financial information represents the amounts in the financial statements of the joint venture and not the Group's share of those amounts.

(i) Summarised Statements of Financial Position

	QSR Brands (M) Holdings Bhd	
	2025	**2024**
Non-current assets	**5,202**	5,360
Cash and cash equivalents	**657**	400
Other current assets	**423**	902
Total current assets	**1,080**	1,302
Total assets	**6,282**	6,662
Current liabilities (excluding trade and other payables and provisions)	**998**	1,212
Trade and other payables and provisions	**780**	776
Total current liabilities	**1,778**	1,988
Non-current liabilities (excluding trade and other payables and provisions)	**2,115**	2,313
Trade and other payables and provisions	**62**	58
Total non-current liabilities	**2,177**	2,371
Total liabilities	**3,955**	4,359
Net assets	**2,327**	2,303

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20. INVESTMENT IN JOINT VENTURES (CONTINUED)

(b) Summarised financial information in respect of the Group's material joint ventures is set out below. The summarised financial information represents the amounts in the statutory financial statements of the joint ventures and not the Group's share of those amounts (continued).

(ii) Summarised Statements of Comprehensive Income

	QSR Brands (M) Holdings Bhd	
	2025	**2024**
Revenue	**3,849**	**3,231**
Depreciation and amortisation	**(427)**	**(494)**
Interest expense	**(133)**	**(142)**
Profit/(Loss) before tax	**4**	**(333)**
Tax (expense)/credit	**(20)**	**38**
Loss after tax	**(16)**	**(295)**
Other comprehensive loss	**(5)**	**(6)**
Discontinued operation	**45**	**(137)**
Total comprehensive income/(loss)	**25**	**(438)**

(c) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in material joint venture.

	QSR Brands (M) Holdings Bhd	
	2025	**2024**
Net assets at 1 January	**2,303**	2,741
Profit/(Loss) for the financial year	**29**	(432)
Other comprehensive (loss)/income	**(5)**	(6)
Dividend paid by joint venture	**-**	-
Net assets at 31 December	**2,327**	2,303
Interest in joint ventures	**56.00%**	56.00%
Group's share of net assets	**1,303**	1,290

Impairment test of investment in QSR Brands (M) Holdings Bhd ("QSR")

As at the reporting date, the Group performed an impairment assessment on its investment in QSR in accordance with MFRS 136 Impairment of Assets. The recoverable amount was determined based on fair value less costs of disposal, taking into consideration the latest available financial information and relevant market-based inputs.

Based on this assessment, the recoverable amount exceeds the carrying amount of the investment as at 31 December 2025. Accordingly, no impairment loss has been recognised in the current financial year, at Group and Company.

Material accounting policy information

Investment in joint ventures is measured in the Company's statement of financial position at cost less any impairment losses and share of post-acquisition results.

The group applies equity method accounting for joint ventures, recognizing its proportionate share of post-acquisition results.

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21. DEFERRED TAX

Deferred tax assets and liabilities are attributable to the following:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Deferred tax assets:				
Subject to income tax	**162**	165	**26**	29
	162	165	**26**	29
Deferred tax liabilities:				
Subject to income tax	**(648)**	(633)	**(158)**	(132)
Subject to Real Property Gain Tax (“RPGT”)	**(48)**	(41)	**(1)**	(3)
	(696)	(674)	**(159)**	(135)
	(534)	(509)	**(133)**	(106)

The movement in the deferred tax assets and liabilities (prior to offsetting of balances within the same tax jurisdiction) during the financial year are as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**(509)**	(519)	**(106)**	9
Credited/(Charged) to profit or loss:				
Property, plant and equipment	**(21)**	123	**-**	(2)
Investment properties	**(18)**	15	**(24)**	(18)
Right of use assets	**(3)**	-	**-**	-
Inventories	**5**	-	**-**	-
Payables	**10**	-	**-**	-
Provisions	**-**	14	**-**	15
Receivables	**4**	-	**-**	-
Lease liabilities	**21**	(12)	**-**	-
Unutilised tax losses	**-**	(109)	**(3)**	(110)
Unabsorbed capital allowances	**8**	-	**-**	-
Revaluation reserve	**(16)**	-	**-**	-
Others	**(3)**	(21)	**-**	-
	(13)	10	**(27)**	(115)
Credited/(Charged) to other comprehensive income:				
Revaluation surplus	**(12)**	-	**-**	-
At 31 December	**(534)**	(509)	**(133)**	(106)

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21. DEFERRED TAX (CONTINUED)

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Deferred tax assets				
Property, plant and equipment	**85**	79	**-**	-
Right-of-use assets	**19**	22	**-**	-
Inventories	**6**	1	**-**	-
Provisions	**42**	42	**17**	17
Unutilised tax losses	**49**	49	**9**	12
Unabsorbed capital allowance	**68**	60	**-**	-
Receivables	**5**	1	**-**	-
Payables	**41**	31	**-**	-
Others	**10**	24	**-**	-
Amount before offsetting	**325**	309	**26**	29
Offsetting	**(163)**	(144)	**-**	-
At 31 December	**162**	165	**26**	29
Deferred tax liabilities				
Property, plant and equipment	**(333)**	(294)	**12**	12
Lease liabilities	**(278)**	(299)	**-**	-
Investment properties	**(184)**	(166)	**(154)**	(130)
Property, plant and equipment (revaluation)	**(63)**	(47)	**(17)**	(17)
Others	**(1)**	(12)	**-**	-
Amount before offsetting	**(859)**	(818)	**(159)**	(135)
Offsetting	**163**	144	**-**	-
At 31 December	**(696)**	(674)	**(159)**	(135)

Utilisation of tax losses

The Directors are of the view that there is sufficient taxable profit available which allow the deferred tax assets to be utilised in the future.

In evaluating whether it is probable that taxable profits will be earned in future accounting periods prior to the expiry of the unutilised tax losses up to 2035, all available evidence are considered, including approved budgets, forecasts and business plans and, in certain cases, analysis of historical operating results.

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21. DEFERRED TAX (CONTINUED)

Unrecognised deferred tax assets

The amount of unused tax losses and deductible temporary differences for which no deferred tax assets are recognised in the statement of financial position by certain subsidiaries as the Directors are of the view it is not probable that sufficient taxable profits will be available to allow the deferred tax assets to be utilised is as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Deductible temporary differences	**284**	276	**-**	-
Unabsorbed capital allowances	**298**	285	**-**	-
Unutilised reinvestment allowances	**111**	111	**-**	-
Unutilised tax losses	**1,300**	1,222	**-**	-
	1,993	1,894	**-**	-
Unrecognised deferred tax assets at 24%	**478**	454	**-**	-

Pursuant to the Finance Act 2021 amendment to Section 44, unutilised tax losses can now be carried forward up to 10 (2024: 10) consecutive years of assessment for certain Malaysian subsidiaries. The unabsorbed capital allowances and unutilised reinvestment allowances do not expire under the current tax legislation.

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Unutilised tax losses expiring in:				
- 2028	**688**	700	**-**	-
- 2029	**34**	37	**-**	-
- 2030	**58**	61	**-**	-
- 2031	**113**	116	**-**	-
- 2032	**53**	54	**-**	-
- 2033	**65**	76	**-**	-
- 2034	**178**	178	**-**	-
- 2035	**111**	-	**-**	-
	1,300	1,222	**-**	-
Unrecognised deferred tax assets at 24%	**312**	293	**-**	-

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21. DEFERRED TAX (CONTINUED)

Deferred taxation on investment properties and healthcare assets

For the purposes of measuring deferred tax liabilities or deferred tax assets arising from investment properties that are measured at fair value and healthcare assets that are subject to revaluation, the Group has concluded that these assets are held under a business model whose objective is to consume substantially all of the economic benefits embodied in some of these assets over time while others are held for eventual sale. As a result, the Group has measured deferred tax on changes in fair values of these assets using the corporate income tax rate or the real property gains tax rate, as appropriate.

Material accounting policy information

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when deferred taxes relate to the same tax authority.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

22. (a) FINANCIAL ASSETS AT AMORTISED COST

Group **2025**	**Deposit with Licensed Bank**	**Total**
Current:		
Financial assets at amortised cost	**24**	**24**
2024		
Current:		
Financial assets at amortised cost	52	52

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22. (b) FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

Group 2025	Unquoted Shares	Deposit with Licensed Bank	Total
Non-Current: Financial assets at fair value through other comprehensive income	**24**	**-**	**24**
2024			
Non-Current: Financial assets at fair value through other comprehensive income	32	-	32
Current: Financial assets at fair value through other comprehensive income	-	173	173

(c) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

Group 2025	Quoted Shares	Unit Trust	Derivatives	Deposit with Licensed Bank	Total
Current: Financial assets at fair value through profit or loss	**5**	**84**	**28**	**5**	**122**
2024					
Current: Financial assets at fair value through profit or loss	5	-	-	-	5

Corporation 2025	Shares in Malaysia Quoted Shares	Total
Current: Financial assets at fair value through profit or loss	**13**	**13**
2024		
Current: Financial assets at fair value through profit or loss	10	10

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22. (c) FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS (CONTINUED)

Derivatives

On 21 October 2025, a subsidiary entered into derivative arrangements with the investment banks as follows:

(i) A promissory note entered into with Maybank Investment Bank Berhad, for a notional amount of RM12,135,960 (including service charges of RM237,960); and

(ii) A zero-strike call option entered into with RHB Investment Bank Berhad, for a notional amount of RM12,262,103 (including service charges of RM240,443).

These derivative contracts are temporary in nature and will be unwound once the respective investment banks secure the ultimate third-party investors for the sale of the Al-Salam REIT shares.

The fair value of the derivatives is determined by an external and independent valuation specialist with appropriate recognised professional qualifications. The external valuation reflects the fair value of the derivatives as at the end of the reporting period. Changes in Level 2 fair value are analysed by the management as at the end of the reporting period after obtaining valuation report from the valuation specialist.

Material accounting policy information

(i) Fair value through other comprehensive income (''FVOCI'')

Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at "FVOCI". Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in 'other gains/(losses)', and impairment expenses are presented as a separate line item in the statement of profit or loss.

(ii) Fair value through profit or loss (''FVTPL'')

Assets that do not meet the criteria for amortised cost or "FVOCI" are measured at "FVTPL". The Group may also irrevocably designate financial assets at "FVTPL" if doing so significantly reduces or eliminates a mismatch created by assets and liabilities being measured on different bases. Fair value changes are recognised in profit or loss and presented net within other gains/(losses) in the period which it arises.

23. CONTRACT COSTS

	Group 2025	Group 2024
Assets recognised from costs incurred to fulfil a contract at 31 December	**21**	10

Land and related development costs that are attributable to units sold are capitalised as contract costs. These costs are expected to be recoverable and are amortised to profit or loss when the related revenue is recognised.

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24. TRADE AND OTHER RECEIVABLES

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Non-current				
Other receivables	**101**	79	**-**	-
Less: Allowance for impairment (Note 24(c)(i))	**(57)**	(57)	**-**	-
	44	22	**-**	-
Amount due from subsidiaries (Note 24(b))	**-**	-	**58**	-
Less: Allowance for impairment (Note 24(c)(iv))	**-**	-	**(23)**	-
	-	-	**35**	-
Current				
Trade receivables	**930**	857	**34**	85
Less: Allowance for impairment (Note 24(c)(ii))	**(40)**	(24)	**(8)**	(10)
	890	833	**26**	75
Other receivables	**281**	615	**114**	306
Dividend receivable from subsidiaries	**-**	-	**116**	56
Less: Allowance for impairment (Note 24(c)(iii))	**(25)**	(25)	**(63)**	(62)
	256	590	**167**	300
Amount due from subsidiaries (Note 24(e))	**-**	-	**1,557**	1,587
Less: Allowance for impairment (Note 24(c)(iv))	**-**	-	**(505)**	(452)
	-	-	**1,052**	1,135
Amount due from associates	**79**	74	**-**	-
Deposits	**112**	61	**-**	-
	191	135	**-**	-
	1,337	1,558	**1,245**	1,510
Total trade and other receivables	**1,381**	1,580	**1,280**	1,510

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(a) Dividend receivable from subsidiaries

Dividends receivables are expected to be received in 2026. The balance outstanding are from the following subsidiaries:

	Corporation	
	2025	**2024**
Business Chronicles Sdn. Bhd.	**36**	36
BDO Asset Management Sdn. Bhd.	**11**	11
Johor Capital Excellence Sdn Bhd	**9**	9
Johor Foods Sdn Bhd	**60**	-
At 31 December	**116**	56

(b) Amount due from subsidiaries

Included in the amount due from subsidiaries is an amount due from JLG Investment Holdings Sdn Bhd (“JLGIH”) that expected to be received in two phases. Part of the advances amounting to RM10 million are expected to be settled by May 2026. The remaining balance of RM779 million, which arose mainly from the corporate restructuring exercise involving the disposal of land and equity as well as operational support, is intended to be settled through the proceeds of a corporate exercise which is expected to be completed by the end of 2026.

Amounts due from Kulim (M) Berhad, Puteri Hotels Sdn. Bhd., and JLG Land Berhad total RM82 million, RM58 million and RM56 million, respectively. These balances are expected to be fully settled in 2026.

(c) Reconciliation of loss allowance

(i) Other receivables (non-current) using simplified approach

The loss allowance for other receivables as at 31 December 2025 reconciles to the opening loss allowance for that provision as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**57**	57	**-**	-
At 31 December	**57**	57	**-**	-

The loss allowance above relates to amount due from PT Graha Sumber Berkah amounting to RM57 million (2024: RM57 million) and has been fully impaired since the previous years.

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(c) Reconciliation of loss allowance (continued)

(ii) Current trade receivables using simplified approach

The loss allowance for trade receivables as at 31 December 2025 reconciles to the opening loss allowance for that provision as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**24**	20	**10**	10
Changes recognised in profit or loss during the financial year	**10**	9	**-**	-
Receivables written-off	**(3)**	(6)	**(2)**	-
Reversal	**(1)**	(1)	**-**	(1)
Transfer from amount due from subsidiaries	**10**	-	**-**	1
Transfer to asset held for sale	**-**	2	**-**	-
At 31 December	**40**	24	**8**	10

(iii) Other receivables (current) using general 3 stage approach

The loss allowance for other receivables as at 31 December 2025 reconciles to the opening loss allowance for that provision as follows:

Group	**Performing**	**Under-performing**	**Non-performing**	**Total**
At 1 January 2024	-	-	19	19
Changes recognised in profit or loss during the financial year	-	-	6	6
At 31 December 2024/1 January 2025	**-**	**-**	**25**	**25**
Changes recognised in profit or loss during the financial year	**-**	**-**	**-**	**-**
At 31 December 2025	**-**	**-**	**25**	**25**

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(c) Reconciliation of loss allowance (continued)

(iii) Other receivables (current) using general 3 stage approach (continued)

The loss allowance for other receivables as at 31 December 2025 reconciles to the opening loss allowance for that provision as follows (continued):

Corporation	Performing	Under-performing	Non-performing	Total
At 1 January 2024	-	-	6	6
Changes recognised in profit or loss during the financial year	-	-	56	56
At 31 December 2024/1 January 2025	**-**	**-**	**62**	**62**
Changes recognised in profit or loss during the financial year	**-**	**-**	**1**	**1**
At 31 December 2025	**-**	**-**	**63**	**63**

(iv) Amount due from subsidiaries using the general 3 stage approach

The loss allowance for amount due from subsidiaries as at 31 December reconciles to the opening loss allowance for that provision as follows:

Corporation	2025	2024
Non-current		
Opening loss allowance as at 1 January	**-**	-
Changes recognised in profit or loss during the financial year	**3**	-
Transfer from amount due from subsidiaries (current)	**20**	-
Closing loss allowance as at 31 December	**23**	-
Current		
Opening loss allowance as at 1 January	**452**	226
Changes recognised in profit or loss during the financial year	**82**	275
Written-off	**(1)**	-
Reversal	**(8)**	(47)
Transfer to amount due from subsidiaries (non-current)	**(20)**	-
Transfer to investment in subsidiaries and trade receivables	**-**	(2)
Closing loss allowance as at 31 December	**505**	452

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(d) Maximum exposure to credit risk

Trade receivables using simplified approach

The following table contains an analysis of the credit risk exposure of financial instruments for which an ECL allowance is recognised. The gross carrying amount of financial assets below also represents the Group's maximum exposure to credit risk on these assets:

(i) Trade receivables (current) using simplified approach

Group 31 December 2025	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	**0%**	**0%**	**24%**	**7%**	
Gross carrying amount - trade receivables	**430**	**226**	**80**	**194**	**930**
Loss allowance	**-**	**-**	**(19)**	**(21)**	**(40)**
Carrying amount (net of loss allowance)	**430**	**226**	**61**	**173**	**890**

Group 31 December 2024	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	0%	0%	3%	10%	
Gross carrying amount - trade receivables	339	186	121	211	857
Loss allowance	-	(1)	(3)	(20)	(24)
Carrying amount (net of loss allowance)	339	185	118	191	833

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(d) Maximum exposure to credit risk (continued)

The following table contains an analysis of the credit risk exposure of financial instruments for which an ECL allowance is recognised. The gross carrying amount of financial assets below also represents the Corporation's maximum exposure to credit risk on these assets (continued):

(i) Other receivables (non-current) using simplified approach

Corporation 31 December 2025	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	**0%**	**0%**	**0%**	**40%**	
Gross carrying amount - other receivables	**-**	**-**	**-**	**58**	**58**
Loss allowance	**-**	**-**	**-**	**(23)**	**(23)**
Carrying amount (net of loss allowance)	**-**	**-**	**-**	**35**	**35**

(ii) Trade receivables (current) using simplified approach

Corporation 31 December 2025	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	**0%**	**0%**	**0%**	**0%**	
Gross carrying amount - trade receivables	**25**	**-**	**-**	**9**	**34**
Loss allowance	**-**	**-**	**-**	**(8)**	**(8)**
Carrying amount (net of loss allowance)	**25**	**-**	**-**	**1**	**26**

Corporation 31 December 2024	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	0%	0%	0%	15%	
Gross carrying amount - trade receivables	18	1	-	66	85
Loss allowance	-	-	-	(10)	(10)
Carrying amount (net of loss allowance)	18	1	-	56	75

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(d) Maximum exposure to credit risk (continued)

Trade receivables using simplified approach (continued)

(iii) Other receivables (current) using simplified approach

Corporation 31 December 2025	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	**0%**	**0%**	**0%**	**39%**	
Gross carrying amount - other receivables	**1**	**69**	**-**	**44**	**114**
Gross carrying amount – dividend receivable	**-**	**-**	**-**	**116**	**116**
Loss allowance	**-**	**-**	**-**	**(63)**	**(63)**
Carrying amount (net of loss allowance)	**1**	**69**	**-**	**97**	**167**

Corporation 31 December 2024	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	0%	0%	0%	17%	
Gross carrying amount - trade receivables	1	-	-	305	306
Gross carrying amount – dividend receivable	-	-	-	56	56
Loss allowance	-	-	-	(62)	(62)
Carrying amount (net of loss allowance)	1	-	-	299	300

(iv) Amount due from subsidiaries (current) using simplified approach

Corporation 31 December 2025	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	**65%**	**0%**	**100%**	**32%**	
Gross carrying amount – amount due from subsidiaries	**85**	**91**	**15**	**1,366**	**1,557**
Loss allowance	**(55)**	**-**	**(15)**	**(435)**	**(505)**
Carrying amount (net of loss allowance)	**30**	**91**	**-**	**931**	**1,052**

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24. TRADE AND OTHER RECEIVABLES (CONTINUED)

(d) Maximum exposure to credit risk (continued)

Trade receivables using simplified approach (continued)

(iv) Amount due from subsidiaries (current) using simplified approach (continued)

Corporation 31 December 2024	**Current**	**31 to 60 days past due**	**61 to 90 days past due**	**More than 91 days past due**	**Total**
Expected loss rate	0%	2%	0%	54%	
Gross carrying amount – amount due from subsidiaries	636	117	5	829	1,587
Loss allowance	-	(2)	-	(450)	(452)
Carrying amount (net of loss allowance)	636	115	5	379	1,135

(e) Offsetting of amount due from subsidiaries

	Corporation 2025	**2024**
Amount before offsetting	**1,877**	2,258
Offsetting (amount due to subsidiaries)	**(320)**	(671)
Amount after offsetting	**1,557**	1,587

Material accounting policy information

Trade receivables are amounts due from customers for services performed in the ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, where they are recognised at fair value plus transaction costs. Other receivables are recognised initially at fair value plus transaction costs. Transaction costs include transfer taxes and duties. After recognition, trade and other receivables are subsequently measured at amortised cost using the effective interest method, less loss allowance.

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25. CONTRACT ASSETS AND LIABILITIES

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Contract assets - Current				
Construction contracts	**48**	76	**26**	57
Property development projects	**371**	156	**-**	-
Others	**16**	14	**-**	-
Total contract assets	**435**	246	**26**	57
Contract liabilities - Current				
Construction contracts	**84**	52	**30**	48
Customer deposits	**35**	33	**-**	-
Others	**33**	79	**-**	-
Total contract liabilities	**152**	164	**30**	48

Contract assets consist of unbilled amounts resulting from sales of properties under development when the revenue recognised exceeds the amount billed to the customers. Contract assets are transferred to receivables when the right to economic benefits becomes unconditional.

Contract liabilities represent to obligation of the Group and of the Corporation to transfer goods and services to customers for which considerations have been received (or the amount is due) from the customers.

The Group and the Corporation issue billings to purchasers based on the billing schedule as stipulated in the contracts.

(i) Contract assets

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**246**	301	**57**	32
Additions from/ (Transfers to) receivables	**(28)**	(108)	**-**	57
(Decrease)/increase as result of changes in the measure of progress	**217**	53	**(31)**	(32)
At 31 December	**435**	246	**26**	57

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25. CONTRACT ASSETS AND LIABILITIES (CONTINUED)

(i) Contract assets (continued)

Maximum exposure to credit risk

The following table contains an analysis of the credit risk exposure of contract assets for which the gross carrying amount represents the Group's and the Corporation's maximum exposure to credit risk:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Current:				
Carrying amount – contract assets (net of loss allowance)	**435**	246	**26**	57

(ii) Contract liabilities

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**164**	187	**48**	75
Revenue recognised that was included in the contract liabilities balance at the beginning of financial year	**(30)**	(110)	**(18)**	(75)
Increases due to cash received, excluding amount recognised as revenue during the financial year	**18**	87	**-**	48
At 31 December	**152**	164	**30**	48

Material accounting policy information

(a) Recognition and measurement

Contract assets consist primarily of unbilled amounts resulting from sales of properties under development when the revenue recognised exceeds the amount billed to the customers. Contract assets are transferred to receivables when the right to economic benefits becomes unconditional.

Contract liabilities represent the obligation of the Group and of the Corporation to transfer goods or services to customers for which considerations have been received (or the amount is due) from the customers.

The Group and the Corporation issue billings to purchasers based on the billing schedule as stipulated in the contracts.

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26. CASH AND BANK BALANCES

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Cash at banks and in hand	**2,008**	1,370	**47**	107
Fixed deposits	**759**	909	**443**	709
Cash and bank balances	**2,767**	2,279	**490**	816
Less:				
Fixed deposits with licensed bank of more than 3 months	**(3)**	(503)	**-**	(500)
Bank overdrafts	**(52)**	(57)	**-**	-
Designated accounts	**(5)**	(9)	**-**	-
Cash and cash equivalents	**2,707**	1,710	**490**	316

The weighted average interest rates of fixed deposits that were effective at the reporting date were as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Fixed deposits	**3.30%**	3.62%	**3.91%**	3.97%

Material accounting policy information

For the purpose of the statement of cash flows, cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. Cash and cash equivalents comprise cash on hand, demand deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of 3 months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts which are repayable on demand and form an integral part of the Group's cash management are included as a component of cash and cash equivalents in the statement of cash flows. In the statement of financial position, banks overdrafts are shown within borrowings in current liabilities.

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27. ASSETS OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE / LIABILITIES DIRECTLY ASSOCIATED WITH DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Assets of disposal group classified as held for sale:				
Property, plant and equipment (Note 27 (b) (i), (ii), (iii), (g) and (h))	**58**	28	**-**	196
Inventory	**-**	37	**-**	32
Investment properties (Note 27 (a) (i), (c) (i), (ii), (d) (i), (e) (i), (f) and (g))	**350**	207	**53**	234
Other long-term investments (Note 27 (b) (i), (ii), (iii) and (g))	**79**	-	**-**	-
Investment in associates (Note 27(b)(i))	**48**	-	**-**	-
Right-of-use assets	**-**	81	**-**	381
Trade and other receivables (Note 27 (g))	**10**	-	**-**	-
Cash and bank balances (Note 27 (g))	**1**	-	**-**	-
	546	353	**53**	843
Liabilities directly associated with disposal group classified as held for sale:				
Trade and other payables (Note 27(g))	**(190)**	-	**-**	-
	(190)	-	**-**	-

Significant disposal groups classified as held for sale

(a) Corporation

(i) During the financial year, the Corporation completed the sale of land that had been classified as assets held for sale in the previous financial year to (a) JLG Investment Holding on 31 March 2025 (sale proceeds of RM52 million), (b) JLG Land Berhad on 30 May 2025 (sale proceeds of RM214 million) and (c) Kulim (M) Bhd on 31 October 2025 (sale proceeds of RM790 million).

(b) Kulim (Malaysia) Berhad ("KMB")

(i) Update on planned disposal of Avangaad Berhad is disclosed in Note 11.

(ii) On 31 December 2025, the Board approved the proposed disposal of certain assets arising from the cessation of operations of Kulim Pineapple Farm Sdn. Bhd., Southern Greens Sdn. Bhd. and FarmByte Sdn. Bhd. via a tender process. The disposal is expected to be completed in financial year 2026.

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27. ASSETS OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE / LIABILITIES DIRECTLY ASSOCIATED WITH DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

Below are the significant assets of disposal group classified as held for sale (continued):

(b) Kulim (Malaysia) Berhad ("KMB") (continued)

(iii) On 26 February 2023, the Board of KMB approved a plan to dispose Sungai Kim Kim and Pulada land to potential buyer. The decision is in line with the Group's business exit strategy to maximise returns and mitigate risks. As at 31 December 2025 the lands were classified as assets held for sales as its disposal is expected to be completed within a year from reporting date. The Group and the Company estimated the fair value less costs to sell of the land were based on the binding offer price from the prospective buyer.

(iv) The Group presented two of its freehold land as asset classified held for sale following the commitment of the Group's management to sell the freehold land to a related company where the sale is expected to be completed in financial year 2026.

(c) JLG Investment Holdings Sdn. Bhd. ("JLGIH")

(i) 300 acre land located in Kulai, Johor that is held for sale to an external party pursuant to a sales and purchase agreement. The sales and purchase agreement has not been completed at year end.

(ii) On 26 July 2024, Active Estate Sdn Bhd handed over 2 units of shop offices, PTD 170488 and PTD 170489, within Mukim of Tebrau, District of Johor Bahru, Johor. DACL entered into conditional sales and purchase agreements with IT Wong Sdn. Bhd. on 18 November 2024 and Wise Healthcare Group Sdn. Bhd. on 4 December 2024, with total considerations of RM5,000,000 and RM1,850,000 respectively. These transactions were completed in 2025.

(d) Al-Aqar Healthcare REIT ("AAH")

(i) On 12 December 2023, the AAH Group entered into Land Sale Agreement ("LSA") with Principal Healthcare Finance Pty Ltd ("Principal Healthcare"), as trustee for the Principal Healthcare Finance Trust ("Land Buyer") to dispose the lands and buildings of Jeta Gardens Aged Care Facility for a cash consideration of AUD24.4 million (equivalent to approximately RM67.9 million).

In 2024, the parties of the LSA have further negotiated on the proceeds of the sale and agreed the split of the sales proceeds via Owners' Deed resulting in a written down of the fair value. Meanwhile, the other condition precedents in relation to the LSA is yet to be met as at year end and the disposal is expected to complete by Quarter 3 2026.

In 2025, the disposal remained outstanding due to restrictions imposed by Principal Healthcare Finance Pty Ltd, whereby the Land Buyer did not permit the Group to sell the Western portion of the property to JAPL (the adjoining owner). As a result, despite the Owner's Deed remains in force, the Group issued a supplementary contractual notice with justification prior to the original sunset date, which was not rejected by the counterparty. Subsequently, development plans for Stage 1A and Stage 1B were submitted with the Land Buyer's consent, and the relevant fees were duly paid. The Council is currently in the process of finalising the development approvals, following which the issuance of titles is expected to proceed without issues. Upon approval of Stage 1A and the issuance of the title to JPL, the LSA for the Western portion will be executed to facilitate completion of the disposal by the revised sunset date of 11 December 2026.

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27. ASSETS OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE / LIABILITIES DIRECTLY ASSOCIATED WITH DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE (CONTINUED)

Below are the significant assets of disposal group classified as held for sale (continued):

(e) Damansara Assets Sdn. Bhd.

(i) On 6 March 2025, the Group entered into a SPA with Lagi Tegas Sdn Bhd ("LTSB") to dispose a property located at Bandar Sunway for a cash consideration of RM10.0 million.

(ii) On 3 December 2024, the Group entered into a SPA with Winfar Builder Sdn Bhd to dispose a property located at Jalan Kuchai Lama for a cash consideration of RM14.7 million.

(iii) On 13 September 2024, the Group issued letter of offer to Lagi Tegas Sdn Bhd to dispose a property located at Bandar Sunway for a cash consideration of RM10.0 million.

(iv) On 13 September 2024, the Group issued letter of offer to Kah Motor Co Sdn Bhd to dispose a property located at Taman Perling for a cash consideration of RM13.0 million.

(f) Pagoh Highlands Resort Sdn. Bhd.

The assets held for sale relates to a parcel of freehold agriculture land. On 30 July 2025, the Company entered into an agreement for the sale of the land with a third party. As at the reporting date, the transaction had not been completed, as only a 10% deposit of the purchase consideration had been received and legal title to the land remained vested in the Company

(g) Johor Infrastructure Group Sdn. Bhd.

Update on planned disposal of Langsat OSC Sdn. Bhd. is disclosed in Note 11.

(h) JCorp Hotels and Resorts Sdn. Bhd.

On 26 March 2025, the Group and Corporation entered into a SPA for the disposal of properties for a total consideration of RM185 million. The disposal is expected to be completed in the financial year 2027.

Material accounting policy information

Assets of a disposal group and liabilities directly associated with the disposal group are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and the sale is considered highly probable. They are measured at the lower of carrying amount and fair value less costs to sell, except for assets such as deferred tax assets, assets arising from employee benefits, financial assets, investment property measured at fair value, and groups of contracts within the scope of MFRS 17 Insurance Contracts, which are exempt from this requirement.

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28. LEASE LIABILITIES

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Amount due for settlement within 12 months	**34**	43	**3**	3
Amount due for settlement after 12 months	**718**	653	**3**	5
	752	696	**6**	8

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Maturity analysis				
Not more than 1 year	**34**	43	**3**	3
Later than 1 year and not later than 5 years	**320**	281	**3**	5
More than 5 years	**398**	372	**-**	-
	752	696	**6**	8

Set out below are the carrying amounts of lease liabilities (included under interest-bearing loans and borrowings) and the movements during the financial year:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**696**	524	**8**	7
Addition	**224**	291	**1**	6
Disposal of subsidiaries	**(93)**	(5)	**-**	-
Accretion of interest	**110**	31	**-**	-
Payments	**(58)**	(145)	**(3)**	(3)
Lease modification	**(107)**	-	**-**	(2)
Adjustment	**(20)**	-	**-**	-
At 31 December	**752**	696	**6**	8

Information on leasing arrangement

The Group and the Corporation do not face a significant liquidity risk with regard to its liabilities. Lease liabilities are monitored within the Group treasury function.

Material accounting policy information

The Group and the Corporation have elected not to recognise lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The Group and the Corporation recognise the lease payments associated with the leases as an expense on a straight-line basis over the lease term.

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29. LOANS AND BORROWINGS

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Non-current				
Secured:				
Term loans	**1,503**	1,575	**-**	-
Islamic Debt Securities	**-**	378	**-**	-
Islamic Medium-Term Notes ("IMTNs")	**1,660**	1,611	**-**	-
Federal Government loans	**84**	88	**-**	-
Hire purchase	**70**	-	**-**	-
Unsecured:				
Islamic Medium-Term Notes (“IMTNs”)	**4,271**	4,255	**2,773**	2,957
Federal Government loans	**5**	7	**5**	7
	7,593	7,914	**2,778**	2,964
Current				
Secured:				
Bank overdrafts	**45**	43	**-**	-
Revolving credits	**116**	104	**-**	-
Term loans	**934**	258	**-**	-
Islamic Debt Securities	**-**	13	**-**	-
Islamic Medium-Term Notes (“IMTNs”)	**-**	46	**36**	-
Federal Government loans	**2**	2	**-**	-
Hire purchase	**26**	-	**-**	-
Unsecured:				
Bank overdrafts	**8**	14	**-**	-
Revolving credits	**417**	450	**-**	-
Islamic Medium-Term Notes (“IMTNs”)	**36**	50	**-**	-
Federal Government loans	**2**	2	**2**	2
	1,586	982	**38**	2
Total loans and borrowings	**9,179**	8,896	**2,816**	2,966

Notes To The Financial Statements

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29. LOANS AND BORROWINGS (CONTINUED)

Maturity profile and effective interest of loans and borrowings:

Group	Year of maturity	Carrying amount	Under 1 year	Between 1-2 years	Between 2-5 years	Over 5 years
At 31 December 2025	**2026-2042**	**9,179**	**1,586**	**1,592**	**2,323**	**3,678**
At 31 December 2024	2025-2041	8,896	982	380	2,838	4,696

Corporation	Year of maturity	Carrying amount	Under 1 year	Between 1-2 years	Between 2-5 years	Over 5 years
At 31 December 2025	**2026-2038**	**2,816**	**38**	**931**	**713**	**1,134**
At 31 December 2024	2025-2038	2,966	2	1	1,230	1,733

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Weighted average effective interest rates of borrowings at the reporting date:				
Islamic Medium-Term Notes ("IMTNs")	**4.44**	4.64	**4.69**	4.69
Term loans	**5.22**	5.42	**-**	-
Bank overdrafts	**6.35**	7.02	**-**	-
Revolving credits	**4.48**	5.58	**-**	-
Federal Government loans	**4.00**	4.00	**4.00**	4.00
Islamic Debt Securities	**-**	6.30	**-**	-

Estimated fair values

Except as disclosed below, the carrying amounts of all loans and borrowings at the reporting date approximate their fair values:

	Group		Corporation	
	Carrying amount	**Fair value**	**Carrying amount**	**Fair value**
As at 31 December 2025				
Islamic Medium-Term Notes ("IMTNs")	**5,931**	**5,407**	**2,809**	**2,285**
Term loans	**1,503**	**1,494**	**-**	**-**
As at 31 December 2024				
Islamic Medium-Term Notes ("IMTNs")	5,962	5,306	2,957	2,316
Term loans	1,833	1,824	-	-

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29. LOANS AND BORROWINGS (CONTINUED)

Reconciliation of financial liabilities arising from financing activities

The table below details changes in the Group and the Corporation liabilities arising from financing activities including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group and the Corporation statement of cash flows as cash flows from financing activities.

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At 1 January	**8,896**	9,288	**2,966**	3,067
Net cash changes (i)	**(160)**	(864)	**(290)**	(244)
Interest expense	**443**	473	**140**	144
Other changes (ii)	**-**	(1)	**-**	(1)
At 31 December	**9,179**	8,896	**2,816**	2,966

(i) The net changes from borrowings represent the net amount of proceeds from borrowings and repayments of borrowings in the statement of cash flows.

(ii) Other changes include amortisation of transaction cost.

Significant covenants and security

As at 31 December 2025, the Group and the Corporation have complied with all external financial covenants as disclosed below.

Corporation

(a) Islamic Medium-Term Notes ("IMTNs")

On 13 June 2022, the Corporation issued a new Islamic Medium-Term Notes ("IMTNs") Programme of up to RM3.5 billion, under the Syariah principle of Wakalah Bil Istithmar with Maybank Investment Bank ("Facility Agent") and Affin Hwang Investment Bank Berhad, AmInvestment Bank Berhad and Maybank Investment Bank ("Joint Lead Managers"). The IMTNs were issued in 3 series as follows:

Series	**Principal amount**	**Tenure (Years)**	**Profit rate (% per annum)**	**Maturity date**
Series 1	1,215	5	4.72	11 June 2027
Series 2	110	7	4.95	13 June 2029
Series 3	235	10	5.13	11 June 2032
	1,560			

The frequency of the IMTNs periodic distribution ("Profit Payment") is on a semi-annual basis.

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Corporation (continued)

(a) Islamic Medium-Term Notes ("IMTNs") (continued)

Subsequent to the issuance, the IMTNs may only be offered, sold, transferred or otherwise disposed of directly or indirectly, to persons to whom an offer or invitation to subscribe for or purchase the IMTNs and to whom the IMTNs are issued would fall within Part 1 of Schedule 6 (or Section 229(1)(b) of the CMSA and Schedule 8 (or Section 257(1)) of the CMSA, read together with Schedule 9 (or section 257(3)) of the CMSA, subject to any change in the applicable laws.

There is no specific financial covenant associated with the IMTNs issued by the Corporation other than in the event of default, the entire IMTNs become immediately due and repayable.

As at the reporting date, the Corporation has early redeemed and paid RM285 million from the total IMTNs Series 1.

(b) Islamic Medium-Term Notes 2 ("IMTNs 2")

On 6 July 2023, the Corporation issued a new Islamic Medium-Term Notes ("IMTNs 2") Programme of up to RM3.5 billion, under the Syariah principle of Wakalah Bil Istithmar with Maybank Investment Bank ("Facility Agent") and Affin Hwang Investment Bank Berhad, Maybank Investment Bank, AmInvestment Bank Berhad, CIMB Investment Bank Berhad and RHB Investment Bank Berhad ("Joint Lead Managers").

The IMTNs 2 were issued in 3 series as follows:

Series	Principal amount	Tenure (Years)	Profit rate (% per annum)	Maturity date
Series 1	600	7	4.45	5 July 2030
Series 2	450	10	4.54	6 July 2033
Series 3	450	15	4.8	6 July 2038
	1,500			

The State Government of Johor (“SGJ”) has agreed to give a state guarantee in favour of Sukuk Trustee for the benefits of the Sukuk holders to guarantee the proper and punctual payment of the Guaranteed amount.

In consideration of the SGJ acting as a Guarantor, the Corporation shall pay a Guarantee Fee of 0.10% per annum for the first 5 years and 0.20% per annum for the 6^{th} year onwards based on the outstanding IMTNs 2.

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Corporation (continued)

(c) Federal Government Loans

On 17 July 2002, the Corporation applied for a restructuring of its Johor State Government loans (inclusive of outstanding interest) to the Ministry of Finance. The agreement for the restructuring scheme amounting to RM52 million was finalised on 13 April 2017 with the following terms:

(i) Period of repayment is revised to 15 years, starting from 2015 with semi-annual repayments on 1 June and 1 December;

(ii) Interest rate of 4% per annum;

(iii) Late payment interest of 2% per annum will be imposed if the payment is not accordance to the schedule; and

(iv) Exemption on previous interest accrued of RM17 million will be only approved if the repayment is in accordance with the schedule. If there is any failure to comply with the payment schedule, the interest accrued shall be paid in a lump sum on 31 December 2030.

There is no other specific financial covenant associated with the Federal Government loans.

Subsidiaries

(a) Kulim (Malaysia) Berhad ("KMB")

Term Loan

The term loans of RM24 million are secured by the following:

(i) Charges over certain property, plant and equipment and right-of-use assets of the KMB.

(ii) Charges over certain fixed deposits of the KMB.

(iii) The term loans are jointly registered under the name of the KMB and its subsidiary, Johor Plantations Group Berhad ("JPGB") as at the end of the reporting year with only administrative matters to be completed for the borrowing facilities to be solely registered under the name of the KMB.

(iv) Specific debenture over the assets and equipment to be financed by the bank in relation to the Sedenak Biomethane Generation Plant ("SBGP"') project, Kulim Greennergy Sdn. Bhd. ("KGSB") Tereh Bio-compressed Natural Gas ("BioCNG") project, KGSB Sindora BioCNG project and MPSB SEDPOM PFOE project from time to time.

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(a) Kulim (Malaysia) Berhad ("KMB") (continued)

Term Loan

Islamic Medium-Term Notes and Islamic Commercial Papers

On 26 September 2024, the KMB have issued Islamic Medium-Term Notes ("IMTNs") Programme of up to RM1.30 billion, under the Syariah principle of Wakalah Bi Al-Istithmar. The IMTNs were issued in 3 series as follows:

Series	Principal Amount	Tenure (Years)	Profit rate (% per annum)	Maturity Date
Series 1	300	7	4.00	26 September 2031
Series 2	600	10	4.04	26 September 2034
Series 3	400	15	4.19	26 September 2039
	1,300			

On 15 August 2025, the KMB have issued Islamic Medium-Term Notes ("IMTNs") Programme of up to RM200 million, under the Syariah principle of Wakalah Bi Al-Istithmar. The IMTNs were issued in 1 series as follows:

Series	Principal Amount	Tenure (Years)	Profit rate (% per annum)	Maturity Date
Series 1	200	10	3.70	15 August 2035

The frequency of the IMTNs periodic distribution (“Profit Payment”) is on semi-annual basis.

On 26 September 2024, the KMB have issued Islamic Commercial Papers (“ICPs”) Programme of up to RM50 million, under the Syariah principle of Wakalah Bi Al-Istithmar. The IMTNs were issued in 1 series as follows:

Series	Principal Amount	Tenure (Years)	Profit rate (% per annum)	Maturity Date
Series 1	50	6	3.71	26 March 2025

Notes To The Financial Statements

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(a) Kulim (Malaysia) Berhad ("KMB") (continued)

Islamic Medium-Term Notes and Islamic Commercial Papers (continued)

In connection with the issuance of Islamic Medium Term Notes and Islamic Commercial Papers (collectively referred to as “Sukuk Wakalah Programme”), the KMB have agreed on the following significant covenants with the subscribers:

(i) The Company shall at all times ensure and procure that Johor Corporation (whether directly or indirectly) remains as the single largest Shareholder.

(ii) The Company and its material subsidiaries shall not sell, transfer, or cease to exercise control over its any assets if it would reduce the total Group’s consolidated total assets by more than 10% or cause a Material Adverse Effect, except for disposals due to obsolescence or those necessary for Shariah-compliant financing.

Material Adverse Effect means the occurrence of any event or circumstances which, materially and adversely affects:

(1) the ability of the Company to perform any of its obligation under any of the relevant transaction documents;

(2) the business, assets, operations or conditions, financial, operations and performance of the Company and/or any of the Material Subsidiaries;

(3) the validity, legality or enforceability of the transaction documents; or

(4) the rights and remedies of the Sukuk Trustee or any IMTN Holders under the relevant transaction documents.

(iii) The Company shall not reduce its issued paid-up share capital in any manner, including altering its amount, structure, value, or attached rights, converting share capital into stock, or consolidating, dividing, or sub-dividing shares, unless such reduction does not cause a downgrade or negative rating watch for the Sukuk Wakalah based on the rating immediately prior to the announcement or implementation of the reduction and the reduction does not result in a breach of any provisions in the transaction documents, including the Financial Covenants.

Financial Covenants refer to:

(1) Finance to Equity ratio (“FE Ratio”) of not more than 1.0 time; and

(2) Such other financial covenants as may be determined by the credit rating agency and mutually agreed with the Issuer.

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For The Financial Year Ended 31 December 2025
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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(a) Kulim (Malaysia) Berhad ("KMB") (continued)

Islamic Medium-Term Notes and Islamic Commercial Papers (continued)

(iv) The Company may not declare or pay dividends or distributions to shareholders unless all Sukuk Wakalah Programme obligations are met, financial covenants are not breached, and no dissolution event has occurred or continuing or will occur as a result of the payments of the dividends.

(v) The Company shall maintain the following financial covenant throughout the tenure of Sukuk Wakalah Programme in which Finance to Equity ratio of not more than 1.0 time and such other financial covenants as may be determined by the credit rating agency and mutually agreed with the Company.

The Sukuk Wakalah Programme is linked to sustainability Key Performance Indicator (“KPIs”) and Sustainability Performance Target (“SPTs”):

(i) SPT for KPI 1: To achieve 50% carbon intensity reduction (Scope 1 and 2) by 2025 (against 2012 baseline) based on Roundtable Sustainability PalmOil (“RSPO") Palm Greenhouse Gas (“Palm GHG”) calculation.

(ii) SPT for KPI 2: To achieve 100% traceability to Fresh Fruit Bunches (“FFB”) suppliers by 2025.

(iii) SPT for KPI 3: To maintain water mill consumption of 1.2m3/mt and below annually.

A step-up in profit rate capped at 25 basis points applies if specific SPTs are not achieved at target observation dates by year 2025 and 2030.

(b) KPJ Healthcare Berhad ("KPJ")

The borrowings are secured by:

(i) Certain property, plant and equipment and investment property with carrying value of RM156 million as at 31 December 2025 (2024: RM414 million);

(ii) Corporate Guarantee;

(iii) Legal charge over the land and building;

(iv) Assignment of all Rights and Benefits or its equivalent over the relevant Takaful cover;

(v) A charge on the specific Finance Service Reserve Account (“FSRA”), Debt Service Reserve Account (“DSRA”), Finance Reserve Account (“FRA”) and all monies standing to the credit of certain subsidiaries;

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For The Financial Year Ended 31 December 2025
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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(b) KPJ Healthcare Berhad ("KPJ") (continued)

The borrowings are secured by (continued):

(vi) Specific debenture charge over assets;

(vii) Unconditional and irrevocable letter of undertaking; and

(viii) Letter of awareness from shareholders.

In connection with certain borrowings, KPJ has to comply with the following significant covenants:

(i) Gearing ratio being not more than 1.5 times (Islamic Medium-Term Notes);

(ii) A subsidiary's gearing ratio to not exceed 3.5 times; and

(iii) A subsidiary's gearing ratio to not more than 1.5 times.

(c) Al-'Aqar Healthcare REIT ("AAH")

<u>Commodity Murabahah Term Financing-i I ("Commodity Murabahah - I")</u>

The Commodity Murabahah - I is payable over a period of 63 months from the date of first disbursement with bullet repayment of the principal sum on the 63th month.

The Commodity Murabahah - I bears a profit rate of 1.25% per annum above the bank's COF.

The Commodity Murabahah - I have been fully settled during the financial year.

<u>Commodity Murabahah Term Financing-i II ("Commodity Murabahah - II")</u>

The Commodity Murabahah - II is payable over a period of 60 months from the date of first disbursement with bullet repayment of the principal sum on the 60th month.

The Commodity Murabahah - II bears a profit rate of 1.25% per annum above the bank's COF.

The Commodity Murabahah II have been fully settled during the financial year.

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(c) Al-'Aqar Healthcare REIT ("AAH") (continued)

Commodity Murabahah Term Financing-i III ("Commodity Murabahah - III")

The Comodity Murabahah-i III is payable over a period of 60 and 84 months for Tranche 1 and Tranche 2 respectively from the date of first disbursement with bullet repayment of the principal sum on the 60th and 84th month respectively.

The Commodity Murabahah-i III bears a profit rate of 1.15% and 1.25% per annum for Tranche 1 and Trance 2 respectively above the bank's COF.

As at the reporting date, the AAH had borrowings of RM280 million and RM300 million with contractual maturity dates in May 2026 and May 2028, respectively. Subsequent to the reporting date, the AAH has initiated the process to extend the maturities of these borrowings and has identified several refinancing plans to be undertaken thereafter.

The Commodity Murabahah-i lll was secured against investment properties with carrying amount of RM1,374 million (2024: RM1,128 million).

Commodity Murabahah Term Financing-i IV ("Commodity Murabahah - IV")

The Comodity Murabahah - IV is payable over a period of 18 months from the date of first disbursement with bullet repayment of the principal sum on the 18th month.

The Commodity Murabahah - IV bears a profit rate of 0.90% per annum above the bank's COF.

As at the reporting date, the AAH had borrowings of RM360 million with contractual maturity dates in September 2026. Subsequent to the reporting date, the AAH has initiated the process to extend the maturities of these borrowings and has identified several refinancing plans to be undertaken thereafter.

Term Financing-I ("TF-i")

TF-i is payable over a period of 60 months from the date of first disbursement with bullet repayment of the principal sum on the 60th month.

The TF-i bears a profit rate of 1.20% per annum above the bank's COF when Total Financing over Total Assets is greater than or equal to 40% and profit rate of 1.00% per annum above the bank's COF when Total Financing over Total Assets is less than 40%.

The TF-i were secured against the investment properties which amounted to RM271 million (2024: RM273 million).

Notes To The Financial Statements

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(d) Damansara Assets Sdn. Bhd. ("DASB")

Sukuk Ijarah - Islamic Medium-Term Notes ("IMTN")

On 24 August 2018, a subsidiary of Al-Salam, ALSREIT Capital Sdn. Bhd. ("ACSB") established a Sukuk Ijarah Programme comprising Islamic Medium-Term Note ("IMTN") of up to RM1.5 billion in nominal value.

On 24 August 2023, the ACSB issued RM455 million in nominal value of IMTNs which bore profit rate of 6.01% to 6.35% (2024: 6.03% to 6.25%) per annum. The principal amount was expected to be paid on 24 August 2026.

In November 2025, the ACSB paid the outstanding with the issuance of Sukuk Wakalah.

The Sukuk Ijarah Programme has a significant covenant Al-Salam REIT shall at all times, maintain the following financial covenants:

(i) Finance Service Cover Ratio ("FSCR") at Issuer level of not less than 1.5 times;

(ii) FSCR at a subsidiary level of not less than 1.5 times;

(iii) Minimum Security Cover Ratio of at least 2.0; and

(iv) such other financial covenant(s) as may be determined by the Rating Agency and to be mutually agreed to by ACSB.

The Sukuk Ijarah Programme is secured against the investment properties which amount to RM947 million (2024: RM947 million).

Sukuk Wakalah - Islamic Medium-Term Notes ("IMTN - II")

On 29 August 2025, a subsidiary of DASB, ALSREIT Capital Sdn. Bhd. ("ACSB") established a Sukuk Wakalah Programme comprising Islamic Medium-Term Note ("IMTN - II") of up to RM3.0 billion in nominal value.

On 24 November 2025, ACSB issued RM455 million in nominal value of IMTN – II pursuant to the Sukuk Wakalah Programme, bearing a profit rate of 3.95% per annum with a tenure of five (5) years. The proceeds were utilised to redeem Sukuk Ijarah amounting to RM455 million. The principal is payable on 24 November 2030.

Notes To The Financial Statements

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(d) Damansara Assets Sdn. Bhd. ("DASB") (continued)

Sukuk Wakalah - Islamic Medium-Term Notes ("IMTN - II") (continued)

The RM455 million issuance ("the Guaranteed Sukuk Wakalah") is guaranteed by Credit Guarantee and Investment Facility ("CGIF") and contains financial covenants in which the subsidiary at all times, maintain the following financial covenants:

(i) Finance-to-Asset Ratio is not more than 0.50 times;

(ii) FSCR of not less than 1.25 times; and

(iii) Security Cover Ratio shall not be less than 1.40 times.

The financing is secured by investment properties amounting to RM727 million.

Term loans

The term loans are secured by way of legal charges over certain investment properties of DASB and the assignment of shares. The term loans are repayable over a period of 6 years commencing 3 months after the date of initial disbursement facility.

Term Financing-I ("TF-i")

The TF-i profit is payable over a period of 60 months from the date of first disbursement. The effective profit rate for the TF-i will be based on COF which is based on the Bank's COF + 1.45% per annum for the duration of the TF-i.

The TF-i has a significant covenant in which the subsidiary of DASB shall at all times maintain the following criteria:

(i) The financing payment cover ratio ("FPCR") of not less than 1.25 times;

(ii) Total debts and financing over total assets value of not more than 50%; and

(iii) Minimum security cover of 1.25 times.

The TF-i is secured by the investment properties amounting to RM169 million (2023: RM169 million).

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(d) Damansara Assets Sdn. Bhd. ("DASB") (continued)

Business Financing-i ("BF-i")

The BF-i profit is payable over a period of 72 months from the date of first disbursement. The effective profit rate for the BF-i will be based on COF which is based on the Bank's COF + 0.60% per annum for the duration of the BF-i.

The BF-i has a significant covenant in which the subsidiary of DASB shall at all times maintain the following criteria:

(i) The financing payment cover ratio ("FPCR") of not less than 1.25 times;

(ii) Total debts and financing over total assets value of not more than 50%, and;

(iii) Minimum security cover of 1.30 times.

The BF-i is secured by the investment properties amounting to RM67 million (2024: RM67 million).

Revolving Credit ("RC")

The RC is secured by the investment properties amounting to RM73 million (2024: RM73 million).

(e) JLG Investment Holdings Sdn. Bhd. ("JLGIH")

The borrowings are secured by:

(i) Legal charge on certain property, plant and equipment, investment properties and properties under development.

(ii) Debenture incorporating fixed and floating charge over the existing and future assets of the JLGIH's subsidiary.

(iii) Legal charge and assignment over the sale proceeds of certain Housing Development Account ("HDA") of the JLGIH's subsidiary.

(iv) Charge over the surplus money in certain HDA accounts, Designated Accounts, project control account, Finance Service Reserve Account ("FSRA") and deposits with licensed bank.

(v) Negative pledge.

(vi) Undertaking to fund any cost overrun of a JLGIH subsidiary's development project.

Notes To The Financial Statements

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(f) TLP Terminal Sdn. Bhd. ("TLPT")

On 30 November 2022, TLPT entered into an arrangement of Syndicated Islamic Financing Facility ("SIFF") of up to RM465 million comprising of Term Financing-i facility of up to RM250 million and Business Financing-i facility of up to RM215 million.

The purpose of SIFF is to part-finance the acquisition of Tanjung Langsat Port from the Corporation, costs of construction and upgrading the pipe rack and pipelines of the Port and acquisition cost stipulated under the sub-lease agreement for the sale and purchase agreement for the warehouse located at the Port from related company.

The tenure of SIFF is up to 15 years from the date of reimbursement. The SIFF is subject to profit rates of 1.65% to 1.95% per annum above the effective 3-months Islamic Cost of Funds.

The SIFF shall be secured against, including but not limited to the following terms:

(i) Charge Annexure (Port Assets) (First Party) and Form 16A;

(ii) Specific debenture over Pipe Rack and Pipeline built;

(iii) Specific denture over Warehouse Acquired;

(iv) Deed of Assignment over Assigned Land; Ijarah Agreement; and Sale and Purchase Agreement ("SPA");

(v) Charge Annexure (Master Lease) (Third Party) and Form 16A;

(vi) Charge Annexure (Sub-Lease) (First Party) and Form 16A;

(vii) First Party Deed of Assignment of Proceeds from Port Assets; Pipe Rack and Pipeline Built; and Warehouse;

(viii) Third Party Deed of Assignment of Proceeds from Warehouse;

(ix) Assignment and Charge over Designated Accounts;

(x) Deed of Assignment over Takaful/Insurance;

(xi) Letter of Awareness from the Corporation;

(xii) Deed of Subordination to subordinate the amount owing by TLPT to the Corporation; and

(xiii) Debenture; and a ll such other security which may include all other security as advised by the Financier's legal counsel.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Subsidiaries (continued)

(g) Tanjung Langsat Port Sdn. Bhd. ("TLP")

On 13 February 2013, the TLP was granted a soft loan from the Government of Malaysia amounting to RM110,800,000 for the construction of Berth 8 and Berth 9. The soft loan bore interest at 4% per annum and has a tenure of 20 years.

On 7 December 2018, the TLP received a letter from the Government of Malaysia varying a term in the approval letter dated 11 May 2017. Based on the revised terms, the Government of Malaysia will charge interest at a rate of 2% per annum until 2023. Subsequently, the interest rate of the soft loan will be revised to 4% per annum until the full repayment of the soft loan in 2041. The soft loan is repayable semi-annually on 8 March and 8 September.

The soft loan facility is secured by:

(i) The deed of Assignment (in relation to the Industrial and Commercial Lands) between Johor Corporation and the Government and upon issuance of the individual document of title, a third party first legal charge under the National Land Code 1965 in respect of the Industrial and Commercial lands;

(ii) A first fixed charge by way of a debenture in respect of the Berth 8 and Berth 9;

(iii) An assignment of all rights interest and title and charge in respect of the Special Loan Account and Designated Collection Account;

(iv) A letter of comfort by the Corporation.

(v) Letter of undertaking by the Company to remit all revenue from the operations of Berth 8 and Berth 9 into the Designated Collection Account;

(vi) Letter of subordination by Johor Corporation in respect of all advances made by Johor Corporation to the Company amounting to RM5,000,000 only; and

(vii) Letter of negative pledge by the Company not to incur any indebtedness with any financial institution other than as disclosed prior to the date of the Loan Agreement by the Company to the Government and other indebtedness made by the Company in ordinary course of its business.

Material accounting policy information

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between initial recognised amount and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025

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29. LOANS AND BORROWINGS (CONTINUED)

Significant covenants and security (continued)

Material accounting policy information (continued)

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between initial recognised amount and the redemption amount is recognised in profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are derecognised from the statement of financial position when the obligation specified in the contract is extinguished, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss within other income or finance costs.

Where the terms of a financial liability are renegotiated and the Company issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Borrowings are classified as current liabilities unless, at the end of the reporting period, the Group has a right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

Notes To The Financial Statements

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30. TRADE AND OTHER PAYABLES

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Current				
Trade payables (Note (a))	**637**	564	**2**	4
Trade accruals (Note (a))	**751**	641	**2**	2
Other payables (Note (b))	**570**	639	**139**	304
Retention sum	**30**	16	**-**	-
Amount due to associates (Note (c))	**9**	15	**9**	11
Amount due to non-controlling interest of subsidiaries (Note (c))	**3**	107	**-**	-
Amount due to subsidiaries (Note (d))	**-**	-	**199**	565
	2,000	1,982	**351**	886
Non-current				
Trade payables	**-**	10	**-**	-
Other payables (Note (b))	**93**	45	**62**	-
	93	55	**62**	-
Total	**2,093**	2,037	**413**	886

(a) Trade payables and trade accruals

These amounts are non-interest bearing. Trade payables and trade accruals are normally settled on 30 days to 60 days (2024: 30 days to 60 days) terms.

(b) Other payables

These amounts are non-interest bearing and are normally settled on an average term of six months (2024: average term of six months).

Included in other payables of the Group and Corporation is an amount of RM104.01 million (2024: RM119.86 million) in relation to deposits for sale of land and payment on behalf which are unsecured and non-interest bearing.

In addition, the other payables also comprise amounts due to Maybank Investment Bank Berhad of RM11.90 million and RHB Investment Bank Berhad RM12.02 million, in respect of the derivatives arrangement in relation to the disposal of Al-Salam during the financial year.

(c) Amounts owing to associates and non-controlling interest of subsidiaries

These amounts are unsecured, non-interest bearing and are repayable on demand.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
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30. TRADE AND OTHER PAYABLES (CONTINUED)

(d) Amount owing to subsidiaries

This amount is unsecured, non-interest bearing and repayable on demand except for an amount due to a subsidiary amounting to Nil (2024: RM329 million) bearing interest between 3.62% to 4.67% (2024: 3.62% to 4.67%) per annum.

	Corporation	
	2025	**2024**
Amount due to before offsetting	**518**	1,236
Offsetting (amount due from subsidiaries)	**(319)**	(671)
Amount due to after offsetting, net	**199**	565

Reconciliation of financial liabilities arising from financing activities

The table below details changes in the Corporation liabilities arising from financing activities with subsidiaries including both cash and non- cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Corporation statement of cash flows as cash flows from financing activities.

	Corporation	
	2025	**2024**
At 1 January	**565**	402
Net cash changes	**(40)**	(8)
Interest accretion	**9**	16
Other non-cash changes	**(335)**	155
At 31 December	**199**	565

Material accounting policies information

Recognition of financial liabilities

Trade payables represent liabilities for goods or services provided to the Group prior to the end of financial year which are unpaid. Trade payables are classified as current liabilities unless payment is not due within 12 months after the reporting period. If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value net of transaction costs incurred, which include transfer taxes and duties.

Trade payables are subsequently measured at amortised cost using the effective interest method.

These amounts represent liabilities for IDD contractor claims provided to the group prior to the end of the financial year which are unpaid.

Notes To The Financial Statements

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31. OTHER LONG-TERM LIABILITIES

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Government grant (Note (a))	**264**	302	**92**	131
Land lease rental received in advance (Note (b))	**730**	749	**631**	643
Deposits (Note (c))	**11**	6	**-**	-
Other long-term payables	**13**	20	**-**	-
	1,018	1,077	**723**	774

(a) Government Grant

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At cost:				
At 1 January	**531**	432	**321**	317
Grant received during the financial year	**10**	5	**5**	4
Reclassification	**(40)**	94	**(40)**	-
At 31 December	**501**	531	**286**	321
Accumulated amortisation:				
At 1 January	**229**	125	**190**	185
Amortisation (Note 4)	**8**	104	**4**	5
At 31 December	**237**	229	**194**	190
Balance as at 31 December	**264**	302	**92**	131

Notes To The Financial Statements

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31. OTHER LONG-TERM LIABILITIES (CONTINUED)

(b) Land lease rental received in advance

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
At cost:				
At 1 January	**990**	957	**765**	731
Additions	**5**	33	**5**	34
Adjustments^	**(36)**			
At 31 December	**959**	990	**770**	765
Accumulated amortisation:				
At 1 January	**241**	219	**122**	105
Recognition of income for the financial year	**18**	22	**17**	17
Adjustments^	**(30)**	-	**-**	-
At 31 December	**229**	241	**139**	122
At 31 December	**730**	749	**631**	643

This represents money received in advance from sub leases for periods between 30 to 60 years which will be recognised in the Statement of Comprehensive Income as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Under 1 year	**23**	23	**17**	17
1 to 2 years	**23**	23	**17**	17
2 to 3 years	**23**	23	**17**	17
Over 3 years	**661**	680	**580**	592
At 31 December	**730**	749	**631**	643

Notes To The Financial Statements

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31. OTHER LONG-TERM LIABILITIES (CONTINUED)

(c) Deposits

Deposits represent amounts received from medical consultants, which are repayable on death, retirement (at age 65) or disability of the medical consultants. Deposits are forfeited on termination of a medical consultant's practice either by the Group due to events of breach or on early termination by the medical consultant. However, the deposits may be refunded to the medical consultants if approval from the KPJ Healthcare Berhad Board of Directors is obtained.

Deposits are measured at fair value initially and subsequently at amortised costs using effective interest method. The differences between the fair value and cash value are recognised as deferred consultancy income and recognised as income over the remaining service period to retirement (at age 65) of the medical consultants.

Material accounting policy information

Government Grant

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions.

Government grants relating to costs are recognised in profit or loss over the periods to match the related costs for which the grants are intended to compensate.

Government grants relating to purchase of assets are presented as deferred government grants within non-current liabilities and credited in profit or loss on a straight-line-basis over the useful life of the related assets.

32. RESERVES

(a) Capital reserves

Capital reserves mainly comprise of Warrant Reserve, ESOS Reserve, and other reserves set aside by the subsidiaries of the Group.

(b) Asset revaluation reserve

At Group, the revaluation reserve represents surplus from the revaluation of land and buildings.

At Corporation asset revaluation reserve represents surplus from the revaluation of property, plant and equipment in respect of the lands at Tanjung Langsat and Sedili.

(c) Currency fluctuation reserve

The currency fluctuation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations where functional currencies are different from that of the Group's presentation currency.

Notes To The Financial Statements

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32. RESERVES (CONTINUED)

(d) Fair value through other comprehensive income ("FVOCI") reserve

The fair value through other comprehensive income reserve comprises the cumulative net change in the equity instrument classified as fair value through other comprehensive income ("FVOCI") until the investments are derecognised.

(e) Revenue reserve

The revenue reserve comprise of the portion of business profit retained by the Group and the Corporation for investment in future growth and differences between the share of non-controlling interest in subsidiaries acquired/disposed without loss of control, and the consideration paid/received.

33. SIGNIFICANT RELATED PARTY TRANSACTIONS

For the purpose of these financial statements, parties are considered to be related to the Group or the Corporation if the Group or the Corporation has the ability, directly or indirectly, to control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Group or the Corporation and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Johor Corporation was incorporated under the Johor Corporation Enactment, 1986 (as amended by the Johor Corporation Enactment, 1995), and controlled by the Johor State Government. The Group considers that, for the purpose of MFRS 124 - "Related Party Disclosures", the Johor State Government is in the position to exercise control over the Corporation. As a result, the Johor State Government and Johor State Government controlled bodies (collectively referred to as "government-related entities") are related parties of the Group and the Corporation.

Apart from the individually significant transactions as disclosed in the financial statements, the Group and the Corporation have collectively, but not individually, significant transactions with other government related entities which include but not limited to the following:

a. Quit rent and assessment fees paid to Municipalities and Land Department of Johor;
b. Business license and rental paid to state government-related entities; and
c. Land conversion premiums paid to government-related entities.

These transactions are conducted in the ordinary course of the Group’s business on terms consistently applied in accordance with the Group’s internal policies and processes. These terms do not depend on whether the counterparts are government-related entities or not.

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33. SIGNIFICANT RELATED PARTY TRANSACTIONS (CONTINUED)

Other than as disclosed in the financial statements, the significant related party transactions of the Group and the Corporation are as follows:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Paid/Payable to subsidiaries and related parties:				
Management fees	**-**	-	**16**	10
Interest expenses	**-**	-	**9**	16
Contribution to:				
Klinik Waqaf An-Nur	**3**	3	**-**	-
Yayasan Johor Corporation	**5**	4	**-**	1
Receipt/receivable from subsidiaries and related parties:				
Sale of land	-	-	**1,205**	443
Dividend	-	-	**232**	426
Management fee income	-	-	**-**	2
Rental income	-	-	**10**	13
Advances provided	-	-	**98**	171

34. CAPITAL COMMITMENTS

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Authorised but not provided for in the financial statements:				
Contracted for	**1,214**	1,194	**-**	-
	1,214	1,194	**-**	-
Analysed as follows:				
Property, plant and equipment	**826**	500	**-**	-
Buildings	**186**	530	**-**	-
Others	**202**	164	**-**	-
	1,214	1,194	**-**	-

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35. CONTINGENCIES

Corporation

Acquisition of land at Mukim Tebrau and Mukim Plentong

The High Court, on 8 August 2019, held that all 31 Land Reference proceedings be struck out due to the High Court's lack of authority to hear the case. The decision was based on the fact that the Award (Form G) was defective and invalid since the Land Administrator failed to apportion the compensation award to all interested parties individually as required under Section 14(1) & 14(2) of the Land Acquisition Act 1950.

The learned judge held that a Land Reference Court could determine and make orders related to the 'terms of reference' referred in a valid Form N or those questions raised by a Land Administrator (in Form M) pursuant to Section 36(2)(a) to (f) of the Act. Therefore, an invalid Form N premised on an invalid Form G, and Form H will not confer jurisdiction to the High Court.

Pursuant to the said decision, Johor Corporation filed appeals at the Court of Appeal in September 2019. However, after considering the State Government of Johor, Johor Corporation and KCSB Konsortium Sdn Bhd's willingness to enter into an out-of-court settlement, the appeals were withdrawn from the Court of Appeal on 29 April 2022. Johor Corporation worked closely with KCSB Konsortium Sdn Bhd and the State Government of Johor in drafting the Global Settlement Agreement (GSA) but the parties could not ultimately reach an amicable settlement. Therefore, Johor Corporation has filed the Originating Summons in the High Court of Malaya in Johor Bahru on 11 September 2023 to obtain, among others, the following orders:

(i) A declaration that Lot 139 Mukim Tebrau and Lot 1876 Mukim Plentong have been completely acquired and vested in the State Authority of Johor; and

(ii) Pentadbir Tanah Johor Bahru is at liberty to apportion the compensation sums to KCSB Konsortium Sdn Bhd and all interested parties.

The Court has fixed the hearing of consolidated Originating Summons and Judicial Review proceedings on 22 July 2026.

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36. CATEGORIES OF FINANCIAL INSTRUMENTS

The financial instruments of the Group and the Corporation are categorised into the following classes:

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Financial assets measured at amortised cost:				
Trade and other receivables (Note 24)	**1,381**	1,580	**1,280**	1,510
Cash and bank balances (Note 26)	**2,767**	2,279	**490**	816
Other financial assets (Note 22(a))	**24**	52	**-**	-
	4,172	3,911	**1,770**	2,326
Financial assets at fair value through profit or loss (Note 22(c))	**122**	5	**13**	10
	122	5	**13**	10
Financial assets at fair value through other comprehensive income (Note 22(b))	**24**	205	**-**	-
	24	205	**-**	-
Financial liabilities measured at amortised cost:				
Trade and other payables (Note 30)	**2,093**	2,037	**413**	886
Other long-term payables (Note 31)	**13**	20	**-**	-
Loans and borrowings (Note 29)	**9,179**	8,896	**2,816**	2,966
	11,285	10,953	**3,229**	3,852

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Corporation are exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk, foreign currency risk and market price risk.

The Board of Directors reviews and agrees with policies and procedures for the management of these risks, which are executed by the management team. The Board Audit and Risk Committee provides independent oversight to the effectiveness of the risk management process.

It is and has been throughout the current and previous financial year, the Group's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient.

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

The following sections provide details regarding the Group's and the Corporation's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks:

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its contractual obligations. Credit risk arises from cash and cash equivalents, contractual cash flows of debt investments carried at amortised cost, at fair value through other comprehensive income ("FVOCI") and at fair value through profit or loss ("FVTPL"), favourable derivative financial instruments and deposits with banks and financial institutions, as well as credit exposures primarily from outstanding trade and other receivables.

The Group and the Corporation adopt the policy of dealing with customers with an appropriate credit history, and obtaining sufficient security where appropriate, including payments in advance, security in the form of guarantees, deeds of undertaking or letters of credit which can be called upon if the counterparty is in default under the terms of the agreement. For other financial assets (including investment securities, cash and bank balances and derivatives), the Group and the Corporation minimise credit risk by dealing exclusively with high credit rating counterparties.

The Group seeks to invest cash assets safely and profitability and buys insurance to protect itself against insurable risk in this regard, counterparties are assessed for credit limits that are set to minimise any potential losses. The Group has no significant concentration of credit risk and it is not the Group's policy to hedge its credit risk. The Group has in place, for significant operating subsidiaries, policies to ensure that sales of products and services are made to customers with an appropriate credit history and sets limits on the amount of credit exposure to any one customer. For significant subsidiaries, there were no instances of credit limits being materially exceeded during the reporting periods and management does not expect any material losses from non-performance by counterparties.

Exposure to credit risk

At the reporting date, the Group's and the Corporation's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets recognised in the statements of financial position.

The Corporation monitors on an ongoing basis the results of the subsidiaries and the repayment made by the subsidiaries.

Credit risk concentration profile

The concentration of credit risk with respect to trade receivables is limited due to the Group's diverse customer base. The Group controls its credit risk by ensuring its customers have solid financial standing and credit history.

Other than the amounts due from the subsidiaries to the Corporation, the Group and the Corporation are not exposed to any significant concentration of credit risk in the form of receivables due from a single debtor or from groups of debtors.

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (continued)

Impairment of financial assets

The Group's financial assets that are subject to the expected credit loss ("ECL") model include trade receivables, contract assets and other receivables. While cash and cash equivalents are also subject to the impairment requirements of MFRS 9, the impairment loss is expected to be immaterial.

i. Trade receivables and contract assets using simplified approach

The Group applies the MFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on the payment profiles of sales over a period of 24 months before reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. No significant changes to estimation techniques or assumptions were made during the reporting period.

Notes 25 and 26 sets out the measurement details of ECL.

ii. Other receivables using general 3-stage approach

The Group uses three categories for other receivables which reflect their credit risk and how the loss allowance is determined for each of those categories.

Note 25 sets out the measurement details of ECL.

iii. Amount due from related parties, subsidiaries and associates using general 3-stage approach

The Group uses three categories for amount due from related parties, subsidiaries and associates, which reflect their credit risk and how the loss allowance is determined for each of those categories.

Note 24 sets out the measurement details of ECL.

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (continued)

Impairment of financial assets (continued)

A summary of the assumptions underpinning the Group's ECL model is as follows:

Category	Group's definition of category	Basis for recognising ECL
Performing	Debtors have a low risk of default and a strong capacity to meet contractual cash flow	12 months ECL
Underperforming	Debtors for which there is a significant increase in credit risk or significant increase in credit risk is presumed if interest and/or principal repayments are 30 days past due	Lifetime ECL
Non-performing	Interest and/or principal repayments are 90 days past due or there is evidence indicating the asset is credit-impaired	Lifetime ECL (credit-impaired)
Written-off	There is evidence indicating that there is no reasonable expectation of recovery based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount	Asset is written-off

Based on the above, loss allowance is measured on either 12 months ECL or lifetime ECL incorporating the methodology below:

- PD ('probability of default') – the likelihood that the debtor would not be able to repay during the contractual period;
- LGD ('loss given default') – the percentage of contractual cash flows that will not be collected if default happens; and
- EAD ('exposure at default') – the outstanding amount that is exposed to default risk.

In deriving the PD and LGD, the Group considers historical data by each debtor by category and adjusts for forward-looking macroeconomic data. The Group has identified the industry and geographical area which the debtor operates in to be the most relevant factors. Loss allowance is measured at a probability-weighted amount that reflects the possibility that a credit loss occurs and the possibility that no credit loss occurs. No significant changes to estimation techniques or assumptions were made during the reporting period. For financial guarantee contracts, in deriving the PD, the Corporation considered the maximum contractual period over which the debtor has a present contractual obligation to extend credit in measuring the expected credit losses.

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Liquidity risk

Liquidity risk is the risk that the Group and the Corporation will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Corporation's exposure to liquidity risk arises primarily from mismatches of financial assets and liabilities. The Group's and the Corporation's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Corporation's financial liabilities at the reporting date based on contractual undiscounted repayment obligations:

At 31 December 2025 **Group**	**On demand or within 1 year**	**More than 1 year to 5 years**	**Over 5 years**	**Total**
Financial liabilities:				
Trade and other payables	**2,000**	**93**	**-**	**2,093**
Other long-term liabilities	**-**	**13**	**-**	**13**
Loans and borrowings	**1,586**	**3,915**	**3,678**	**9,179**
Lease liabilities	**34**	**320**	**398**	**752**
Total undiscounted financial liabilities	**3,620**	**4,341**	**4,076**	**12,037**
Corporation				
Financial liabilities:				
Trade and other payables	**413**	**-**	**-**	**413**
Loans and borrowings	**38**	**1,644**	**1,134**	**2,816**
Lease liabilities	**3**	**3**	**-**	**6**
Total undiscounted financial liabilities	**454**	**1,647**	**1,134**	**3,235**

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) Liquidity risk (continued)

Analysis of financial instruments by remaining contractual maturities (continued)

The table below summarises the maturity profile of the Group's and the Corporation's financial liabilities at the reporting date based on contractual undiscounted repayment obligations (continued):

At 31 December 2024 Group	On demand or within 1 year	More than 1 year to 5 years	Over 5 years	Total
Financial liabilities:				
Trade and other payables	1,982	55	-	2,037
Other long-term liabilities	-	20	-	20
Loans and borrowings	982	3,218	4,696	8,896
Lease liabilities	43	281	372	696
Total undiscounted financial liabilities	3,007	3,574	5,068	11,649
Corporation				
Financial liabilities:				
Trade and other payables	886	-	-	886
Loans and borrowings	2	1,231	1,733	2,966
Lease liabilities	3	5	-	8
Total undiscounted financial liabilities	891	1,236	1,733	3,860

(c) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Corporation's financial instruments will fluctuate because of changes in market interest rates.

The Group's and the Corporation's exposure to interest rate risk arises primarily from their loans and borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk whereas those issued at fixed rates expose the Group to fair value interest rate risk. The Group manages its interest rate exposure by maintaining a mix of fixed and floating rate borrowings, and entering into interest rate swaps.

Sensitivity analysis for interest rate risk

At the reporting date, a change of 50 basis points ("bp") in interest rates would have increased/(decreased) post-tax profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

	Group		Corporation	
	2025	**2024**	**2025**	**2024**
Interest rate:				
50 bp decrease in interest rates	**1**	5	**-**	-
50 bp increase in interest rates	**(1)**	(5)	**-**	-

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(d) Foreign currency risk

The Group is exposed to foreign currency risk mainly arising from transactions denominated in foreign currencies.

As at the reporting date, foreign currency risk is not considered material to the Group.

(e) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is exposed to equity price risk arising from its investments in quoted equity instruments. The quoted equity instruments in Malaysia are listed in the Bursa Malaysia. These instruments are classified as fair value through profit or loss or fair value through other comprehensive income financial assets.

Quoted equity instruments

Fair value is determined directly by reference to their published market bid price at the reporting date.

Fair value hierarchy

The Group held the following assets and liabilities measured at fair value or not measured at fair value but fair value is disclosed in the Statements of Financial Position:

Group **At 31 December 2025**	**Level 1**	**Level 2**	**Level 3**	**Total**
Financial assets measured at fair value:				
Fair value through other comprehensive income	**24**	**-**	**-**	**24**
Fair value through profit or loss	**122**	**-**	**-**	**122**
Non-financial assets measured at fair value:				
Investment properties	**-**	**-**	**5,210**	**5,210**
Property, plant and equipment				
- Healthcare assets	**-**	**-**	**3,099**	**3,099**
Biological assets			**55**	**55**
Financial liabilities not measured at fair value but fair value is disclosed:				
Term loans	**-**	**-**	**(1,494)**	**(1,494)**
Islamic Medium-Term Notes ("IMTNs")	**-**	**-**	**(5,407)**	**(5,407)**
	146	**-**	**1,463**	**1,609**

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(e) Market price risk (continued)

Fair value hierarchy (continued)

The Group held the following assets and liabilities measured at fair value or not measured at fair value but fair value is disclosed in the Statements of Financial Position (continued):

Group **At 31 December 2024**	**Level 1**	**Level 2**	**Level 3**	**Total**
Financial assets measured at fair value:				
Fair value through other comprehensive income	205	-	-	205
Fair value through profit or loss	5	-	-	5
Non-financial assets measured at fair value:				
Investment properties	-	-	5,360	5,360
Property, plant and equipment				
- Healthcare assets	-	-	2,950	2,950
Biological assets	-	-	67	67
Financial liabilities not measured at fair value but fair value is disclosed in the Statements of Financial Position:				
Term loans	-	-	(1,824)	(1,824)
Islamic Medium-Term Notes ("IMTNs")	-	-	(5,306)	(5,306)
	210	-	1,247	1,457

Corporation **At 31 December 2025**	**Level 1**	**Level 2**	**Level 3**	**Total**
Financial assets measured at fair value:				
Fair value through profit or loss	**13**	**-**	**-**	**13**
Investment properties	**-**	**-**	**2,069**	**2,069**
Financial liabilities not measured at fair value but fair value is disclosed in the Statements of Financial Position:				
Islamic Medium-Term Notes ("IMTNs")	**-**	**-**	**(2,285)**	**(2,285)**
	13	**-**	**(216)**	**(203)**

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37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(e) Market price risk (continued)

Fair value hierarchy (continued)

Corporation

At 31 December 2024	**Level 1**	**Level 2**	**Level 3**	**Total**
Financial assets measured at fair value:				
Fair value through profit or loss	10	-	-	10
Investment properties	-	-	2,009	2,009
Financial liabilities not measured at fair value but fair value is disclosed in the Statements of Financial Position:				
Islamic Medium-Term Notes ("IMTNs")	-	-	(2,316)	(2,316)
	10	-	(307)	(297)

During the reporting period ended 31 December 2025 and 2024, there were no transfers between Level 1 and Level 2 of the fair value hierarchy and no transfers into and out of Level 3 fair value hierarchy.

(f) Fair value

The following are classes of financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximations of fair values:

	Note
Trade and other receivables	24
Loans and borrowings (except for certain loans and borrowings of which their fair values are disclosed in Note 29)	29
Trade and other payables	30

The carrying amounts of these financial assets and liabilities are reasonable approximations of fair values, either due to their short-term nature or that they are floating rate instruments that are re-priced to market interest rates on or near the reporting date.

The fair value of other payables (non-current) and borrowings are estimated by discounting expected future cash flows at the market incremental lending rate for similar types of lending, borrowing or leasing arrangements at the reporting date.

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38. CAPITAL MANAGEMENT

The Group's objectives when managing capital are to safeguard the Corporation's ability to continue as a going concern and to maintain an optimal capital structure so as to comply with financial covenants and regulatory requirements.

The Group actively and regularly reviews and manages its capital structure to ensure optimal capital structure and shareholders returns, taking into consideration the future capital requirements of the Group and capital efficiency, prevailing and projected profitability, projected cash flows, projected capital expenditures and projected strategic investment opportunities.

Management monitors capital based on a gross gearing ratio. The gross gearing ratio is calculated as loans and borrowings divided by shareholders' equity.

	Group		**Corporation**	
	2025	**2024**	**2025**	**2024**
Loans and borrowings (Note 29)	**9,179**	8,896	**2,816**	2,966
Total equity	**12,209**	11,757	**5,444**	5,027
Gross gearing ratio (%)	**75**	76	**52**	59

There were no changes in the Group's approach to capital management during the financial year.

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39. SEGMENT INFORMATION

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective chief operating decision maker responsible for the performance of the respective segments under their charge. The chief operating decision maker of the Group is the Group Management Committee who regularly reviews the segment results in order to allocate resources to the segments and to assess the segment performance.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

Segment capital expenditure is the total cost incurred during the financial year to acquire property, plant and equipment, investment properties and land held for property development.

Reportable segments

The Group comprises the following reportable segments:

- Agribusiness – Oil palm plantation, crude palm oil processing, plantation management services and consultancy.
- Wellness and healthcare – Hospitals and healthcare services.
- Real estate and infrastructure – Property development, housing development, property management service, property investment and real estate investment trust.
  – Development and sale of industrial land and project management.
- Others – Non-core business, ie : parking management, sales of wood-based products and bulk mailing and printing, operate and manage a port, Kentucky Fried Chicken, Pizza Hut and Ayamas outlets.

* In 2024, certain port assets were classified under the Real Estate and Infrastructure segment.

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39. SEGMENT INFORMATION (CONTINUED)

Group At 31 December 2025	Agribusiness	Wellness and healthcare	Real estate and infrastructure	Others	Continuing operations	Discontinued operations	Group
External revenue	1,758	4,257	1,481	633	8,129	27	8,156
Inter-segment revenue	-	(16)	(113)	(374)	(503)	-	(503)
Total revenue	1,758	4,241	1,368	259	7,626	27	7,653
Results							
Segment results	570	643	350	(34)	1,529	46	1,575
Unallocated income	-	-	2	-	2	-	2
Unallocated costs	-	-	(2)	-	(2)	-	(2)
Profit/(loss) from operations					1,529	46	1,575
Finance costs	(60)	(188)	(135)	(170)	(553)	(9)	(562)
Share of results of associates	-	-	7	29	36	-	36
Share of results of joint venture	-	-	-	27	27	-	27
Profit/(loss) before tax					1,039	37	1,076
Tax	(114)	(163)	(65)	(31)	(373)	-	(373)
Profit/(loss) for the financial year					666	37	703

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39. SEGMENT INFORMATION (CONTINUED)

Group At 31 December 2025	Agribusiness	Wellness and healthcare	Real estate and infrastructure	Others	Group
Other information					
Segment assets	6,091	5,740	5,743	7,021	24,595
Associates	(2)	482	(178)	36	338
Joint ventures	-	-	-	1,411	1,411
Consolidated total assets					26,344
Segment liabilities	3,621	3,492	4,234	2,788	14,135
Consolidated total liabilities					14,135
Capital expenditure	370	104	99	355	928
Depreciation and amortisation	(77)	(233)	(15)	(71)	(396)

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39. SEGMENT INFORMATION (CONTINUED)

Group At 31 December 2024	Agribusiness	Wellness and healthcare	Real estate and infrastructure	Others	Continuing operation	Discontinued operation	Group
External revenue	1,605	3,922	1,704	480	7,711	68	7,779
Inter-segment revenue	-	-	(288)	(462)	(750)	-	(750)
Total revenue	1,605	3,922	1,416	18	6,961	68	7,029
Results							
Segment results	395	615	338	59	1,407	(40)	1,367
Unallocated income	-	-	4	-	4	-	4
Unallocated costs	-	-	(11)	(6)	(17)	-	(17)
Profit/(loss) from operations	-	-	-	-	1,394	(40)	1,354
Finance costs	(82)	(115)	(150)	(157)	(504)	(4)	(508)
Share of results of associates	-	-	32	36	68	-	68
Share of results of joint venture	-	-	2	(242)	(240)	-	(240)
Profit/(loss) before tax					718	(44)	674
Tax	(75)	(166)	(54)	(18)	(313)	(44)	(357)
Profit/(loss) for the financial year					405	(88)	317

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39. SEGMENT INFORMATION (CONTINUED)

Group **At 31 December 2024**	**Agribusiness**	**Wellness and healthcare**	**Real estate and infrastructure**	**Others**	**Group**
Other information					
Segment assets	5,188	5,337	5,800	7,173	23,498
Associates	85	474	(172)	46	433
Joint ventures	-	-	-	1,394	1,394
Consolidated total assets					25,325
Segment liabilities	3,105	3,217	4,581	2,665	13,568
Consolidated total liabilities					13,568
Capital expenditure	220	325	132	87	764
Depreciation and amortisation	(106)	(249)	(28)	(73)	(456)

	Sales (External)		**Total Assets**		**Capital Expenditure**	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**
Malaysia	**7,563**	6,870	**24,512**	23,364	**928**	764
Singapore	**37**	34	**59**	-	**-**	-
Philippines	**23**	25	**24**	-	**-**	-
Bangladesh	**-**	23	**-**	9	**-**	-
Others	**3**	9	**-**	125		
Group	**7,626**	6,961	**24,595**	23,498	**928**	764
Associates			**338**	433		
Joint ventures			**1,411**	1,394		
Total assets			**26,344**	25,325		

Material accounting policy information

Operating segments are identified based on the internal reports that are regularly reviewed by the chief operating decision maker for the purpose of allocating resources and assessing performance.

For management purposes, the Group is organised into business segments based on its products and services, and has the following reportable segments: agribusiness, healthcare, real estate, infrastructure and others.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Segment performance is evaluated based on profit or loss before tax.

Inter-segment transactions, if any, are carried out on normal commercial terms and conditions comparable to those available to third parties. Eliminations are made to remove the effect of such transactions on the Group's financial results.

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40. SIGNIFICANT EVENTS DURING AND SUBSEQUENT TO FINANCIAL YEAR END

1. Kulim (Malaysia) Berhad (“KMB”)

(a) Further Capital Injections into JPG Fuji Sdn. Bhd.

On 27 March 2025, the JPG Fuji Sdn. Bhd. ("JPGF") issued 15,000,000 new ordinary shares of RM1 each, in which the Company increased the investment in JPGF through subscription of 7,650,000 of the issued ordinary shares which is fully paid by cash and the remaining 7,350,000 of the issued ordinary shares is subscribed by Fuji Oil Asia Pte Ltd ("FOA").

On 12 September 2025, JPGF further issued 85,000,000 new ordinary shares of RM1 each, in which the Company increased the investment in JPGF through subscription of 43,350,000 of the issued ordinary shares which is fully paid by cash and the remaining 41,650,000 of the issued ordinary shares is subscribed by FOA.

(b) Proposed debt restructuring exercise by a subsidiary of the Group, Avangaad Berhad ("Avangaad") (formerly known as E.A. Technique (M) Berhad)

On 14 February 2025, the Company submitted an application to Bursa Securities for the upliftment of the Company from its PN17 status pursuant to Paragraph 8.04(8) of the Bursa Malaysia Listing Requirements. Subsequently, Bursa Securities approved the application on 19 February 2025, with the upliftment taking effect on 20 February 2025.

As at 24 April 2025, the Group entered into a Put Option Agreement with Voultier Sdn Bhd, granting the Group the right to exercise a put option over 277,884,300 shares at an agreed Exercise Price. The option is exercisable at any time on or before the first anniversary of the agreement date.

On 6 April 2026, the Company issued a written Exercise Notice to Voultier Sdn. Bhd. As per the Terms of the Put Option Agreement thereby activating the put option. On 22 April 2026, Voultier Sdn. Bhd. responded with letters requesting an additional 3 months extension period for the performance for their obligations under the put option, thereby extending the completion and payment date to 24 July 2026.

(c) Cessation of business operation of Farmbyte Sdn Bhd ("FBSB")

During the financial year, the Directors approved the cessation of the Company, which involved an estimated total cost up to RM14.57 million, encompassing manpower separation, digital and operational closure costs, and other contractual obligations. This acts as part of the strategic realignment of the Group.

(d) Cessation of business operation of Agrofood Company, Kulim Pineapple Farm Sdn Bhd ("KPFSB") and Southern Greens Sdn Bhd ("SGSG")

During the financial year, The Board of Directors of the Company, having deliberated on the proposal for the cessation of business operations of Kulim Pineapple Farm Sdn Bhd ("KPFSB") and Southern Greens Sdn Bhd ("SGSG") commencing to cease the operations by 31 December 2025, in alignment with the Group's strategic realignment initiatives.

Notes To The Financial Statements

For The Financial Year Ended 31 December 2025
Amounts in RM Million Unless Otherwise Stated

41. AUTHORISATION OF FINANCIAL STATEMENTS FOR ISSUE

The financial statements for the financial year ended 31 December 2025 were authorised for issue on 24 April 2026 in accordance with a resolution of the Directors.

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS				
A AGRIBUSINESS				
Ayamas Shoppe Sdn. Bhd.^	Investment holdings and operation of a convenience foodstore chain	Malaysia	**In the process of winding up**	In the process of winding up
E.A. Technique (M) Berhad#^	Provision of sea transportation fabrication	Malaysia	**20.99**	20.99
Avangaad Berhad (fka EPA Management Sdn. Bhd.)^	Investment holding	Malaysia	**100.00**	100.00
Extreme Edge Sdn. Bhd.^	Ceased operations	Malaysia	**75.00**	75.00
Farmbyte Archisen Sdn. Bhd.^	Ceased operations	Malaysia	**70.00**	70.00
Kulim Agrofood Sdn. Bhd. (fka Farmbyte Holdings Sdn. Bhd.)^	Investment Holding	Malaysia	**100.00**	100.00
Farmbyte Sdn. Bhd.^	Investment Holding	Malaysia	**100.00**	100.00
Jemaluang Dairy Valley Sdn. Bhd.^	Dairy cattle farming, milk production, processing and distribution and sale of dairy products together with related ancillary and agrotourism business	Malaysia	**65.00**	65.00
Johor Plantations Group Berhad#^	Production of oil palm and palm kernels	Malaysia	**64.44**	65.00
Johor Shipyard & Engineering Sdn. Bhd.^	Building of Ships and floating structures	Malaysia	**20.99**	20.99
JPG Fuji Sdn. Bhd. (fka JPG Refinery Sdn. Bhd.)^	Refining of Palm Oil and Trading of Palm Oil Products	Malaysia	**32.86**	33.15
JPG Greenergy Sdn. Bhd.^	Production of Bio-Methane	Malaysia	**64.44**	65.00
JPG Greenergy Ventures Sdn. Bhd.^	Production of Bio-Methane	Malaysia	**35.44**	35.75
JPG Jenterra Sdn. Bhd.^	Dealer in agricultural machinery and part	Malaysia	**64.44**	65.00
JPG Plantations Sdn. Bhd.^	Production of oil palm and palm kernels	Malaysia	**64.44**	65.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
A AGRIBUSINESS (CONTINUED)				
JPG Planterra Sdn. Bhd.^	Sales of palm nursery and other plantation products and services	Malaysia	**64.44**	65.00
JPG Terrasolutions Sdn. Bhd.^	Provision of training and safety-related services, and supply of safety products	Malaysia	**64.44**	65.00
JTP Trading Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Kara Holdings Sdn. Bhd.^	Investment holding	Malaysia	**In the process of winding up**	In the process of winding up
Kulim (Malaysia) Berhad^	Investment holding and property investment	Malaysia	**100.00**	100.00
Kulim Civilworks Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Kulim Energy Nusantara Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Kulim Energy Sdn. Bhd.^	Dormant	Malaysia	**80.00**	80.00
Kulim Pineapple Farm Sdn. Bhd.^	Ceased operations	Malaysia	**100.00**	100.00
Kulim Topplant Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Kumpulan Bertam Plantations Berhad^	Dormant	Malaysia	**100.00**	100.00
Libra Perfex Precision Sdn. Bhd.^	Hiring and chartering of marine vessel	Malaysia	**20.99**	20.99
Optimum Status Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Pembangunan Mahamurni Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Pristine Bay Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
PT Kulim Agro Persada^	Dormant	Indonesia	**100.00**	100.00
Rasamas Holdings Sdn. Bhd.^	Restaurants	Malaysia	**In the process of winding up**	In the process of winding up

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

	Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1	**CORE BUSINESS (CONTINUED)**				
	A AGRIBUSINESS (CONTINUED)				
	Selai Livestock Sdn. Bhd.^	Livestock farming	Malaysia	**100.00**	100.00
	Selai Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	SIM Manufacturing Sdn. Bhd.^	Dormant	Malaysia	**90.00**	90.00
	Sindora Berhad^	Investment holding	Malaysia	**100.00**	100.00
	Sindora Development Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	Sindora Timber Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	Skellerup Industries (Malaysia) Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
	Southern Greens Sdn. Bhd.^	The company has ceased its operation since 31 December 2025	Malaysia	**100.00**	100.00
	Ulu Tiram Manufacturing Company (Malaysia) Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	United Malayan Agricultural Corp Berhad^	Dormant	Malaysia	**100.00**	100.00
	Yayasan Ansar^	Dormant	Malaysia	**@**	@

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
B WELLNESS AND HEALTHCARE				
Advanced Health Care Solutions Sdn. Bhd.^	Providing healthcare information technology system service	Malaysia	**38.49**	38.43
Amity Development Sdn. Bhd.^	Operating as a property holding company	Malaysia	**38.49**	38.43
Ampang Puteri Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Bandar Baru Klang Specialist Hospital Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Bandar Dato Onn Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Bayan Baru Specialist Hospital Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
BDC Specialist Hospital Sdn. Bhd.^	Operating as a building management company	Malaysia	**38.49**	38.43
Crossborder Aim (M) Sdn. Bhd.^	Investment holding company	Malaysia	**38.49**	38.43
Crossborder Hall (M) Sdn. Bhd.^	Investment holding company	Malaysia	**38.49**	38.43
Damansara Specialist Hospital Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
DTI Resources Sdn. Bhd.^	Providing information technology related services and rental of software	Malaysia	**36.08**	36.03
Energy Excellent Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Freewell Sdn. Bhd.^	Dormant	Malaysia	**30.79**	30.74
Healthcare IT Solutions Sdn. Bhd.^	Providing training services related to information technology and maintenance of information technology system	Malaysia	**38.49**	38.43

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
B WELLNESS AND HEALTHCARE (CONTINUED)				
Healthcare Technical Services Sdn. Bhd.^	Providing project management, engineering maintenance and other related consultancy service	Malaysia	**68.63**	68.60
Ipoh Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Jeta Gardens (Qld) Pty Ltd^	Providing retirement village and aged care services	Australia	**22.00**	21.97
Jeta Gardens Aged Care (Qld) Pty Ltd^	Operating and managing an aged care facility	Australia	**22.00**	21.97
Jeta Gardens Management (Qld) Pty Ltd^	Dormant	Australia	**22.00**	21.97
Johor Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Kajang Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Kedah Medical Centre Sdn. Bhd.	Operating as a specialist hospital	Malaysia	**17.57**	17.55
Kluang Specialist Hospital Sdn. Bhd.^	Operating as a building management company	Malaysia	**38.49**	38.43
Kota Kinabalu Wellness Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
KPJ Ambulatory Care Centre Sdn. Bhd.^	Managing and operating Ambulatory Care Centre and related services	Malaysia	**38.49**	38.43
KPJ Dhaka (Pte) Ltd^	Providing management services to a specialist hospital	Bangladesh	**Disposed on 19 June 2025**	38.43
KPJ Education (M) Sdn. Bhd. (fka KFCH Education)^	Operating and managing of college and institution, providing training and trading services	Malaysia	**38.49**	38.43
KPJ Education Services Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
B WELLNESS AND HEALTHCARE (CONTINUED)				
KPJ Eyecare Specialist Sdn. Bhd.^	Providing medical and consultancy services in eye care	Malaysia	**38.49**	38.43
KPJ Healthcare Berhad#^	Investment holding and provision of management services to subsidiaries	Malaysia	**38.49**	38.43
KPJ Healthcare University Sdn. Bhd. (fka KPJ Healthcare University College Sdn. Bhd.)^	Operating as a private university college of nursing and allied health	Malaysia	**38.49**	38.43
KPJ HealthShoppe Sdn. Bhd.^	Operating as pharmacy retail outlet	Malaysia	**38.49**	38.43
KPJ Medik TV Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Kuantan Wellness Center Sdn. Bhd.^	Operating as a hemodialysis and wellness centre	Malaysia	**38.49**	38.43
Kuching Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**35.65**	35.59
Kumpulan Perubatan (Johor) Sdn. Bhd.^	Managing and investment holding company for medical sector	Malaysia	**38.49**	38.43
Lablink (M) Sdn. Bhd.^	Providing laboratory and pathology Services	Malaysia	**19.63**	19.60
Maharani Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Malaysian Institute of Healthcare Management Sdn. Bhd.^	Dormant	Malaysia	**28.86**	28.82
Massive Hybrid Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Miri Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**32.33**	32.28
Pahang Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**26.94**	26.90
Pasir Gudang Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Penang Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
B WELLNESS AND HEALTHCARE (CONTINUED)				
Perdana Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**23.31**	23.27
Perlis Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
PharmaCARE Sdn. Bhd.^	Providing human resource, training services and rental of human resource information system	Malaysia	**38.49**	38.43
Pharmacare Surgical Technologies (M) Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Pharmaserv Alliances Sdn. Bhd.^	Marketing and distributing medical and pharmaceutical products	Malaysia	**38.49**	38.43
Point Zone (M) Sdn. Bhd.^	Providing treasury management services to the companies within the group	Malaysia	**38.49**	38.43
Pride Outlet Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Pusat Pakar Kluang Utama Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Pusat Pakar Tawakal Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Pusrawi SMC Sdn. Bhd.^	Operating as a polyclinic	Malaysia	**12.01**	11.99
Puteri Specialist Hospital (Johor) Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Rawang Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Selangor Specialist Hospital Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**23.09**	23.06
Sentosa Medical Centre Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Seremban Specialist Hospital Sdn. Bhd.^	Investment holding company	Malaysia	**38.49**	38.43

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
B WELLNESS AND HEALTHCARE (CONTINUED)				
Sibu Geriatric Health & Nursing Centre Sdn. Bhd.^	Operating and managing an aged care facilities and nursing centre	Malaysia	**38.49**	38.43
Sibu Medical Centre Corporation Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Skop Yakin (M) Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
SMC Healthcare Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Sri Manjung Specialist Centre Sdn. Bhd.^	Operating as a specialist hospital	Malaysia	**38.49**	38.43
Sterile Services Sdn. Bhd.^	Providing centralised sterile services for hospitals and medical institutions	Malaysia	**38.49**	38.43
Taiping Medical Centre Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Tawakal Holdings Sdn. Bhd.^	Investment holding company	Malaysia	**38.49**	38.43
Total Meal Solution Sdn. Bhd.^	Provide central kitchen services	Malaysia	**38.49**	38.43
UTM KPJ Specialist Hospital Sdn. Bhd.^	Dormant	Malaysia	**38.49**	38.43
Vejthani Public Company Limited^	Specialist hospital	Thailand	**9.00**	8.98

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
C REAL ESTATE AND INFRASTRUCTURE				
Advance Development Sdn. Bhd.^	Property development	Malaysia	**100.00**	100.00
Bandar Baru Majidee Development Sdn. Bhd.^	Property development	Malaysia	**100.00**	100.00
Bertam Properties Sdn. Bhd.^	Property development	Malaysia	**20.00**	20.00
JLG Galleria Sdn. Bhd. (fka Bukit Damansara Development Sdn. Bhd.)^	Property investment and holding	Malaysia	**100.00**	100.00
CoAction Events Sdn. Bhd.^	Ceased operation	Malaysia	**82.67**	82.67
DAC Land Sdn. Bhd.^	Investment holding and property development	Malaysia	**100.00**	100.00
DAC Properties Sdn. Bhd.^	Development of building projects for own operation	Malaysia	**30.00**	30.00
Damansara Assets Sdn. Bhd.^	Investment and property holding, property development, project and property management and collection agent	Malaysia	**100.00**	100.00
Damansara Galaxy Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
JLG Integra Berhad (fka Damansara Holdings Berhad)^	Investment holding, construction and project management	Malaysia	**100.00**	100.00
Damansara Prospects Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Damansara Pulse Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Damansara Realty (Johor) Sdn. Bhd.^	Property development	Malaysia	**100.00**	100.00
Damansara Realty (Negeri Sembilan) Sdn. Bhd.^	General construction	Malaysia	**100.00**	100.00
Damansara Realty (Pahang) Sdn. Bhd.^	Property holding and development	Malaysia	**80.00**	80.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
C REAL ESTATE AND INFRASTRUCTURE (CONTINUED)				
Damansara Realty (Terengganu) Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Damansara Realty Management (Timber Operations) Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Damansara Realty Management Services Sdn. Bhd.^	Business management consultancy services	Malaysia	**100.00**	100.00
JLG REIT Managers Sdn. Bhd. (fka Damansara Reit Managers Sdn Berhad)^	Real estate investment management	Malaysia	**100.00**	100.00
DASB Food Services Sdn. Bhd.^	Business of food services	Malaysia	**100.00**	100.00
DASB Parking Sdn. Bhd.^	Carpark management, design and consultancy services	Malaysia	**100.00**	100.00
JLG Property Management Sdn. Bhd (fka DASB Property Management Sdn. Bhd.)^	Property management	Malaysia	**82.67**	82.67
JLG Securitas Services Sdn. Bhd. (fka DASB Security Services Sdn. Bhd.)^	Consultancy and security services	Malaysia	**70.00**	70.00
DHealthcare Centre Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Harta Facilities Management Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
JLG Duraclean Sdn. Bhd. (fka HC Duraclean Sdn. Bhd.)^	Franchising of professional care and cleaning product and all other business related wholesale and retail of professional care and cleaning product and machinery to purchase in bulk, sell and deal in any kind of professional care and cleaning products	Malaysia	**85.00**	85.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
C REAL ESTATE AND INFRASTRUCTURE (CONTINUED)				
JLG Healthserv Sdn. Bhd. (fka Damansara PMC Services Sdn. Bhd.)^	Property and land development, healthcare facilities, consultancy services, human capital development and training	Malaysia	**100.00**	100.00
Hatchlabs Sdn. Bhd.^	Business and technology solution provider	Malaysia	**100.00**	100.00
Healthcare Technical Services (PNG) Limited^	Specialist in hospital planning and development consultant	Papua New Guinea	**45.00**	45.00
HTS International Ltd^	Dormant	Labuan, Malaysia	**100.00**	100.00
Ibrahim International Business District (Johor) Sdn. Bhd.^	Consists of developing, managing and promoting investment for Ibrahim International Business District area	Malaysia	**60.00**	60.00
JLG Projects Sdn. Bhd. (fka JL Projects Sdn. Bhd.)^	To engage in real estate activities involving own or leased properties.	Malaysia	**100.00**	100.00
JLand Group Berhad	Investment holding	Malaysia	**100.00**	100.00
JLand Group Capital Investment Group Pty Ltd^	Dormant	Australia	**100.00**	-
JLand Australia Pty Ltd^	Property development	Australia	**100.00**	100.00
JLG Investment Holdings Sdn Bhd (fka JLand Group Sdn. Bhd.)^	Investment holding	Malaysia	**100.00**	100.00
JLG & BP Design Sdn. Bhd.^	Interior design and renovation works	Malaysia	**60.00**	60.00
JLG Services Sdn. Bhd.^	To provide manpower consultancy, recruitment, human resource placement, and staffing services.	Malaysia	**100.00**	100.00
Johor City Development Sdn. Bhd.^	Property development	Malaysia	**100.00**	100.00
Johor Concrete Products Sdn. Bhd.^	Dormant	Malaysia	**51.00**	51.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
C REAL ESTATE AND INFRASTRUCTURE (CONTINUED)				
JLG Land Berhad (fka Johor Land Berhad)^	Property development, construction and investment holding	Malaysia	**100.00**	100.00
JLG Capital Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JLG Horizon Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JLG Development Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JLG Land Australia Pty Ltd^	Dormant	Australia	**100.00**	-
JLG Landmarks Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JLG Menara Jland Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JLG Kompleks Mutiara Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JLG B5 Sdn. Bhd.^	Dormant	Malaysia	**100.00**	-
JOLS Constructions Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
JTN Logistics Park Sdn. Bhd.^	Property development & project management	Malaysia	**49.00**	49.00
Kesang Kastory Enterprise Sdn. Bhd.^	Dormant	Malaysia	**95.00**	95.00
Kesang Properties Sdn. Bhd.^	Development of building projects for own operation i.e. for renting of space in these buildings	Malaysia	**100.00**	100.00
Kesang Quarry Sdn. Bhd.^	Dormant	Malaysia	**70.00**	70.00
Kesang Trading Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
JLG Corporate Edge Sdn. Bhd. (fka Kulim Technology Ideas Sdn. Bhd.)^	Investment holding and special purpose vehicle for financial purposes.	Malaysia	**100.00**	100.00
Langsat Marine Base Sdn. Bhd.^	Provide marine base services which includes handling and storage of high value oil and gas equipment	Malaysia	**100.00**	100.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	2024 %
1 CORE BUSINESS (CONTINUED)				
C REAL ESTATE AND INFRASTRUCTURE (CONTINUED)				
Langsat Marine Terminal Sdn. Bhd.^	Engaged in leasing of warehousing and logistics facilities	Malaysia	**100.00**	100.00
Langsat OSC Sdn. Bhd.^	Construct, manage and operate on offshore and a marine logistics base	Malaysia	**51.00**	51.00
JLG Zaquin Sdn. Bhd.^	Remediation activities and other waste management services, other transportation support activities N.E.C	Malaysia	**65.38**	65.38
MC-JTP Concept Sdn. Bhd.^	Letting of factory lots and providing property management services	Malaysia	**100.00**	100.00
JLG Centrix Sdn. Bhd. (fka TMR Urusharta (M) Sdn. Bhd.)^	Business of real estate services, general services, facility management, project consultant and project management	Malaysia	**100.00**	100.00
JLG Infratech Sdn. Bhd. (fka Total Project Management Sdn. Bhd.)^	Architectural and project management services	Malaysia	**100.00**	100.00
JLG Infracore Sdn. Bhd.^	Dealing in connectivity, telecommunication and industrial cables and accessories,providing related technical consultancy services, fibre optic innovation and smart city solutions	Malaysia	**70.00**	-
JLG Metro Sdn. Bhd. (fka Metro Parking (M) Sdn. Bhd.)^	Parking operator and consultancy services	Malaysia	**100.00**	100.00
JLG Neo Eats Sdn. Bhd. (fka M.N. Koll (M) Sdn. Bhd.)^	Dormant	Malaysia	**100.00**	100.00
Metro Parking (S) Pte Ltd^	Transport related services, car park management and operation services	Singapore	**100.00**	100.00
Metro Parking Management (Philippines) Inc.^	Parking operator and other related parking services	Philippines	**100.00**	100.00
Pagoh Highland Resorts Sdn. Bhd.^	Property investment	Malaysia	**60.00**	60.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
C REAL ESTATE AND INFRASTRUCTURE (CONTINUED)				
Panca Pesona Sdn. Bhd.^	Industrial land and housing projects development	Malaysia	**40.00**	40.00
Pedas Quarry Sdn. Bhd.^	Dormant	Malaysia	**55.00**	55.00
Pembinaan Prefab Sdn. Bhd.^	Property development	Malaysia	**100.00**	100.00
Premier Revenue Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
PT Padang Industrial Park^	Industrial land development	Indonesia	**55.00**	55.00
Revertex (Malaysia) Sdn. Bhd. (fka Synthomer Sdn. Bhd.)^	Manufacture and sale of concentrated natural rubber latex, compounds, synthetic resin emulsions, alkyd resins, polyester resins and plasticisers	Malaysia	**30.07**	30.07
Smart Parking Management System Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Sri Gading Land Sdn. Bhd.^	Dormant	Malaysia	**51.00**	51.00
Tebing Aur Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Techno SCP Sdn. Bhd.^	Development and sale of industrial land	Malaysia	**60.00**	60.00
JLG Buildworks Sdn. Bhd. (fka Tg. Langsat Development Sdn. Bhd.)^	Contractors for earthwork and road construction	Malaysia	**100.00**	100.00
TMR LC Services Sdn. Bhd.^	Building management, maintenance services and hospitality	Malaysia	**100.00**	100.00
JLG Technopark Sdn. Bhd. (fka TPM Technopark Sdn. Bhd.)^	Consist of development and sale of industrial land and project management services	Malaysia	**100.00**	100.00
Valtro Services Sdn. Bhd.^	Operation of parking facilities for motor vehicles (parking lots), civil works and trading and services	Malaysia	**100.00**	100.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
D FOOD AND RESTAURANTS				
Ayamas Food Corporation Sdn. Bhd.^	Poultry processing and further processing activities and investment holding	Malaysia	**Disposed on 28 February 2025**	Joint- controlled Entity
Ayamas Integrated Poultry Industry Sdn. Bhd.^	Breeder and broiler farms, hatchery, feedmill and investment holding	Malaysia	**Disposed on 28 February 2025**	Joint- controlled Entity
Business Chronicles Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Efinite Revenue Sdn. Bhd.^	Dormant	Malaysia	**Joint-controlled Entity**	Joint- controlled Entity
Efinite Value Sdn. Bhd.^	Customer service call centre	Malaysia	**Joint-controlled Entity**	Joint- controlled Entity
Integrated Poultry Industry Sdn. Bhd.^	Primary poultry processing	Malaysia	**Disposed on 28 February 2025**	Joint- controlled Entity
Kampuchea Food Corporation Co. Ltd^	Restaurants	Cambodia	**Joint-controlled Entity**	Joint- controlled Entity
Kentucky Fried Chicken (Malaysia) Sendirian Berhad^	Human resource management	Malaysia	**Joint-controlled Entity**	Joint- controlled Entity
Kentucky Fried Chicken Management Pte Ltd^	Restaurants	Singapore	**Joint-controlled Entity**	Joint- controlled Entity
KFC (B) Sdn. Bhd.^	Restaurants	Brunei	**Joint-controlled Entity**	Joint- controlled Entity
KFC (Peninsular Malaysia) Sdn. Bhd.^	Property holding, investment holding and biodiesel	Malaysia	**Joint-controlled Entity**	Joint- controlled Entity

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
D FOOD AND RESTAURANTS (CONTINUED)				
KFC (Sabah) Sdn. Bhd.^	Under liquidation	Malaysia	**In the process of winding up**	In the process of winding up
KFC (Sarawak) Sdn. Bhd.^	Dormant	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
KFC Holdings (Malaysia) Bhd^	Property holding	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
KFCIC Assets Sdn. Bhd.^	Property holding	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
Ladang Ternakan Putihekar (N.S) Sdn. Bhd.^	Poultry breeder farm	Malaysia	**Disposed on 28 February 2025**	Joint-controlled Entity
Massive Equity Sdn. Bhd.^	Investment holding	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
MH Integrated Farm Berhad^	Property holding	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
PHD Delivery Sdn. Bhd.^	Pizza delivery restaurants	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
Pintas Tiara Sdn. Bhd.^	Property holding	Malaysia	**Disposed on 28 February 2025**	Joint-controlled Entity
Pizza (Kampuchea) Private Limited^	Restaurants and transportation agent	Cambodia	**Disposed on 4 March 2025**	In the process of winding up
Pizza Hut Restaurants Sdn. Bhd.^	Restaurants and transportation agent	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1 CORE BUSINESS (CONTINUED)				
D FOOD AND RESTAURANTS (CONTINUED)				
Pizza Hut Singapore Pte Ltd^	Restaurants	Singapore	**Joint-controlled Entity**	Joint-controlled Entity
QSR Brands (M) Holdings Bhd^	Investment holding and provision of management service	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
QSR Captive Insurance Limited^	Captive insurer	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
QSR Delivery Sdn. Bhd.^	Dormant	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
QSR Manufacturing Sdn. Bhd.^	Bakery, commissary and Investment holding	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
QSR Stores Sdn. Bhd.^	Restaurants and trading in consumables	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
QSR Trading Sdn. Bhd.^	Sales and marketing of food products and transportation agent	Malaysia	**Disposed on 28 February 2025**	Joint-controlled Entity
Region Food Industries Sdn. Bhd.^	Sauce manufacturing plant	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
SPM Restaurants Sdn. Bhd.^	Property holding	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
Tepak Marketing Sdn. Bhd.^	Contract packing tea and tea trading	Malaysia	**Joint-controlled Entity**	Joint-controlled Entity
Usahawan Bistari Ayamas Sdn. Bhd.^	Operation of “Sudut Ayamas”	Malaysia	**Disposed on 28 February 2025**	Joint-controlled Entity

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

	Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
1	**CORE BUSINESS (CONTINUED)**				
	D LIST OF FUNDS				
	Al-Aqar Australia Pty Ltd^	Rental of Commercial Property	Australia	**13.30**	13.96
	Al-Aqar Healthcare REIT#^	Management of real estate investment Trust	Malaysia	**13.30**	13.27
	Al-Salam REIT (fka Al-Salam Investment Trust)#^	Management of real estate investment trust	Malaysia	**47.89**	57.35
2	**NON-CORE BUSINESS**				
	SME/NON-SME				
	BDO Assets Management Sdn. Bhd.^	Investment holding and other related activities	Malaysia	**100.00**	100.00
	D.I.M.A Sdn Bhd	Dormant	Malaysia	**Gazetted on 22 December 2025**	In the process of winding up
	Efinite Structure Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	Hotel Selesa (JB) Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	Hotel Selesa Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
	Johor Infrastructure Group Sdn. Bhd. (fka Ihsan Permata Sdn. Bhd.)^	Project manager for Agropreneur Cattle Satellite project under Teraju Agenda Bumiputera	Malaysia	**100.00**	100.00
	Intrapreneur Value Creation Sdn. Bhd.^	Provide financing to companies within Johor Corporation Group based on Shariah principles and to subscribe, acquire, hold, dispose shares or other securities of any other company which are Shariah compliant	Malaysia	**79.71**	79.70
	Johor Capital Group Sdn.Bhd (fka IPPJ Sdn. Bhd.)^	Formulate plans and implement training and professional courses with a view providing entrepreneurs with knowledge and skills in entrepreneurial and management practices, and related activities	Malaysia	**100.00**	100.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	2024 %
2 NON-CORE BUSINESS (CONTINUED)				
SME/NON-SME (CONTINUED)				
JCorp Capital Excellence Sdn. Bhd. (fka Akademi Jcorp Sdn. Bhd.)^	Investment holding company	Malaysia	**100.00**	100.00
JCorp Capital Solutions Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
JCorp Hotels and Resorts Sdn. Bhd.^	Investment holding and hospitality services	Malaysia	**100.00**	100.00
Johor Aluminium Processing Sdn. Bhd.^	Dormant	Malaysia	**In the process of winding up**	In the process of winding up
Johor Capital Holdings Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Johor Foods Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Johor Franchise Development Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Johor Heavy Industries Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Johor Logistics Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Johor Silica Industries Sdn. Bhd.^	Ceased operations	Malaysia	**100.00**	100.00
Johor Skills Development Centre Sdn. Bhd.^	Technical skills development and training centre	Malaysia	**100.00**	100.00
Johor Ventures Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Kilang Air Batu Perintis Sdn. Bhd.^	Dormant	Malaysia	**88.22**	88.22
Larkin Sentral Management Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Paper Automation Sdn. Bhd.^	Dormant	Malaysia	**98.03**	98.03
Permodalan Teras Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00

LIST OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Name of Company	Principal Activities	Country of Incorporation	Group Effective Interest 2025 %	Group Effective Interest 2024 %
2 NON-CORE BUSINESS (CONTINUED)				
SME/NON-SME (CONTINUED)				
Phoenix Progress Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Pro Corporate Management Services Sdn. Bhd.^	Corporate management services	Malaysia	**100.00**	100.00
Puteri Hotels Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Sergam Berhad^	Dormant	Malaysia	**96.78**	96.78
Sibu Island Resorts Sdn. Bhd.^	Dormant	Malaysia	**100.00**	100.00
Sindora Ventures Sdn. Bhd.^	Investment holding	Malaysia	**100.00**	100.00
Tanjung Langsat Port Sdn. Bhd.^	To lease its port operating assets and facilities to a fellow subsidiary which has been granted the license to operate the port	Malaysia	**100.00**	100.00
Tanjung Tuan Hotel Sdn. Bhd.^	Dormant	Malaysia	**Struck off on 20 November 2025**	100.00
Tenaga Utama (Johor) Bhd^	Investment holding	Malaysia	**69.76**	69.76
TLP Terminal Sdn. Bhd.^	Promote, develop, operate, manage and maintain Tanjung Langsat Port	Malaysia	**100.00**	100.00
Trapezoid Web Profile Sdn. Bhd.^	Dormant	Malaysia	**81.74**	81.74
Westbury Tubular (M) Sdn. Bhd.^	Dormant	Malaysia	**41.69**	41.69

\# Listed on the Main Board of Bursa Malaysia Securities Berhad
@ Limited by Guarantee
^ Subsidiaries not audited by PricewaterhouseCoopers PLT