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The cube concept in Avaland Berhad's Annual Report features three buildings—Aetas Seputeh, Amika Residences, and Anja Residences & Signature Retail—each representing our brand architecture: AVA Luxe, AVA Prime, and AVA Ria. These segments cater to the entire market spectrum, underscoring our diverse portfolio and commitment to meeting various consumer needs. The cube symbolises stability, strength, and a solid foundation, aligning with our continuous evolution and the theme "Rediscovering Possibilities." It visually emphasises our adaptability and innovative approach across different real estate segments. Positioning our employees at the base of the cube highlights their fundamental role in Avaland's success. This placement not only honours their contributions but also signifies our values of teamwork and recognition, reminding stakeholders that our achievements are the result of our employees' dedication and hard work. This design choice strengthens community and shared success within Avaland, resonating deeply with all stakeholders.

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Chairman's Statement



Alira Subang Jaya

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Interior of Amika Residences with views of the central park

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CEO's
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Management Discussion
and Analysis



Spa gallery at Alira Subang Jaya

COMPANY PROFILE



Aerial view of Cybersouth's central park

Listed on the Main Market of Bursa Malaysia Securities Berhad (“Bursa Malaysia”) since 6 April 2015, Avaland Berhad (formerly known as MCT Berhad) and its group of companies (“Group”) are fast emerging to be one of the leading property developers in Malaysia.

Avaland specialises in crafting a diverse portfolio of properties, catering to every market segment with a seamless range, from affordable (AVA Ria) and mid-range (AVA Prime) residences to luxurious premium (AVA Luxe) properties.

Avaland’s developments include Cybersouth, a township covering over 400 acres in Dengkil as well as various high-rise developments at Cyberjaya, Petaling Jaya and Subang Jaya.

In February 2018, Avaland became a subsidiary of Ayala Land Inc. (“**Ayala Land**”) and has since expanded its product offerings to include luxury residences with its development of Aetas Damansara in Petaling Jaya as well as resort living residences, Alira Subang Jaya.

Avaland has also actively expanded its landbank with the acquisition of a 4.02-acre land at Bangi in 2022, while making its first foray into Kuala Lumpur with the acquisition of a 1.57-acre land in Seputeh and subsequently a 3.9-acre land in Taman Desa in 2023.

Avaland holds strong to its vision of being an Innovative and Timeless Value Creator, underscoring our Group’s relentless pursuit of groundbreaking solutions and creative approaches while integrating innovation into every facet of our operations. Our brand purpose of “Rediscovering Possibilities” is about bringing a positive change by creating communities and enhancing lives for generations where people enjoy a complete lifestyle experience.

2015

Listed on the
Main Market of
Bursa Malaysia

2018

Became a
subsidiary of
Ayala Land

2023

Rebranded as
Avaland Berhad

ABOUT AYALA LAND

Ayala Land is the largest property developer in the Philippines, with more than 30,000 acres of landbank and a solid track record in developing large-scale, integrated, mixed-use, and sustainable estates.



The 950-hectare Makati CBD is Ayala Land's first estate and serves as Philippines' premier business hub

With 52 estates across the Philippines, Ayala Land hosts its diversified portfolio of complementary businesses primarily in the development of residential, office, commercial, and industrial properties for sale; as well as commercial leasing through shopping centres, offices, hotels, resorts, factory buildings, warehouses, co-living, and co-working spaces; services such as construction, property management, retail energy supply, and airlines; and strategic property-related investments.

Following the success of the Makati Central Business District ("**Makati CBD**"), Ayala Alabang, Cebu Park District, Bonifacio Global City ("**BGC**"), and Nuvali, Ayala Land prioritises sustainability standards and practices in all of its developments and acts with integrity, foresight, and prudence as a responsible corporate citizen.

Inspired by its vision of "enhancing land and enriching lives for more Filipinos," Ayala Land remains committed to delivering high-quality products and services that generate long-term value for all stakeholders.

KEY PERFORMANCE MEASURES (As at 31 December 2023)

LANDBANK INFORMATION



- **20.8 acres**
Landbank for ongoing projects
- **173.6 acres**
Landbank for future projects

Total landbank for development:

194.4 acres

UNBILLED SALES:

RM863.3 million

Total estimated gross development value of:

RM11.4 billion

from ongoing and future developments

ONGOING PROJECTS SALES STATUS (AS AT 31 DECEMBER 2023)

AVA LUXE

Aetas Damansara

98%

AVA PRIME

Alira Subang Jaya

Phase 1

93%

Phase 2

73%

Alora Residences

33%

AVA RIA

Sanderling

77%

Casa Embun

Phase 1

84%

Phase 1A

100%

LANDBANK MAP



CORPORATE INFORMATION

BOARD OF DIRECTORS ("BOARD")

Tan Sri Dato' Sri Abi Musa Asa'ari Bin Mohamed Nor
Independent Non-Executive Chairman

Datin Chong Lee Hui
Independent Non-Executive Director

Lao Chok Keang
Independent Non-Executive Director

Bernard Vincent Olmedo Dy
Non-Independent Non-Executive Director

Robert Sy Lao
Non-Independent Non-Executive Director

Dante Dominic Macaraeg Abando
Non-Independent Non-Executive Director

Ma. Divina Yee Lopez
Non-Independent Non-Executive Director

Teh Heng Chong
Non-Independent Non-Executive Director

Apollo Bello Tanco
Executive Director and Chief Executive Officer ("CEO")

AUDIT AND RISK MANAGEMENT COMMITTEE

Lao Chok Keang (*Chairman*)
Datin Chong Lee Hui
Robert Sy Lao

NOMINATION AND REMUNERATION COMMITTEE

Datin Chong Lee Hui (*Chairman*)
Lao Chok Keang
Bernard Vincent Olmedo Dy

COMPANY SECRETARIES

Wong Youn Kim (MAICSA 7018778)
Liew Fui Li (MAICSA 7051052)

REGISTERED OFFICE

Level 5, Tower 8, Avenue 5,
Horizon 2,
Bangsar South City,
59200 Kuala Lumpur,
Wilayah Persekutuan, Malaysia.
Tel No. : 603-2241 5800
Fax No. : 603-2282 5022
Email : listcomalaysia@acclime.com

HEAD OFFICE/PRINCIPAL PLACE OF BUSINESS

Lot C-02, Level 2,
SkyPark @ One City,
Jalan USJ 25/1,
47650 Subang Jaya,
Selangor Darul Ehsan, Malaysia.
Tel No. : 603-5878 9000
Fax No. : 603-5878 9005
Website : www.avaland.com.my

REGISTRAR

Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony,
No. 5, Jalan Prof. Khoo Kay Kim,
Seksyen 13, 46200 Petaling Jaya,
Selangor Darul Ehsan, Malaysia.
Tel No. : 603-7890 4700
Fax No. : 603-7890 4670

AUDITORS

Ernst & Young PLT 202006000003
(LLP0022760-LCA & AF 0039)
Chartered Accountants
Level 23A, Menara Milenium,
Jalan Damanlela,
Pusat Bandar Damansara,
50490 Kuala Lumpur,
Wilayah Persekutuan, Malaysia.

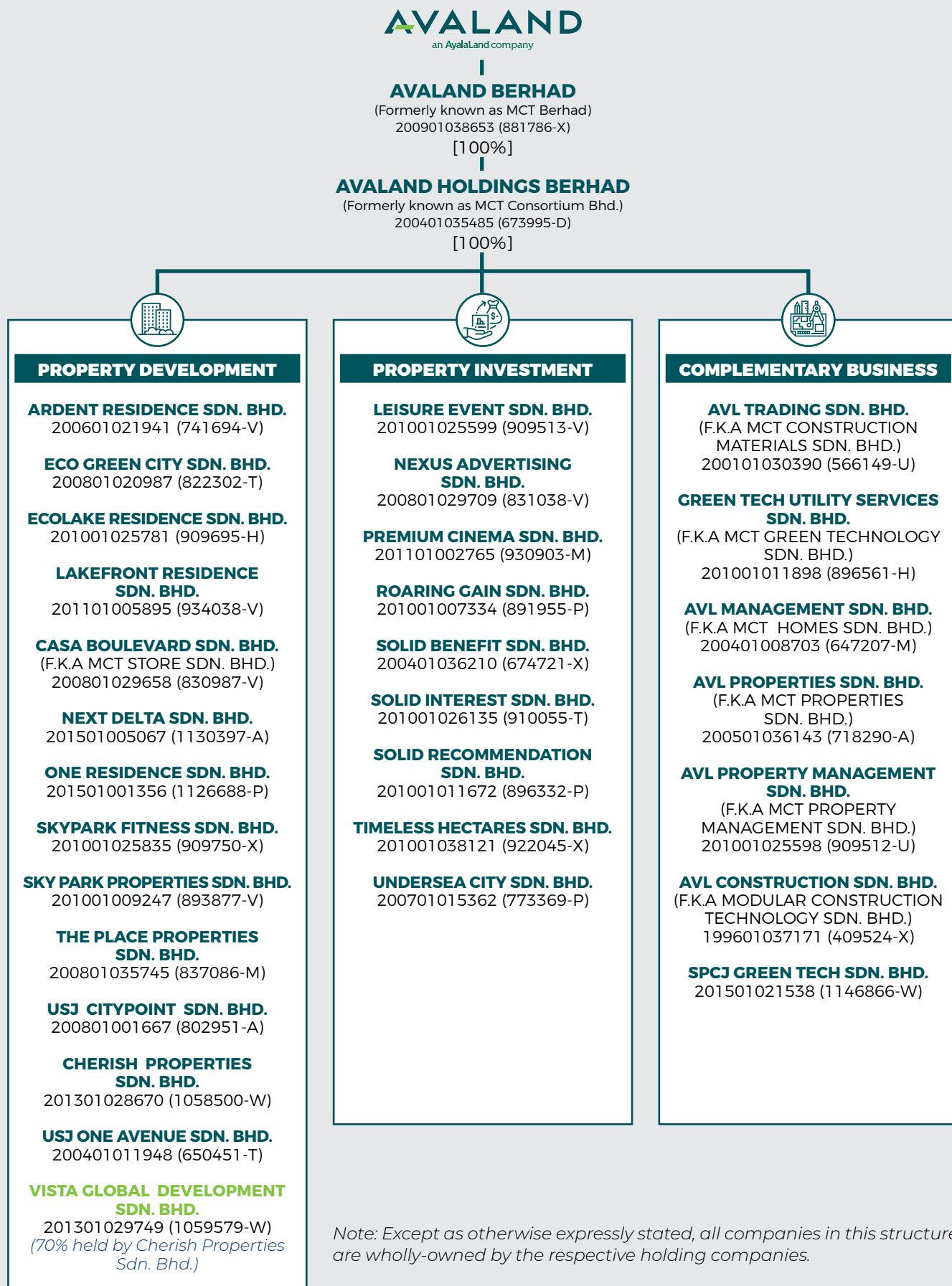
STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name : AVALAND
Stock Code : 5182

INVESTOR RELATIONS

Email : investorrelations@avaland.com.my

CORPORATE STRUCTURE



CALENDAR OF EVENTS

INTERNAL - EMPLOYEE ENGAGEMENTS AND INITIATIVES

FESTIVE CELEBRATIONS

As Malaysia is a multicultural country, we are blessed with numerous festivals throughout the year and at Avaland, we embrace all cultures and religions to induce an inclusive and diverse workspace.

CHINESE NEW YEAR

The Avaland team came together in festive spirit to celebrate the Chinese New Year, weaving a vibrant tapestry of traditions, unity and workplace camaraderie.



Our Leadership team marked the Chinese New Year festivities alongside all employees, receiving and embracing positive prosperity blessings on behalf of the entire team

DEEPAVALI

Avaland employees came together to celebrate the Festival of Lights at the office, exchanging sweets and snacks, capturing moments in photos, and creating a festive atmosphere during their joyful gathering.



Capturing our Avaland team's moments of togetherness

HARI RAYA

The Avaland team gathered to celebrate Hari Raya, fostering a sense of unity and cultural appreciation.



Avaland team enjoying a wide spread of traditional delicacies during our festive Hari Raya celebration

CHRISTMAS

Our Christmas celebration event was a joyous affair filled with laughter and the spirit of giving as we held a gift exchange session, fostering bonds of friendship and appreciation.



Amidst festive decorations and twinkling lights, the Avaland team savoured a delightful spread of seasonal treats, spreading cheer and creating lasting memories of shared moments

CALENDAR OF EVENTS

INTERNAL - EMPLOYEE ENGAGEMENTS AND INITIATIVES

INTERNAL ENGAGEMENTS

In a bid to cultivate a thriving workplace culture centred around communication, awareness and integrity, we hosted a series of impactful internal events. These gatherings served as invaluable platforms for dialogue, education and mutual understanding within the Avaland team.

COFFEE CHAT

Bridging gaps over coffee, an intimate session between Avaland's management team with employees.



Our Avaland team reflected on shared successes post-session

BRIEFING ON SEXUAL HARASSMENT IN THE WORKPLACE

Avaland employees received an insightful presentation on "Workplace Sexual Harassment" in a one-hour session hosted at our office.



Insights from Stanley Phang, Marcus Tan & Co., on cultivating a secure workplace

AVALAND TOWNHALL

The Avaland Townhall was an engaging and informative gathering that brought together employees from various departments.

This quarterly event served as a platform for transparent communication, where updates on company achievements and business plans, as well as key initiatives were shared.



Avaland employees convened for the town hall meeting at Avaland Show Village @ One City USJ

INFO SHARING SESSION

A comprehensive session on Anti-Corruption conducted by Halim Hong & Quek ("HHQ") for Avaland employees aimed to raise awareness and foster a culture of integrity within the organisation.



HHQ representatives provided guidelines and preventive measures to empower our employees with the skills to identify and mitigate corruption risks

INTERNAL - EMPLOYEE ENGAGEMENTS AND INITIATIVES

SPORTS & TEAMBUILDING

Teamwork plays a crucial role in driving Avaland's growth and we want to foster a working environment that is constantly working as a unit instead of as an individual. Hence, we organised weekly sports and teambuilding activities to encourage collaboration and communication within our Group.

AVALAND ZUMBA GROUP

Bi-weekly Zumba classes for employees are a dynamic journey led by our team, rediscovering fitness possibilities through the invigorating blend of music and dance!



"Healthy Employees, Happy Workplace!"

AVALAND FUTSAL GROUP

Bi-weekly futsal sessions provide Avaland employees a recurring chance for team bonding, stress relief, and physical activity, promoting a positive work culture and emphasising our company's dedication to wellness.



Bi-weekly, our Avaland employees meet for spirited futsal games

AVALAND RUNNING GROUP

Avaland "Running Group" initiative goes beyond promoting mere physical activity; it aims to enhance employee well-being by fostering a culture of fitness, encouraging team spirit, and contributing to a healthy work-life balance.



Our Avaland team triumphed in the 5KM Jom Run event in Cyberjaya

AVALAND BADMINTON GROUP

Avaland employees convene weekly for a badminton session, where this collective activity not only enhances physical fitness but also reinforces team bonds through shared sportsmanship.



Our Avaland's team showcases skill and camaraderie during a game of badminton

CALENDAR OF EVENTS

EXTERNAL ENGAGEMENTS AND INITIATIVES

LAUNCH OF CASA EMBUN

14 January 2023

We launched Casa Embun, featuring Moroccan-inspired interior design and is nestled in the thriving Cybersouth township. Casa Embun offers an affordable urban lifestyle with fully furnished homes, earning a Bronze GreenRE Certificate for its commitment to sustainability.



More than 200 attendees gathered at the launch event to get the first glimpse of Casa Embun, envisioned to usher in an affordable urban lifestyle with comfort and convenience at its core

ACQUISITION OF LAND AT TAMAN DESA

1 March 2023

Expanded our footprint in Kuala Lumpur with the acquisition of three contiguous parcels of freehold land in Taman Desa for RM64.6 million.



The Taman Desa land is situated within a matured and affluent neighbourhood surrounded by numerous amenities

ACQUISITION OF LAND AT SEPUTEH

20 February 2023

We made our foray into Kuala Lumpur with the purchase of a 1.57-acre freehold residential land at Seputeh, Kuala Lumpur, for RM58.0 million.



The future development at Seputeh will feature a breathtaking view of the Kuala Lumpur city skyline

STARPROPERTY AWARDS 2023

19 May 2023

Avaland clinched six accolades at the StarProperty Awards 2023, including Best Low-Density Development for Casa Bayu, Best Primary Home Development (High-Rise) for Casa Embun, Best High-Rise Residential Development (Luxury) for Aetas Damansara, and two awards for Best Family Centric Development (High Rise) – Sanderling and Alira Subang Jaya.



Avaland shines with six accolades at the StarProperty Awards 2023

EXTERNAL ENGAGEMENTS AND INITIATIVES

ASIA PACIFIC PROPERTY AWARDS 2023-2024

1 June 2023

Avaland achieved recognition with two prestigious accolades at the Asia Pacific Property Awards 2023-2024. Aetas Damansara received the award for Residential High-Rise Development in Malaysia, while Alira Subang Jaya was honoured for Residential High-Rise Architecture in Malaysia.



Our Chief Operating Officer, Mr. Aw Sei Cheh, represented us in receiving dual honours at the prestigious Asia Pacific Property Awards

CALENDAR OF EVENTS

EXTERNAL ENGAGEMENTS AND INITIATIVES

A NEW BEGINNING - AVALAND'S REBRANDING LAUNCH

7 July 2023

A significant moment for Avaland, celebrating a historic milestone in embracing organisational change and reaffirming our purpose of REDISCOVERING POSSIBILITIES.



MCT's transformation into Avaland marks a visionary leap forward, celebrated by our Board of Directors at the rebranding launch



Avaland heralds a new era of innovation and community building, embodying our mission "Creating communities, enhancing lives for generations"

EXTERNAL ENGAGEMENTS AND INITIATIVES



Leadership from Ayala Land and Avaland joined forces, embodying our new directive "Rediscovering Possibilities", and pledging commitment to sustainable development and innovative customer-centric solutions



The Avaland team capturing new memories to commemorate the milestone of our rebranding journey

CALENDAR OF EVENTS

EXTERNAL ENGAGEMENTS AND INITIATIVES

THE EDGE BMSPA 2023 AWARD

17 July 2023

Avaland secured recognition at The Edge Malaysia Best Managed & Sustainable Property ("BMPSA") Awards 2023 for Selangorku PR1MA LakeFront Homes.



Avaland honoured at The Edge BMPSA Awards 2023

AVALAND SUSTAINABILITY ROADMAP LAUNCH

7 September 2023

Highlighting our commitment to sustainability, we introduced our Sustainability Roadmap during a jointly hosted event with GreenRE Management, aligning with Avaland's achievement of obtaining six GreenRE certifications.



Our Avaland leadership team and GreenRE Management co-hosted a landmark event

KEY HANDOVER FOR CASA BAYU

7 April 2023 (Apartment)

18 August 2023 (Townhouse)

The key handover for Casa Bayu marked significant milestones, symbolising the culmination of the construction process and the beginning of homeownership for the proud and eager residents.



Proud owners of Casa Bayu apartments at the key handover ceremony

ALORA RESIDENCES LAUNCH

13 September 2023

Avaland proudly unveiled Alora Residences, the first phase of the visionary 13-acre integrated development Avenue 25 that stands as a testament to our commitment to environmental consciousness. Comprising state-of-the-art serviced apartments, this project represents the latest addition to the eco-friendly landscape of USJ.



Avaland team at the launch of Alora Residences, the first phase of Avenue 25

EXTERNAL ENGAGEMENTS AND INITIATIVES

ACE APP LAUNCH

25 September 2023

Avaland embraces digitalisation with the unveiling of ACE (Avaland Connects Everyone), a customer engagement app tailored to enhance customer experience and cater to homeowners' property-related needs.



Ace

by AVALAND

Avaland embarked on its continuous digital journey with the introduction of its latest application, ACE by Avaland

AVALAND SECURES GREEN FINANCING FROM AMBANK GROUP

17 October 2023

Avaland and AmBank Group forged a significant milestone through the green financing facilities for Alora Residences amounting to RM130 million, marking a pivotal step in advancing sustainable practices within the first phase of our organisation's green-inspired masterplan, Avenue 25 in Subang Jaya.



During the launch event, the leadership teams of both Avaland and AmBank Group jointly officiated the proceedings

AWARDS SECURED

StarProperty Awards 2023

The Skyline Award (High-Rise) (Luxury)
(Excellence) - Aetas Damansara

StarProperty Readers' Choice
(Most Preferred Architectural Building)
- Aetas Damansara

The Landscape Development Award (Honours)
- Alira Subang Jaya

The Family-Friendly Award (High-Rise)
(Within Greater KL) (Excellence) - Sanderling

The Starter Home Award (High-Rise) (Within Greater KL)
(Excellence) - Casa Embun

The Leading Low-Density Award
(Excellence) - Casa Bayu

Asia Pacific 2023-2024 Property Awards

Residential High Rise Development (Malaysia)
- Aetas Damansara

Residential High Rise Architecture (Malaysia)
- Alira Subang Jaya

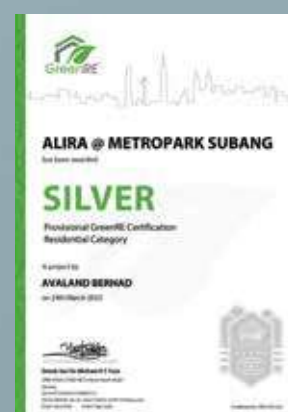
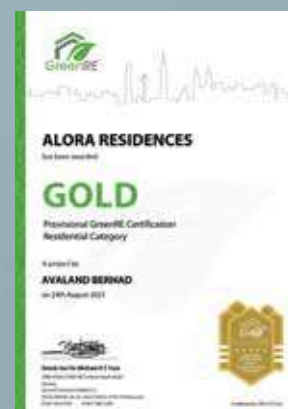
The Edge Best Managed & Sustainable Property Awards 2023

Sustainable Affordable Housing (Silver)
- LakeFront Homes





Greenre Certifications



FINANCIAL HIGHLIGHTS

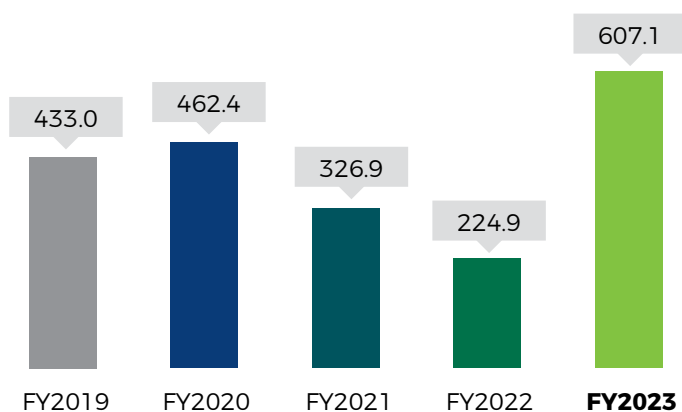
FINANCIAL YEAR ENDED	31 December 2019 ("FY2019")	31 December 2020 ("FY2020")	31 December 2021 ("FY2021")	31 December 2022 ("FY2022")	31 December 2023 ("FY2023")
Financial Results (RM'000)					
Revenue	433,038	462,438	326,941	224,920	607,118
Total Expenses	142,035	134,351	103,199	123,036	135,933
Earnings Before Interest, Taxes, Depreciation and Amortisation ("EBITDA")	65,825	86,661	57,549	45,146	124,250
Profit/(Loss) Before Tax	29,462	34,069	5,101	(4,723)	92,714
Profit/(Loss) Attributable to Equity Holders	32,869	9,949	(16,236)	489	66,112
Financial Position (RM'000)					
Total Cash and Bank Balances	469,660	599,300	459,482	117,924	172,508
Total Current Assets	1,070,828	1,192,061	904,426	622,374	1,022,234
Total Loans and Borrowings	0	25,000	0	78,955	280,476
Total Current Liabilities	445,639	524,794	841,741	258,239	703,322
Total Equity	874,882	873,302	864,181	871,266	935,607
Financial Ratios					
Basic Earnings/(Loss) per Share (sen)	2.3	0.7	(1.1)	0.0	4.5
Net Assets per Share (RM)	0.6	0.6	0.6	0.6	0.6
Current Ratio (times)	2.4	2.3	1.1	2.4	1.5
Net Debt-to-Equity Ratio (%)	N/A	N/A	N/A	N/A	11.5
Return on Equity (%)	3.8	1.1	(1.9)	0.1	7.1



Aerial view of LakeFront Cyberjaya

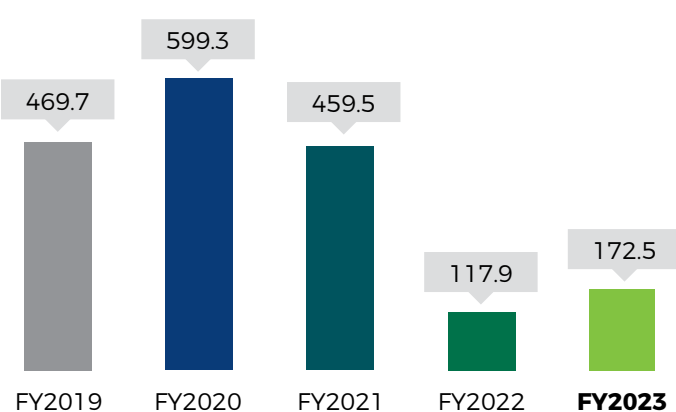
REVENUE
(RM'mil)

RM607.1 million



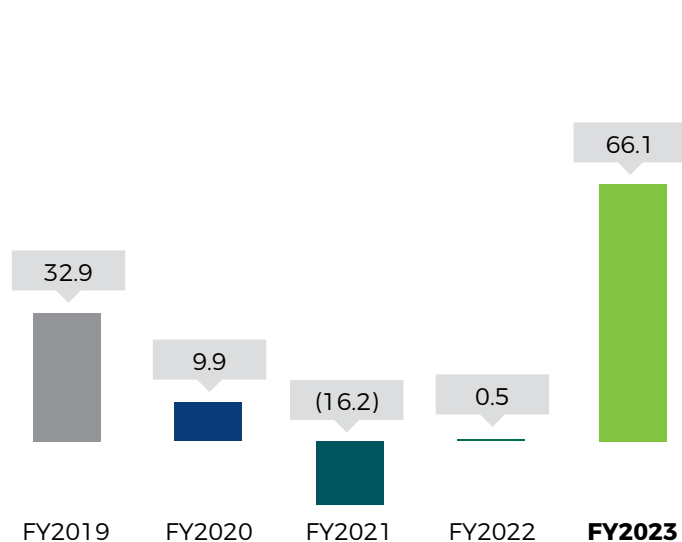
**TOTAL CASH AND
BANK BALANCES**
(RM'mil)

RM172.5 million



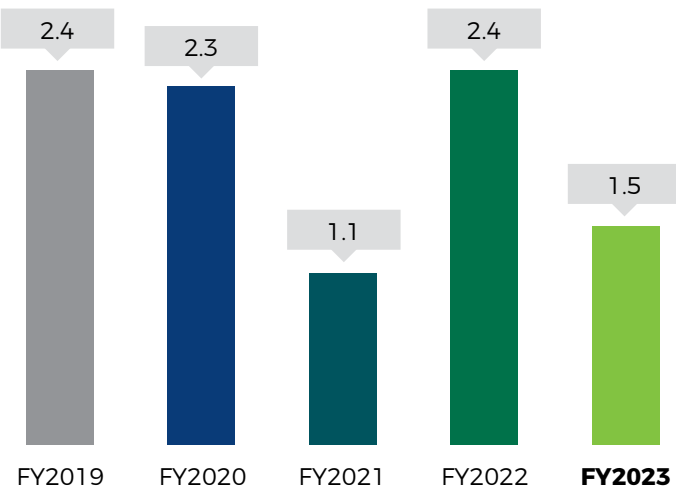
**PROFIT/(LOSS) ATTRIBUTABLE TO
EQUITY HOLDERS**
(RM'mil)

RM66.1 million



**CURRENT
RATIO**
(TIMES)

1.5 times



BOARD OF DIRECTORS

1

**TAN SRI DATO' SRI
ABI MUSA ASA'ARI
BIN MOHAMED NOR**
*Independent
Non-Executive
Chairman*

2

APOLLO BELLO TANCO
*Executive Director and
Chief Executive Officer*

3

LAO CHOK KEANG
*Independent
Non-Executive
Director*

4

DATIN CHONG LEE HUI
*Independent
Non-Executive Director*



5

**MA. DIVINA
YEE LOPEZ**

*Non-
Independent
Non-Executive
Director*

6

**ROBERT
SY LAO**

*Non-
Independent
Non-Executive
Director*

7

**DANTE DOMINIC
MACARAEG ABANDO**

*Non-Independent
Non-Executive Director*

8

**BERNARD VINCENT
OLMEDO DY**

*Non-Independent
Non-Executive Director*

9

**TEH HENG
CHONG**

*Non-Independent
Non-Executive
Director*



BOARD OF DIRECTORS' PROFILE

TAN SRI DATO' SRI ABI MUSA ASA'ARI BIN MOHAMED NOR

INDEPENDENT NON-EXECUTIVE CHAIRMAN

Age: 74	Nationality: Malaysian	Gender: Male
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Board Meeting Attendance:
5/5

Tan Sri Dato' Sri Abi Musa Asa'ari Bin Mohamed Nor was appointed to our Board as an Independent Non-Executive Director on 1 April 2015 and was subsequently re-designated as the Chairman of our Company on 3 April 2015.

He holds a Bachelor of Economics (Honours) from the University of Malaya and a D.D.A from the University of Birmingham, United Kingdom. He obtained a Master's in Business Administration from the University of Birmingham, United Kingdom. He also holds an Honorary Doctorate in Economic Management from Sultan Idris Education University.

He had served 33 years in the Malaysian Civil Service from 1973 until his retirement in 2006. He started work as an Assistant Director in the Public Service Department in 1973. He then served in the National Bureau of Investigation, National Institute of Public Administration and Petroleum Development Unit of the Prime Minister's Department before being appointed as the Deputy Budget Director in the Ministry of Finance in 1995. In 1998, he joined Federal Agriculture Marketing Authority as the Director General and subsequently as the Secretary General of the Ministry of Agriculture and Agro-based Industry from 2001 before retiring in 2006.

He is the Non-Independent Non-Executive Chairman of HeiTech Padu Berhad and the Independent Non-Executive Chairman of Swift Haulage Berhad, both public listed companies on the Main Market of Bursa Malaysia.



APOLLO BELLO TANCO

EXECUTIVE DIRECTOR AND CHIEF EXECUTIVE OFFICER

Age: 57	Nationality: Filipino	Gender: Male
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Board Meeting Attendance:
5/5

Mr. Apollo Bello Tanco was appointed to our Board as a Non-Independent Non-Executive Director on 23 January 2019. He was re-designated as an Executive Director and the Chief Operating Officer on 4 March 2019. On 31 December 2022, he was re-designated as a Non-Independent Non-Executive Director. Following the restructuring of our Group, on 1 January 2024, he was redesignated as Executive Director and Chief Executive Officer.

He graduated cum laude from the Central Philippine University, Iloilo City, with a Bachelor of Science in Commerce, majoring in Accounting in 1987. He earned his Master of Arts in Applied Business Economics from the University of Asia and the Pacific in 1994. He is also a Certified Public Accountant who passed the Philippine licensure exams in 1987.

He was the Head of Project and Strategic Management Group and a member of the Management Committee of Avida Land Corp., a subsidiary of Ayala Land. He also served as an Assistant Vice President of Ayala Land and has been with Ayala Land for 29 years. Prior to this, he was the Project Development Manager involved in the master planning of Nuvali and other major land development projects of Ayala Land.

He is currently serving as a director of our Group and is also a director of Avaland Holdings Berhad (Formerly known as MCT Consortium Bhd.), a non-listed public company. Save for the above, he does not hold any other directorship in public companies and listed issuers in Malaysia.



BOARD OF DIRECTORS' PROFILE

LAO CHOK KEANG

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 67	Nationality: Malaysian	Gender: Male
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Board Meeting Attendance:
5/5

Mr. Lao Chok Keang was appointed to our Board as an Independent Non-Executive Director on 24 February 2017. He is the Chairman of the Audit and Risk Management Committee Chairman and serves as a member of the Nomination and Remuneration Committee.

He started his career in a public accounting firm and is a Malaysian Institute of Accountants member.

He held several senior management positions in large property development companies, including the Chief Operating Officer of Saujana Triangle Sdn. Bhd., the developer for the 800-acre township development known as Damansara Perdana in Petaling Jaya, Selangor. He was also the Director of Murray Riverside Pty Ltd, a 1,000-acre mixed development developer in Western Australia.

In 2004, he joined Setia Haruman Sdn. Bhd. the then Master Developer of Cyberjaya, as a Director/Chief Operating Officer and had since been responsible for the company's overall performance. In 2013, he assumed the position of Executive Director of Setia Haruman Sdn. Bhd. He was re-designated as a Director/Business Advisor in May 2016.

He does not hold any other directorship in public companies and listed issuers in Malaysia.



DATIN CHONG LEE HUI

INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 48	Nationality: Malaysian	Gender: Female
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Board Meeting Attendance:
5/5

Datin Chong Lee Hui was appointed to our Board as an Independent Non-Executive Director on 1 July 2022. She is the Chairperson of the Nomination and Remuneration Committee and serves as a member of the Audit and Risk Management Committee.

Datin Chong graduated with a Bachelor's Degree in Laws from the University of London in 1998 and a Master of Laws from the University of Malaya in 2003.

She joined Messrs. Halim Hong & Quek as an Advocate and Solicitor in 2000 which also provide conveyancing and advisory services to Avaland. The conflict of interest has been disclosed and noted by the ARMC and Board of Directors. With 23 years of practising in the area of real estate and project development, Datin Chong is regularly engaged by major developers, corporate clients and financial institutions for advice and representation in matters relating to real estate.

Datin Chong has vast experience in advising and representing major property developers in the sale and purchase transactions of mixed developments, landed stratified developments, guarded neighbourhood projects, as well as commercial industrial developments with freehold and leasehold titles. Datin Chong does also advise foreigners on legal matters relating to property purchases in Malaysia, as well as real estate taxes.

Aside from frequently advising property developers and purchasers on conveyancing matters and homeownership schemes, Datin Chong has represented several corporate bodies in the purchase of large estates and industrial land and the sale and purchase of office buildings. Datin Chong is also regularly sought for advice in matters relating to tenancy and strata management, whereby she has broad experience in providing advice on matters relating to the management of commercial



developments, formation of management corporations and many other related issues.

On top of that, Datin Chong is entrusted by the Real Estate and Housing Developers' Association Malaysia ("REHDA") as one of the task force committee members to discuss with respective stakeholders on the proposed amendments to the Housing Development (Control and Licensing) Act 1966, Strata Management Act 2013 and proposed Commercial Residence Act.

In the area of Banking & Finance, Datin Chong has advised and represented major local and foreign banks in the completion of financing facilities for corporate bodies, structuring and finalisation of cross-border loans, conventional and Islamic property financing, and facilitation of refinancing arrangements.

Besides providing strong stewardship in heading the firm's Real Estate Department, Datin Chong is the incumbent Deputy Head of its Risk Management Committee and heads the Learning & Development Team, through which she organises and provides various training sessions to empower and update clients on the latest laws relating to the real estate industry.

She does not hold any other directorship in public companies and listed issuers in Malaysia.

BOARD OF DIRECTORS' PROFILE

MA. DIVINA YEE LOPEZ

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 53	Nationality: Filipino	Gender: Female
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Board Meeting Attendance:
5/5

Ms. Ma. Divina Yee Lopez was appointed to our Board as a Non-Independent Non-Executive Director on 1 June 2021.

She holds a Bachelor of Science in Business Administration and Accountancy from the University of the Philippines and placed 11th in the Certified Public Accountants Board Examinations in 1993. She obtained a Master of Science in Computational Finance from the De La Salle University in 2002.

She is currently Vice President and Chief Finance Officer of AyalaLand Estates Group. Her other current significant positions are Corporate Finance Officer of Aurora Properties Inc., Ceci Realty, Inc. and Vesta Properties Holdings, Inc., Comptroller, Chief Finance and Compliance Officer of Alviera Country Club, Inc., and Treasurer, Chief Finance and Compliance Officer of Accendo Commercial Corp. and Cagayan de Oro Gateway Corp.

She does not hold any other directorship in public companies and listed issuers in Malaysia.



ROBERT SY LAO

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 50	Nationality: Filipino	Gender: Male
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Board Meeting Attendance:
4/4 (Appointed w.e.f. 22 February 2023)

Mr. Robert Sy Lao was appointed to our Board as Non-Independent and Non-Executive Director on 22 February 2023 and served as a member of the Audit and Risk Management Committee.

He holds a Bachelor of Science in Industrial Engineering from the University of Sto. Tomas, Espana, Manila. He obtained a Master of Business Management from Asian Institute of Management, Makati in 2001.

He is currently a Senior Vice President, Head of the Estates Group, Head of the Central Land Acquisition Unit and a member of the Management Committee of Ayala Land. He has been with Ayala Land since 2001 and was formerly the Group Head for the Residential Business covering the five brands – Ayala Land Premier (High-end market segment), Alveo Land (Mid-upper market segment), Avida Land (Affordable segment), Amaia Land (Mass Housing) and Bella Vita (Socialised Housing).

He does not hold any other directorship in public companies and listed issuers in Malaysia.



BOARD OF DIRECTORS' PROFILE

DANTE DOMINIC MACARAEG ABANDO

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 59	Nationality: Filipino	Gender: Male
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Board Meeting Attendance:
4/5 (Appointed w.e.f. 22 February 2023)

Mr. Dante Dominic Macaraeg Abando was appointed to our Board as a Non-Independent and Non-Executive Director on 22 February 2023.

He graduated with a Bachelor of Science in Civil Engineering from the University of the Philippines in 1986 and earned his Master's degree in Business Administration in 1995 from the same university. In 2012, he completed the Executive Programme on Real Estate Management at Harvard University Graduate School of Business.

He is a Senior Vice President and a member of the Management Committee of Ayala Land. He currently heads Makati Development Corporation ("**MDC**") and subsidiaries – the construction arm of Ayala Land where he is responsible for managing the organisation, developing strategies and plans, aligning and integrating the project management activities in the project development process and taking the lead in transforming MDC to ensure delivery of all Ayala Land products.

He does not hold any other directorship in public companies and listed issuers in Malaysia.



BERNARD VINCENT OLMEDO DY

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 60	Nationality: Filipino	Gender: Male
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Board Meeting Attendance:
4/5

Mr. Bernard Vincent Olmedo Dy was appointed to our Board as a Non-Independent Non-Executive Director on 3 April 2015. He was later re-designated as a member of the Nomination and Remuneration Committee.

He earned a degree of Bachelor of Business Administration in Accountancy from the University of Notre Dame in 1985. He received his Master of Business Administration in 1989 and Master of Arts in International Relations in 1997, both from the University of Chicago.

He serves as Special Advisor to the Chairman of Ayala Land. Prior to this, he was the President and Chief Executive Officer of Ayala Land, a Senior Managing Director of Ayala Corporation, and a member of the Ayala Group Management Committee from April 2014 until September 2023. He is also the Director of AyalaLand Logistics, Holdings Corp. and AREIT, Inc., both publicly-listed companies in the Philippines.

He does not hold any other directorship in public companies and listed issuers in Malaysia.



BOARD OF DIRECTORS' PROFILE

TEH HENG CHONG

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Age: 53	Nationality: Malaysian	Gender: Male
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Board Meeting Attendance:
5/5

Mr. Teh Heng Chong was appointed to our Board as our Chief Executive Officer ("CEO") and Executive Director on 4 March 2019. He led our Group's Transformation, Rebranding and established the Sustainability Roadmap during his 4½ year tenure. He stepped down as our CEO in December 2023 and has since remained in our Board as a Non-Independent Non-Executive Director.

He has been in the property industry since his graduation from University Malaya, Kuala Lumpur with a Bachelor's in Economics in 1995. He gained extensive real estate experience in various stints in established property developers such as UOA (Marketing Director) and Mah Sing Group (Chief Operating Officer). After the listing of MCT, he joined our Group as the Chief Marketing Officer in 2016.

He is currently serving as a director of our Group. Save for the above, he does not hold any other directorship in public companies and listed issuers in Malaysia.



Notes:

1. Age of all the Directors to be determined based on date of birth up to 30 April 2024.
2. None of the Directors have:
 - any family relationship with any Director and/or major shareholder of the Company;
 - any conflict of interest with the Company;
 - any conviction for offences within the past five (5) years (other than traffic offences, if any) and
 - any public sanction or penalty imposed by the relevant regulatory bodies during the financial year.

MANAGEMENT COMMITTEE



From left to right

1

AW CHONG SENG

Director, Strategic Planning

2

SHIRLEY LEONG LEE CHUIN

Chief Financial Officer

3

APOLLO BELLO TANCO

*Executive Director &
Chief Executive Officer*

4

AW SEI CHEH

Chief Operating Officer

5

REGINALD SEE THEAM KWOOI

*Director, Human Capital &
Administration*

MANAGEMENT COMMITTEE'S PROFILE



APOLLO BELLO TANCO

EXECUTIVE DIRECTOR AND CHIEF EXECUTIVE OFFICER

Age:	Nationality:	Gender:
57	Filipino	Male

Mr. Apollo Bello Tanco also sits on our Board. For more information on his profile, please refer to page 23.



AW SEI CHEH

CHIEF OPERATING OFFICER

Age:	Nationality:	Gender:
43	Malaysian	Male

Mr. Aw Sei Cheh was appointed as Chief Operating Officer of our Group on 1 June 2022.

He obtained a dual award Master of Business Administration from Lancaster University and Sunway University in 2016 and earned his Bachelor of Science (Hons) in Building (Contract Management) from Liverpool John Moores University in 2004.

He brings a wealth of experience to his role with 20 years in the property development and construction sector.

He has managed projects across Malaysia, complemented by international property development experience in China, Singapore, Vietnam, and Australia. His last position prior to joining our Group was as Chief Operating Officer at Gamuda Land Sdn. Bhd. Prior to that, he held various positions within large property developers such as Sunway Berhad and Sunrise Berhad.

He does not hold any directorship in public companies and listed issuers in Malaysia.



SHIRLEY LEONG LEE CHUIN

CHIEF FINANCIAL OFFICER

Age: 50	Nationality: Malaysian	Gender: Female
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Ms. Shirley Leong Lee Chuin was appointed as Chief Financial Officer in October 2023. She has been with our Group since November 2022.

She is a Chartered Accountant by profession and she is a member of the Chartered Institute of Management Accountants ("CIMA"), the Malaysian Institute of Accountants ("MIA"), and the Chartered Global Management Accountants ("CGMA").

Prior to joining Avaland, she was the COO of Quill Group of Companies, overseeing the retail mall, automotive, healthcare and investment properties. She is an experienced financial professional which has more than 25 years of experience in Financial Accounting, Project Financing, Debt and Equity Capital Funding, Corporate and Debt Restructuring and Group Treasury, Cash Management and Information Technology in various sectors such as property development, investment properties, retail malls and hospitals.

She has also worked in few other major listed companies such as Road Builder's Group, Sunsuria Berhad and Tropicana Corporation Berhad.

She does not hold any directorship in public companies and listed issuers in Malaysia.



AW CHONG SENG

DIRECTOR, STRATEGIC PLANNING

Age: 38	Nationality: Malaysian	Gender: Male
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Mr. Aw Chong Seng was appointed as Director, Strategic Planning on 1 July 2022.

He holds a Master of Financial Management from the Australian National University, and earned his Bachelor of Business (Economics & Finance) from the Royal Melbourne Institute of Technology.

His journey with our Group began in 2015 as our Senior Corporate Finance Manager with oversight over our Group's strategy, planning, corporate finance and investor relations. He subsequently assumed the role of Director, Strategic Planning in 2022 where he oversees the business development, investor relations and strategic communication function of our Group. Prior to joining our Group, Mr. Aw has several years of experience in investment banking and was involved in multiple mergers and acquisitions, Initial Public Offerings and Reverse Take Over exercises.

He is currently serving as a director of multiple subsidiaries within our Group and is also a director of Avaland Holdings Berhad, a non-listed public company.

Save for the above, he does not hold any other directorship in public companies and listed issuers in Malaysia.

MANAGEMENT COMMITTEE'S PROFILE



REGINALD SEE THEAM KWOOI

DIRECTOR, HUMAN CAPITAL & ADMINISTRATION

Age:	Nationality:	Gender:
49	Malaysian	Male

Mr. Reginald See Theam Kwooi was appointed as Director, Human Capital and Administration on 4 December 2023. He is responsible for driving employee engagement, key talent development and succession planning, coaching for leaders and building a productive and performing team.

He holds a Master of Business Administration and a Bachelor's Degree in Electrical and Electronics Engineering from Universiti Sains Malaysia.

Prior to joining Avaland, Mr. Reginald was the Regional HR Director at Atotech Malaysia Sdn. Bhd. leading the HR team in providing support to six countries in Southeast Asia. He has over 25 years of experience in manufacturing environment working in four different industries namely semiconductors/electronics, food and beverages, textile and chemical. He is a certified coach and award-winning facilitator in building trust, situational leadership, career development and language of dominance, influence, steadiness and compliance ("**DISC**").

Note:

Age of all the Management Team members to be determined based on date of birth up to 30 April 2024.

PROJECT DEVELOPMENT TEAM



YAW SHENG FUNG

Senior Director, Project Development

Age:
48

Nationality:
Malaysian

Gender:
Male



WEE PANG SIANG

Director, Project Development

Age:
47

Nationality:
Malaysian

Gender:
Male



KOGELEVANAN A/L THINAKARAM

Director, Project Development

Age:
47

Nationality:
Malaysian

Gender:
Male