

63rd



Annual General Meeting LAND & GENERAL BERHAD

22 September 2026



AGENDA



01 Key Highlights



02 Financial Performance



03 Operational Performance



04 Growth Outlook



05 Sustainability Report





SECTION 01

KEY HIGHLIGHTS

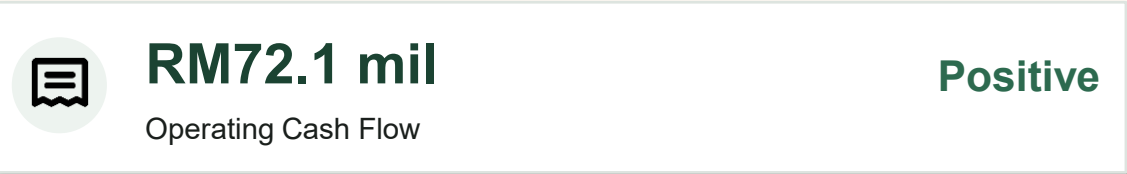
Delivering Strong Growth, Healthy Cash Generation and Sustainable Returns

KEY HIGHLIGHTS

FY2026 AT A GLANCE

Record financial performance, supported by strong execution across the Group’s core businesses

FINANCIAL STRENGTH



WHAT DROVE FY2026 PERFORMANCE?





SECTION 02

FINANCIAL PERFORMANCE

Sustained revenue and earnings growth over the past 5 years

FINANCIAL PERFORMANCE

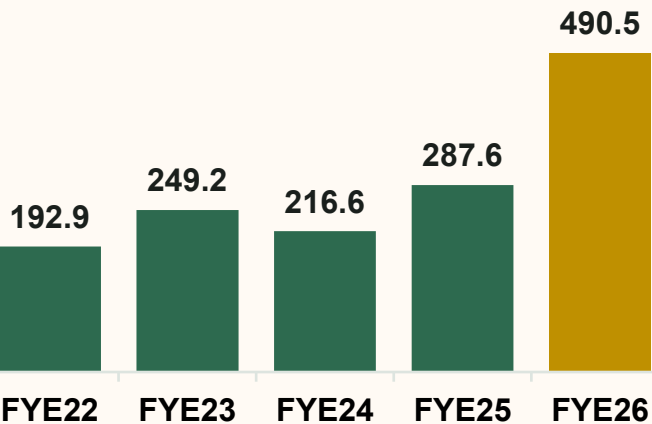
FY2022 – 2026 FINANCIAL REVIEW

Revenue grew 2.5x over 5 years, with operating profit and PATMI more than doubling.

REVENUE (RM'mil)

↑ 70.6% YoY

4-years CAGR: 26.3%

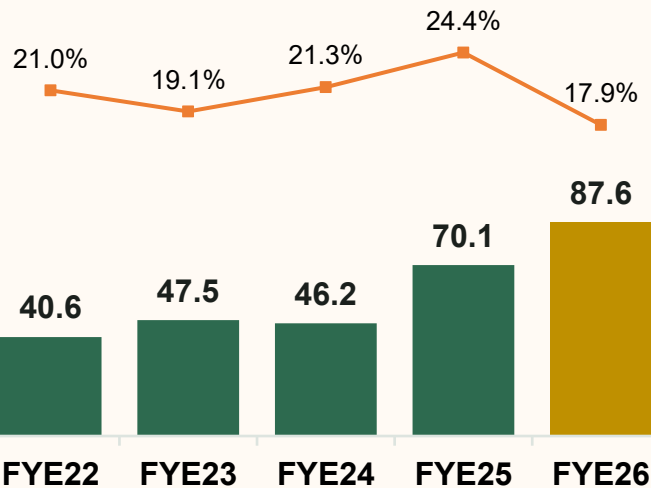


Revenue growth driven by stronger progress billings across development projects

OPERATING PROFIT & MARGIN (RM'mil & %)

↑ 25.0% YoY

4-years CAGR: 21.2%

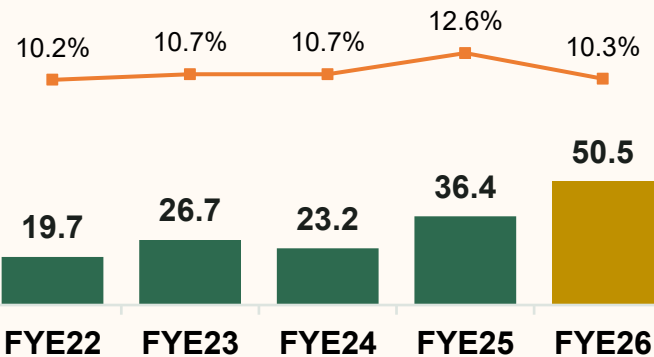


Operating profit remained resilient despite the absence of the one-off land disposal gain recognized in FY2025, reflecting the Group's solid underlying operating performance

PATMI & MARGIN (RM'mil & %)

↑ 38.7% YoY

4-years CAGR: 26.5%



Strong bottom-line growth supported by higher earnings from both property development and education segments

FINANCIAL PERFORMANCE

FY2026 COMPARISON AND Q1 FY2027 SNAPSHOT

FY COMPARISON (12 MONTHS)			
RM'mil	FY2026	FY2025	YoY Change (%)
 Revenue	490.5	287.6	▲ 70.6%
 Operating Profit	87.6	70.1	▲ 25.0%
 PBT	74.2	59.1	▲ 25.6%
 PATMI	50.5	36.4	▲ 38.7%
 EPS (sen)	1.70	1.22	▲ 39.3%
 Dividend (sen per share)	1.0	0.8	▲ 25.0%
 Cash & Short-Term Funds	147.5	136.3	▲ 8.2%
 Net Gearing (x)	0.03x	0.09x	▼ (0.06x)

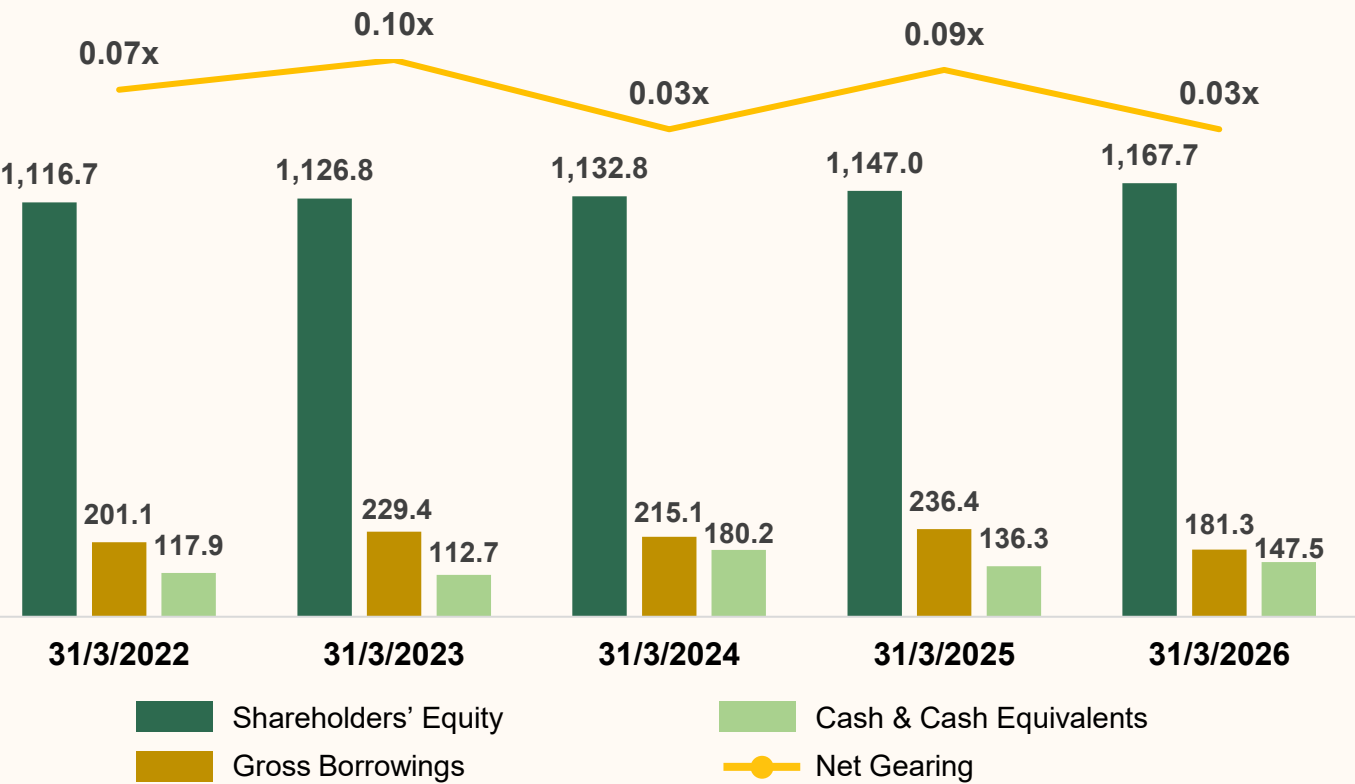
Q1 FY2027 SNAPSHOT	
 RM159.0 mil Revenue ▲ +61.5% YoY	 0.72 sen Basic EPS ▲ +89.5% YoY
 RM26.7 mil Operating Profit ▲ +24.0% YoY	 RM156.8 mil Cash Position From RM147.5 mil as at 31 Mar 2026
 RM21.5 mil PATMI ▲ +88.7% YoY	 0.01x Net Gearing From 0.03x as at 31 Mar 2026



FY2026 marked a year of earnings acceleration driven by disciplined project execution, healthy sales momentum and resilient education performance, positioning the Group for continued growth in FY2027.

FINANCIAL PERFORMANCE

BALANCE SHEET STRENGTH



FY2026 KEY METRICS



RM1.17 bil

Shareholders' Equity



RM147.5 mil

Cash Position



0.03x

Net Gearing



RM1.17 bil

Solid Equity Base

Provides a solid foundation for long-term value creation.



RM147.5 mil

Healthy Liquidity

Supports ongoing operations and development activities.



0.03x

Prudent Capital Structure

Preserves balance sheet flexibility to support future growth initiatives.



Growth Capacity

Well-positioned to pursue strategic opportunities as they arise

FINANCIAL PERFORMANCE

SHAPING THE VALUE CREATED

Total dividend increased to 1.0 sen per share in FY2026, reflecting the Group's commitment to delivering sustainable shareholder returns.

FY2026 DIVIDEND HIGHLIGHTS



1.0 SEN PER SHARE
Largest dividend in recent years



RM29.7 MILLION
Total dividend distribution

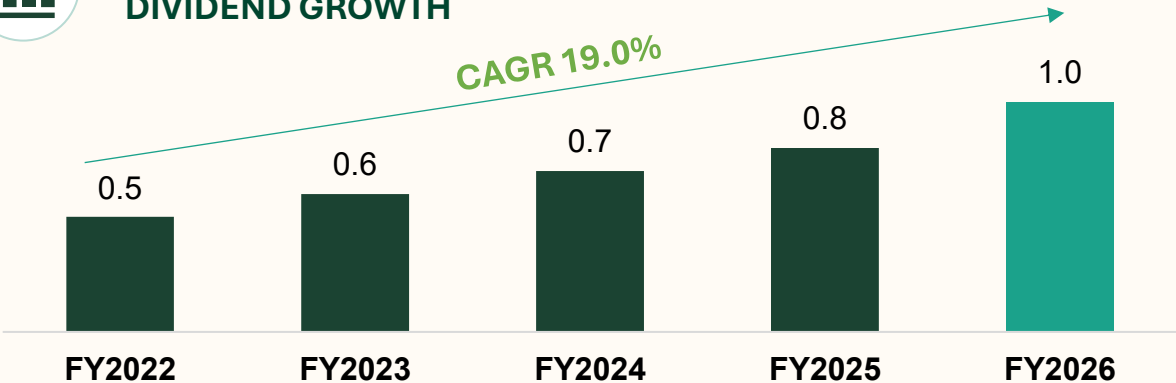


58.9%
Payout ratio for FY2026
(RM29.7m dividend / RM50.5m PATMI)

5-YEAR DIVIDEND PER SHARE (SEN)



STEADY AND PROGRESSIVE
DIVIDEND GROWTH



FY2026 DIVIDEND DETAILS

- First interim dividend of 0.2 sen per share paid on 7 May 2026
- Final dividend of 0.8 sen per share proposed for shareholders' approval at the AGM

THE COMPANY HAS MAINTAINED A CONSISTENT DIVIDEND TRACK RECORD OVER THE PAST 12 FINANCIAL YEARS, EXCEPT IN FY2020 AMID THE COVID-19 PANDEMIC



SECTION 03

OPERATIONAL PERFORMANCE

Disciplined execution across property, education and industrial

OPERATIONAL PERFORMANCE

FY2026 SEGMENT PERFORMANCE

Property drives core earnings while Education strengthens the Group’s stable recurring income base



PROPERTY

CORE EARNINGS DRIVER

Scale supported by ongoing developments

REVENUE
RM436.9m +81.7% YoY

OPERATING PROFIT
RM77.1m +24.1% YoY

OPERATING PROFIT MARGIN
17.6%

Higher progress billings across ongoing developments

EDUCATION



STABLE RECURRING INCOME

REVENUE
RM46.8m +15.5% YoY

OPERATING PROFIT
RM19.7m +23.2% YoY

OPERATING PROFIT MARGIN
42.1%

Steady student enrolment and operating leverage

OTHERS

Mainly holding company and other investments

REVENUE
RM6.7m +2.8% YoY

OPERATING LOSS
(RM9.2m) NM

REVENUE COMPOSITION

PROPERTY
89.1%

EDUCATION
9.5%

OTHERS
1.4%

OPERATIONAL PERFORMANCE

PROPERTY DEVELOPMENT UPDATES

Steady take-up across all our development projects

DAMANSARA LIVISTA 	RESIDENSI KAMELIA 	THE WYN RESIDENCES 	ASTORIA AMPANG (P1 & 2) 	 RM618 mil unbilled sales (31 Mar 2026) Near-term earnings visibility  ~RM1.5 bil FY2027 launch pipeline GDV  ~RM8.5 bil Strategic landbank potential GDV
91%	84%	67%	73%	 TAKE-UP RATE
35%	55%	78%	100%	 CONSTRUCTION PROGRESS

*Data as at 31 March 2026

OPERATIONAL PERFORMANCE

PLANNED PROJECT LAUNCHING PIPELINE

A robust FY2027 / FY2028 launch pipeline across different locations, supported by healthy demand in the Group’s key corridors



DAMANSARA LAVERRA



RM752 million

Gross Development Value



1,008 units

Across 2 freehold towers, 2.84 acres



~500m

From Sri Damansara West MRT



APDL secured (end Aug 2026)

Formal sales conversion underway

FY2027 / 2028 LAUNCH PIPELINE



Aria Rimba — Phase 1A

Est. GDV RM113m (of RM2.7b township)



Begonia — Sena Parc Phase 1B

Est. GDV RM81m



Mines – Phase 1

Est. GDV RM705m (of RM2.2b township)



Mont Kiara

Est. GDV RM311m



Foresta Phase 3

Est. GDV RM712m

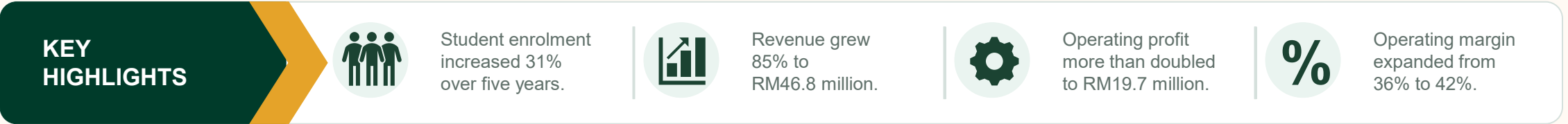
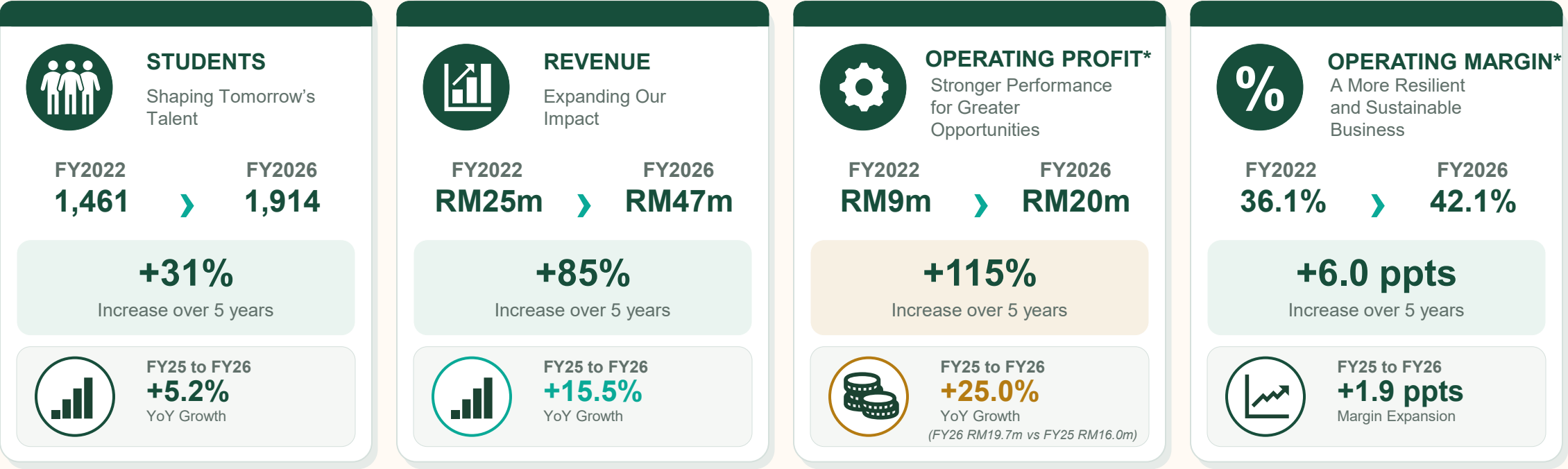
Total target launches (FY2027 / 2028) of ~RM2.65b

**subject to market conditions and sales momentum*

OPERATIONAL PERFORMANCE

EDUCATION: A GROWING RECURRING INCOME BASE

Sri Bestari Private & International Schools continue to deliver steady, high-margin growth



Note:
* Excluding interest and taxes

OPERATIONAL PERFORMANCE

EDUCATION: CURRENT & UPCOMING INITIATIVES



THE NEXT VALUE CREATION PLATFORM

L&G INDUSTRIAL CITY

Unlocking The Potential
of

~**2,500**
Acres

 **Current
Plantation Land**

▼

 **Rezoning**

▼

 **Industrial
Development**

▼

 **Value
Creation**

TODAY	TRANSFORMATION	TOMORROW
 Plantation Land	 Rezoning & Master Planning	 Industrial Ecosystem
Limited Monetisation	Infrastructure Planning	Multiple Value Creation Opportunities
Agricultural Use	Industrial Conversion	Long-Term Growth Platform

INDUSTRIAL PARK ROADMAP

 2026	 2027	 2027	 2028
Rezoning	KM Approval	Phase 1 Launch	Revenue Recognition

 **Land Size
~240 acres**

 **Potential GDV
~RM1.5 Billion**

 **Target Launch
2027**

TRANSFORMING 2,500 ACRES INTO MALAYSIA'S PREMIER INDUSTRIAL ECOSYSTEM — TARGET LAUNCH 2027

OPERATIONAL PERFORMANCE

L&G INDUSTRIAL CITY: THE NEXT GROWTH ENGINE

Advancing Phase 1 development with rezoning and planning approvals progressing

WHY L&G INDUSTRIAL CITY?

Four fundamentals support the proposed industrial park

01

CLEAR APPROVAL PATHWAY



AUGUST 2026

MIP application submitted.
Target approval within 2–3 months

02

MARKET VALIDATION



MIP

Independent assessment indicated
wide acceptance of MIP with good
take-up

03

AUTOMOTIVE CORRIDOR



CHERY + PROTON

Close to both automotive hubs
Linked by PLUS and major roads

04

RISING PRICE BENCHMARK



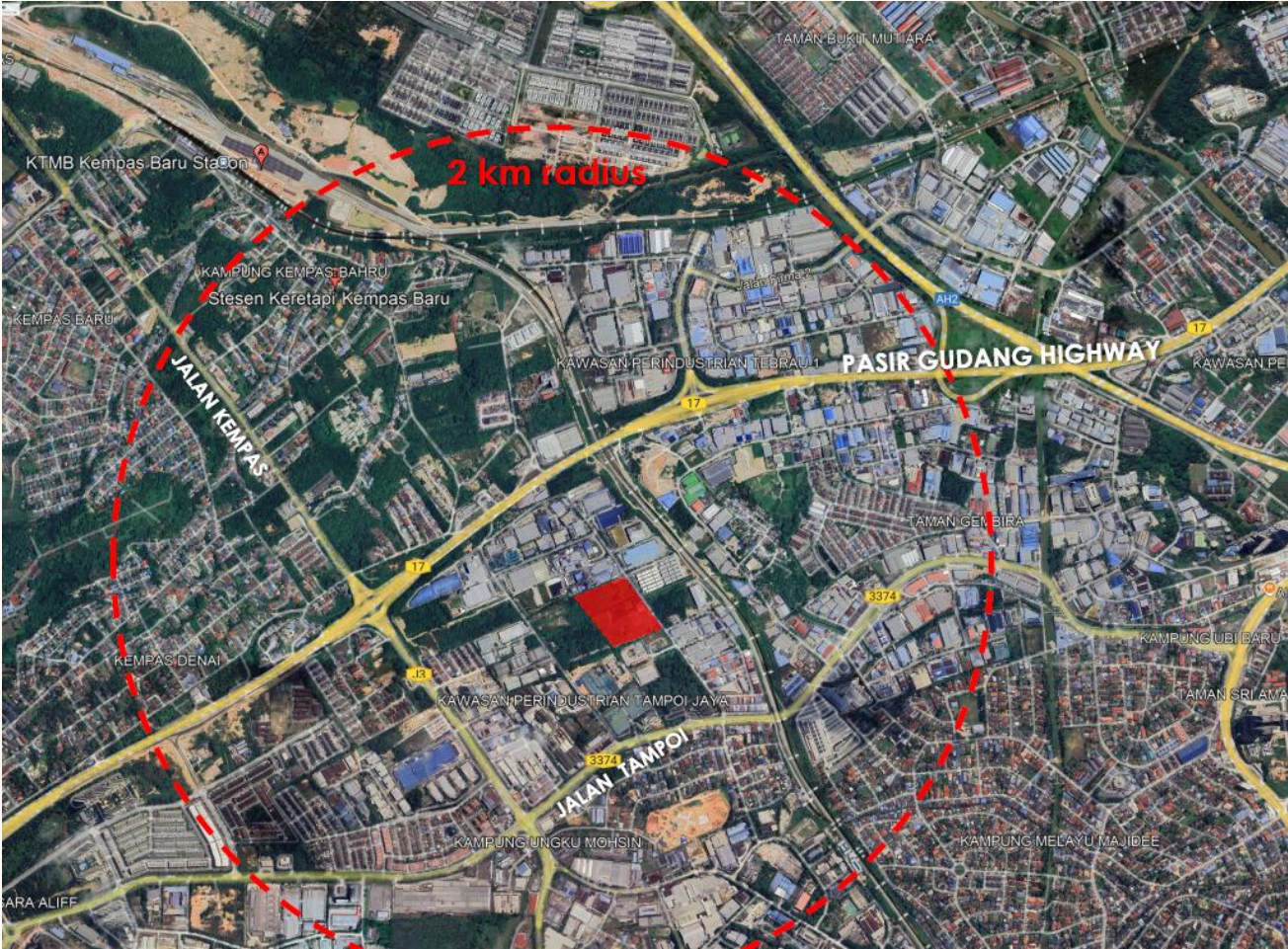
RM250 → RM400 PSF

Indicative factory selling benchmark
for semi-detached and detached
units



OPERATIONAL PERFORMANCE

TAMPOI, JOHOR



13.74 acres

Land size



**Strategic position
within the Tampoi
industrial and
commercial corridor**

Location



Estimated GDV

Approximately RM500mil



**Design and
planning works
in progress**

Status



SECTION 04

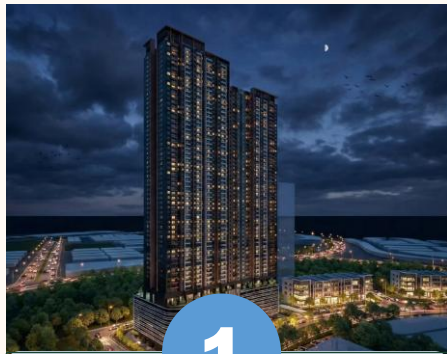
GROWTH OUTLOOK

Well-positioned for growth as new launches and industrial initiatives broaden the Group's earnings base

GROWTH OUTLOOK

FY2027 PRIORITIES

Building on a strong Q1 start to drive sustainable growth and long-term value



1

DELIVER ONGOING PROJECTS

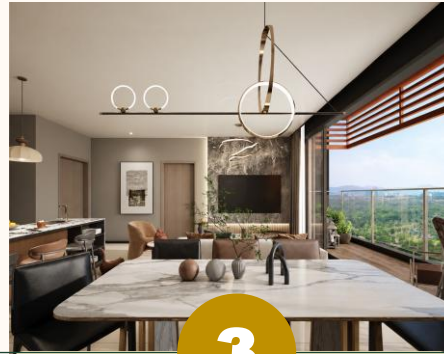
Ensure timely completion and progressive revenue recognition.



2

LAUNCH ~RM1.5B GDV

Execute a strong FY2027 launch pipeline to sustain sales momentum.



3

CONVERT SALES MOMENTUM

Drive take-up and sales conversion across projects to maximise value and cash flow.



4

ADVANCE INDUSTRIAL PARK

Progress L&G Industrial City rezoning and Tampoi planning to unlock new growth revenue and value across the Group's industrial portfolio.



5

OPTIMISE CAPITAL STRUCTURE

Maintain strong liquidity and funding flexibility while prudently leveraging the balance sheet for future growth opportunities.

Entering FY2027 from a position of strength — with record Q1 earnings, healthy revenue visibility and multiple growth catalysts ahead.



SECTION 05

SUSTAINABILITY REPORT

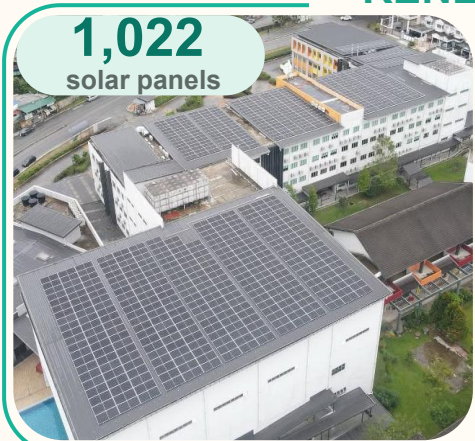
Commitment to ESG principles for a greener, resilient future...

SUSTAINABILITY HIGHLIGHTS (1/2)

ADVANCING ENVIRONMENTAL PERFORMANCE

Shaping a sustainable future, creating lasting value

RENEWABLE ENERGY



1,022
solar panels

375,379 kWh

of renewable electricity generated

The solar installations at Sri Bestari Schools reduced grid electricity consumption by 23.3% and avoided 206.83 tCO₂e in emissions during FY2026.

GREEN BUILDING



BRONZE

4 developments

Damansara Laverra, Damansara Livista, Residensi Kamelia and The WYN Residences achieved Provisional GreenRE Certification (Bronze).

ENVIRONMENTAL PERFORMANCE



6.4%

reduction in carbon emissions

15.5%

reduction in grid electricity consumption

Carbon emissions decreased to 2,142 tCO₂e, while grid electricity consumption fell to 1.67 million kWh in FY2026.

ESG RECOGNITION



INCLUDED IN

2 INDICES

FTSE4Good Bursa Malaysia Index

FTSE4Good Bursa Malaysia Shariah Index

★ ★ ★

3-STAR

ESG RATING

External recognition of L&G's ESG performance

SUSTAINABILITY HIGHLIGHTS (2/2)

CSR CONTRIBUTIONS (SELECTED)

Supporting healthcare, future skills and inclusive community development...

FY2026 CSR CONTRIBUTIONS	RM122,654	Total Contributions	23 Programmes	~670 Beneficiaries	36 Volunteering Hours
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IJN Foundation Charity Dinner



STEM-AI Programmes



Sensory Garden Enhancement



DESA FIESTA 2025



Majlis Berbuka Puasa



SBPSKL The Lost Food Project



Donation Drive at HOPE Worldwide Malaysia



Young Farmers Programme



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