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ASX ANNOUNCEMENT

26 March 2026

RELEASE OF ANNUAL AUDITED ACCOUNTS OF UOA DEVELOPMENT BHD

United Overseas Australia Ltd (ASX: UOS) provides the Annual Audited Reports and Financial Statements relating to its subsidiary, UOA Development Bhd, as released to the Bursa Malaysia Securities Bhd.

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About United Overseas Australia Ltd

*United Overseas Australia Ltd, together with its subsidiaries and associates (**UOA Group**), is a highly reputable and diversified real estate group in Asia with a proven track record in delivering integrated, end-to-end expertise across the real estate value chain—from development and investment to construction and asset management.*

Through its listed entities (United Overseas Australia Ltd, dual-listed in Australia and Singapore; UOA Real Estate Investment Trust and UOA Development Bhd in Malaysia), as well as its subsidiary in Vietnam (UOA Vietnam Pte Ltd), the UOA Group drives long-term value creation by seamlessly aligning investment strategies with disciplined execution across Asia's dynamic property markets.

Its diverse portfolio spans large-scale residential and commercial developments in key urban centres, hospitality assets that support tourism-driven economies, and modern healthcare facilities that meet the demands of rapidly growing populations. With deep market insights, strategic capital management, and a commitment to excellence, the UOA Group continues to deliver impactful developments that elevate the built environment, and enhance urban living in the region.

Registration No.: 200401015520 (654023-V)

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

REPORTS AND FINANCIAL STATEMENTS

31 DECEMBER 2025

Registration No.: 200401015520 (654023-V)

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

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UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

CORPORATE INFORMATION

DIRECTORS	Kong Chong Soon @ Chi Suim Kong Pak Lim Ang Kheng Im Fong Heng Boo Eugene Lee Chin Jin Tuan Haji Ramley Bin Alan Kong Sze Choon (alternate for Kong Chong Soon @ Chi Suim) Stephanie Kong Pei Zen (alternate for Kong Pak Lim)
SECRETARIES	Yap Kai Weng (MAICSA 74580) (SSM Practicing Certificate No. 201908003526) Wong Yoke Leng (MAICSA 7032314) (SSM Practicing Certificate No. 201908004035)
AUDITORS	Grant Thornton Malaysia PLT (Member Firm of Grant Thornton International Ltd) Chartered Accountants Level 11, Sheraton Imperial Court Jalan Sultan Ismail 50250 Kuala Lumpur
REGISTERED OFFICE	No 9, Jalan Indah 16 Taman Cheras Indah 56100 Kuala Lumpur
PRINCIPAL PLACE OF BUSINESS	Suite G-1, Vertical Corporate Tower B Avenue 10, The Vertical Bangsar South City No. 8, Jalan Kerinchi 59200 Kuala Lumpur

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

DIRECTORS' REPORT

The Directors have pleasure in submitting their report and the audited financial statements of the Group and of the Company for the financial year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The principal activity of the Company is investment holding.

There has been no significant change in the Company's principal activity during the financial year.

The principal activities of the subsidiaries are disclosed in Note 7 to the Financial Statements.

FINANCIAL RESULTS

	Group RM'000	**Company** RM'000
Attributable to:		
Owners of the Company	474,042	
Non-controlling interests	26,672	
Net profit for the financial year	500,714	283,208

DIVIDENDS

During the Annual General Meeting held on 28 May 2025, the shareholders of the Company resolved to approve the Company's Dividend Reinvestment Scheme ("DRS").

The DRS provides an option to the shareholders to reinvest either all or a portion of the declared dividends in new shares in lieu of receiving cash. Shareholders who did not elect to participate in the option to reinvest will receive the entire dividend wholly in cash.

During the financial year, the following dividends were declared and paid by the Company:

- A first and final single tier dividend of 10 sen per ordinary share amounting to RM262,379,010 in respect of the financial year ended 31 December 2024, as proposed in the Directors' report for that financial year.

The dividends of RM262,379,010 were settled as follows:

- RM48,068,328 was reinvested via the issuance of 31,213,200 new ordinary shares pursuant to the DRS to shareholders who have elected for the DRS; and
- RM214,310,682 was paid to shareholders who elected to receive the dividends in cash.

The Directors now recommend a final single tier dividend of 10 sen per ordinary share in respect of the financial year ended 31 December 2025 amounting to RM265,500,330 based on 2,655,003,300 ordinary shares (net of treasury shares at the reporting date) for shareholders' approval at the forthcoming Annual General Meeting.

DIVIDENDS (CONT'D)

The financial statements for the current financial year do not reflect this proposed dividend. Such dividend will be accounted for in the statements of changes in equity as an appropriation of retained profits in the financial year ending 31 December 2026.

RESERVES AND PROVISIONS

All material transfers to or from reserves and provisions during the financial year are disclosed in the financial statements.

ISSUE OF SHARES AND DEBENTURES

During the financial year, the Company increased its issued and paid-up ordinary share capital from RM3,296,830,362 to RM3,344,898,690 by way of issuance of 31,213,200 new ordinary shares pursuant to the DRS of the Company.

The new ordinary shares issued during the financial year ranked pari passu in all respects with the existing ordinary shares of the Company.

There were no issuance of any debentures during the financial year.

SHARE OPTIONS

No option was granted to any person to take up unissued shares of the Company during the financial year.

TREASURY SHARES

During an Annual General Meeting held on 28 May 2025, the shareholders of the Company resolved to approve the Company's share buy-back of up to 10% of the Company's issued and paid-up ordinary shares.

During the financial year, there was no buy-back of treasury shares. The cumulative treasury shares of the Group and of the Company as at the reporting date is 1,133,800 out of the total 2,656,137,100 issued ordinary shares. Further relevant details are disclosed in Note 20 to the Financial Statements.

The authority from shareholders to repurchase shares will expire and is required to be renewed at the conclusion of the forthcoming Annual General Meeting.

HOLDING COMPANIES

The Directors regard United Overseas Australia Ltd, a company incorporated in Australia and listed on the Australian Stock Exchange and the Stock Exchange of Singapore as the ultimate holding company.

The immediate holding company is UOA Holdings Sdn. Bhd., a company incorporated and domiciled in Malaysia.

SUBSIDIARIES

Details of the subsidiaries are set out in Note 7 to the Financial Statements.

There is no qualified auditors' report on the financial statements of any subsidiaries for the financial year in which this report is made.

As at the end of the financial year, none of the subsidiaries hold any shares in the holding company or in other related corporations.

DIRECTORS

The Directors who held office during the financial year and up to the date of this report are:

Kong Chong Soon @ Chi Suim*
Kong Pak Lim*
Ang Kheng Im
Fong Heng Boo
Eugene Lee Chin Jin
Tuan Haji Ramley Bin Alan
Kong Sze Choon* (alternate for Kong Chong Soon @ Chi Suim)
Stephanie Kong Pei Zen* (alternate for Kong Pak Lim)

* also Director of certain subsidiaries of the Company

The Directors of the Company's subsidiaries who held office during the financial year and up to the date of this report other than those named above are:

Chang Cheng Wah
Foong Kin Fai
Koh Koek Hung
Kong Sze Hou
Tong Ee Ping
Carol Philomena Clark
Albert Chan Kin Soong
Martin Yap Lu Hoong
Yap Woon Bin
Lan Leong Chung
Chong Yung Sui
Ng Yoong Duong
Vyshnevi Vijayanandan
Chan Cecelia
Yong Suan Mooi
Ho Chin Kuang
Lee Ka Lok
Ng See Yee
Looi Qi Hao
Sharifa Shahreen Binti Syed Sultan Ahmed
Ong Tee Thong
Zaiazlina Binti Mahpol

DIRECTORS' INTERESTS

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, the interests and deemed interests in the ordinary shares of the Company and its related corporations of those who were Directors as at financial year end are as follows:

	Number of ordinary shares			
	At 1.1.2025	Bought/DRS	Sold	At 31.12.2025
The Company				
Direct interests				
Kong Sze Choon	148,300	9,600	-	157,900
Ang Kheng Im	241,320	15,600	-	256,920

DIRECTORS' INTERESTS (CONT'D)

According to the Register of Directors' Shareholdings required to be kept under Section 59 of the Companies Act 2016, the interests and deemed interests in the ordinary shares of the Company and its related corporations of those who were Directors as at financial year end are as follows (cont'd):

	Number of ordinary shares			
	At 1.1.2025	Bought/DRS	Sold	At 31.12.2025
The Company (cont'd)				
Indirect interests				
Kong Chong Soon @ Chi Suim*	1,844,604,740	17,900	-	1,844,622,640
Kong Pak Lim*	1,844,269,720	-	-	1,844,269,720
Kong Sze Choon*	57,700	-	-	57,700
United Overseas Australia Ltd (ultimate holding company)				
Direct interests				
Kong Chong Soon @ Chi Suim	3,313,361	24,565	-	3,337,926
Kong Sze Choon	686,494	-	-	686,494
Indirect interests				
Kong Chong Soon @ Chi Suim*	1,220,055,512	44,615,814	-	1,264,671,326
Kong Pak Lim*	922,119,066	22,359,909	-	944,478,975

* deemed interests by virtue of their shares in Griyajaya Sdn. Bhd., Transmetro Sdn. Bhd., Accomplished Portfolio Sdn. Bhd., Metrowana Development Sdn. Bhd., KMSA Investments Pte. Ltd., CSCH Global Pte. Ltd., Zedra Trust Company (Singapore) Limited and close family members.

	Number of ordinary shares			
	At 1.1.2025	Bought	Sold	At 31.12.2025
Directors' interest in subsidiaries				
Indirect interests				
Kong Chong Soon @ Chi Suim#:				
Peninsular Home Sdn. Bhd.	40	-	-	40
Scenic Point Development Sdn. Bhd.	100,000	-	-	100,000
Ceylon Hills Sdn. Bhd.	90,000	-	-	90,000
Everise Tiara (M) Sdn. Bhd.	120,000	-	-	120,000
Everise Project Sdn. Bhd.	120,000	-	-	120,000

\# deemed interest by virtue of his shares in Transmetro Sdn. Bhd..

By virtue of their substantial interests in the shares of United Overseas Australia Ltd, Kong Chong Soon @ Chi Suim and Kong Pak Lim are deemed to be interested in the shares of all the subsidiaries of United Overseas Australia Ltd to the extent that United Overseas Australia Ltd has an interest.

DIRECTORS' REMUNERATION AND BENEFITS

During the financial year, the fees, remunerations and other benefits received and receivable by the Directors of the Company are as follows:

	Incurred by the Group RM	Incurred by the Company RM
Directors' fees	180,000	180,000
Directors' remunerations and other benefits*	8,595,063	31,000
Insurance paid for Directors' indemnity given	14,688	-

* Included in the Directors' remunerations and other benefits of the Group are benefits-in-kind (based on estimated monetary value) amounted to RM161,749.

During and at the end of the financial year, no arrangement subsisted to which the Company is a party, with the object or objects of enabling Directors of the Company to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no Directors of the Company have received or become entitled to receive any benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by the Directors as shown in the above) by reason of a contract made by the Company or a related corporation with the Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest, other than disclosed in Note 37 to the Financial Statements.

OTHER STATUTORY INFORMATION

Before the financial statements were made out, the Directors took reasonable steps:

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

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

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

(a) which would render the amount written off for bad debts or the amount of the allowance for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; or

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

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

(d) not otherwise dealt with in this report or the financial statements of the Group and of the Company which would render any amount stated in the respective financial statements misleading.

OTHER STATUTORY INFORMATION (CONT'D)

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

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

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

In the opinion of the Directors:

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

(b) the results of the operations of the Group and of the Company for the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and

(c) there has not arisen in the interval between the end of the financial 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 Company for the financial year in which this report is made.

AUDITORS

The total amount of fees paid to or payable to the auditors, Grant Thornton Malaysia PLT and its member firms as remunerations for their services rendered, by the Group and by the Company for the financial year ended 31 December 2025 amounted to RM680,000 and RM79,000 respectively. Further details are disclosed in Note 32 to the Financial Statements.

There was no indemnity given to or insurance effected for the auditors of the Company.

The auditors, Grant Thornton Malaysia PLT, have expressed their willingness to continue in office.

Signed on behalf of the Directors in accordance with a resolution of the Directors,

.....	)	
KONG PAK LIM	)	
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	)	DIRECTORS
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.....	)	
KONG CHONG SOON @ CHI SUIM		

25 March 2026

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENT BY DIRECTORS

In the opinion of the Directors, the financial statements set out on the pages 17 to 82 are drawn up in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025 and of their financial performance and their cash flows for the financial year then ended.

Signed on behalf of the Directors in accordance with a resolution of the Directors,

.....	.....
KONG PAK LIM	KONG CHONG SOON @ CHI SUIM

25 March 2026

STATUTORY DECLARATION

I, Ang Kheng Im, being the Director primarily responsible for the financial management of UOA Development Bhd, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements set out on pages 17 to 82 are correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1960.

Subscribed and solemnly declared by	)	
the abovenamed at Kuala Lumpur in	)	
the Federal Territory this day of	)	
25 March 2026	)	……..……
		ANG KHENG IM
		(MIA NO.: 11954)
		CHARTERED ACCOUNTANT

Before me:

Commissioner for Oaths

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF

UOA DEVELOPMENT BHD
(Incorporated in Malaysia)
Registration No.: 200401015520 (654023-V)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UOA Development Bhd, which comprise the statements of financial position as at 31 December 2025 of the Group and of the Company, and the statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the financial year then ended, and notes to the financial statements, including a summary of material accounting policies, as set out on pages 17 to 82.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2025, and of their financial performance and their cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Basis for Opinion

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

Independence and Other Ethical Responsibilities

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

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matters

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

Fair value of investment properties

The risk **-** The Group has investment properties that are stated at fair values based on valuation reports prepared by independent professional valuers. These valuations rely on the accuracy of assumptions, estimates and financial information provided to the valuers.

Consequently, the determination of the fair values of investment properties involves significant management judgement and estimations by the Directors. As such, we have identified this area as a significant risk requiring special audit consideration.

Our response **-** Our audit procedures included, amongst others, evaluating the competencies, capabilities and objectivities of the independent valuers, performing site visits of all material investment properties, checking the accuracy and relevance of input data used in the valuations, evaluating the valuation amounts by comparing against comparable property sales and test the data inputs underpinning the valuations. We carried out procedures to test the data by agreeing them back to tenancy agreements to confirm the lettable area and agreeing outgoings and also assessed the reasonableness of the term yield, reversionary and occupancy rates used by the valuer with reference to comparable peers.

The Group's disclosures regarding investment properties are included in Notes 3.3 and 5 to the Financial Statements.

Revenue and cost of sales recognition for property development activities

The risk **-** The Group recognises revenue and cost of sales for property development activities based on the measurement of the Group's progress towards complete satisfaction of the Group's performance obligations.

In determining the progress, management is required to exercise significant judgement in estimating total costs to complete and total estimated revenue. As such, we have identified this area as a significant risk requiring special audit consideration.

Report on the Audit of the Financial Statements (cont'd)

Key Audit Matters (cont'd)

Revenue and cost of sales recognition for property development activities (cont'd)

Our response - Our audit procedures included, amongst others, inquiries with the operational and financial personnel of the Group for the assumptions used, comparing estimated costs to actual costs to assess the reliability of management's budgeting process and control, inspecting contracts with sub-contractors, performing analyses of cost budgets, understanding and evaluating the operating effectiveness of key controls surrounding revenue and cost of sales, performing site visits of all ongoing projects, performing analyses of total estimated revenue and testing the computation of recognised revenue and cost of sales.

The Group's disclosures regarding property development activities are included in Notes 3.7, 6, 10, 28 and 29 to the Financial Statements.

There are no key audit matters in relation to the financial statements of the Company.

Information other than the Financial Statements and Auditors' Report Thereon

The Directors of the Company are responsible for the other information. The other information comprises the Director's report and annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the remaining other information, which is expected to be made available to us after the date of this auditors' report.

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

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

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the other information expected to be included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the Directors of the Company and take appropriate action.

Report on the Audit of the Financial Statements (cont'd)

Responsibilities of the Directors for the Financial Statements

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

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

Auditors' Responsibilities for the Audit of the Financial Statements

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

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

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

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

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

Report on the Audit of the Financial Statements (cont'd)

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

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

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

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

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

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

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

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

Registration No.: 200401015520 (654023-V)

Other Matter

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

GRANT THORNTON MALAYSIA PLT
(201906003682 & LLP0022494-LCA)
CHARTERED ACCOUNTANTS (AF 0737)

LEE SHEAU WEI
(NO: 03539/12/2026 J)
CHARTERED ACCOUNTANT

Kuala Lumpur
25 March 2026

Registration No.: 200401015520 (654023-V)

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

		Group		Company	
	Note	2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
ASSETS					
Non-current assets					
Property, plant and equipment	4	376,453	380,276	-	-
Investment properties	5	2,311,493	1,784,487	-	-
Inventories	6	462,453	460,378	-	-
Investment in subsidiaries	7	-	-	2,673,825	2,364,727
Equity investments	8	68,796	76,781	15,818	17,787
Deferred tax assets	9	39,309	40,239	-	-
Total non-current assets		3,258,504	2,742,161	2,689,643	2,382,514
Current assets					
Inventories	6	1,285,511	1,425,677	-	-
Contract assets	10	232,595	231,918	-	-
Trade receivables	11	55,159	76,589	-	-
Other receivables	12	45,963	41,651	825	2,443
Amount owing by subsidiaries	13	-	-	193,232	282,984
Current tax assets		59,777	70,486	2,711	2,522
Short term investments	14	1,327,302	1,333,113	452,460	588,802
Fixed deposits with licensed banks	15	254,959	233,380	32,350	52,945
Cash and bank balances	16	167,259	233,682	5,736	3,576
Total current assets		3,428,525	3,646,496	687,314	933,272
TOTAL ASSETS		6,687,029	6,388,657	3,376,957	3,315,786
EQUITY AND LIABILITIES					
Equity					
Share capital	17	3,344,898	3,296,830	3,344,898	3,296,830
Merger reserve	18	2,252	2,252	-	-
Fair value reserve	19	(10,922)	(2,937)	6,942	8,911
Treasury shares	20	(2,119)	(2,119)	(2,119)	(2,119)
Retained earnings		2,576,999	2,367,852	26,495	5,666
Equity attributable to owners of the Company		5,911,108	5,661,878	3,376,216	3,309,288
Non-controlling interests	7	226,278	173,214	-	-
Total equity		6,137,386	5,835,092	3,376,216	3,309,288

UOA DEVELOPMENT BHD
(Incorporated in Malaysia)

STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2025 (CONT'D)

		Group		Company	
	Note	2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
LIABILITIES					
Non-current liabilities					
Amount owing to non-controlling shareholders of subsidiaries	21	2,282	1,911	-	-
Lease liabilities	22	1,147	812	-	-
Borrowings	23	-	119	-	-
Deferred tax liabilities	24	71,720	60,543	-	-
Total non-current liabilities		75,149	63,385	-	-
Current liabilities					
Trade payables	25	155,541	198,697	-	-
Other payables	26	231,150	228,556	741	6,483
Contract liabilities	10	31,385	12,225	-	-
Amount owing to subsidiaries	13	-	-	-	15
Amount owing to a related company	27	8	-	-	-
Amount owing to non-controlling shareholders of subsidiaries	21	33,928	39,500	-	-
Lease liabilities	22	587	253	-	-
Borrowings	23	-	48	-	-
Current tax liabilities		21,895	10,901	-	-
Total current liabilities		474,494	490,180	741	6,498
Total liabilities		549,643	553,565	741	6,498
TOTAL EQUITY AND LIABILITIES		6,687,029	6,388,657	3,376,957	3,315,786

The accompanying notes form an integral part of the financial statements

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

		Group		Company	
	Note	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Revenue	28	674,286	545,698	263,722	242,674
Cost of sales	29	(375,859)	(350,484)	-	-
Gross profit		298,427	195,214	263,722	242,674
Fair value gain on investment properties		169,225	44,235	-	-
Finance income		47,750	47,657	24,083	20,676
Other income	30	418,158	383,102	5,015	5,889
(Impairment losses)/reversal of impairment losses on financial assets		(3,352)	668	-	10,100
Reversal of impairment losses/(impairment losses) on non-financial assets		8,306	1,525	(7,000)	(17,400)
(Inventories written down)/reversal of inventories written down		(7,294)	896	-	-
Administrative and general expenses		(203,676)	(187,962)	(1,847)	(8,426)
Other expenses		(90,323)	(91,618)	-	-
Finance costs	31	(170)	(210)	-	-
Profit before tax	32	637,051	393,507	283,973	253,513
Tax expenses	33	(136,337)	(98,767)	(765)	(16,739)
Net profit for the financial year		500,714	294,740	283,208	236,774
Other comprehensive income:					
Item that will not be reclassified subsequently to profit or loss					
Fair value (loss)/gain on remeasurement of financial assets		(7,985)	(10,424)	(1,969)	342
Total comprehensive income for the financial year		492,729	284,316	281,239	237,116
Net profit for the financial year attributable to:					
Owners of the Company		474,042	287,303		
Non-controlling interests		26,672	7,437		
		500,714	294,740		
Total comprehensive income attributable to:					
Owners of the Company		466,057	276,879		
Non-controlling interests		26,672	7,437		
		492,729	284,316		
Earnings per share (RM) - Basic and Diluted	34	0.18	0.11		

The accompanying notes form an integral part of the financial statements

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENTS OF CHANGES IN EQUITY FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

		----------Attributable to owners of the Company----------							
		← Non-distributable →				Distributable			
Group	Note	Share capital RM'000	Merger reserve RM'000	Fair value reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
Balance at 1 January 2024		3,071,432	2,252	7,487	(2,119)	2,334,044	5,413,096	176,115	5,589,211
Net profit for the financial year		-	-	-	-	287,303	287,303	7,437	294,740
Other comprehensive income for the financial year		-	-	(10,424)	-	-	(10,424)	-	(10,424)
Total comprehensive income for the financial year		-	-	(10,424)	-	287,303	276,879	7,437	284,316
Transactions with owners:									
Dividends to non-controlling shareholders		-	-	-	-	-	-	(14,728)	(14,728)
Dividends to shareholders of the Company	35	225,398	-	-	-	(249,042)	(23,644)	-	(23,644)
Acquisition of shares in new subsidiaries		-	-	-	-	-	-	(213)	(213)
Subscription of shares in existing subsidiaries by non-controlling shareholders		-	-	-	-	-	-	150	150
Changes in equity interest in existing subsidiaries		-	-	-	-	(4,453)	(4,453)	4,453	-
Total transactions with owners		225,398	-	-	-	(253,495)	(28,097)	(10,338)	(38,435)
Balance at 31 December 2024		3,296,830	2,252	(2,937)	(2,119)	2,367,852	5,661,878	173,214	5,835,092
Net profit for the financial year		-	-	-	-	474,042	474,042	26,672	500,714
Other comprehensive income for the financial year		-	-	(7,985)	-	-	(7,985)	-	(7,985)
Total comprehensive income for the financial year		-	-	(7,985)	-	474,042	466,057	26,672	492,729
Transactions with owners:									
Dividends to non-controlling shareholders		-	-	-	-	-	-	(572)	(572)
Dividends to shareholders of the Company	35	48,068	-	-	-	(262,379)	(214,311)	-	(214,311)
Acquisition of shares in a new subsidiary		-	-	-	-	-	-	51	51
Subscription of shares in existing subsidiaries by non-controlling shareholders		-	-	-	-	-	-	21,136	21,136
Changes in equity interest in existing subsidiaries		-	-	-	-	(2,516)	(2,516)	2,366	(150)
Disposal of shares in subsidiaries		-	-	-	-	-	-	3,411	3,411
Total transactions with owners		48,068	-	-	-	(264,895)	(216,827)	26,392	(190,435)
Balance at 31 December 2025		3,344,898	2,252	(10,922)	(2,119)	2,576,999	5,911,108	226,278	6,137,386

UOA DEVELOPMENT BHD
(Incorporated in Malaysia)

STATEMENTS OF CHANGES IN EQUITY
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

		← Non-distributable →			Distributable	
Company	Note	Share capital RM'000	Fair value reserve RM'000	Treasury shares RM'000	Retained earnings RM'000	Total equity RM'000
Balance at 1 January 2024		3,071,432	8,569	(2,119)	17,934	3,095,816
Net profit for the financial year		-	-	-	236,774	236,774
Other comprehensive income for the financial year		-	342	-	-	342
Total comprehensive income for the financial year		-	342	-	236,774	237,116
Transaction with owners:						
Dividends	35	225,398	-	-	(249,042)	(23,644)
Balance at 31 December 2024		3,296,830	8,911	(2,119)	5,666	3,309,288
Net profit for the financial year		-	-	-	283,208	283,208
Other comprehensive income for the financial year		-	(1,969)	-	-	(1,969)
Total comprehensive income for the financial year		-	(1,969)	-	283,208	281,239
Transaction with owners:						
Dividends	35	48,068	-	-	(262,379)	(214,311)
Balance at 31 December 2025		3,344,898	6,942	(2,119)	26,495	3,376,216

The accompanying notes form an integral part of the financial statements

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	Note	Group 2025 RM'000	Group 2024 RM'000	Company 2025 RM'000	Company 2024 RM'000
OPERATING ACTIVITIES					
Profit before tax		637,051	393,507	283,973	253,513
Adjustments for:					
Fair value gain on investment properties		(169,225)	(44,235)	-	-
Bad debts written off		88	73	-	-
Inventories written down/(reversal of inventories written down)		7,294	(896)	-	-
Inventories written off		10	4	-	-
Impairment losses/(reversal of impairment losses) on financial assets		3,352	(668)	-	(10,100)
(Reversal of impairment losses)/impairment losses on non-financial assets:					
- Property, plant and equipment		(8,306)	(1,990)	-	-
- Investment in subsidiaries		-	-	7,000	17,400
- Goodwill		-	465	-	-
Depreciation		18,829	17,489	-	-
Gain on disposal of property, plant and equipment		(280)	(653)	-	-
Gain on disposal of investment properties		(1,800)	-	-	-
Property, plant and equipment written off		731	54	-	2
Loss on disposal of subsidiaries		1,429	-	-	-
Distribution income from short term investments		(34,687)	(35,262)	(16,190)	(16,886)
Dividend income from equity investments		(4,278)	(5,203)	(307)	(922)
Interest income		(13,063)	(12,395)	(7,893)	(3,790)
Interest expense		170	210	-	-
Operating profit before working capital changes		437,315	310,500	266,583	239,217
Changes in working capital:-					
Inventories		(79,376)	(77,123)	-	-
Contract assets		(677)	(166,141)	-	-
Contract liabilities		19,160	12,225	-	-
Receivables		11,988	(4,743)	1,618	19,198
Payables		(44,200)	36,215	(5,742)	(4,448)
Cash generated from operations		344,210	110,933	262,459	253,967
Interest received		5,642	4,520	-	-
Net tax paid		(102,514)	(89,044)	(954)	(17,325)
Net cash from operating activities		247,338	26,409	261,505	236,642

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

		Group		Company	
	Note	2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
INVESTING ACTIVITIES					
Additions to investment properties, net of reversals		(165,959)	(58,951)	-	-
Proceeds from disposal of investment properties		29,500	-	-	-
Purchase of property, plant and equipment	**A**	(9,362)	(18,145)	-	-
Proceeds from disposal of property, plant and equipment		1,345	670	-	6,796
Repayments from ultimate holding company		-	5	-	-
Repayments from/(advances to) subsidiaries		-	-	88,946	(196,755)
Repayments from related companies		-	646	-	22
Subscription of shares in existing subsidiaries		-	-	(316,098)	(32,510)
Acquisition of shares from non-controlling shareholders		(150)	-	-	-
Net cash inflows from acquisition of new subsidiaries		65	217	-	-
Net cash outflows from disposal of subsidiaries		(121)	-	-	-
Distribution received from short term investments		34,687	35,262	16,190	16,886
Dividend received from equity investments		4,278	5,203	307	922
Fixed deposits pledged		(6)	(5)	(6)	(5)
Interest received		7,365	7,562	8,699	1,530
Net cash used in investing activities		(98,358)	(27,536)	(201,962)	(203,114)
FINANCING ACTIVITIES					
Repayments of bank borrowings		(36)	(45)	-	-
Payment of lease liabilities	**B**	(543)	(196)	-	-
Repayments to immediate holding company		-	(152)	-	(1)
Repayments to subsidiaries		-	-	(15)	(440)
Repayments to related companies		-	(178)	-	-
Repayments to non-controlling shareholders		(5,254)	(6,000)	-	-
Interest paid		(61)	(31)	-	-
Subscription of shares in existing subsidiaries by non-controlling shareholders		21,136	150	-	-
Dividends paid to owners of the Company	35	(214,311)	(23,644)	(214,311)	(23,644)
Dividends paid to non-controlling shareholders of subsidiaries		(572)	(14,728)	-	-
Net cash used in financing activities		(199,641)	(44,824)	(214,326)	(24,085)

UOA DEVELOPMENT BHD

(Incorporated in Malaysia)

STATEMENTS OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 (CONT'D)

		Group		Company	
	Note	2025	2024	2025	2024
		RM'000	RM'000	RM'000	RM'000
CASH AND CASH EQUIVALENTS					
Net changes		(50,661)	(45,951)	(154,783)	9,443
At beginning of financial year		1,800,001	1,845,952	645,149	635,706
At end of financial year		1,749,340	1,800,001	490,366	645,149
Represented by:					
Short term investments		1,327,302	1,333,113	452,460	588,802
Fixed deposits with licensed banks		254,959	233,380	32,350	52,945
Cash and bank balances		167,259	233,682	5,736	3,576
		1,749,520	1,800,175	490,546	645,323
Fixed deposits pledged		(180)	(174)	(180)	(174)
		1,749,340	1,800,001	490,366	645,149

NOTES TO THE STATEMENTS OF CASH FLOWS

A. PURCHASE OF PROPERTY, PLANT AND EQUIPMENT

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Aggregate cost of property, plant and equipment acquired	10,668	19,225	-	-
Net reversals	-	(250)	-	-
Financed via lease liabilities arrangements	(1,306)	(830)	-	-
Total cash acquisitions	9,362	18,145	-	-

B. CASH OUTFLOWS FOR LEASES AS A LESSEE

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Payments relating to short-term leases	15,122	6,656	-	-
Payments of lease liabilities	543	196	-	-
Interest paid in relation to lease liabilities	58	25	-	-
Total cash outflows for leases	15,723	6,877	-	-

UOA DEVELOPMENT BHD

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NOTES TO THE FINANCIAL STATEMENTS – 31 DECEMBER 2025

1. GENERAL INFORMATION

UOA Development Bhd (the "Company") is a public limited liability company incorporated and domiciled in Malaysia, and listed on the Main Market of Bursa Malaysia Securities Berhad. The addresses of the principal place of business and registered office of the Company are disclosed in page 2.

The Directors regard United Overseas Australia Ltd, a company incorporated in Australia and listed on the Australian Stock Exchange and the Stock Exchange of Singapore as the ultimate holding company.

The immediate holding company is UOA Holdings Sdn. Bhd., a company incorporated and domiciled in Malaysia.

The Company is principally engaged in investment holding. There has been no significant change in the Company's principal activity during the financial year. The principal activities of the subsidiaries are disclosed in Note 7 to the Financial Statements.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors passed on 25 March 2026.

2. BASIS OF PREPARATION

2.1 Statement of compliance

The financial statements of the Group and of the Company have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRS"), IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

2.2 Basis of measurement

The financial statements of the Group and of the Company are prepared under the historical cost convention except for certain land, buildings and investments that are measured at fair values at the reporting date as disclosed in the summary of material accounting policies.

The Group and the Company have prepared the financial statements on the basis that it will continue to operate as a going concern.

Historical cost is generally based on the fair value of consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group or the Company.

2. BASIS OF PREPARATION (CONT'D)

2.2 Basis of measurement (cont'd)

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial market takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to their fair value measurement as a whole:

(a) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

(b) Level 2 - Valuation techniques for which the lowest level input that is significant to their fair value measurement is directly or indirectly observable

(c) Level 3 - Valuation techniques for which the lowest level input that is significant to their fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to their fair value measurement as a whole) at the end of each reporting year.

For the purpose of fair value disclosures, the Group and the Company have determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of fair value hierarchy as explained above.

2.3 Functional, presentation and foreign currency

The financial statements are presented in Ringgit Malaysia ("RM"), which is also the Group's and the Company's functional currency. All amounts in the financial statements are rounded to the nearest thousand, unless otherwise indicated.

2.4 Basis of consolidation

The Group's financial statements consolidate those of the parent company and all of its subsidiaries at 31 December 2025. All subsidiaries have a reporting date of 31 December.

2. BASIS OF PREPARATION (CONT'D)

2.5 Adoption of new amendments/improvements to MFRS

At the beginning of the current financial year, the Group and Company adopted new amendments/improvements to MFRS which are mandatory for the financial periods beginning on or after 1 January 2025.

The amendments/improvements have had no significant financial impact on the Group's and the Company's financial statements.

2.6 Standards issued but not yet effective

The new and amended standards and interpretations that are issued, but not yet effective are disclosed below. The Group and the Company intend to adopt these amended standards and interpretations, if applicable, when they become effective in the respective financial period:

Amendments to MFRSs effective 1 January 2026:

Amendments to MFRS 9 and MFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to MFRS 1, MFRS 7, MFRS 9, MFRS 10 and MFRS 107	Amendments that are part of Annual Improvements – Volume 11
Amendments to MFRS 9 and MFRS 7	Contracts Referencing Nature - Dependent Electricity

MFRSs and amendments to MFRSs effective 1 January 2027:

MFRS 18	Presentation and Disclosure in Financial Statements
MFRS 19 and Amendments to MFRS 19	Subsidiaries without Public Accountability: Disclosure
Amendments to MFRS 121	Translation to a Hyperinflationary Presentation Currency

Amendments to MFRSs - effective date deferred indefinitely:

Amendments to MFRS 10 and MFRS 128	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture

The initial application of the above standards/amendments to MFRSs is not expected to have any material impact to the financial statements of the Group and of the Company upon adoption, except for MFRS 18 Presentation and Disclosure in Financial Statements.

MFRS 18 introduces new requirements on presentation within the statements of profit or loss, including specified totals and subtotals. It also requires disclosure of management defined performance measures and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements and the notes. In addition, there are consequential amendments to MFRS 107 Statement of Cash Flows and MFRS 134 Interim Financial Reporting.

The amendments will have an impact on the Group's and on the Company's presentation of statements of profit or loss and other comprehensive income, statements of cash flows and additional disclosures in the notes to the financial statements but not on the measurement or recognition of any items in the Group's and the Company's financial statements.

The Group and the Company are currently assessing the impact of MFRS 18 and plan to adopt the new standard on the required effective date.

2. BASIS OF PREPARATION (CONT'D)

2.7 Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Group's and of the Company's accounting policies and reported amounts of assets, liabilities, income, expenses and disclosures made. Estimates and underlying assumptions are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. The actual result may differ from the judgements, estimates and assumptions made by management and will seldom equal the estimated results.

2.7.1 Estimation uncertainty

Information about significant judgements, estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses are discussed below:

Useful lives of depreciable assets

Property, plant and equipment and right-of-use assets are depreciated on a straight-line basis over their useful lives. Management estimates the useful lives of the depreciable assets to be within 5 and 99 years and reviews the useful lives of depreciable assets at each reporting date. At the reporting date, management assesses that the useful lives represent the expected utility of the assets to the Group and the Company. Actual results, however, may vary due to change in the expected level of usage, physical wear and tear and technological developments, which may result in adjustments to the Group's and the Company's assets.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences, unabsorbed tax losses, unutilised capital allowances and unutilised investment tax allowances to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unabsorbed tax losses, unutilised capital allowances and unutilised investment tax allowances can be utilised.

Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits together with future tax planning strategies.

Inventories

Inventories are measured at the lower of cost and net realisable value. In estimating net realisable values, management takes into account the most reliable evidence available at the time the estimates are made. The Group's core business is subject to economical changes which may cause selling prices to change rapidly and the Group's net result to change.

Fair value of investment properties

The Group measures its investment properties at fair value with any change in fair value recognised in the profit or loss. Significant judgement is required in the determination of fair value which may be derived based on different valuation methods. In making the judgement, the Group evaluates based on past experience and reliance on the work of specialists. The Group engages independent professional valuers to determine fair value.

Information regarding the valuation techniques and inputs used in determining the fair value are disclosed in Note 5 to the Financial Statements.

2. BASIS OF PREPARATION (CONT'D)

2.7 Significant accounting estimates and judgements (cont'd)

2.7.1 Estimation uncertainty (cont'd)

Property development activities and construction contracts

As revenue from ongoing property development activities and construction contracts are recognised over time, the amount of revenue recognised at the reporting date depends on the extent to which the performance obligation has been satisfied. This is done by determining the stage of completion. The stage of completion is determined by the proportion that property development or contract costs incurred for work performed to date bear to the estimated total property development or contract costs.

Significant judgement is required in determining the stage of completion, the extent of the development and contract costs incurred, the estimated total revenue and total costs and the recoverability of the development project and contract cost. In making these judgements, management relies on past experience and, if necessary, the work of specialists.

Provision for expected credit losses ("ECLs") of receivables and contract assets

The Group uses a provision matrix to calculate ECLs for receivables and contract assets. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e. by geography, product type, customer type and rating, coverage by letter of credit and other forms of credit insurance).

The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e. gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the real estate sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.

Income taxes/Deferred tax liabilities

Significant judgement is involved in determining the Group's or the Company's wide provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group and the Company recognise tax liabilities based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the year in which such determination is made.

2. BASIS OF PREPARATION (CONT'D)

2.7 Significant accounting estimates and judgements (cont'd)

2.7.2 Significant management judgements

The following are significant judgements made by management in the process of applying the Group's accounting policies that have the most significant effect on the financial statements.

Classification between investment properties and owner-occupied properties

The Group determines whether a property qualifies as an investment property and has developed the criteria in making that judgement. Investment property is a property held to earn rental or for capital appreciation or both.

Certain properties comprise a portion that is held to earn rental or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. The Group accounts for the portions separately if the portions could be sold separately (or leased out separately under a finance lease). If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property.

Deferred tax on investment properties

For the purposes of measuring deferred tax liabilities arising from investment properties that are measured using the fair value model, the management of the Group reviews the investment properties and concluded that the Group's investment properties are held under a business model whose objective is to recover the carrying amount of the investment properties through sale.

Accordingly, the Group recognises deferred taxes in respect of the changes in fair value of investment properties based on Real Property Gains Tax ("RPGT"). The final tax outcome could be different from the deferred tax liabilities recognised in the financial statements should the economic benefits embodied in the investment properties be subsequently substantially consumed over time rather than through sale.

2.8 Climate-related matters

The Directors have exercised significant judgement in assessing the Group's exposure to climate-related matters in accordance with IFRS S1 and IFRS S2, which included a comprehensive evaluation of potential physical and transition risks across short, medium, and long-term horizons. Based on the Group's current business model, operational footprint, and sector, management has determined that there are no reasonably expected climate-related risks that would have a material impact on the Group's financial position, financial performance, or cash flows. Consequently, the Directors have concluded that no material climate-related financial disclosures are required for the current financial year.

3. MATERIAL ACCOUNTING POLICIES

The Group and the Company apply the material accounting policies, as summarised below, consistently throughout all years presented in the financial statements, unless otherwise stated.

3.1 Business combinations

Business combinations are accounted for using the acquisition method from the acquisition date, which is the date on which control is transferred to the Group, except for Allied Engineering Construction Sdn. Bhd., URC Engineering Sdn. Bhd. and UOA Properties Sdn. Bhd., which are consolidated using the merger method of accounting.

Under the merger method of accounting, the results of entities or businesses under common control are accounted for as if the acquisition had occurred at the date that common control was established. The cost of an acquisition is measured at the nominal value of ordinary shares issued as consideration. The assets and liabilities acquired are included in the consolidated statement of financial position at their existing carrying amounts.

3.2 Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and less any impairment losses.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group and the Company.

Depreciation is recognised on the straight-line method in order to write off the cost of each asset over its estimated useful life. Freehold land with an infinite life is not depreciated.

The principal annual depreciation rates used are as follows:

Leasehold land	Over the period of the lease
Leasehold buildings	2%
Freehold buildings	2%
Plant, machineries and motor vehicles	10% - 20%
Furniture, fittings and equipment	10% - 20%

Fully depreciated assets are retained in the financial statements until they are no longer in use and no further charge for depreciation is made in respect of these assets.

3.3 Investment properties

Investment properties are measured at fair value and are revalued annually and are included in the statements of financial position at their open market values.

If the fair value of an investment property under construction is not reliably measurable but the Group expects the fair value of the investment property to be reliably measurable when construction is complete, that investment property under construction is measured at cost until either its fair value becomes reliably measurable or construction is completed (whichever is earlier).

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

3.4 Leases

3.4.1 As a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Short-term lease

The Group and the Company apply the short-term lease recognition exemption to their short-term leases (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Lease payments on short-term leases are recognised as expenses on a straight-line basis over the lease term.

Right-of-use assets

Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Leasehold land - 99 years
- Leasehold buildings - 50 years
- Motor vehicles - 5 to 10 years
- Plant and machineries - 5 to 10 years

3.5 Inventories

Inventories comprise land held for property development, property development costs, completed properties held for sale, consumables and medicinal products.

The costs of consumables and medicinal products are determined on first in first out method.

3.5.1 Land held for property development and property development costs

Land held for property development is defined as land on which development is not expected to be completed within the normal operating cycle. Usually, no significant development work would have been undertaken on these lands. Accordingly, land held for property development is classified as non-current assets on the statements of financial position and is stated at cost plus incidental expenditure incurred to put the land in a condition ready for development.

Land on which development has commenced and is expected to be completed within the normal operating cycle is included in property development costs. Property development costs comprise all costs that are directly attributable to development activities or that can be allocated on a reasonable basis to such activities.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

3.6 Financial instruments

A financial instrument is any contract that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets at amortised cost

The Group's and the Company's financial assets at amortised cost include trade and other receivables (excluding prepayments), amount owing by subsidiaries, fixed deposits with licensed banks and cash and bank balances.

Financial assets designated at fair value through other comprehensive income (equity instruments)

The Group and the Company elected to classify irrevocably their equity investments under financial assets designated at fair value through other comprehensive income (equity instruments).

Financial assets at fair value through profit or loss (FVTPL)

This category includes short term investments which the Group and the Company had not irrevocably elected to classify at fair value through other comprehensive income. Redemption and remeasurement gain on short term investments are recognised as other income in the statements of profit or loss.

Financial liabilities at amortised cost

The Group's and the Company's financial liabilities at amortised cost include trade and other payables, amounts owing to subsidiaries, a related company, non-controlling shareholders of subsidiaries and borrowings.

3.7 Revenue recognition

Revenue from contracts with customers

The Group recognises revenue from property development and constructions over time if it creates an asset with no alternative use to the Group and the Group has an enforceable right to payment for performance completed to date. Revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation.

The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation (e.g. by reference to the property development or contract costs incurred to date as a percentage of the estimated total development or contract costs of the contract, i.e. the stage of completion).

Revenue from sales of completed properties is recognised upon delivery of properties where the control of the properties or land has passed to the buyers.

All the revenue from hotel room income, food and beverage and other related income, healthcare, medicinal, physiotherapy, acupuncture, dental consultancy and treatment and other healthcare related services, course fees from provision of education, training services and related consultancy services income are recognised when their services are rendered.

3. MATERIAL ACCOUNTING POLICIES (CONT'D)

3.7 Revenue recognition (cont'd)

Sale of medicinal, pharmaceuticals, healthcare and beauty care products income are recognised when the goods are delivered.

Other revenue recognition

Other revenue earned by the Group and the Company are recognised on the following bases:

- Management fee income is recognised when the services are rendered.
- Distribution income is recognised when the right to receive payment is established.
- Dividend income is recognised when the right to receive payment is established.
- Interest income is recognised on a time proportion basis using the effective interest method.

3.8 Tax expense

Deferred tax assets

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Deferred tax liabilities

Where investment properties are carried at their fair value, the amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying values at the reporting date unless the property is depreciable and is held with the objective to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the asset and liabilities, using tax rates enacted or substantively enacted at the reporting date.

4. PROPERTY, PLANT AND EQUIPMENT

	Freehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Plant, machineries and motor vehicles RM'000	Furniture, fittings and equipment RM'000	Total RM'000
Group						
Cost						
At 1.1.2024	18,500	148,895	229,270	78,952	98,964	574,581
Additions	-	312	58	3,466	15,389	19,225
Disposals	-	-	-	(1,261)	(217)	(1,478)
Written off	-	-	-	(73)	(968)	(1,041)
Reversals	-	-	(250)*	-	-	(250)
Acquisition of subsidiaries	-	-	-	-	2,622	2,622
At 31.12.2024	18,500	149,207	229,078	81,084	115,790	593,659
Additions	-	-	89	3,717	6,862	10,668
Disposals	-	-	(616)	(2,978)	(650)	(4,244)
Written off	-	-	-	(1)	(5,051)	(5,052)
Disposal of subsidiaries	-	-	-	(262)	(3,238)	(3,500)
At 31.12.2025	18,500	149,207	228,551	81,560	113,713	591,531
Accumulated depreciation						
At 1.1.2024	-	10,335	39,167	76,525	45,705	171,732
Charge for the financial year	-	2,302	4,582	1,272	9,333	17,489
Disposals	-	-	-	(1,258)	(46)	(1,304)
Written off	-	-	-	(69)	(911)	(980)
Acquisition of subsidiaries	-	-	-	-	166	166
At 31.12.2024	-	12,637	43,749	76,470	54,247	187,103

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

	Freehold land RM'000	Freehold buildings RM'000	Leasehold buildings RM'000	Plant, machineries and motor vehicles RM'000	Furniture, fittings and equipment RM'000	Total RM'000
Group (cont'd)						
Accumulated depreciation (cont'd)						
At 31.12.2024 (cont'd)	-	12,637	43,749	76,470	54,247	187,103
Charge for the financial year	-	2,306	4,571	1,815	10,137	18,829
Disposals	-	-	(106)	(2,978)	(95)	(3,179)
Written off	-	-	-	(1)	(3,500)	(3,501)
Disposal of subsidiaries	-	-	-	(262)	(1,066)	(1,328)
At 31.12.2025	-	14,943	48,214	75,044	59,723	197,924
Accumulated impairment loss						
At 1.1.2024	-	27,060	-	-	1,374	28,434
Reversal for the financial year	-	(1,990)	-	-	-	(1,990)
Disposals	-	-	-	-	(157)	(157)
Written off	-	-	-	-	(7)	(7)
At 31.12.2024	-	25,070	-	-	1,210	26,280
Reversal for the financial year	-	(8,306)	-	-	-	(8,306)
Written off	-	-	-	-	(820)	(820)
At 31.12.2025	-	16,764	-	-	390	17,154
Net carrying amount						
At 31.12.2025	18,500	117,500	180,337	6,516	53,600	376,453
At 31.12.2024	18,500	111,500	185,329	4,614	60,333	380,276

* Reversal due to credit note received

4. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Group (cont'd)

Impairment loss on freehold buildings was reversed during the financial year to represent its current state based on an assessment by the Board of Directors. The Board of Directors were guided by inputs from a firm of independent professional valuers who has appropriate professional qualification and recent experience in the relevant location and asset being valued.

	Motor vehicles RM'000	Furniture, fittings and equipment RM'000	Total RM'000
Company			
Cost			
At 1.1.2024	4,049	13,640	17,689
Disposals	(4,049)	(13,627)	(17,676)
Written off	-	(13)	(13)
At 31.12.2024/31.12.2025	-	-	-
Accumulated depreciation			
At 1.1.2024	3,770	7,121	10,891
Disposals	(3,770)	(7,110)	(10,880)
Written off	-	(11)	(11)
At 31.12.2024/31.12.2025	-	-	-
Net carrying amount			
At 31.12.2024/31.12.2025	-	-	-

Information on right-of-use assets that included in property, plant and equipment are as follows:

Group	Carrying amount RM'000	Depreciation charged RM'000	Additions RM'000	Disposals RM'000
2025				
Leasehold buildings	180,337	4,571	89	510
Motor vehicles	1,964	526	1,449	-
Total right-of-use assets	182,301	5,097	1,538	510
2024				
Leasehold buildings	185,329	4,582	58	-
Motor vehicles	1,041	169	927	-
Total right-of-use assets	186,370	4,751	985	-

There are no right-of-use assets held by the Company.

The right-of-use assets are included in the same items as where the corresponding underlying assets would be presented if they were owned.

5. INVESTMENT PROPERTIES

	At fair value RM'000	At cost RM'000	Total RM'000
Group			
At 1.1.2024	1,616,580	35,572	1,652,152
Additions or subsequent enhancement	1,351	70,546	71,897
Reversals*	(12,946)	-	(12,946)
Transferred from inventories - property development costs	29,149	-	29,149
Fair value gain	44,235	-	44,235
Reclassifications	11	(11)	-
At 31.12.2024	1,678,380	106,107	1,784,487
Additions or subsequent enhancement	49,437	117,096	166,533
Reversals*	(574)	-	(574)
Disposals	(27,700)	-	(27,700)
Transferred from inventories - land held for property development	-	5,941	5,941
Transferred from inventories - completed properties	213,581	-	213,581
Fair value gain	169,225	-	169,225
Reclassifications	(16,220)	16,220	-
At 31.12.2025	2,066,129	245,364	2,311,493

* Reversal due to reversal of accrued construction costs.

The Group's investment properties comprise freehold condominium and apartment, freehold commercial properties, leasehold commercial properties and properties under construction.

As at 31 December 2025, investment properties that are carried at fair value are determined based on valuations performed by an independent professional valuer or, where full valuations are not performed, based on the Board of Directors' assessment with reference to updated valuations provided by the independent professional valuer.

The fair value represents the amount at which the properties could be exchanged on an open market basis between a knowledgeable willing buyer and a knowledgeable willing seller in an arm's length transaction at the reporting date.

Whilst a full valuation has not been conducted for certain investment properties, the Board of Directors have obtained updated market values of the investment properties as at 31 December 2025 carried out by a firm of independent professional valuers who has appropriate professional qualification and recent experience in the relevant location and assets being valued. For investment properties where the assessment by the Board of Directors were based on updated valuations, the existing book values of the investment properties as at 31 December 2025 ("Book Values") were not materially different from the updated valuations performed.

In view of the above and taking into account current market conditions, the Board of Directors assessed that the Book Values are fair. Hence, the Book Values were not adjusted and were taken to represent the fair values of the investment properties at the same date.

5. INVESTMENT PROPERTIES (CONT'D)

The fair values of the investment properties were determined using comparison method, cost method, investment method or profits method.

The following assumptions have been applied in the valuations:

(i) The comparison method entails comparing the property with comparable properties which have been sold or are being offered for sale and making adjustments for factors which affect value such as location and accessibility, size, building construction and finishes, building services, management and maintenance, age and state of repair, market conditions and other relevant characteristics.

(ii) Under the cost method, the value of the land is added to the replacement cost of the buildings and other site improvements. The replacement cost of the buildings is derived from estimation of reproduction cost of similar new buildings based on current market prices for materials, labour and present construction techniques and deducting therefrom the accrued depreciation due to use and disrepair, age and obsolescence through technology and market changes.

(iii) The investment method entails the determination of the probable gross annual rental the property is capable of producing and deducting therefrom the outgoings to arrive at the annual net income.

(iv) The profits method entails the determination of the divisible balance deriving from the net trading accounts from the business operations of the property to arrive at the annual net income.

The fair values of investment properties classified under level 2 were determined using comparison method and level 3 were determined using cost, investment method or profits method.

During the financial year, there has been change in the valuation method used for certain commercial properties of the Group from cost and comparison method to investment and profits method.

The cost method was previously adopted to justify the market value due to commercial building sector experienced a slow and uncertain market during the pandemic period, rental rates for the retail lots softened and did not fully reflect prevailing market conditions and took approximately three years to stabilise by 2025. However, as the market has since recovered and matured, it now provides a clearer reflection of prevailing market conditions. Thus, the investment and profits method has been adopted in the valuation for certain commercial properties.

While the changes to investment method from comparison method was due to the occupancy of the certain commercial properties increased to 100%, investment method is more appropriate based on the current full occupancy rate and the rental income generated by the certain commercial properties.

5. INVESTMENT PROPERTIES (CONT'D)

The fair value hierarchy of the Group's investment properties as at the reporting date is as follows:

Group

	Level 2 RM'000	Level 3 RM'000	Total RM'000
2025			
Freehold and leasehold properties	1,268,229	797,900	2,066,129
2024			
Freehold and leasehold properties	1,081,330	597,050	1,678,380

The following table shows a reconciliation of Level 3 fair values of investment properties:

	2025 RM'000	2024 RM'000
Level 3		
At 1 January	597,050	566,400
Additions or subsequent enhancement	2,459	1,351
Fair value gain	10,693	139
Transferred from inventories - property development costs	-	29,149
Transferred from Level 2	200,000	-
Transferred (to)/from investment properties stated at cost	(12,302)	11
At 31 December	797,900	597,050

Details of Level 3 fair value measurements are as follows:

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
Cost method which estimates the amount of reconstruction cost of the building based on current market prices net of depreciation.	Estimated replacement costs	The higher the estimated replacement costs, the higher the fair value.
Investment method which involves capitalisation of the net annual income with allowance for voids by using a suitable rate of return consistent with the type and quality of investment to arrive at the market value.		The estimated fair value would be increase/(decrease) if:
	Term yield rate of 5.00% to 6.50% (2024: 6.50%)	Term yield rate is lower/(higher)
	Reversionary yield rate of 5.25% to 6.75% (2024: 6.75% to 7.00%)	Reversionary yield rate is lower/(higher)
	Occupancy rates of 91.93% to 100% (2024: 85.59% to 97.06%)	Occupancy rate is higher/(lower)

5. INVESTMENT PROPERTIES (CONT'D)

Details of Level 3 fair value measurements are as follows (cont'd):

Valuation method and key inputs	Significant unobservable inputs	Relationship of unobservable inputs and fair value
Profits method which involves capitalisation of the net annual income deriving from divisible balance with allowance for voids by using a suitable rate of return consistent with type and quality of investment to arrive at the market value.	Profit yield rate of 7.00% (2024: Nil)	The estimated fair value would be increase/(decrease) if: Profit yield rate is higher/(lower)

The properties under construction are measured at cost because the fair value is not yet determinable as of 31 December 2025. The fair value of the properties is expected to be reliably determinable when the construction is complete.

Income and expenses recognised in profit or loss

	Group	
	2025 RM'000	2024 RM'000
Rental income	105,692	86,567
Direct operating expenses	41,454	36,484

6. INVENTORIES

	Group	
	2025 RM'000	2024 RM'000
Non-current:		
Land held for property development (Note 6.1)	462,453	460,378
Current:		
Property development costs (Note 6.2)	475,583	455,878
Completed properties (Note 6.3)	808,522	968,143
Consumables and medicinal products	1,406	1,656
	1,285,511	1,425,677
	1,747,964	1,886,055

6. INVENTORIES (CONT'D)

6.1 Land held for property development

	Group	
	2025	2024
	RM'000	RM'000
Freehold land at cost	235,979	220,444
Leasehold land at cost	45,108	45,108
Development cost	179,291	168,062
At beginning of financial year	460,378	433,614
Development cost incurred during the financial year	8,826	5,271
Cost transferred from inventories - property development costs	5,683	21,493
Cost transferred to investment properties	(5,941)	-
Inventories written down	(6,493)	-
At end of financial year	462,453	460,378

6.2 Property development costs

	Group	
	2025	2024
	RM'000	RM'000
Freehold land at cost	154,739	184,924
Leasehold land at cost	40,447	40,447
Development cost	763,630	370,306
Cost recognised as expenses in prior years	(502,938)	(179,439)
At beginning of financial year	455,878	416,238
Freehold land at cost	56,199	-
Development cost incurred during the financial year	392,649	409,467
	904,726	825,705
Cost recognised as expenses in the current year	(351,352)	(319,185)
Cost transferred to inventories - land held for property development	(5,683)	(21,493)
Cost transferred to inventories - completed properties	(81,910)	-
Land and development cost transferred to investment properties	-	(29,149)
Acquisition of subsidiary	9,802	-
At end of financial year	475,583	455,878

6. INVENTORIES (CONT'D)

6.3 Completed properties

	Group	
	2025	2024
	RM'000	RM'000
Completed properties held for sales	822,924	981,744
Inventories written down	(14,402)	(13,601)
	808,522	968,143

The title deeds for the completed properties totalling RM10,895,000 (2024: RM10,895,000) are registered in the name of a third party.

	Group	
	2025	2024
	RM'000	RM'000
Recognised in profit or loss:		
Inventories written down/(reversal of inventories written down)	7,294	(896)
Inventories written off	10	4

In prior year, the reversal of inventories written down were made when the related inventories were sold above their carrying amount.

7. INVESTMENT IN SUBSIDIARIES

	Company	
	2025	2024
	RM'000	RM'000
Unquoted shares at cost	2,734,875	2,418,777
Less: Impairment loss recognised	(61,050)	(54,050)
	2,673,825	2,364,727

The movement of impairment loss during the financial year is as follows:

	Company	
	2025	2024
	RM'000	RM'000
At beginning of financial year	54,050	36,650
Impairment loss recognised	7,000	17,400
At end of financial year	61,050	54,050

The Company conducted an impairment review of its investment in subsidiaries at the reporting date, principally based on the Company's share of net assets in these subsidiaries, which represents the Directors' estimation on fair value less costs to sell off these subsidiaries. The review gave rise to the recognition of additional impairment in subsidiaries which the impairment losses arose mainly due to the decline of their recoverable amount.

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

The recoverable amount of the subsidiary is measured according to the level 3 in the fair value hierarchy as disclosed in Note 2.2 to the Financial Statements. Details of the level 3 fair value method used in obtaining the recoverable amount are as follows:

- **Valuation method and key inputs**
  Adjusted net asset method which derives the fair value of an investee's equity instruments by reference to the fair value of its assets and liabilities

- **Significant unobservable inputs**
  Fair value of individual assets and liabilities

- **Relationship of unobservable inputs and fair value**
  The higher the net assets, the higher the fair value

The subsidiaries of which principal places of business is in Malaysia are as follows:

	Equity interest		
	2025	2024	Principal activities
	%	%	
Ceylon Hills Sdn. Bhd.	54	54	Property development
Citra Jaya Sejahtera Sdn. Bhd.	100	100	Property development
Concord Housing Development Sdn. Bhd.	100	100	Property development
Cosmo Housing Development Sdn. Bhd.	100	100	Property development
Eureka Equity Sdn. Bhd.	60	60	Property development
Everise Project Sdn. Bhd.	60	60	Property development
Everise Tiara (M) Sdn. Bhd.	60	60	Property development
HSB Green Solutions Sdn. Bhd.	100	100	Property development
IDP Industrial Development Sdn. Bhd.	100	100	Property development
Infinite Accomplishment Sdn. Bhd.	100	100	Property development
Kumpulan Sejahtera Sdn. Bhd.	100	100	Property development
Magna Kelana Development Sdn. Bhd.	74	74	Property development
Magna Tiara Development Sdn. Bhd.	100	100	Property development
Maxim Development Sdn. Bhd.	100	100	Property development
UOA Academy Sdn. Bhd.	100	100	Provision of education, training services and consultancy
Nova Metro Development Sdn. Bhd.	85	85	Property development
Orient Housing Development Sdn. Bhd.	100	100	Property development
Paramount Hills Sdn. Bhd.	100	100	Property development
Paramount Properties Sdn. Bhd.	100	100	Property development
Peninsular Home Sdn. Bhd.	60	60	Property development
Regenta Development Sdn. Bhd.	100	100	Property development
Sagaharta Sdn. Bhd.	100	100	Property development
Saujanis Sdn. Bhd.	100	100	Property development
Scenic Point Development Sdn. Bhd.	60	60	Property development
Seri Prima Development Sdn. Bhd.	100	100	Property development
Seri Tiara Development Sdn. Bhd.	85	85	Property development
Sunny Uptown Sdn. Bhd.	100	100	Property development

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

The subsidiaries of which principal places of business is in Malaysia are as follows (cont'd):

	Equity interest 2025 %	Equity interest 2024 %	Principal activities
Tiarawoods Sdn. Bhd.	100	100	Property development
Topview Housing Sdn. Bhd.	100	100	Property development
Windsor Triumph Sdn. Bhd.	100	100	Property development
Allied Engineering Construction Sdn. Bhd.	100	100	Civil contractor
Resodex Construction Sdn. Bhd.	100	100	Civil contractor
URC Engineering Sdn. Bhd.	100	100	Civil contractor
Pertiwi Sinarjuta Sdn. Bhd.	100	100	Civil contractor
UOA Hospitality Sdn. Bhd.	100	100	To manage and operate hotels and service apartments
UOA Komune Sdn. Bhd.	100	100	Managing co-sharing office
UOA Properties Sdn. Bhd.	100	100	Investment holding
Fabullane Development Sdn. Bhd.	100	100	Property development
Federaya Development Sdn. Bhd.	100	100	Investment holding
Armada Hartasegar Sdn. Bhd.	100	100	Investment holding
JDIN Media Sdn. Bhd.	90	51	Managing and maintaining pedestrian bridge and commercial lifts for the purpose of advertising
Cekal Impian Sdn. Bhd.	100	100	Property development
UOA Development Management Sdn. Bhd.	100	100	Provision of management consultancy services
UOA Distributor Sdn. Bhd.	100	100	Dormant
Midtown Sanctuary Sdn. Bhd.	75	-	Property development
Horizon Peak Sdn. Bhd. #	100	-	Property investment
UOA Trading Sdn. Bhd. *(formerly known as Fusion Tech Trade Sdn. Bhd.)*	100	-	Retail sale of construction material, hardware, paints and glass
Evercrest Sdn. Bhd.	100	-	Property development
Held through UOA Properties Sdn. Bhd.:			
Bangsar South City Sdn. Bhd.	100	100	Property investment and hotel operations
Distinctive Acres Sdn. Bhd.	100	100	Property investment
Dynasty Portfolio Sdn. Bhd.	100	100	Property investment
Enchant Heritage Sdn. Bhd.	100	100	Property investment and hotel operations

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

The subsidiaries of which principal places of business is in Malaysia are as follows (cont'd):

	Equity interest 2025 %	Equity interest 2024 %	Principal activities
Held through UOA Properties Sdn. Bhd. (cont'd):			
Lencana Harapan Sdn. Bhd.	100	100	Property investment and hotel operations
Nasib Unggul Sdn. Bhd.	100	100	Property investment
Full Marks Property Sdn. Bhd.	100	100	Property investment
Nova Lagenda Sdn. Bhd.	100	100	Property investment
Tunjang Idaman Sdn. Bhd.	100	100	Property investment
UOA Southlink Sdn. Bhd.	100	100	Property investment
UOA Southview Sdn. Bhd.	100	100	Property investment
UOA Golden Pines Sdn. Bhd.	100	100	Property investment and hotel operations
Klasik Damai Sdn. Bhd.	100	100	Property investment
Rimba Bayu Mega Sdn. Bhd.	100	100	Property investment
Held through Everise Project Sdn. Bhd.:			
Jendela Dinamik Sdn. Bhd.	51	51	Managing and maintaining pedestrian bridge for the purpose of advertising
Held through Armada Hartasegar Sdn. Bhd.:			
Hoteland Sdn. Bhd.	100	100	Investment holding
Strong Indulge Sdn. Bhd.	100	85	Operating restaurants
Held through Hoteland Sdn. Bhd.:			
Good Fortune Foods Sdn. Bhd.	100	100	Dormant
Bamboo Circle Sdn. Bhd.	100	100	Operating restaurants and night clubs
Bamboo Estate Sdn. Bhd.	100	100	Operating restaurants and night clubs
Held through Federaya Development Sdn. Bhd.:			
Tong Xin Tang Healthcare International Sdn. Bhd.[@]	-	51	Operator of Chinese medical, acupuncture and physiotherapy care centre and dealer in Chinese medicine
Komune Care Centre Sdn. Bhd.	60	60	Provision of care for post hospitalisation and seniors
UMH NK Sdn. Bhd.	99.93	60	Investment holding
Komune TCM Healthcare Sdn. Bhd. *(formerly known as UMH Rehabilitation Medicine Sdn. Bhd.)*	100	100	Operator of Chinese medical, acupuncture and physiotherapy care centre and dealer in Chinese medicine

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

The subsidiaries of which principal places of business is in Malaysia are as follows (cont'd):

	Equity interest 2025 %	Equity interest 2024 %	Principal activities
Held through Federaya Development Sdn. Bhd. (cont'd):			
Angkasa Kenanga Sdn. Bhd.	100	100	Dental consultancy, dental treatments and other related activities
Akasia Kembara Sdn. Bhd.	60	60	Administrative health care services, specialised medical services, stores specialised in retail sale of pharmaceuticals, medical and orthopaedic goods
My Healthland (KLW) Sdn. Bhd.*	-	51	Activities of sauna, steam baths, massage salons, restaurants and sale by commission agents
Held through Tong Xin Tang Healthcare International Sdn. Bhd.:			
Tong Xin Tang Wellness Centre Sdn. Bhd.@	-	100	Dormant
Held through UMH NK Sdn. Bhd.:			
UMH NK Wellness Sdn. Bhd.	100	100	Dormant
UMH NK Aesthetics Sdn. Bhd.	100	100	Dormant
UMH NK Dental Sdn. Bhd.	100	100	Under liquidation

* During the financial year, the Company through its wholly-owned subsidiaries, Federaya Development Sdn. Bhd. and Regenta Development Sdn. Bhd. entered into a termination agreement of joint venture with Myhealthland Holdings Sdn. Bhd. for business operations under My Healthland (KLW) Sdn. Bhd. ("My Healthland") on 4 October 2025. Consequently, both parties had agreed and terminated the business operations of My Healthland on 30 September 2025. There is no significant impact on the Group's financial statements for the disposal of the subsidiary.

@ During the financial year, the Company through its wholly-owned subsidiaries, Federaya Development Sdn. Bhd. and Regenta Development Sdn. Bhd. entered into a termination agreement of joint venture with Cao Qiang for business operations under Tong Xin Tang Healthcare International Sdn. Bhd. ("TXT") and its subsidiary on 4 December 2025. Consequently, both parties had agreed and terminated the business operations of TXT and its subsidiary on 31 December 2025. There is no significant impact on the Group's financial statements for the disposal of the group of the subsidiaries.

\# No statutory audit was required as at the reporting date as the subsidiary was newly incorporated during the financial year. The Directors have consolidated the results of this subsidiary based on its management financial statements.

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Newly acquired/incorporated subsidiaries

2025

During the financial year, the Company incorporated three new wholly-owned subsidiaries, namely Evercrest Sdn. Bhd., UOA Trading Sdn. Bhd. *(formerly known as Fusion Tech Trade Sdn. Bhd.)* and Horizon Peak Sdn. Bhd., of which two have a share capital of RM1 each and one has a share capital of RM2.

The Company acquired a new subsidiary namely Midtown Sanctuary Sdn. Bhd. for cash consideration of RM187,500 for 75% of equity interest in the said subsidiary.

The Company acquired additional 39% of equity interest in its existing subsidiary namely JDIN Media Sdn. Bhd. for cash consideration of RM39, consequently the effective equity interest in JDIN Media Sdn. Bhd. increase from 51% to 90%.

The Company via its wholly-owned subsidiary, Armada Hartasegar Sdn. Bhd. acquired additional 15% of equity interest in its existing subsidiary namely Strong Indulge Sdn. Bhd. for cash consideration of RM150,000, consequently Strong Indulge Sdn. Bhd. become wholly-owned subsidiary.

The Company via its wholly-owned subsidiary, Federaya Development Sdn. Bhd. acquired additional 39.93% of equity interest in its existing subsidiary namely UMH NK Sdn. Bhd. and its group of subsidiaries by the conversion of preference shares held.

The purchase considerations, net liabilities assumed and effects of acquisitions are immaterial to the financial statements of the Group. The revenue and net profit for the financial year in which the acquisitions took place and their post-acquisition contributions included in the consolidated profit or loss are immaterial to the financial statements of the Group.

2024

During the financial year, the Company incorporated three new wholly-owned subsidiaries namely UOA Development Management Sdn. Bhd., UOA Distributor Sdn. Bhd. and Cekal Impian Sdn. Bhd. with share capital of RM1 each respectively.

The Company via its wholly-owned subsidiary, Armada Hartasegar Sdn. Bhd. incorporated a new subsidiary namely Strong Indulge Sdn. Bhd. for cash consideration of RM850 for 85% of equity interest in the said subsidiary and also acquired additional 49% of equity interest in its existing subsidiary namely Hoteland Sdn. Bhd. for cash consideration of RM1, consequently the effective equity interest in the said subsidiary increase from 51% to 100%.

The Company via its wholly-owned subsidiary, UOA Properties Sdn. Bhd. incorporated two new wholly-owned subsidiaries namely Klasik Damai Sdn. Bhd. and Rimba Bayu Mega Sdn. Bhd. for cash considerations of RM1 each.

The Company via its wholly-owned subsidiary, Federaya Development Sdn. Bhd. acquired three new subsidiaries namely Akasia Kembara Sdn. Bhd., Angkasa Kenanga Sdn. Bhd. and My Healthland (KLW) Sdn. Bhd. for cash considerations of RM75,000 for 60% of equity interest, RM1 for 100% of equity interest and RM51 for 51% of equity interest in the said subsidiaries respectively.

The purchase considerations, net liabilities assumed and effects of acquisitions are immaterial to the financial statements of the Group. The revenue and net profit for the financial year in which the acquisitions took place and their post-acquisition contributions included in the consolidated profit or loss are immaterial to the financial statements of the Group.

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Goodwill on consolidation

Goodwill arising from the acquisition of the group of subsidiaries by comparing the purchase consideration with the net assets acquired.

	Group	
	2025	2024
	RM'000	RM'000
At net carrying amount		
At beginning of financial year	1,919	1,454
Additions	-	465
	1,919	1,919
Impairment loss	(1,919)	(1,919)
At end of financial year	-	-

The movement of impairment loss during the financial year is as follows:

	Group	
	2025	2024
	RM'000	RM'000
At beginning of financial year	1,919	1,454
Recognised during the year	-	465
At end of financial year	1,919	1,919

The Company conducted an impairment review of its goodwill at the reporting date, principally based on the Company's share of net assets in these subsidiaries, which represents the Directors' estimation on fair value less costs to sell off these subsidiaries. The review gave rise to the recognition of impairment in goodwill during the prior financial year arose mainly due to the decline of their recoverable amount.

Additional shares subscribed in existing subsidiaries

During the financial year, the Company subscribed for additional ordinary shares in existing subsidiaries as follows:

	Number of shares	Cash consideration
	'000	RM'000
2025		
Tiarawoods Sdn. Bhd.	20,000	20,000
Fabullane Development Sdn. Bhd.	2,000	2,000
UOA Development Management Sdn. Bhd.	5,000	5,000
UOA Distributor Sdn. Bhd.	53	53
UOA Trading Sdn. Bhd. *(formerly known as Fusion Tech Trade Sdn. Bhd.)*	2,000	2,000
Midtown Sanctuary Sdn. Bhd.	63,595	63,595
Horizon Peak Sdn. Bhd.	38,005	38,005
UOA Properties Sdn. Bhd.	185,445	185,445
		316,098

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

Additional shares subscribed in existing subsidiaries (cont'd)

During the financial year, the Company subscribed for additional ordinary shares in existing subsidiaries as follows (cont'd):

	Number of shares '000	Cash consideration RM'000
2024		
Armada Hartasegar Sdn. Bhd.	23,964	23,964
Pertiwi Sinarjuta Sdn. Bhd.	350	350
Regenta Development Sdn. Bhd.	270	270
Federaya Development Sdn. Bhd.	826	826
UOA Properties Sdn. Bhd.	7,100	7,100
		32,510

In prior year, the Company subscribed for additional ordinary shares in existing subsidiaries by capitalising part of the interest free advances owing by the subsidiaries as follows:

	Number of shares '000	Amount capitalised RM'000
2024		
Armada Hartasegar Sdn. Bhd.	9,730	9,730
Federaya Development Sdn. Bhd.	2,174	2,174
UOA Komune Sdn. Bhd.	7,800	7,800
		19,704

Details of the Group's subsidiaries that have material non-controlling interests ("NCI") at the end of the reporting year are as follows:

	Percentage of ownership interest and voting interest %	Carrying amount of NCI RM'000	Profit/(loss) allocated to NCI RM'000
2025			
Midtown Sanctuary Sdn. Bhd.	25	21,024	(163)
Everise Project Sdn. Bhd.	40	156,210	20,174
Seri Tiara Development Sdn. Bhd.	15	30,909	5,217
Other individually immaterial subsidiaries	-	18,135	1,444
Total		226,278	26,672
2024			
Eureka Equity Sdn. Bhd.	40	5,642	(30)
Everise Project Sdn. Bhd.	40	136,036	7,211
Seri Tiara Development Sdn. Bhd.	15	25,692	(189)
Other individually immaterial subsidiaries	-	5,844	445
Total		173,214	7,437

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

The summary of financial information before intra-group elimination for the Group's subsidiaries that have material non-controlling interests is as below:

	Midtown Sanctuary Sdn. Bhd. RM'000	Everise Project Sdn. Bhd. RM'000	Seri Tiara Development Sdn. Bhd. RM'000
2025			
Financial position as at reporting date			
Non-current assets	-	148,906	184,451
Current assets	85,867	344,631	28,391
Non-current liabilities	-	(6,666)	(2,164)
Current liabilities	(1,773)	(96,347)	(4,615)
Net assets	84,094	390,524	206,063
Summary of financial performance for the financial year			
Net (loss)/profit/total comprehensive (loss)/income for the financial year	(653)	50,433	34,782
Revenue included in the net profit/total comprehensive income	-	-	6,314
Summary of cash flows for the financial year			
Net cash (used in)/from operating activities	(78,728)	14,629	2,972
Net cash from/(used in) investing activities	21	203	(9,449)
Net cash from/(used in) financing activities	84,793	(14,682)	-
Net cash inflows/(outflows)	6,086	150	(6,477)
Other information			
Dividends paid to non-controlling interests	-	-	-

	Eureka Equity Sdn. Bhd. RM'000	Everise Project Sdn. Bhd. RM'000	Seri Tiara Development Sdn. Bhd. RM'000
2024			
Financial position as at reporting date			
Non-current assets	-	108,912	39
Current assets	18,957	345,725	172,607
Non-current liabilities	-	(2,380)	-
Current liabilities	(4,852)	(112,166)	(1,365)
Net assets	14,105	340,091	171,281

7. INVESTMENT IN SUBSIDIARIES (CONT'D)

The summary of financial information before intra-group elimination for the Group's subsidiaries that have material non-controlling interests is as below (cont'd):

	Eureka Equity Sdn. Bhd. RM'000	Everise Project Sdn. Bhd. RM'000	Seri Tiara Development Sdn. Bhd. RM'000
2024 (cont'd)			
Summary of financial performance for the financial year			
Net (loss)/profit/total comprehensive (loss)/income for the financial year	(74)	18,028	(1,259)
Revenue included in the net (loss)/profit/total comprehensive (loss)/income	359	-	-
Summary of cash flows for the financial year			
Net cash (used in)/from operating activities	(30)	17,707	(3,239)
Net cash from/(used in) investing activities	150	(98)	342
Net cash used in financing activities	(29,040)	(33,682)	(141)
Net cash outflows	(28,920)	(16,073)	(3,038)
Other information			
Dividends paid to non-controlling interests	11,600	-	-

8. EQUITY INVESTMENTS

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Financial assets at fair value through OCI				
Shares quoted in Malaysia	68,696	76,681	15,818	17,787
Unquoted shares in Malaysia	100	100	-	-
	68,796	76,781	15,818	17,787

The fair value hierarchies of the Group's and of the Company's investments in quoted and unquoted shares in Malaysia are at Level 1 and Level 3 respectively.

The Group deems the carrying value of the unquoted shares in Malaysia as its fair value and has estimated that there would be no significant changes in the fair value as a result of any inter-relationship between significant unobservable inputs.

There is no transfer between the fair value hierarchies during the financial year.

9. DEFERRED TAX ASSETS

	Group	
	2025	2024
	RM'000	RM'000
At 1 January	40,239	33,998
Recognised in profit or loss	(930)	6,241
At 31 December	39,309	40,239

Deferred tax assets arose mainly from the tax impact on temporary differences between the manner in which property development profits are recognised for tax and accounting purposes.

10. CONTRACT ASSETS/(CONTRACT LIABILITIES)

	Group	
	2025	2024
	RM'000	RM'000
Contract assets		
Revenue recognised to date	1,457,519	817,418
Progress billings issued to date	(1,272,243)	(617,258)
	185,276	200,160
Contract costs		
Costs to obtain contracts	15,934	19,533
	201,210	219,693
Contract assets	232,595	231,918
Contract liabilities	(31,385)	(12,225)
	201,210	219,693

Costs to obtain contracts comprise the following costs which resulted from obtaining contracts:
- sales commission paid to intermediaries and other costs; and
- expenses borne on behalf of customers (i.e. legal fees and other expenses).

Sales commission paid to intermediaries and other costs are amortised to cost of sales when the related revenues are recognised.

Expenses borne on behalf of customers are considered as consideration payable to customers and are amortised against revenue when the related revenues are recognised.

During the financial year, RM11,982,000 (2024: RM11,588,000) was amortised to cost of sales and RM7,814,000 (2024: RM11,946,000) was amortised against revenue.

11. TRADE RECEIVABLES

	Group	
	2025	2024
	RM'000	RM'000
Progress billings receivable	43,990	77,594
Funds held by stakeholders	17,477	5,571
Other trade receivables	15	15
	61,482	83,180
Impairment loss	(6,323)	(6,591)
	55,159	76,589

The movement of impairment loss during the financial year is as follows:

	Group	
	2025	2024
	RM'000	RM'000
At beginning of financial year	6,591	6,682
Reversal during the year	(268)	(91)
At end of financial year	6,323	6,591

The progress billings receivable are due within 14 to 90 days (2024: 14 to 90 days) as stipulated in the sale and purchase agreements.

Reversal of impairment loss was due to receipts had been collected during the financial year.

12. OTHER RECEIVABLES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Sundry receivables	36,009	32,454	2,074	2,104
Deposits and prepayments	23,246	19,514	58	1,646
	59,255	51,968	2,132	3,750
Impairment loss	(13,292)	(10,317)	(1,307)	(1,307)
	45,963	41,651	825	2,443

12. OTHER RECEIVABLES (CONT'D)

The movements of impairment loss during the financial year are as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
At beginning of financial year	10,317	11,733	1,307	1,307
Impairment loss recognised	4,100	249	-	-
Reversal during the year	(480)	(826)	-	-
Written off	(645)	(839)	-	-
At end of financial year	13,292	10,317	1,307	1,307

Included in the sundry receivables of the Group and of the Company is amount owing by associates of the immediate holding company of RM80,068 and RM27,905 (2024: RM62,446 and RM47,639) respectively. The amount is non-trade in nature, unsecured and receivable on demand.

Reversal of impairment loss due to receipts had been collected during the financial year.

13. AMOUNTS OWING BY/TO SUBSIDIARIES

The amount owing by subsidiaries is comprises:

	Company	
	2025	2024
	RM'000	RM'000
Interest free advances	50,250	59,250
Interest-bearing advances	141,528	221,474
Interest receivable	1,454	2,260
	193,232	282,984

The interest free advances are non-trade, unsecured and receivable within 12 months (2024: 12 months).

The interest-bearing advances are unsecured and non-trade in nature, bearing an interest rate range between 3.14% to 3.28% (2024: 3.90%) per annum and receivable within 12 months. The interest receivable is expected to be settled within credit terms of 90 days (2024: 90 days).

The movement of impairment loss on interest free advances balances during the financial year is as follows:

	Company	
	2025	2024
	RM'000	RM'000
At beginning of financial year	-	10,100
Reversal of impairment loss	-	(10,100)
At end of financial year	-	-

In prior year, the amount owing to the subsidiaries represented unsecured interest free advances which have been fully settled during the financial year.

14. SHORT TERM INVESTMENTS

The short term investments are managed and invested into fixed income securities and money market instruments by fund management companies. The short term investments are readily convertible to cash.

15. FIXED DEPOSITS WITH LICENSED BANKS

Included in fixed deposits is an amount of RM179,929 (2024: RM174,350) of the Group and of the Company pledged to secure the Group's bank guarantee facilities.

The effective interest rates of the fixed deposits range between 1.90% to 3.90% (2024: 2.10% to 4.05%) per annum. All the fixed deposits have maturity periods of less than three months.

16. CASH AND BANK BALANCES

Cash and bank balances of the Group include an amount of RM53,441,528 (2024: RM122,123,545) maintained in Housing Development Accounts. Withdrawals from the Housing Development Accounts are restricted in accordance with the Housing Development (Housing Development Account) Regulations, 1991.

Funds maintained in the Housing Development Accounts earn interest at 0.76% to 3.00% (2024: 1.15% to 3.30%) per annum.

17. SHARE CAPITAL

	Group and Company			
	2025		2024	
	Number of shares '000	RM'000	Number of shares '000	RM'000
Issued and fully paid ordinary shares with no par value:				
At 1 January	2,624,924	3,296,830	2,491,552	3,071,432
Issued pursuant to the DRS	31,213	48,068	133,372	225,398
At 31 December	2,656,137	3,344,898	2,624,924	3,296,830

18. MERGER RESERVE

The merger reserve arose from the acquisition of Allied Engineering Construction Sdn. Bhd., URC Engineering Sdn. Bhd. and UOA Properties Sdn. Bhd..

19. FAIR VALUE RESERVE

The fair value reserve arose from fair value changes in equity investments.

20. TREASURY SHARES

There was no buy-back of shares nor resale or cancellation of treasury shares during the financial year ended 31 December 2025.

The cumulative treasury shares of the Group and of the Company are as follows:

	Group and Company 2025/2024	
	Number of shares ’000	RM’000
At 1 January/31 December	1,134	2,119

21. AMOUNT OWING TO NON-CONTROLLING SHAREHOLDERS OF SUBSIDIARIES

Amount owing to non-controlling shareholders of subsidiaries comprises non-trade, unsecured and interest-free advances, classified as current or non-current based on the expected timing of repayment, with current balances expected to be repaid within the next 12 months and non-current balances not expected to be repaid within the next 12 months.

Included in amount owing to non-controlling shareholders of subsidiaries are RM792,501 and RM1,056,667 (2024: RM792,501 and RM1,056,667) owing to the Directors of the Company and key management personnel of the Group respectively and RM33,500,000 (2024: RM39,500,000) owing to a company in which a Director has a financial interest.

22. LEASE LIABILITIES

	Group		Company	
	2025 RM’000	2024 RM’000	2025 RM’000	2024 RM’000
Current	587	253	-	-
Non-current	1,147	812	-	-
	1,734	1,065	-	-

Set out below are the movements of lease liabilities during the financial year:

	Group		Company	
	2025 RM’000	2024 RM’000	2025 RM’000	2024 RM’000
As at 1 January	1,065	431	-	259
Additions	1,306	830	-	-
Disposals	-	-	-	(259)
Disposal of subsidiaries	(94)	-	-	-
Lease payments	(543)	(196)	-	-
Lease interest	58	25	-	-
Payment for lease interest	(58)	(25)	-	-
As at 31 December	1,734	1,065	-	-

Other than the exception of short-term leases, the Group and the Company have leases for motor vehicles.

22. LEASE LIABILITIES (CONT'D)

Each lease generally imposes a restriction that, unless there is a contractual right for the Group to sublet the asset to another party, the right-of-use asset can only be used by the Group. Leases are either non-cancellable or may only be cancelled by incurring a substantive termination fee. The Group are prohibited from selling or pledging the underlying leased assets as securities.

The table below describes the nature of the Group's leasing activities by type of right-of-use assets recognised in property, plant and equipment on the statements of financial position:

Right-of-use assets	**Range of remaining term**	
	2025	2024
Group		
Leasehold land and buildings	81 to 85 years	82 to 86 years
Motor vehicles	1 to 5 years	1 to 5 years

There is no lease with extension options, variable payment linked to an index and termination options.

The effective interest rates of the lease liabilities are between 3.72% to 6.50% (2024: 3.72% to 6.50%) per annum.

23. BORROWINGS

	Group	
	2025	2024
	RM'000	RM'000
Islamic term loan:		
Non-current	-	119
Current	-	48
	-	167

The Islamic term loan was secured by:

(i) asset sale agreement over Shariah compliant commodities;
(ii) letter of guarantee from Credit Guarantee Corporation (M) Berhad; and
(iii) joint and several guarantee by Directors of the subsidiary.

During the financial year, the Group disposed of its subsidiary, namely Tong Xin Tang Healthcare International Sdn. Bhd., which had outstanding borrowings secured against its asset. Following the completion of the disposal, the borrowings attributable to the subsidiary were deconsolidated from the Group.

In prior year, the effective profit rate of the Islamic term loan is fixed at 3.50% per annum.

24. DEFERRED TAX LIABILITIES

	Group	
	2025	2024
	RM'000	RM'000
At 1 January	60,543	50,613
Recognised in profit or loss	11,183	9,930
Disposal of subsidiaries	(6)	-
At 31 December	71,720	60,543
Tax effects of temporary differences arising from:		
- Property, plant and equipment	7,535	5,942
- Real Property Gains Tax ("RPGT") on fair value gain of investment properties	58,600	48,396
- Other temporary differences	5,585	6,205
	71,720	60,543

Other temporary differences arose mainly from the tax impact on temporary differences between the manner in which property development profits are recognised for tax and accounting purposes.

25. TRADE PAYABLES

	Group	
	2025	2024
	RM'000	RM'000
Sub-contractors' claims	12,856	6,867
Retention sums	37,802	30,048
Accrued construction costs	91,561	152,744
Other trade payables	13,322	9,038
	155,541	198,697

The normal credit terms extended by sub-contractors and suppliers range between 30 to 60 days (2024: 30 to 60 days). The retention sums are repayable upon the expiry of the defects liability period.

26. OTHER PAYABLES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Sundry payables	71,348	64,897	384	6,381
Deposits	65,861	57,813	-	-
Accruals	93,941	105,846	357	102
	231,150	228,556	741	6,483

26. OTHER PAYABLES (CONT'D)

Included in the sundry payables of the Group is amount owing to associates of the immediate holding company of RM29,580 (2024: RM33,362). The amount is non-trade in nature, unsecured, interest free and repayable on demand.

27. AMOUNT OWING TO A RELATED COMPANY

Related company is the fellow subsidiary of the ultimate holding company. The amount owing to a related company represents rental payable which is expected to be settled within the normal credit terms of 14 to 30 days.

28. REVENUE

28.1 Disaggregated revenue information

	2025 RM'000	2024 RM'000
Types of revenue		
Group		
Sales of properties		
- Properties under construction	633,264	517,697
- Completed properties	40,759	27,948
- Construction contract	263	53
Revenue from contracts with customers	674,286	545,698
Company		
Dividend income		
- Subsidiaries	263,415	241,752
- Investments in quoted shares	307	922
Revenue from other sources of income	263,722	242,674
Timing of recognition of revenue from contracts with customers		
Group		
Performance obligations		
- satisfied over time	633,527	517,750
- satisfied at a point in time	40,759	27,948
	674,286	545,698

All of the Group's and the Company's revenue are generated from Malaysia.

28. REVENUE (CONT'D)

28.2 Contract balances

	Group	
	2025	2024
	RM'000	RM'000
Trade receivables	55,159	76,589
Contract assets	232,595	231,918
Contract liabilities	31,385	12,225

Contract assets increase as a result of the progression of the development over the billings issued to customers in respect of work performed.

Contract liabilities increase due to advance billing to customers over the revenue recognition as at the reporting date. Revenue recognised during the reporting period that was included in the contract liabilities balance at the beginning of the financial year amounted to RM12,225,000.

28.3 Performance obligations

Sale of properties and construction contracts

For sale of development properties under construction and construction contracts, the performance obligation is satisfied over time as the Group's performance does not create an asset with an alternative use and the Group has an enforceable right to payment for performance completed to date.

For the sale of completed properties, the performance obligation is satisfied upon delivery of the properties or when control of the land has been passed to the buyer. The payment terms for progress billings made to purchasers are disclosed in Note 11 to the Financial Statements.

The nature of the properties that the Group has promised to transfer to purchasers are residential houses and commercial units/buildings.

The Group's properties are subject to a defects liability period of generally range from twelve (12) to twenty-four (24) months from the delivery of vacant possession. This requires the Group to rectify any defects which may appear and which are due to design, materials, goods, workmanship or equipment that are not in accordance with the sale and purchase agreement.

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at the reporting date is as follows:

	Group	
	2025	2024
	RM'000	RM'000
Sale of development properties under construction	646,361	831,822

The remaining performance obligations are expected to be recognised within 1 to 3 years which are in accordance with the agreed time frames stated in the sale and purchase agreements signed with purchasers.

29. COST OF SALES

	Group	
	2025	2024
	RM'000	RM'000
Cost of development properties under construction sold	363,176	330,773
Cost of completed properties	12,438	19,662
Cost of construction contract	245	49
	375,859	350,484

30. OTHER INCOME

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Rental income	203,767	182,963	-	-
Hotel and restaurant operation income	163,166	148,432	-	-
Healthcare operation income	22,053	21,770	-	-
Gain on remeasurement of short term investments	8,396	11,282	4,076	4,901
Sundry income	16,206	13,170	939	988
Dividend income from equity investments	4,278	5,203	-	-
Management fee	292	282	-	-
	418,158	383,102	5,015	5,889

31. FINANCE COSTS

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Amortisation of financial liabilities	109	179	-	-
Lease interest	58	25	-	-
Interest on term loan	3	6	-	-
	170	210	-	-

32. PROFIT BEFORE TAX

Profit before tax has been determined after charging amongst others, the following items:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Auditors' remuneration				
Grant Thornton Malaysia PLT				
- statutory audit	549	507	72	72
- assurance and related services	18	30	7	7
Grant Thornton member firms	113	1,100	-	1,000
Rental expenses - short-term leases	15,122	6,656	-	-

33. TAX EXPENSES

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Current tax provision	108,325	80,814	2,176	1,455
Deferred tax	11,747	4,714	-	-
	120,072	85,528	2,176	1,455
Under/(over) provision in prior years				
- Current tax	15,899	14,264	(1,411)	15,284
- Deferred tax	366	(1,025)	-	-
	16,265	13,239	(1,411)	15,284
	136,337	98,767	765	16,739

Malaysian income tax is calculated at the statutory rate of 24% (2024: 24%) of the estimated assessable profit for the current financial year.

33. TAX EXPENSES (CONT'D)

The reconciliation of the tax expenses on profit before tax with the statutory income tax rate is as follows:

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Profit before tax	637,051	393,507	283,973	253,513
Tax at statutory rate	152,892	94,442	68,154	60,843
Tax effects of				
- non-deductible expenses	15,514	23,450	2,122	6,197
- non-taxable income	(28,327)	(21,154)	(68,100)	(65,585)
Movement in unrecognised deferred tax assets	(1,759)	(4,702)	-	-
Difference between income tax rate and RPGT rate applicable to fair value gain on investment properties	(18,248)	(6,508)	-	-
Under/(over)provision in prior years	16,265	13,239	(1,411)	15,284
Tax expenses	136,337	98,767	765	16,739

Deferred tax assets have not been recognised in respect of the following items:

	Group	
	2025	2024
	RM'000	RM'000
Property, plant and equipment	(87,726)	(87,726)
Trade payables	23,281	40,192
Inventories written down	20,895	13,601
Unabsorbed tax losses	63,433	38,448
Unutilised capital allowances	16,477	30,751
Unutilised investment tax allowances	234,810	243,233
	271,170	278,499

The potential deferred tax assets of the Group have not been recognised in respect of these items as it is uncertain whether sufficient future taxable profits will be available against which certain subsidiaries can utilise these benefits. The Group's unabsorbed tax losses, unutilised capital allowances and unutilised investment tax allowances can be carried forward to offset against future taxable profits of the respective subsidiaries.

33. TAX EXPENSES (CONT'D)

The expiry terms of the unabsorbed tax losses are as follows:

	Group	
	2025	2024
	RM'000	RM'000
Year of assessment 2028	343	572
Year of assessment 2029	1,440	1,440
Year of assessment 2030	4,760	5,347
Year of assessment 2031	5,327	5,364
Year of assessment 2032	7,040	10,688
Year of assessment 2033	4,841	7,737
Year of assessment 2034	6,121	7,300
Year of assessment 2035	33,561	-
	63,433	38,448

34. EARNINGS PER SHARE

(a) Basic

Basic earnings per share is calculated by dividing the Group's net profit attributable to owners of the Company for the financial year by the weighted average number of ordinary shares outstanding during the financial year held by the Company.

	Group	
	2025	2024
Net profit attributable to owners of the Company (RM'000)	474,042	287,303
Weighted average number of ordinary shares ('000)	2,637,387	2,549,087
Net earnings per ordinary share (RM)	0.18	0.11

(b) Diluted

Diluted earnings per share equals to basic earnings per share because there are no potential dilutive instruments in existence as at the reporting date.

35. DIVIDENDS

	Group and Company	
	2025	2024
	RM'000	RM'000
In respect of the financial year ended 31 December 2024:		
Final single tier dividend of 10 sen per share:		
- Dividend reinvested into 31,213,200 new ordinary shares pursuant to the DRS	48,068	-
- Payment in cash	214,311	-
In respect of the financial year ended 31 December 2023:		
Final single tier dividend of 10 sen per share:		
- Dividend reinvested into 133,371,600 new ordinary shares pursuant to the DRS	-	225,398
- Payment in cash	-	23,644
	262,379	249,042

The Directors now recommend a final single tier dividend of 10 sen per ordinary share in respect of the financial year ended 31 December 2025 amounting to RM265,500,330 based on 2,655,003,300 ordinary shares (net of treasury shares at the reporting date) for shareholders' approval at the forthcoming Annual General Meeting.

36. EMPLOYEES BENEFITS EXPENSES

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Employees benefits expenses	92,320	85,671	13	10

Included in the employee benefits expenses are EPF contributions amounting to RM6,817,682 (2024: RM7,725,144) for the Group and Nil (2024: Nil) for the Company.

37. RELATED PARTY DISCLOSURES

(a) Significant related party transactions

Significant related party transactions during the financial year are as follows:

	Group		Company	
	2025 RM'000	2024 RM'000	2025 RM'000	2024 RM'000
Transactions with immediate holding company				
Rental charged to	-	463	-	-
Administrative fee charged by	1,320	1,320	-	-
Transactions with subsidiaries				
Interest charged to	-	-	6,583	2,260
Management fee charged by	-	-	24	24
Transactions with related companies				
Management fee charged by	-	304	-	-
Rental charged to	37,130	26,543	-	-
Rental charged by	1,152	1,143	-	-
Construction service charged to	288	439	-	-
Distribution income received from	3,971	4,281	-	-
Electricity charged to	997	-	-	-
Transactions with associates of the immediate holding company				
Management fee charged by	3,613	3,292	-	-
Rental charged to	138	280	-	-
Administrative fee charged by	768	648	-	-
Landscaping fee charged by	326	340	-	-
Electricity charged by	48	-	-	-
Security services charged by	2,784	2,575	-	-
Transaction with a Director of the Company				
Disposal of motor vehicle to	69	-	-	-

The Directors are of the opinion that the above transactions were entered into in the normal course of business and established under negotiated terms.

37. RELATED PARTY DISCLOSURES (CONT'D)

(b) Key management personnel compensation

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group either directly or indirectly and entity that provides key management personnel services to the Group.

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Directors of the Company				
Fees and remunerations	8,094	7,520	211	204
Estimated monetary value of benefits-in-kind	162	311	-	-
Total short-term employees benefits	8,256	7,831	211	204
Post-employment benefits (EPF)	519	519	-	-
	8,775	8,350	211	204
Other key management personnel				
Salaries, allowances and bonuses	3,029	3,102	-	-
Estimated monetary value of benefits-in-kind	322	112	-	-
Total short-term employees benefits	3,351	3,214	-	-
Post-employment benefits (EPF)	149	134	-	-
	3,500	3,348	-	-
Total compensation	12,275	11,698	211	204

38. MATERIAL LITIGATIONS

On 10 October 2025, an indirect wholly-owned subsidiary of the Company namely Distinctive Acres Sdn. Bhd. was served with Notices of Additional Assessment by the Inland Revenue Board of Malaysia ("IRB") for additional income tax totalling RM165,660,988.80 for the Year of Assessment 2020 ("Additional Tax Notice").

The Additional Tax Notice was raised by Director General of Inland Revenue ("DGIR") on the gain on disposal of its investment property, UOA Corporate Tower in Bangsar South to UOA Real Estate Investment Trust in the Year of Assessment 2020 ("Disposal Gain"), whereby DGIR treated the Disposal Gain to be subjected to Corporate Income Tax in accordance with Income Tax Act 1967 instead of Real Property Gains Tax ("RPGT").

On 22 October 2025, the Group filed a judicial review application to the Kuala Lumpur High Court ("KLHC") and the KLHC directed all parties to attend the leave hearing on 27 April 2026. Separately, on 7 November 2025, the Group filed a notice of appeal to the Special Commissioners of Income Tax ("SCIT") and the DGIR has 12 months to review the case before it is forwarded to the SCIT for registration.

The Group upon consulting the tax consultant are of the opinion that it has a strong basis to challenge the basis of the DGIR's decision as the Certificate of Clearance dated 28.10.2021 had been obtained. Consequently, the Directors of the Company are of the opinion that no provision in respect of the tax liability in dispute is required to be made in the financial statements as at the reporting date.

39. MATURITY ANALYSIS OF LEASE PAYMENTS

As lessor

The Group leases out its properties and temporarily leases out its inventories under non-cancellable operating lease arrangements. These leases run typically for a period ranging from 1 to 4 years, with the option to renew. Subsequent renewals are negotiated with the lease on average renewal period of 4 years. None of the leases include contingent rentals.

The future undiscounted lease payments receivable after the reporting date are as follows:

	2025 RM'000	2024 RM'000
Within 1 year	138,633	104,661
In the second year	80,401	60,997
In the third year	29,968	26,334
In the fourth year	1,735	1,578
	250,737	193,570

40. CAPITAL COMMITMENTS

	Group	
	2025	2024
	RM'000	RM'000
Approved and contracted for:		
- Purchase of property, plant and equipment	186	1,796
- Construction of investment properties	284,677	391,521

41. SEGMENTAL INFORMATION

For management purposes, the Group is organised into business units based on their products and services, which comprises the following:

(i) Property development - development of residential and commercial properties
(ii) Construction - construction of residential and commercial properties
(iii) Others - hospitality, medical healthcare, training services, holding of investment properties to generate rental income, capital appreciation or both

The Group has aggregated certain operating segments to form a reportable segment due to their similar nature and operational characteristics.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

41. SEGMENTAL INFORMATION (CONT'D)

Group	Property development		Construction		Others		Elimination		Consolidated	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000	RM'000
External revenue	674,022	545,645	264	53	-	-	-	-	674,286	545,698
Inter segment revenue	10,950	27,184	527,447	451,011	-	-	(538,397)	(478,195)	-	-
Total revenue	684,972	572,829	527,711	451,064	-	-	(538,397)	(478,195)	674,286	545,698
Depreciation	(941)	(1,178)	(986)	(536)	(16,995)	(15,868)	93	93	(18,829)	(17,489)
Rental income	171,140	153,387	3	103	49,163	45,371	(16,539)	(15,898)	203,767	182,963
Fair value adjustments	148,440	23,689	-	-	(17,316)	20,546	38,101	-	169,225	44,235
Dividend income	-	-	-	-	297,100	246,955	(292,822)	(241,752)	4,278	5,203
Distribution income	11,371	11,680	1,713	1,003	21,603	22,579	-	-	34,687	35,262
Interest income	8,317	7,267	1,515	2,031	3,231	3,097	-	-	13,063	12,395
Interest expense	(6,625)	(2,423)	-	-	(873)	(952)	7,328	3,165	(170)	(210)
Other material non-cash items	(3,585)	570	-	44	43,355	(15,070)	(42,939)	17,414	(3,169)	2,958
Segment results	564,313	289,645	52,960	50,480	19,778	53,382	-	-	637,051	393,507
Tax expenses									(136,337)	(98,767)
Net profit for the financial year									500,714	294,740
Segment assets	4,117,226	3,829,436	162,711	181,361	2,239,210	2,190,354	-	-	6,519,147	6,201,151
Segment liabilities	281,273	306,642	109,087	102,272	65,668	73,207	-	-	456,028	482,121
Additions to non-current assets	41,953	22,976	2,202	2,474	141,872	70,943	-	-	186,027	96,393

41. SEGMENTAL INFORMATION (CONT'D)

	Consolidated	
	2025	2024
	RM'000	RM'000
Other material non-cash items consists of the following:		
(Impairment losses)/reversal of impairment losses on financial assets	(3,352)	668
Reversal of impairment losses on non-financial assets	8,306	1,525
Bad debts written off	(88)	(73)
Property, plant and equipment written off	(731)	(54)
(Inventories written down)/reversal of inventories written down	(7,294)	896
Inventories written off	(10)	(4)
	(3,169)	2,958
Reconciliation of segment assets to total assets		
Segment assets	6,519,147	6,201,151
Equity investments	68,796	76,781
Deferred tax assets	39,309	40,239
Current tax assets	59,777	70,486
Total assets as per statement of financial position	6,687,029	6,388,657
Reconciliation of segment liabilities to total liabilities		
Segment liabilities	456,028	482,121
Current tax liabilities	21,895	10,901
Deferred tax liabilities	71,720	60,543
Total liabilities as per statement of financial position	549,643	553,565
Additions to non-current assets consist of the following:		
Property, plant and equipment	10,668	19,225
Investment properties	166,533	71,897
Inventories - land held for property development	8,826	5,271
	186,027	96,393

Transactions between segments were entered into in the normal course of business and were established on terms and conditions that are not materially different from that obtainable in transactions with unrelated parties. The effects of such inter-segmental transactions are eliminated on consolidation.

The operations of the Group are wholly carried out in Malaysia. Group income taxes are presented on a group basis and are not allocated to operating segments.

There is no significant concentration of revenue from any major customers as the Group sells its development properties to various purchasers.

42. CATEGORIES OF FINANCIAL INSTRUMENTS

The table below provides an analysis of financial instruments categorised as follows:

- Amortised cost (AC)
- Fair value through profit or loss designated upon initial recognition (FVTPL)
- Fair value through other comprehensive income (FVOCI)

Financial assets

	AC RM'000	FVTPL RM'000	FVOCI RM'000
Group			
2025			
Equity investments	-	-	68,796
Trade and other receivables (excluding prepayments)	99,251	-	-
Short term investments	-	1,327,302	-
Fixed deposits with licensed banks	254,959	-	-
Cash and bank balances	167,259	-	-
	521,469	1,327,302	68,796
2024			
Equity investments	-	-	76,781
Trade and other receivables (excluding prepayments)	116,744	-	-
Short term investments	-	1,333,113	-
Fixed deposits with licensed banks	233,380	-	-
Cash and bank balances	233,682	-	-
	583,806	1,333,113	76,781
Company			
2025			
Equity investments	-	-	15,818
Other receivables (excluding prepayments)	825	-	-
Amount owing by subsidiaries	193,232	-	-
Short term investments	-	452,460	-
Fixed deposits with licensed banks	32,350	-	-
Cash and bank balances	5,736	-	-
	232,143	452,460	15,818
2024			
Equity investments	-	-	17,787
Other receivables (excluding prepayments)	2,306	-	-
Amount owing by subsidiaries	282,984	-	-
Short term investments	-	588,802	-
Fixed deposits with licensed banks	52,945	-	-
Cash and bank balances	3,576	-	-
	341,811	588,802	17,787

Financial liabilities

At the reporting date and all years presented, the Group and the Company carry only financial liabilities measured at amortised cost on their statements of financial position.

42. CATEGORIES OF FINANCIAL INSTRUMENTS (CONT'D)

Net gains and losses arising from financial instruments

	Group		Company	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Net gains/(losses) on:				
Financial assets at fair value through profit or loss designated upon initial recognition				
- Distribution income on short term investments	34,687	35,262	16,190	16,886
- Gain on remeasurement of short term investments	8,396	11,282	4,076	4,901
	43,083	46,544	20,266	21,787
Equity instruments designated at fair value through other comprehensive income				
- Fair value (losses)/gain recognised in other comprehensive income	(7,985)	(10,424)	(1,969)	342

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES

The Group and the Company are exposed to financial risks arising from their operations and the use of financial instruments. Financial risk management policies are established to ensure that adequate resources are available for the development of the Group's and the Company's businesses whilst managing its risks. The Group and the Company operate within clearly defined policies and procedures that are approved by the Board of Directors to ensure the effectiveness of the risk management process.

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows:

(a) Credit risk

Credit risk is the risk of a financial loss to the Group and the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations. It is the Group's and the Company's policy to enter into financial instruments with a diversity of creditworthy counterparties. The Group and the Company do not expect to incur material credit losses of its financial assets or other financial instruments.

Concentration of credit risk exists when changes in economic, industry and geographical factors similarly affect the group of counterparties whose aggregate credit exposure is significant in relation to the Group's and the Company's total credit exposure. The Group's and the Company's portfolio of financial instruments is broadly diversified and transactions are entered into with diverse creditworthy counterparties, thereby mitigate any significant concentration of credit risk.

The Group's and the Company's objective are to seek continual revenue growth while minimising losses incurred due to increase credit risk exposure. The Group and the Company extend credit only to recognised and creditworthy third parties. It is the Group's and the Company's policy that all customers are subject to credit verification procedures. In addition, receivables balances are monitored on an ongoing basis with the result that the Group's and the Company's exposure to bad debts is not significant.

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):

(a) Credit risk (cont'd)

i. Receivables and contract assets

In respect of trade receivables arising from the sale of the Group's development properties, the Group mitigates any credit risk it may have by maintaining its name as the registered owner of the development properties until full settlement by the purchasers of the self-financed portion of the purchase consideration and upon undertaking of end-financing by the purchaser's end-financier.

In respect of the Group's investment properties and tenanted unsold inventories, the Group customarily obtains three months' rental deposit from tenants as security for the performance of their obligations under the tenancy agreements to mitigate the risk of non-collectability of monthly rentals.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e. customer type and rating and coverage by collateral). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Generally, trade receivables are written off if the Directors deem them uncollectable. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets.

Collateral is considered an integral part of trade receivables and considered in the calculation of impairment. At the reporting date, all of the Group's trade receivables are covered by collateral other than the trade receivables that are credit impaired. As such, no expected credit losses are required as at reporting date for trade receivables that are covered by collateral. The Group evaluates the concentration of risk with respect to trade receivables and contract assets as low, as trade receivables consists of a large number of customers in various backgrounds.

Group	Total gross carrying amount RM'000	Expected credit loss RM'000	Net balance RM'000
2025			
Trade receivables			
Not past due	47,179	-	47,179
Less than 44 days past due	727	-	727
Between 44 and 110 days past due	169	-	169
More than 110 days past due	7,084	-	7,084
Credit impaired	6,323	6,323	-
	61,482	6,323	55,159
Contract assets	185,276	-	185,276

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):

(a) Credit risk (cont'd)

i. Receivables and contract assets (cont'd)

Group (cont'd) **2024**	Total gross carrying amount RM'000	Expected credit loss RM'000	Net balance RM'000
Trade receivables			
Not past due	67,743	-	67,743
Less than 44 days past due	575	-	575
Between 44 and 110 days past due	385	-	385
More than 110 days past due	7,886	-	7,886
Credit impaired	6,591	6,591	-
	83,180	6,591	76,589
Contract assets	200,160	-	200,160

Receivables that are individually determined to be credit impaired at the financial year end relate to debtors who are in significant financial difficulties and had defaulted on payments.

Other receivables (excluding prepayments)

Credit risks on other receivables are mainly arising from other receivables and deposits in relation to the Group's and the Company's normal course of business. The Group and the Company consider the other receivables and deposits to have low credit risk.

The maximum exposure to credit risk is represented by their carrying amounts in the statements of financial position.

ii. Intercompanies balances

The maximum exposure to credit risk for intercompanies balances is represented by their carrying amounts in the statements of financial position.

The Company provides unsecured advances to subsidiaries and monitors the results of these companies regularly. As at the reporting date, there was no indication that the advances to these companies is not recoverable.

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):

(a) Credit risk (cont'd)

iii. Cash and cash equivalents

Credit risk from balances with banks and financial institutions is managed by the Group's treasury department in accordance with the Group's policy. Investments of surplus funds are made only with approved counterparties.

iv. Financial guarantees

The maximum exposure to credit risk by the Company amounted to RM90,397,000 (2024: RM74,634,000), represented by the bank guarantees and outstanding banking facilities utilised by the subsidiaries as at the end of the reporting year.

The Company provides unsecured financial guarantees to banks in respect of banking facilities granted to certain subsidiaries. The Company monitors on an on-going basis the results of the subsidiaries and repayments made by the subsidiaries. As at the end of the reporting year, there was no indication that any subsidiary would default on repayment.

Financial guarantees have not been recognised since the fair value on initial recognition was not material.

v. Investments and other financial assets

At the end of the reporting year, the Group and the Company have investments in domestic securities. The maximum exposure to credit risk is represented by the carrying amounts in the statements of financial position.

Significant investments are allowed only in liquid securities and only with counterparties that have good credit ratings.

The Group's and the Company's maximum exposure to credit risk for the components of the statements of financial position at the reporting date are their carrying amounts.

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):

(b) Interest rate risk

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

The Group's and the Company's investments in fixed rate debt securities and fixed rate borrowings are exposed to a risk of change in their fair values due to changes in interest rates. The Group's variable rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Short-term receivables and payables are not significantly exposed to interest rate risk.

The interest rate profile of the Group's and the Company's significant interest-bearing financial instruments, based on carrying amounts as at the end of the reporting year is as follows:

	Group		**Company**	
	2025	2024	2025	2024
	RM'000	RM'000	RM'000	RM'000
Fixed rate instruments				
Amount owing by subsidiaries	-	-	141,528	221,474
Fixed deposits with licensed banks	254,959	233,380	32,350	52,945
Lease liabilities	1,734	1,065	-	-
Borrowings	-	167	-	-

The Group and the Company do not account for any fixed rate financial assets and liabilities at fair value through profit or loss, and the Group and the Company do not designate derivatives as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the end of the reporting year would not affect profit or loss.

(c) Market risk

The Group's and the Company's principal exposure to market risk arises from changes in value caused by movements in market prices of their quoted equity investments. The risk of loss is minimised via thorough analysis before investing and continuous monitoring of the performance of the investments.

Common to all businesses, the overall performance of the Group's and the Company's investments are also driven externally by global and domestic economies that are largely unpredictable and uncontrollable.

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):

(d) Liquidity risk

Liquidity risk is the risk that the Group or the Company will not be able to meet its financial obligations as and when they fall due, due to shortage of funds.

The Group and the Company seek to ensure all business units maintain optimum levels of liquidity at all times, sufficient for their operating, investing and financing activities.

Therefore, the policy seeks to ensure that each business unit, through efficient working capital management (i.e. inventories, accounts receivable and accounts payable management), must be able to convert its current assets into cash to meet all demands for payment as and when they fall due.

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

	Less than 1 year RM'000	Between 1 to 5 years RM'000	Total RM'000
Group			
2025			
Trade and other payables	386,691	-	386,691
Amount owing to a related company	8	-	8
Amount owing to non-controlling shareholders of subsidiaries	33,928	2,452	36,380
Lease liabilities	633	1,210	1,843
	421,260	3,662	424,922
2024			
Trade and other payables	427,253	-	427,253
Amount owing to non-controlling shareholders of subsidiaries	39,500	2,133	41,633
Lease liabilities	295	878	1,173
Borrowings	53	124	177
	467,101	3,135	470,236

43. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES (CONT'D)

The main areas of financial risks faced by the Group and the Company and the policies in respect of the major areas of treasury activity are set out as follows (cont'd):

(d) Liquidity risk (cont'd)

Company

At the reporting date, the contractual maturities of the Company are less than one year.

The Company has contractual cash flows relating to financial guarantees as detailed in Note 43(a)(iv) to the Financial Statements. The exposure for the financial guarantee is for illustration only. No financial guarantee was called upon by the holders as at the end of the reporting year.

(e) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group and the Company are exposed to foreign currency risk on fixed deposits with licensed banks that are denominated in a currency other than the functional currency of the Company. The currency giving rise to this risk is primarily Australian Dollar ("AUD").

The Group's and the Company's exposure to foreign currency risk, based on carrying amounts at the end of the reporting date were as follows:

	Group and Company	
	2025	2024
	RM'000	RM'000
Denominated in AUD		
Fixed deposits with licensed banks	25,843	25,481

A 2.24% (2024: 11.34%) strengthening of the AUD against the functional currency of the Group and of the Company at the end of reporting period would increase or decrease profit for the financial year/total equity as shown in the table below, this analysis assumes that all other variables held constant.

	Group and Company	
	2025	2024
	RM'000	RM'000
AUD/RM		
Increase/(Decrease)		
Profit for the financial year/Total equity	579	2,890

A 2.24% (2024: 11.34%) weakening of the AUD against the functional currency of the Group at the end of reporting period would have equal but opposite effect to the amounts shown above, on the basis that all other variables held constant.

44. CAPITAL MANAGEMENT

The Group's objectives when managing capital is to maintain a strong capital base and safeguard the Group's ability to continue as a going concern, so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Directors monitor and determine an optimal debt-to-equity ratio that complies with debt covenants and regulatory requirements.

The Group's strategy is to maintain the debt-to-equity ratio between 10% to 25%. The debt-to-equity ratio at the reporting date is as follows:

	2025 RM'000	2024 RM'000
Cash and cash equivalents	1,749,340	1,800,001
Less: total borrowings	(1,734)	(1,232)
Net cash available	1,747,606	1,798,769
Equity attributable to the owners of the Company	5,911,108	5,661,878
Debt-to-equity ratio (%)	-	-

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

45. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES

The Group has established policies and procedures in respect of the fair value measurement.

Financial assets that are measured at fair value on a recurring basis

Certain financial assets of the Group and the Company are measured at fair value at the end of the reporting year. Details of fair value measurement of those financial assets are as follows:

	Fair value		Fair value hierarchy	Valuation method and key inputs
	2025 RM'000	2024 RM'000		
Group				
Short term investments	1,327,302	1,333,113	Level 2	Published net asset value provided by fund manager
Equity investments				
Quoted shares in Malaysia	68,696	76,681	Level 1	Quoted bid price in active market
Unquoted shares in Malaysia	100	100	Level 3	Carrying value deemed fair value
	1,396,098	1,409,894		
Company				
Short term investments	452,460	588,802	Level 2	Published net asset value provided by fund manager
Equity investments				
Quoted shares in Malaysia	15,818	17,787	Level 1	Quoted bid price in active market
	468,278	606,589		

45. FAIR VALUES OF FINANCIAL ASSETS AND LIABILITIES (CONT'D)

There is no transfer between the fair value hierarchies during the financial year.

The carrying amounts of other financial assets and financial liabilities of the Group and of the Company at the reporting date approximate their fair values due to their short-term nature or immaterial discounting impact.

46. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	At beginning of financial year RM'000	Cash flows RM'000	Others RM'000		At end of financial year RM'000
Group					
2025					
Borrowings	167	(36)	(131)	(a)	-
Lease liabilities	1,065	(543)	1,212	(a)(b)	1,734
Amount owing to non-controlling shareholders of subsidiaries	41,411	(5,254)	53	(c)	36,210
	42,643	(5,833)	1,134		37,944
2024					
Borrowings	212	(45)	-		167
Lease liabilities	431	(196)	830	(b)	1,065
Non-trade amount owing to:					
- Immediate holding company	152	(152)	-		-
- Related company	178	(178)	-		-
Amount owing to non-controlling shareholders of subsidiaries	47,545	(6,000)	(134)	(c)	41,411
	48,518	(6,571)	696		42,643
Company					
2025					
Amount owing to subsidiaries	15	(15)	-		-
2024					
Non-trade amount owing to:					
- Immediate holding company	1	(1)	-		-
- Subsidiaries	455	(440)	-		15
	456	(441)	-		15

(a) Being disposal of a subsidiary
(b) Being additions of lease liabilities
(c) Being unwinding of interest