

# TELADAN

TELADAN GROUP BERHAD

201901004975 (1314302-V)

Creating  
*Spaces*  
Enriching *Lives*



ANNUAL REPORT **2025**



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\*Proxy Form

## ANNUAL REPORT ONLINE

To view our Annual Report online, scan this QR code shown bottom with smartphone.



SCAN ME

## ABOUT US



### Introduction to Teladan Group

Founded in 1997, Teladan is a property developer with an established portfolio of landed, low-rise, and high-rise residential properties as well as landed shop houses, offices, and retail shops in Melaka. We have a strong and proven track record in the Melaka property market, having successfully completed numerous property developments in the state. The Group's completed projects have received positive market acceptance, a testament to our extensive knowledge and experience of the property market in Melaka. Teladan's projects have won numerous industry accolades over the years by continuously achieving quality excellence.

### About Cover Rationale

Teladan Group Berhad's Annual Report 2025, carrying the tagline "Creating Spaces, Enriching Lives" reflects the Group's continued commitment to delivering thoughtfully designed developments that support long-term community growth and well-being. Amid an evolving property landscape shaped by changing lifestyle needs and business activities, we remain focused on creating environments that are functional, well-connected, and conducive to modern living. Creating spaces stands at the heart of our vision—developments that are carefully planned to serve diverse purposes—while enriching lives is realised through integrated townships that enhance how people live, work, and interact. The cover design visually captures this direction through the integration of residential, commercial, and industrial elements, symbolising Teladan's holistic approach to placemaking where functionality, connectivity, and liveability converge to form cohesive and future-ready communities. As the Group strengthens its presence in Melaka through disciplined project execution and strategic land development, we continue to respond proactively to evolving market demands while delivering spaces that meet both lifestyle and business requirements. Moving forward, we remain dedicated to shaping enduring developments that create lasting value for stakeholders and communities alike, while reinforcing our role in contributing to the region's growing urban landscape.





# ABOUT US



## VISION

### EMPOWERING QUALITY

*Giving assurance, confidence and trust in our brand, by continually providing the best for our stakeholders while doing our part to sustain the future.*

## MISSION

**Empowering quality in every part of life**

We believe in striving for excellence and quality, in enriching lives and empowering communities, and the significance of sustenance for a brighter future moving forward.



**Enrich** consumer lifestyles by building houses and providing service of excellent quality that enable homebuyers to freely live their ideals within the comfort of their homes.



**Nurture** and develop the potential of employees by providing learning opportunities to keep up with ever evolving changes & progress while giving them the freedom to do what's right and best.



**Empower** communities, improve the quality of life for society and the livelihood of mother earth.



**Grow and connect** with a network of partners who strive for excellence and improvement whilst staying competitive in the industry as a team.

## CORE VALUES

### EXCELLENCE

Striving for excellence



We leverage on our strengths and continue to work towards progress, be it in our work or daily life, to achieve excellence on a personal and societal level.

### ENRICHMENT

Enriching lifestyle



More than just concrete houses, we create functional homes and opportunities to cater to the ever-evolving individual.

### EMPOWERMENT

Empowering communities



Aside from utilising green technology in our projects, we work towards nurturing communities that share the same passion in creating a sustainable future.

# CORPORATE INFORMATION

## BOARD OF DIRECTORS

Independent Non-Executive Chairman  
**Roy Thean Chong Yew**

Executive Director  
**Sia Ah Piew**

Non-Independent Non-Executive Directors  
**Teo Lay Lee**  
**Teo Siew May**

Managing Director  
**Teo Lay Ban**

Senior Independent Non-Executive Director  
**Madeline Lee May Ming**

Independent Non-Executive Directors  
**Annandan A/L Chandran**  
**Foo Yit Lan**

### AUDIT COMMITTEE

Foo Yit Lan (*Chairperson*)  
Annandan A/L Chandran  
Madeline Lee May Ming

### NOMINATING COMMITTEE

Madeline Lee May Ming (*Chairperson*)  
Foo Yit Lan  
Annandan A/L Chandran

### REMUNERATION COMMITTEE

Annandan A/L Chandran (*Chairman*)  
Foo Yit Lan  
Madeline Lee May Ming

### SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

Foo Yit Lan (*Chairperson*)  
Annandan A/L Chandran  
Madeline Lee May Ming  
Teo Lay Ban

### COMPANY SECRETARIES

**Chua Siew Chuan**  
(MAICSA 0777689 /  
SSM PC No. 201908002648)  
**Jason Cheng Chia Ping**  
(MAICSA 1032514 /  
SSM PC No. 202008000730)  
**Ng Lee Ying**  
(MAICSA 7081879 /  
SSM PC No. 202408000327)

### AUDITORS

**RSM Malaysia PLT**  
[202206000002 (LLP0030276-  
LCA) & AF 0768]  
5th Floor, Penthouse,  
Wisma RKT, Block A,  
No. 2, Jalan Raja Abdullah,  
Off Jalan Sultan Ismail,  
50300 Kuala Lumpur, Malaysia  
**Tel** : 03-2610 2888  
**Fax** : 03-2698 6600

### BUSINESS ADDRESS

Wisma Teladan,  
Lot 13253,  
Jalan Batu Berendam,  
Batu Berendam,  
75350 Melaka  
**Tel** : 06-317 3236  
**Email** : info@teladan.my  
**Website** : www.teladan.my

### REGISTERED OFFICE AND SHARE REGISTRAR

**Securities Services (Holdings) Sdn. Bhd.**  
[Registration No. 197701005827 (36869-T)]  
Level 7, Menara Milenium,  
Jalan Damanlela,  
Pusat Bandar Damansara,  
Damansara Heights,  
50490 Kuala Lumpur,  
Wilayah Persekutuan  
**Tel** : 03-2084 9000  
**Fax** : 03-2094 9940  
**Email** : info@sshshb.com.my

### PRINCIPAL BANKERS

**CIMB Bank Berhad**  
[Registration No. 197201001799 (13491-P)]

**Hong Leong Islamic Bank Berhad**  
[Registration No. 200501009144 (686191-W)]

**Hong Leong Bank Berhad**  
[Registration No. 193401000023 (97141-X)]

**Malayan Banking Berhad**  
[Registration No. 196001000142 (3813-K)]

**Maybank Islamic Berhad**  
[Registration No. 200701029411 (787435-M)]

**United Overseas Bank (Malaysia) Berhad**  
[Registration No. 199301017069 (271809-K)]

### STOCK EXCHANGE LISTING

Listed on ACE Market of Bursa Malaysia Securities Berhad on 16 March 2021 and transferred to the Main Market of Bursa Malaysia Securities Berhad on 2 January 2024  
**Sector** : Property  
**Stock Code** : 0230  
**Stock Name** : TELADAN



# CORPORATE STRUCTURE

## TELADAN

Teladan Group Berhad  
201901004975 (1314302-V)



Teladan Setia Sdn. Bhd.  
199301006710 (261447-A)

### Properties

### Energy

Asal Harta Sdn. Bhd. 100%  
199301026940 (281678-D)

TS Power Sdn. Bhd. 100%  
202101037580 (1437880-M)

Midas Dimensi Sdn. Bhd. 100%  
201101004289 (932430-T)

Polyintan Sdn. Bhd. 100%  
199701016828 (432325-D)

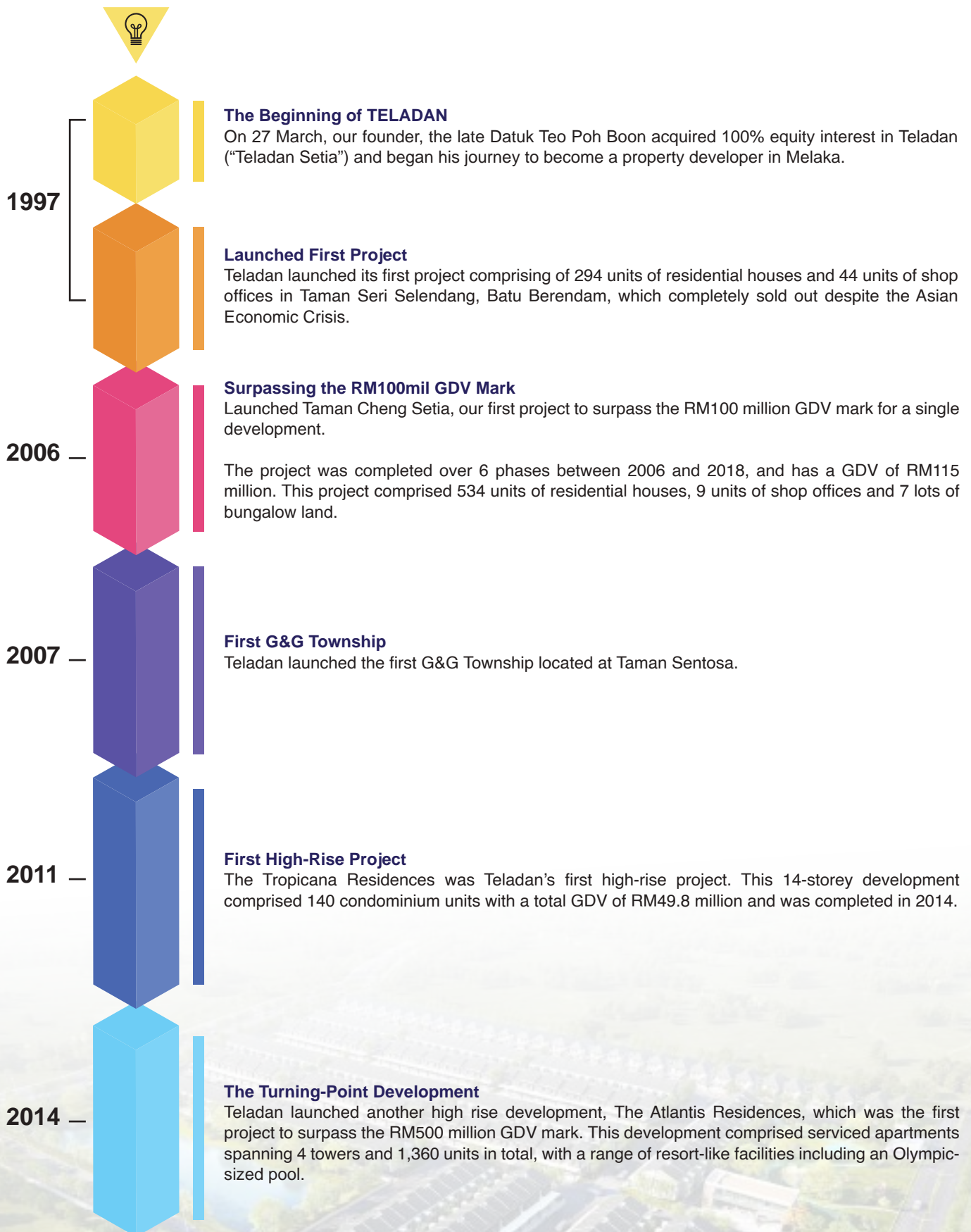
Pavilion Link Sdn. Bhd. 92%  
202201044851 (1490548-T)

Oriview Realty Sdn. Bhd. 100%  
199701014645 (430141-A)

Riverwell Resources Sdn. Bhd. 100%  
200001009453 (512059-D)

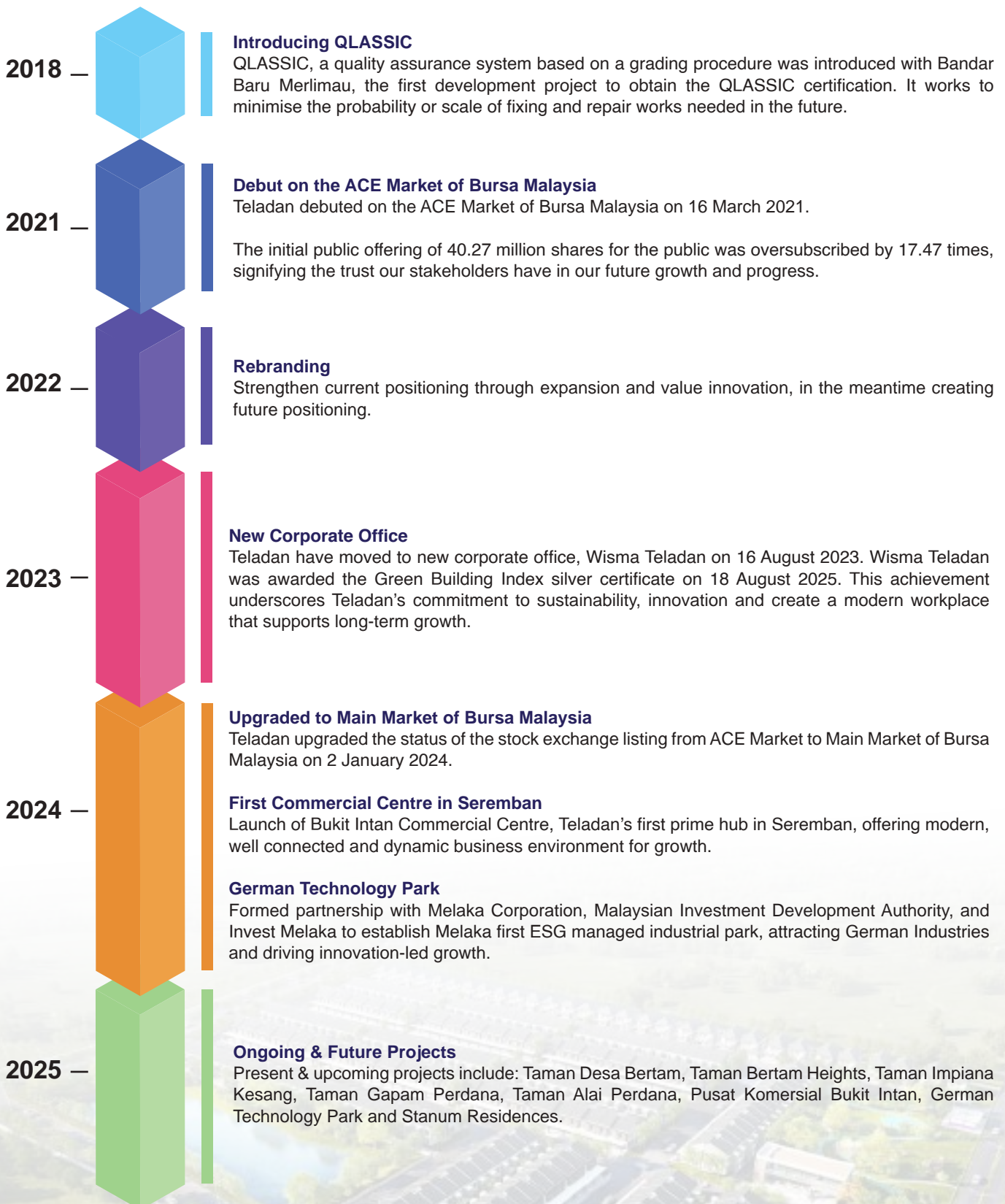


## CORPORATE MILESTONES





# CORPORATE MILESTONES



## ACCREDITATIONS AND AWARDS



2005

**Business of the Year Award  
Malaysia**

Category of Potential Company



2005 - 2008

**Golden Bull Award**

3rd (2005), 4th (2006), 5th (2007)  
and 6th (2008) Malaysia's 100  
outstanding SMEs.



2005

**The 4th Asia Pacific  
International Honesty  
Enterprise - Keris Award**

Winner



2006

**Business Superbrand  
Malaysia**

Business Superbrand Status



2006

**The 5th Asia Pacific  
International Entrepreneur  
Excellence Award**

Excellence Brand



2008

**Enterprise 50 Award**

Winner



2010

**Outstanding Business  
Awards**

Best Use of Media - Gold  
Winner



2016

**Prestigious Developer  
Awards**

Best Facilities Development  
(Atlantis Residences)



2016

**South East Asia Property  
Awards (Malaysia)**

Best Mid-Range Condo  
Development (South Malaysia)  
-The Atlantis Residences @  
Kota Laksamana, Melaka by  
Asal Harta Sdn. Bhd.



2022

**The Edge Malaysia's PEPS  
Value Creation Excellence  
Award**

(Residential Category)  
Honorary Mention - Taman  
Desa Bertam (Phase 1)



# ACCREDITATIONS AND AWARDS



2024

**ASEAN Property Developer Awards**

Best Modern Living Development - Bali Residences



2024

**ASEAN Property Developer Awards**

Outstanding Developer in the Southern Region of Malaysia



2024

**Malaysia Developer Awards**

Top-of-the-Chart Top 10 for Market Cap Below RM1 Billion



2024

**PropertyGuru Asia Awards**

Bess Mass Landed Development (Southern) - Taman Bertam Heights



2024

**PropertyGuru Asia Awards**

People's Choice Award



2025

**StarProperty Awards**

The Cornerstone Award (Honours) - Taman Bertam Heights



2025

**StarProperty Awards**

The Neighbourhood Award (Honours) - Taman Gapam Perdana

## MEDIA HIGHLIGHTS

### Teladan Setia bins Melaka land purchase for wellness centre and apartments project (07 Feb 2025 - [theedgema.com](https://www.theedgema.com))

KUALA LUMPUR (Feb 7): Teladan Setia Group Bhd (KL:TELADAN) has cancelled its plan to purchase a piece of land in Melaka Tengah for RM48.54 million for a health and wellness centre and serviced apartments project.

The decision to cancel the land deal was due to vendor Megan Mastika Sdn Bhd's failure to fulfil conditions precedent despite extensions granted by Teladan's wholly owned unit Asal Harta Sdn Bhd, according to the property developer.

"In view thereof, Asal Harta has elected to rescind [the] sales and purchase agreement agreement (SPA)

pursuant to the provisions of the SPA," it added in a bourse filing on Friday.

Asal Harta inked the SPA with Megan Mastika to purchase the 7.54-acre land in January 2023, with the acquisition initially expected to be completed by the fourth quarter of 2023.

In January 2024, Asal Harta granted Megan Mastika a 12-month extension to satisfy the deal's conditions precedent.

Teladan did not disclose the reason behind Megan Mastika's delays in fulfilling the conditions precedent.

Shares in Teladan were last traded on Feb 6 at 96 sen, valuing the company at RM781.76 million.

### Teladan Group signs MoU to develop Golden Valley Industrial Hub in Melaka (21 Mar 2025 - [thestar.com.my](https://www.thestar.com.my))

MELAKA: Teladan Group Bhd has formalised a memorandum of understanding (MoU) for the development of the Golden Valley Industrial Hub in Jasin, here.

The MoU was signed between Teladan Group, Gezhouba Engineering (M) Sdn Bhd, and Nanyang Sea Silk Road Sdn Bhd during a ceremony on Friday (March 21), witnessed by Melaka Chief Minister Datuk Seri Ab Rauf Yusoh.

Under this agreement, Teladan Group will take the lead in securing government support, facilitating land conversion, and ensuring compliance with local regulations. Additionally, the company will provide investment opportunities and funding for the project's execution.

Gezhouba Engineering will contribute its technical expertise, while Nanyang Sea Silk Road Sdn Bhd will handle the supply of local materials.

The signing ceremony was also attended by Teladan Group's managing director Richard Teo Lay Ban and Gezhouba Group International Engineering Company Limited's chief accountant Yuan Guoqi.

Golden Valley Industrial Hub chairman Datuk Wira Gan Tian Loo, highlighted that the project would play a key role in Melaka's industrial and economic development.

"Today marks a major step forward in our efforts to enhance the state's investment and industrial sectors, making them more competitive," he said.

He noted that the Golden Valley Industrial Hub, officially launched on March 21, is envisioned as a high-value investment destination with a strong impact on entrepreneurship and industrial development.

"This industrial hub not only provides an optimal physical space but also fosters an ecosystem that strengthens competitiveness, boosts productivity, and drives sustainable growth for industry players.

"At the same time, it will spur the development of manufacturing, innovation, and technology sectors in Melaka," he added.

Gan also noted that the industrial hub spans 109.26ha (270 acres) in Jasin and is strategically located 16.6km from the Ayer Keroh Toll Plaza.

"In other words, this industrial hub benefits from a prime location with close proximity to key infrastructure, including the North-South Expressway, Melaka International Airport, and Tanjung Beruas Port, among others," he said.

The Golden Valley Industrial Hub is expected to be a major catalyst in driving industrial growth and attracting foreign investment into Melaka, further strengthening the state's position as a key economic hub.



## MEDIA HIGHLIGHTS

### **Hab Perindustrian Baharu di Jasin Mampu Tarik Pelaburan RM900 Juta** *(21 Mar 2025 - melakahariini.my)*

KOTA LAKSAMANA 21 Mac – Melaka bakal membuka satu lagi kawasan perindustrian di Jasin iaitu Hab Perindustrian Golden Valley Melaka yang dijangka dapat menarik pelaburan sebanyak RM900 juta.

Pengerusi Hab Perindustrian Golden Valley Melaka, Datuk Wira Gan Tian Loo berkata, hab tersebut akan membuka peluang baharu kepada usahawan, pelabur serta syarikat untuk memulakan mahupun mengembangkan aktiviti-aktiviti keusahawanan dan perindustrian masing-masing.

Katanya, dalam usaha membantu Kerajaan Negeri menjadikan bumi Hang Tuah sebagai negeri mesra pelabur, hab itu satu dilihat sebagai langkah besar dalam membangunkan sektor pelaburan dan perindustrian Melaka yang lebih berdaya saing.

“Hab Perindustrian Golden Valley Melaka yang diperkenalkan secara rasminya ini merupakan salah satu destinasi pelaburan asing yang bernilai tinggi dan berimpak besar untuk merealisasikan impian-impian pelabur serta penggiat industri.

“Hab perindustrian ini bukan hanya menyediakan sebuah ruang fizikal yang optimum, tetapi juga sebuah ekosistem yang dapat memperkukuhkan daya saing, meningkatkan produktiviti dan memacu pertumbuhan yang mampan bagi pemain-pemain industri yang terlibat di samping merencanakan pembangunan industri pembuatan, inovasi serta teknologi Negeri Melaka,” katanya.

Beliau berkata demikian ketika berucap pada Majlis Menandatangani Perjanjian Persefahaman (MoU) Golden Valley Industrial Hub antara Teladan Group Berhad; Gezhouba Engineering (Malaysia) Sdn Bhd dan Nanyang Sea Silk Road Sdn Bhd yang disaksikan oleh Ketua Menteri Datuk Seri Utama Ab Rauf Yusoh.

Turut hadir, Ketua Pegawai Eksekutif Perbadanan Melaka (MCORP), Datuk Mohd Yusof Abu Bakar serta kenamaan lain.

Mengulas lanjut, Tian Loo berkata Hab Perindustrian Golden Valley Melaka yang seluas kira-kira 270 ekar adalah terletak di daerah Jasin dan di bawah kawasan pentadbiran Majlis Perbandaran Hang Tuah Jaya (MPHTJ)

“Hab ini jaraknya dengan Plaza Tol Ayer Keroh hanya 16.6 kilomseter (km) iaitu hanya mengambil masa lebih kurang 15 minit.

“Hab perindustrian ini dilengkapi dengan kelebihan dari segi lokasi strategik, termasuklah mempunyai akses jarak dekat ke Lebuhraya Utara-Selatan (PLUS), Lapangan Terbang Antarabangsa Melaka (LTAM), Pelabuhan Tanjung Beruas dan lain-lain lagi.

“Selain itu, kewujudan taman-taman perumahan, institusi-institusi pengajian tinggi dan sebagainya di sekeliling kawasan itu juga menawarkan kemudahan kepada mereka yang menempatkan pusat pengeluaran atau penyelidikan masing-masing di hab perindustrian tersebut,” jelasnya.

### **Teladan To Develop Melaka's Golden Valley Industrial Hub With Gezhouba And Nanyang** *(21 Mar 2025 - businesstoday.com.my)*

Teladan Group Bhd (TGB) has signed a memorandum of understanding (MoU) with Gezhouba Engineering (Malaysia) Sdn Bhd and Nanyang Sea Silk Road Sdn Bhd for the development of Golden Valley Industrial Hub in Melaka.

Under the MoU, TGB shall facilitate governmental support, conversion of land and provide guidance on compliance with local authorities as well as offer

investment opportunities and funding required for the execution of the project.

“Gezhouba shall provide the necessary technical expertise for the project while Nanyang is responsible for the provision of local material supply.

“The MoU is in effect for one year unless terminated earlier by mutual agreement in writing by any of the firms,” TGB said in a Bursa filing.

It added that the MoU will not have any material effect on TGB but it is envisaged to contribute positively to the future earnings of the group.

## MEDIA HIGHLIGHTS



### POWERING UP MELAKA'S INDUSTRIAL SCENE

(27 Apr 2025 - [thestar.com.my](https://www.thestar.com.my))

THE 109.2ha (270 acres) Golden Valley Industrial Hub here is set to transform Melaka's economic landscape as a rising industrial destination in the country.

Strategically located in Jasin, about 16.6km from the Ayer Keroh toll plaza, the project by Teladan Group Bhd aims to attract investors from China and South-East Asia.

Group managing director Richard Teo Lay Ban said the hub is one of the few industrial parks in Malaysia offering zoning for all three spectrums – light, medium and heavy industries – allowing a rare level of operational flexibility for manufacturers and industry players.

"This diverse zoning makes it possible for businesses as varied as warehousing and automotive parts production to operate within a single integrated hub.

"The project is designed to accommodate all three spectrums, making it a comprehensive solution for investors.

"The hub has already attracted interest from sectors such as heavy machinery, auto parts, halal food and data centres," he said in an interview.

He added that Golden Valley's features set it apart from other developments, which typically only cater up to medium industries.

Teo said Phase One of the project, with a net saleable area (NSA) of 63.5ha (157 acres), will commence construction once final approvals are secured in May.

Construction and infrastructure works will begin immediately thereafter, with completion targeted within a

year, he said, adding that sales will run concurrently with development.

The second and final phase of the project will add another 16.1ha (40 acres) of NSA and is expected to begin six months after the completion of Phase One.

The project is a joint venture between Teladan Group, Gezhouba Engineering (M) Sdn Bhd and Nanyang Sea Silk Road Sdn Bhd.

It also involves collaboration with Melaka Corporation (MCorp) and China Energy Investment Corporation, a state-owned energy company in China.

A memorandum of understanding was also signed on March 21, witnessed by Melaka Chief Minister Datuk Seri Ab Rauf Yusoh.

"The collaboration lends credibility and reassurance to foreign investors.

"It is important to them that this project is backed by their own government-linked company and the Melaka government," said Teo, adding that the project is projected to draw RM900mil in total investments.

He said the ongoing trade tensions between China and the United States, coupled with rising tariffs and currency concerns, are pushing Chinese manufacturers to seek new locations across Asia where tariffs are lower.

While Chinese investors are the primary focus, Teladan Group is also targeting local and Asean investors, particularly from Singapore and Indonesia, he added.

Teo said the influx of foreign direct investment would inject capital, technology and expertise into Melaka and Malaysia, while also generating job opportunities for locals.

He stressed that all investor applications are vetted by the Malaysian Investment Development Authority (MIDA) to ensure only high-tech and desirable industries are approved.

"We are not a dumping ground for polluting industries. We are looking for investments that offer technology transfer and employment for locals," he added.

Teo said while Melaka was late to the game compared to industrial powerhouses like Selangor and Johor, Golden Valley is among the frontrunners within the state for this type of development.

## MEDIA HIGHLIGHTS

### **POWERING UP MELAKA'S INDUSTRIAL SCENE (CONT'D)** *(27 Apr 2025 - thestar.com.my)*

"Demand in those areas is so strong that prices have gone up several times.

"Melaka offers a more affordable alternative with strategic infrastructure – we have three tolls along the North-South Expressway – and the state's smaller size gives it an edge in investor engagement.

"Here, investors can meet directly with heads of agencies such as MIDA and Invest Melaka, as well as the chief minister to get their answers on the spot," he said.

To that, Golden Valley Industrial Hub chairman Datuk Wira Gan Tian Loo pointed out that they are in an advanced stage of discussions with a data centre operator interested in setting up within the hub.

"This year is significant as it marks the 620th year since Admiral Cheng Ho's historic arrival in Melaka – a milestone that may help draw further attention from China.

"Many Chinese nationals are actually familiar with Melaka from their school textbooks, which gives us an advantage," he said.

Gan added that Malaysia's cultural similarities, ease of communication and availability of international schools further appeal to investors.

Meanwhile, Teo commended the Melaka government, MCorp, Mida and Invest Melaka for their proactive support in facilitating the project and giving confidence to investors.

"We are proud to play a part in helping develop Melaka into a more competitive state," he said.



### **SWM ENVIROMENT TERUS PERKASA AMALAN KITARECYCLE** *(15 Oct 2025 - melakahariini.my)*

AYER KEROH 15 Oktober – Sebuah lagi Pusat Pandu Lalu Kitar Semula (PPLK) dibangunkan SWM Environment Sdn Bhd (SWM Environment) di Pangsapuri Projek Perumahan Rakyat (PPR) Sungai Putat, Batu Berendam.

Pengurus Besar Korporat SWM Environment Mohd Norlisam Mohd Nordin berkata, PPLK itu adalah fasiliti

kedua dibangunkan di Melaka menerusi program KITAREcycle.

"Kemudahan ini adalah sebenarnya adalah rumah sampah diubahsuai mengikut kesesuaian dan keperluan PPLK KITAREcycle.

"Fasiliti disediakan mampu memperkasakan amalan kitar semula dalam kalangan 400 penghuni PPR Sungai Putat dan penduduk sekitar," katanya menerusi satu kenyataan hari ini.

Terdahulu Mohd Norlisam mengiringi Ketua Pegawai Eksekutif Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam (SWCorp) Khalid Mohamed ketika tinjauan operasi hari pertama PPLK PPR Sungai Putat

Sebelum ini SWM Environment telah menyediakan PPLK KITAREcycle di Taman Botanical Melaka, Ayer Keroh, sebuah drop-off collection point di TS Park Taman Desa Bertam dan dua buah di i-Asrama Eco Park Ayer Keroh bagi kemudahan penduduk di kawasan perumahan Teladan Group Berhad serta penghuni asrama PDG Property.

Langgani saluran Telegram kami untuk dapatkan berita-berita yang terkini.

## MEDIA HIGHLIGHTS

### Former Tropicana Corp exec Allan Ngu named Teladan CEO (31 Oct 2025 - [nst.com.my](https://www.nst.com.my))

KUALA LUMPUR: Melaka-based property developer Teladan Group Bhd has named Allan Ngu as its chief executive officer effective Nov 1.

In a statement, Teladan said the appointment aligns with its strategy to enhance scale and operational efficiency as it continues to build a diversified property portfolio.

Ngu, 46, previously held senior roles at Tropicana Corp Bhd, Grand Hoover Bhd, Setia Awan Group (Lagenda Properties Bhd) and Aikbee Group.

He was most recently chief financial officer at Harumi Brands Sdn Bhd, a poultry processing company in Perak.

Ngu holds a Bachelor of Commerce (Finance) degree from Curtin University in Perth, Australia.

He brings more than two decades of experience in investment banking, property development and investment, construction and trading of building

materials, leisure and hospitality, as well as integrated poultry processing.

Teladan managing director Richard Teo said Ngu's appointment will strengthen the group's leadership bench as it accelerates expansion beyond residential and commercial projects into industrial developments.

"Ngu's experience in corporate strategy and investment will enhance our capability to unlock the full potential of our 339.1-hectare land bank, valued at an estimated gross development value of RM2.85 billion and drive sustainable growth as we broaden our footprint across Peninsular Malaysia," he added.



### Teladan appoints Allan Ngu as new CEO (31 Oct 2025 - [thestar.com.my](https://www.thestar.com.my))

KUALA LUMPUR: Teladan Group Bhd has appointed Allan Ngu Kea Ping as its CEO, starting Nov 1, 2025.

In a statement, the Melaka-based property developer said Ngu has over 21 years of experience spanning investment banking,

property development and investment, construction and trading of building materials, leisure and hospitality, as well as integrated poultry processing.

He began his career in investment banking, where he spent nine years with institutions such as Southern Investment Bank Berhad, Kuwait Finance House (Malaysia) Bhd, and RHB Investment Bank Bhd, gaining valuable experience in corporate advisory and capital market activities.

He subsequently transitioned into the property development and investment industry, holding key senior management positions including Executive Director of Tropicana Corp Bhd, Executive Director of Grand Hoover

Bhd, Executive Director of Setia Awan Group (Lagenda Properties Bhd), and Head of Strategic Investments at Aikbee Group.

In his previous role, Ngu was chief financial officer of Harumi Brands Sdn Bhd, an integrated poultry processing company based in Perak

"With Allan Ngu's appointment, we are entering an exciting new chapter, one focused on scaling our portfolio beyond residential and commercial projects into industrial developments such as the Golden Valley Industrial Hub in Durian Tunggal and the German Technology Park in Ayer Keroh.

"These initiatives reflect our strategic intent to capture opportunities arising from Malaysia's manufacturing expansion and foreign investment inflows," said Teladan managing director Richard Teo Lay Ban.

According to Teo, the appointment will help to realise the full potential of Teladan's 837.9-acre land bank, with an estimated gross development value of RM2.85bil.



## MEDIA HIGHLIGHTS

### **Bekas Pengarah Eksekutif Tropicana, Allan Ng dilantik sebagai CEO Teladan (31 Oct 2025 - [dagangnews.com](https://www.dagangnews.com))**

KUALA LUMPUR 31 Okt: Pemaju hartanah berpangkalan di Melaka, Teladan Group Bhd mengumumkan pelantikan Allan Ngu sebagai Ketua Pegawai Eksekutif (CEO) baharu kumpulan itu berkuat kuasa 1 November 2025

Menurut kenyataan syarikat, pelantikan Ngu sejajar dengan strategi Teladan untuk memperkukuh kecekapan operasi dan memperluas skala perniagaan, selaras dengan aspirasi kumpulan untuk membina portfolio hartanah yang lebih pelbagai dan mampan.

Ngu, 46, mempunyai lebih dua dekad pengalaman dalam pelbagai sektor termasuk perbankan pelaburan, pembangunan hartanah, pembinaan dan perdagangan bahan binaan, perhotelan dan pemprosesan ayam bersepadu.

Beliau sebelum ini pernah berkhidmat di beberapa syarikat terkemuka seperti Tropicana Corp Bhd, Grand Hoover Bhd, Setia Awan Group (Lagenda Properties Bhd) dan Aikbee Group, selain memegang jawatan terakhir sebagai Ketua Pegawai Kewangan di Harumi Brands Sdn Bhd di Perak.

Beliau merupakan lulusan Ijazah Sarjana Muda Perdagangan (Kewangan) dari Curtin University, Perth, Australia

Pengarah Urusan Teladan Group, Richard Teo berkata pelantikan Ngu akan memperkukuh kepimpinan syarikat pada ketika kumpulan sedang mempercepatkan pembangunan ke luar segmen kediaman dan komersial kepada pembangunan industri.

“Pengalaman luas Ngu dalam strategi korporat dan pelaburan akan membantu Teladan membuka potensi penuh tanah simpanan kami seluas 339.1 hektar, yang dianggarkan bernilai RM2.85 bilion dari segi nilai pembangunan kasar (GDV).

“Kami yakin beliau mampu membawa hala tuju strategik baharu untuk memacu pertumbuhan mampan ketika kumpulan memperluas jejak operasi di seluruh Semenanjung Malaysia,” katanya dalam kenyataan itu.

Teladan Group yang kini tersenarai di Pasaran Utama Bursa Malaysia, dikenali dengan rekod kukuh dalam pembangunan kediaman berkualiti di Melaka dan Negeri Sembilan.

Syarikat itu bersedia melangkah ke fasa pertumbuhan seterusnya dengan menumpukan kepada pembangunan bercampur dan sektor industri, di samping mengekalkan komitmen terhadap reka bentuk mampan dan nilai jangka panjang kepada pemegang saham

### **Teladan委新CEO 拓展营运规模 (31 Oct 2025 - [enanyang.my](https://www.enanyang.my))**

(吉隆坡31日讯) Teladan集团 (TELADAN, 0230, 主板产业股) 宣布委任吴启侯为总执行长, 自2025年11月1日起生效, 以推动集团扩张与运营规模化。

该公司周五向马交所报备, 吴启侯拥有逾21年跨领域经

验, 曾担任多家上市公司执行董事, 且擅长企业策略、投融资及地产并购, 将协助集团拓展高成长板块。

董事经理张礼万指出, 新领导层将强化集团向工业地产转型的布局, 包括马六甲榴梿洞葛Golden Valley工业枢纽及亚依淡的德国科技园, 借势制造业扩张与外资流入, 释放集团总值28亿5000万令吉的土地潜能。

## MEDIA HIGHLIGHTS

### Teladan委任新CEO (1 Nov 2025 - chinapress.com.my)

(吉隆坡1日讯) Teladan (TELADAN, 0230, 主要板房产) 宣布, 委任吴柯平 (译音) 为集团总执行长, 任命自11月1日起生效。

该公司发文告指出, 上述委任符合公司持续扩大规模与提升营运效率的策略方向, 并配合发展多元化房地产组合的长期目标。

现年46岁的吴柯平在房产领域拥有超过11年经验, 并曾在多家企业担任执行董事, 包括丽阳机构 (TROP, 5401, 主要板房产)、Grand Hoover控股、Setia Awan集团和Aikbee集团。

他最近的职位是霹雳家禽加工企业Harumi Brands私人有限公司的总财务长。

Teladan董事经理张礼万指出, 吴柯平的加入将进一步强化集团的领导层, 推动公司业务从住宅与商业项目拓展至工业发展领域。

他认为, 吴柯平在企业策略与投资方面的丰富经验, 将有助公司充分释放集团339.1公顷土地储备, 估计发展总值达28亿5000万令吉的潜力, 并在扩大西马业务版图的同时, 推动可持续增长。



### Hong Leong MSIG Takaful, Teladan get new CEOs, Hassan joins MAA council (12 Nov 2025 - themalaysianreserve.com)

HONG Leong MSIG Takaful Bhd has promoted Borhanudin Samsudin as its new CEO, effective Oct 27.

Borhanudin has close to three decades experience in both the telecommunications (telcos) and takaful industry, with stints at Maxis Communications Bhd, VADS Bhd, Prudential BSN Takaful Bhd, Zurich Takaful Malaysia Bhd and Great Eastern Takaful Bhd.

In his previous role as a chief distribution officer with Great Eastern Takaful, he was responsible to steer and develop both agency business and partnership distribution.

He possesses a Master of Business Administration (MBA) and is certified as a Chartered Professional in Islamic Finance and Shariah RFP Affiliate.

Teladan Group Bhd, a property developer based in Melaka with an expanding presence across Peninsular Malaysia, has appointed Allan Ngu Kea Ping as its CEO, effective Nov 1, as the company continues to build a diversified property portfolio.

Ngu brings with him over 21 years of experience spanning investment banking, property development and investment, construction and trading of building materials, leisure and hospitality, as well as integrated poultry processing.

In investment banking, he worked for nine years at Southern Investment Bank Bhd, Kuwait Finance House (M) Bhd and RHB Investment Bank Bhd.

Moving to property and investment, he was the ED at Tropicana Corporation Bhd, Grand Hoover Bhd and Setia Awan Group (Lagenda Properties Bhd) — as well as strategic investments head at Aikbee Group.

Prior to this, he was the CFO at Harumi Brands Sdn Bhd, an integrated poultry processing company based in Perak.

Teladan MD Richard Teo Lay Ban said the company will scale its portfolio beyond residential and commercial projects into industrial developments such as the Golden Valley Industrial Hub in Durian Tunggal and the German Technology Park in Ayer Keroh.

“These initiatives reflect our strategic intent to capture opportunities arising from Malaysia’s manufacturing expansion and foreign investment inflows,” he said.

In another development, Grab regional head of loyalty and marketing Hassan Alsagoff has been tapped by Malaysia Advertisers Association (MAA) as its VP.

As part of the leadership renewal for the 2025-2026 term, he is joined by two new council members: RHB Bank Bhd group chief marketing officer Abdul Sani Abdul Murad and Boost Holdings Sdn Bhd chief marketing officer Diana Boo. — TMR

## MEDIA HIGHLIGHTS

### TELADAN GROUP REINVENTS ITS FOOTPRINT (14 Nov 2025 - [starproperty.my](https://www.starproperty.my))

#### Championing ESG, urban regeneration and global industrial standards

Teladan Group Bhd is executing a powerful strategic pivot, moving decisively beyond its traditional property roots to champion integrated, environmental, social and governance (ESG)-led industrial ecosystems and seize opportunities in Malaysia's key urban growth regions.

The foundation of this transformation is the bold introduction of the German Technological Park (GTP), a project that signals Teladan Group's commitment to generating generational assets and redefining quality across its diverse portfolio.

According to Teladan Group managing director Richard Teo Lay Ban, the group's strategic intent is clear. The property developer aims to become a nationally recognised catalyst for liveable, inclusive and future-proof communities, using Melaka as its innovation hub and the Klang Valley and Seremban as its urban expansion frontiers.

#### A new benchmark

The defining milestone in Teladan Group's evolution is the joint development of the 341.2-acre GTP development undertaken in partnership with Melaka Corporation (MCORP). This collaboration immediately positions Teladan Group as a major enabler of Foreign Direct Investment (FDI) and establishes a significant barrier to entry for competitors in the managed industrial park (MIP) sector.

The naming, Teo explains, is a calculated strategic move. The German brand association signals that the park's design, infrastructure and governance aspire to global Industry 4.0 standards, mirroring Germany's international leadership in automation and engineering excellence.

"The German Technological Park (GTP) brand represents more than just a name; it signals a clear ambition to serve as a reliable hub for industrial investors in advanced manufacturing, sustainable development and international collaboration. GTP embodies German efficiency with global vision, intended to transform perception into partnership and promise into performance," Teo said.

This strategic positioning is directly tied to the strong bilateral relationship between Malaysia and Germany,

which remains Malaysia's top trading partner in the European Union. By invoking the German brand, the park assures international investors of reliability, quality and future-readiness for those expanding into the rapidly growing Asean manufacturing and supply chain corridor.

The GTP is further distinguished as Melaka's first ESG-managed industrial park. While formal third-party certifications are actively in progress, the park already incorporates several verifiable ESG-aligned features:

- Green infrastructure: Factory designs integrate energy-efficient layouts, natural ventilation and are solar-ready for photovoltaic (PV) systems.
- Social sustainability: The development includes secure, dignified housing through Centralised Labour Quarters (CLQ).
- Operational control: Gated and guarded industrial zones utilise smart security systems and car plate recognition to enhance safety and environmental monitoring.

#### Strategic diversification and expanding horizons

The group is actively leveraging the momentum gained from the GTP to fuel geographical and vertical diversification. While maintaining market leadership in Melaka with a sizeable 837.9-acre landbank and RM1.09bil in combined gross development value (GDV) from key ongoing developments, the group is expanding into key urban growth regions.

To achieve this strategic ambition, Teladan Group recently appointed Allan Ngu as chief executive officer. With over 21 years of experience in the banking and property sector (formerly with Tropicana Corporation Bhd and Lagenda Properties Bhd), this leadership change will fuel its geographic expansion and scale up its revenue base.

The launch of Stanum Residences, which has a GDV of RM535.4mil, in Sungai Besi marks the company's strategic entry into the competitive Selangor market with a high-rise serviced apartment product. Teladan Group is also strengthening its presence in Negeri Sembilan through the Rembau Project in Seremban.

In terms of vertical segments, the group is broadening its residential portfolio to include transit-oriented, high-rise living and is also strengthening its industrial footprint with the forthcoming launch of the RM272.5mil Golden Valley Industrial Hub in January, 2026. This portfolio diversification, supported by unbilled sales of RM313.6mil as of June 2025, is designed to create resilience and new recurring income streams.

## MEDIA HIGHLIGHTS

### TELADAN GROUP REINVENTS ITS FOOTPRINT (CONT'D)

(14 Nov 2025 - [starproperty.my](#))

#### Operational resilience and financial innovation

To successfully navigate persistent industry headwinds, particularly the rising cost of construction and skilled labour shortages, Teladan Group employs a sophisticated set of risk mitigation and innovation strategies, Teo revealed.

In procurement, the focus is on localised sourcing priority, emphasising materials and contractors primarily within Melaka and neighbouring states to reduce dependency on volatile cross-border logistics. This is supported by maintaining extensive pre-qualified vendor networks and rigorous value engineering reviews to optimise the cost-performance balance.

Operationally, the group counters labour shortages by gradually integrating Integrated Industrialised Building Systems (IBS) components, such as precast panels, to reduce on-site labour needs. Furthermore, the adoption of lean construction and modular design streamlines workflows and accelerates build times.

On the financial front, Teladan Group maintains a healthy balance sheet with a net gearing ratio of 0.50 times as of June, 2025. This enables strategic capital management through phased capital deployment and diversified funding, providing the room necessary for further expansion while absorbing inflationary impacts through embedded contingency budgeting.

#### Empowering generational livability

Looking ahead, Teladan Group's visionary objective, Empowering Quality for Generational Livability, is about bridging the market gap between affordability and aspirational living.

"We aim to reshape the mid-market housing segment by blending quality design with urban convenience, as exemplified by projects like Stanum Residences," Teo added. "The group is championing ESG-driven community building through partnerships like GSPARX Sdn Bhd for solar-ready infrastructure and Maxis Bhd for fibre-ready digital connectivity in our townships. This commitment to sustainability and innovation, from our industrial parks to our residential townships, ensures we are not only delivering quality homes but building holistic environments that retain long-term value and foster trust across generations."

### Teladan's 9M25 PAT Climbs To RM20.2 Million On Strong Margins, Ongoing Projects

(19 Nov 2025 - [businesstoday.com.my](#))

Teladan Group Bhd reported a robust nine-month performance for its financial year 2025 (FY25), with profit after tax (PAT) rising 11.8% to RM20.21 million despite a slight dip in revenue to RM215.16 million, underpinned by strong margins and steady contributions from ongoing residential and commercial developments.

For its third quarter of FY25 results (3Q25), the Melaka-based developer recorded revenue of RM82.43 million, up marginally from RM80.67 million a year ago, while PAT declined to RM7.19 million from RM7.87 million in 3Q24.

Growth in the revenue was driven by active phases at Taman Bertam Heights Phase 2A, Taman Impiana Kesang Phase 2 and Taman Gapam Perdana Phase 1B, which helped offset lower billings from completed stages.

Teladan also strengthened its development pipeline with three new project launches — Taman Gapam Perdana

Phase 3, German Technology Park Phase 1 and Taman Desa Bertam — together valued at over RM580 million. Unbilled sales remain robust at RM312.4 million, offering solid visibility for the remainder of the year.

Managing Director Richard Teo highlighted the group's strategic focus on inclusive housing and industrial expansion, citing the launch of German Technology Park Phase 1 and ongoing Rumah Mampu Milik and Rumah Belia projects.

Teo said with a 663-acre landbank and a new CEO Allan Ngu, the group is positioning for sustainable growth across residential, commercial and industrial segments.

"Looking ahead, the group will prioritise delivery of ongoing projects in 4Q25, with its next major industrial initiative, the Golden Valley Industrial Hub, slated for FY26," Teo said.



**TELADAN**



## MEDIA HIGHLIGHTS

### **Teladan's net profit falls to RM7.19mil, revenue rises to RM82.43mil in Q3 (19 Nov 2025 - [businesstoday.com.my](https://www.businesstoday.com.my))**

KUALA LUMPUR: Teladan Group Bhd's net profit dipped slightly to RM7.19 million in the third quarter ended September 30, 2025 (3Q25), down from RM7.87 million a year earlier.

Its revenue for the quarter, however, rose 2.18 per cent to RM82.43 million from RM80.67 million previously.

This was driven by ongoing developments at Taman Bertam Heights Phase 2A, Taman Impiana Kesang Phase 2, and Taman Gapam Perdana Phase 1B.

The uplift from these active phases was partially offset by the completion of earlier stages, including Taman Bertam Heights Phase 1A and 1B, Taman Desa Bertam Phase 4B and Taman Impiana Kesang Phase 1, which resulted in lower revenue recognition during the quarter.

As a result, the company registered a lower earnings per share of 0.87 sen from 0.97 sen previously.

For the cumulative period of nine months, Teladan's net profit rose to RM20.21 million from RM18.08 million a year ago, while revenue fell to RM215.16 million compared to RM234.24 million.

The company strengthened its development pipeline

during the quarter with the launch of three new projects namely Taman Gapam Perdana Phase 3, German Technology Park Phase 1, and Taman Desa Bertam.

Together, these projects carry a combined gross development value of over RM580 million and substantially expand Teladan's residential and industrial offerings, meeting sustained demand across Melaka's high-growth corridors.

As at Sept 30, 2025, Teladan's unbilled sales remained robust at RM312.4 million, providing solid earnings visibility going into the coming quarters.

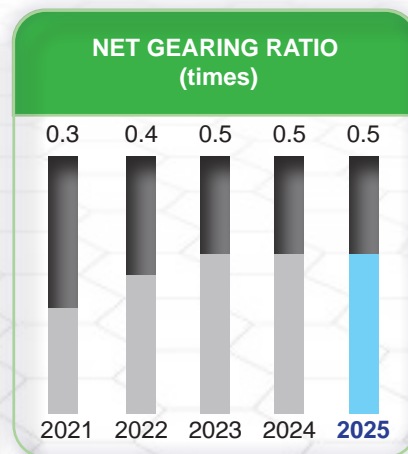
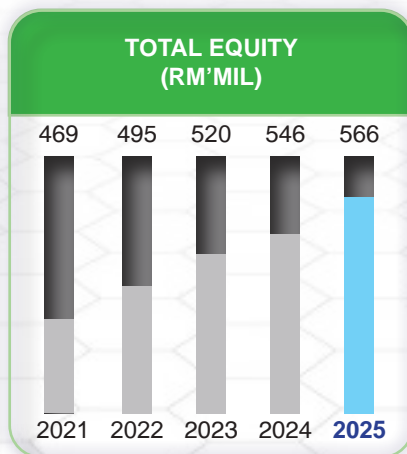
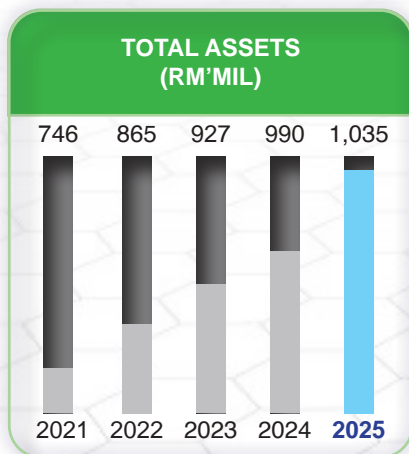
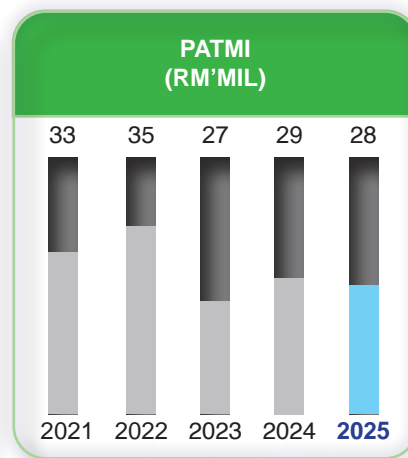
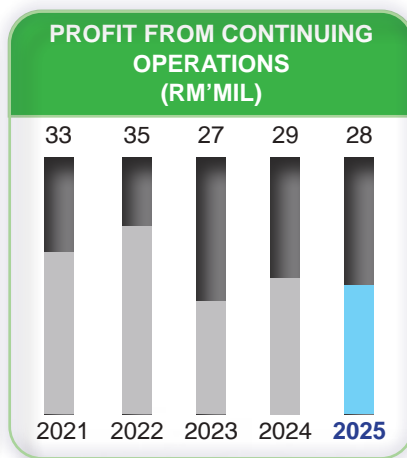
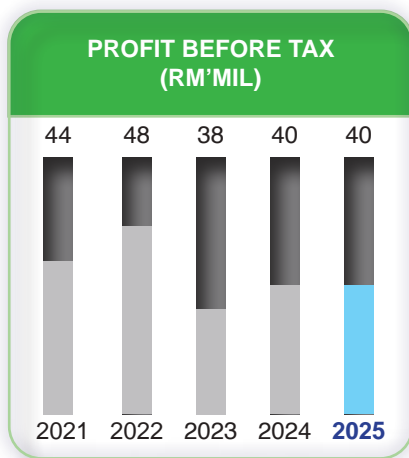
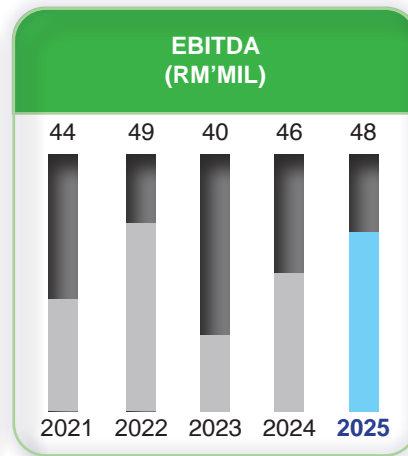
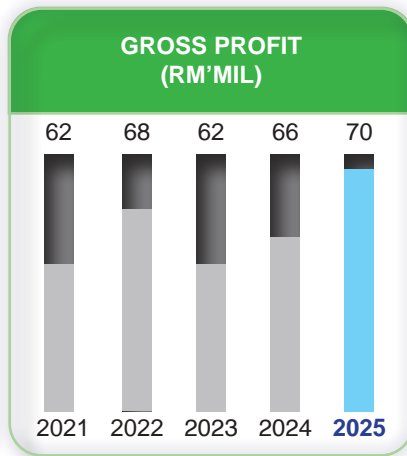
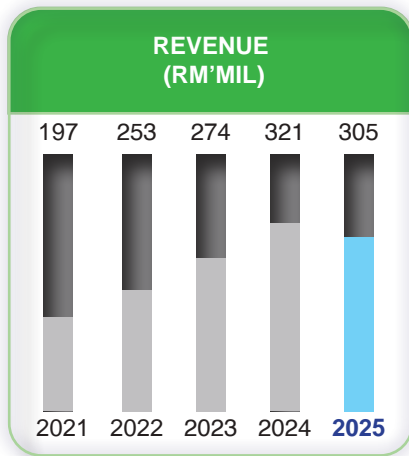
Teladan managing director Richard Teo Lay Ban said the performance reflects its promising progress and the strength of its development strategy.

He said its year-to-date property sales of RM310.6 million and steady progress in ongoing phases reflect strong underlying demand.

Teo also said with the appointment of the group's new chief executive officer, Allan Ngu, the company looks forward to accelerating its growth plans and driving its next phase of expansion.

Teladan will focus on construction progress, revenue conversion, and cost management throughout the remainder of financial year 2025.

## FINANCIAL HIGHLIGHTS





## FINANCIAL HIGHLIGHTS

YEARS	2021 (RM'000)	2022 (RM'000)	2023 (RM'000)	2024 (RM'000)	2025 (RM'000)
<b>KEY FINANCIALS</b>					
Revenue	196,905	253,146	274,074	321,025	<b>304,623</b>
Gross Profit	61,810	67,869	62,079	66,112	<b>69,785</b>
Earnings Before Interest, Tax, Depreciation and Amortisation ("EBITDA")	44,405	49,001	40,356	45,579	<b>47,595</b>
Profit Before Tax	44,266	48,125	38,219	39,640	<b>39,613</b>
Profit from Continuing Operations	32,737	35,306	27,043	28,688	<b>28,028</b>
Profit After Tax Attributable to Equity Holders of the Company ("PATMI")	32,737	35,306	27,101	28,689	<b>28,000</b>
Total Assets	745,988	865,329	927,421	989,516	<b>1,035,083</b>
Total Equity	469,457	495,491	519,667	546,483	<b>565,987</b>
<b>KEY RATIOS</b>					
Gross Profit Margin (%)	31.4	26.8	22.7	20.6	<b>22.9</b>
Profit Before Tax Margin (%)	22.5	19.0	13.9	12.3	<b>13.0</b>
Net Margin (%)	16.6	13.9	9.9	8.9	<b>9.2</b>
Basic Earnings Per Share (sen)	4.2	4.4	3.4	3.5	<b>3.4</b>
Net Gearing Ratio (times)	0.3	0.4	0.5	0.5	<b>0.5</b>
Current Ratio (times)	3.4	2.2	1.7	1.1	<b>0.9</b>



## BOARD OF DIRECTORS' PROFILE

### ROY THEAN CHONG YEW

Chairman/Independent Non-Executive Director



Nationality : **Malaysian**

Age : **54**

Gender : **Male**

**Board committee(s) served on:**  
Nil

**Date of Appointment:**  
20 February 2020 (6 years 2 months)

**Board Meeting Attended** (as of 31st Dec 2025):



#### Academic / Professional Qualification(s) / Recognition:

- Member of the Malaysian Institute of Certified Public Accountants
- Member of the Malaysian Institute of Accountants
- Chartered Member of Institute of Internal Auditors of Malaysia

#### Working Experience:

- Audit Assistant & Manager, Skelchy Su Lim & Associates (1994-2003)
- Associate Director, Russel Bedford LC & Company (2003)
- Executive Director, Russel Bedford Malaysia Business Advisory Sdn. Bhd. (2007)
- Internal Auditor, Skycomp Technology Sdn. Bhd. (2010)
- Independent Non-Executive Director, JAG Berhad (2010)
- Executive Director, Jiwa Holdings Sdn. Bhd. ("Jiwa") (2011)
- Executive Director, JMES Facilities Sdn. Bhd. (2012)
- Group Financial Controller, Jiwa (2013)
- Independent Non-Executive Chairman, Waja Konsortium Berhad (formerly known as ConnectCounty Holdings Berhad) (2014)
- Independent Non-Executive Director, Malaysia Steel Works (KL) Berhad (2015)
- Executive Director, Talent League Sdn. Bhd. (2019)

#### Present Directorship(s) in other Public/ Listed Companies:

- Malaysia Steel Works (KL) Berhad
- JAG Berhad

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Nil

#### Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil



## BOARD OF DIRECTORS' PROFILE

### TEO LAY BAN

Managing Director



Nationality : **Malaysian**

Age : **52**

Gender : **Male**

**Board committee(s) served on:**  
Sustainability and Risk Management Committee

**Date of Appointment:**  
10 October 2019 (6 years 6 months)

**Board Meeting Attended** (as of 31st Dec 2025):



#### Academic / Professional Qualification(s) / Recognition:

Bachelor of Science in Computer Science, Indiana University, United States of America (1995)

#### Working Experience:

- Associate Systems Engineer, Sony Systems Design International Pte. Ltd. (1995)
- Business Development Manager, Teladan Setia Sdn. Bhd. ("TSSB") (1997)
- General Manager, TSSB (2001)
- Executive Director, TSSB (2003)

#### Present Directorship(s) in other Public/ Listed Companies:

Mr. Teo Lay Ban does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Mr. Teo Lay Ban is the son of Mdm. Wan Lei Chin (the substantial shareholder) and the brother of Mr. Teo Lay Lee and Ms. Teo Siew May (the substantial shareholders and Non-Independent Non-Executive Directors).

#### Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil

## BOARD OF DIRECTORS' PROFILE

### SIA AH PIEW

Executive Director



Nationality : **Malaysian**

Age : **53**

Gender : **Male**

**Board committee(s) served on:**  
Nil

**Date of Appointment:**  
20 February 2020 (6 years 2 months)

**Board Meeting Attended** (as of 31st Dec 2025):



#### Academic / Professional Qualification(s) / Recognition:

Diploma in Technology (Building) from Kolej Tunku Abdul Rahman (now known as TAR UMT) (1996)

#### Working Experience:

- Quantity Surveyor, Sri Pengkalan Binaan Sdn. Bhd. (1996)
- In-house Quantity Surveyor, Geahin Engineering Berhad (1997)
- In-house Quantity Surveyor, Seri Jasmine Sdn. Bhd (1998)
- Project Manager, Guan Joo Hin Construction (2000)
- Project Manager, Seri Jasmine Sdn. Bhd. (2001)
- Construction Manager, Cityteam Construction Sdn. Bhd. (2009)
- Assistant Project Manager, Teladan Setia Sdn. Bhd. ("TSSB") (2009)
- Project Manager, TSSB (2011)
- Head of Projects, TSSB (2014)

#### Present Directorship(s) in other Public/ Listed Companies:

Mr. Sia Ah Piew does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Nil

#### Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil



## BOARD OF DIRECTORS' PROFILE

### TEO LAY LEE

Non-Independent Non-Executive Director



Nationality : **Malaysian**

Age : **47**

Gender : **Male**

**Board committee(s) served on:**  
Nil

**Date of Appointment:**  
20 February 2020 (6 years 2 months)

**Board Meeting Attended** (as of 31st Dec 2025):



#### Academic / Professional Qualification(s) / Recognition:

- Bachelor of Engineering (Hons) in Civil Engineering, Victoria University of Manchester, United Kingdom (2000)
- Master of Science, University of Manchester Institute of Science and Technology, United Kingdom (2001)

#### Working Experience:

- Systems Engineer, Singapore Airlines Limited (2002)
- Senior Systems Engineer, Singapore Airlines Limited (2004)
- Assistant Manager, Singapore Airlines Limited (2009)
- Associate Marketing Consultant, Huttons Asia Pte. Ltd (2011)
- Associate Senior District Director, Huttons Asia Pte Ltd (2018)
- Associate Group District Director, Huttons Asia Pte Ltd (2022)
- Associate Senior Group District Director, Huttons Asia Pte Ltd (2023)

#### Present Directorship(s) in other Public/ Listed Companies:

Mr. Teo Lay Lee does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Mr. Teo Lay Lee is the son of Mdm. Wan Lei Chin (the substantial shareholder) and the brother of Mr. Teo Lay Ban (the substantial shareholder and Managing Director) and Ms. Teo Siew May (the substantial shareholder and Non-Independent Non-Executive Director)

#### Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil

## BOARD OF DIRECTORS' PROFILE

### TEO SIEW MAY

Non-Independent Non-Executive Director



Nationality : **Malaysian**

Age : **50**

Gender : **Female**

**Board committee(s) served on:**  
Nil

**Date of Appointment:**  
**20 February 2020** (6 years 2 months)

**Board Meeting Attended** (as of 31st Dec 2025):



#### Academic / Professional Qualification(s) / Recognition:

- Bachelor of Science (Hons) in Accounting and Finance, University of Warwick, United Kingdom (1998)
- Fellow of the Institute of Chartered Accountants in England and Wales (2013)
- Member of Institute of Singapore Chartered Accountants (2013)

#### Working Experience:

- Trainee Chartered Accountant & Assistant Manager, Foo Kon Tan Grant Thornton (now known as Foo Kon Tan LLP) (1998- 2004)
- Finance and Administration Manager & Group Financial Controller, ShareInvestor Pte. Ltd. (2005-2012)
- Assistant Vice President, Finance, Singapore Press Holdings Ltd. (2013-2018)
- Finance Director & Chief Financial Officer, ShareInvestor Pte. Ltd. (2019-2024)
- Consultant, ShareInvestor Pte. Ltd. (2024-2025)

#### Present Directorship(s) in other Public/ Listed Companies:

Ms. Teo Siew May does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Ms. Teo Siew May is the daughter of Mdm. Wan Lei Chin (the substantial shareholder) and the sister of Mr. Teo Lay Ban (the substantial shareholder and Managing Director) and Mr. Teo Lay Lee (the substantial shareholder and Non-Independent Non-Executive Director)

#### Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil



## BOARD OF DIRECTORS' PROFILE

### ANNANDAN A/L CHANDRAN

Independent Non-Executive Director



Nationality : **Malaysian**

Age : **72**

Gender : **Male**

**Board committee(s) served on:**

- Chairman of the Remuneration Committee
- Member of the Audit Committee
- Member of the Sustainability and Risk Management Committee
- Member of the Nominating Committee

**Date of Appointment:**

10 October 2019 (6 years 6 months)

**Board Meeting Attended** (as of 31st Dec 2025):



**Academic / Professional Qualification(s) / Recognition:**

- Diploma in Management Programme, Malaysian Institute of Management (1988)
- Masters of Business Administration, University of Hull, United Kingdom (1994)
- Diploma in Banking and Financial Services, Institute Bank-Bank Malaysia (1999)
- Certified Financial Planner (2003)
- Registered Financial Planner (2006)

**Working Experience:**

- Junior Officer, United Asian Bank Berhad (now known as CIMB Bank Berhad) (1974), promoted to Officer, Credit Department (1978)
- Assistant Vice President, Bank of Commerce (M) Berhad (now known as CIMB Bank Berhad) (1993), promoted to Branch Manager (1996)
- Hub Branch Manager, Bumiputra-Commerce Bank Berhad (now known as CIMB Bank Berhad) (1999), appointed as an Area Sales Manager (Melaka) (2003)
- Commenced own venture as a Certified Financial Planner (2006)
- Area Retail Manager, CIMB Bank Berhad (2007)
- Data Collection, Non-Retail Credit Models Project in Group Risk Management, AmBank (M) Berhad (2009)
- Registered a sole proprietorship named CA Consultancy (2020)

**Present Directorship(s) in other Public/ Listed Companies:**

Mr. Annandan does not hold any directorship in other public company and listed company

**Family Relationship with any Director and/or Major Shareholder of the Company:**

Nil

**Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:**

Nil

**Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:**

Nil

## BOARD OF DIRECTORS' PROFILE

### MADELINE LEE MAY MING

Senior Independent Non-Executive Director



Nationality : **Malaysian**

Age : **57**

Gender : **Female**

**Board committee(s) served on:**

- Chairperson of the Nominating Committee
- Member of the Audit Committee
- Member of the Sustainability and Risk Management Committee
- Member of the Remuneration Committee

**Date of Appointment:**

**10 October 2019** (6 years 6 months)

**Board Meeting Attended** (as of 31st Dec 2025):



**Academic / Professional Qualification(s) / Recognition:**

- Bachelor of Laws from Queen's University of Belfast, United Kingdom (1991)
- Masters of Laws from Queen's University of Belfast, United Kingdom (1992)
- Called to the Bar of England and Wales and a member of Gray's Inn, United Kingdom (1993)
- Called to the Singapore Bar (1995) and to the Malaysian Bar (2001)

**Working Experience:**

- Pupil Barrister, Chambers of 4 Brick Court, London (1993 – 1994)
- Associate, Palakrishnan and Partners, Singapore (1994 – 1996)
- Associate, Helen Yeo & Partners (now known as Dentons Rodyk) (1996-1999)
- Associate, Raslan Loong (2000-2003)
- Partner, Mazlan & Associates (2003-2014)
- Founding Partner, Ilham Lee (2015-2025)
- Consultant, Getstarted Sdn Bhd (2025-present)

**Present Directorship(s) in other Public/ Listed Companies:**

Vantris Energy Berhad (formerly known as Sapura Energy Berhad)

**Family Relationship with any Director and/or Major Shareholder of the Company:**

Nil

**Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:**

Nil

**Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:**

Nil



## BOARD OF DIRECTORS' PROFILE

### FOO YIT LAN

Independent Non-Executive Director



Nationality : **Malaysian**

Age : **67**

Gender : **Female**

**Board committee(s) served on:**

- Chairperson of the Audit Committee
- Chairperson of the Sustainability and Risk Management Committee
- Member of the Remuneration Committee
- Member of the Nominating Committee

**Date of Appointment:**

10 October 2019 (6 years 6 months)

**Board Meeting Attended** (as of 31st Dec 2025):



**Academic / Professional Qualification(s) / Recognition:**

- Diploma in Commerce (Business Management), Kolej Tunku Abdul Rahman (now known as TAR UMT) (1982)
- Obtained a professional qualification in Company Secretarial course from The Institute of Chartered Secretaries and Administrators (ICSA) (1982)
- Completed professional studies with the Association of Chartered Certified Accountants ("ACCA") (1990)
- A registered Chartered Accountant with the Malaysian Institute of Accountants (1994)
- A Fellow Member of ACCA (1998)
- A Certified Financial Planner (2003)

**Working Experience:**

- Tax Assistant, SGV-KC Taxation Services Sdn. Bhd. (now known as Deloitte Tax Services Sdn. Bhd.) (1982)
- Tax cum Audit Assistant, Goonting & Chew (now known as C. P. Chew and Co.) (1983)
- Assistant Accountant, Nalin Industries Sdn. Bhd. (1989)
- Accountant, Kemayan Corporation Berhad (1990) and promoted to Group Financial Controller (1993)
- Managing Director, Rigel Consulting Sdn. Bhd. (2011)

**Present Directorship(s) in other Public/ Listed Companies:**

Ms. Foo Yit Lan does not hold any directorship in other public company and listed company

**Family Relationship with any Director and/or Major Shareholder of the Company:**

Nil

**Disclosure of Conflict of Interests ("COI") or potential COI, including interest in any competing business, with the Company or its subsidiaries:**

Nil

**Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:**

Nil

## KEY SENIOR MANAGEMENT PROFILE



### ALLAN NGU KEA PING

Chief Executive Officer

Age : **46**  
Nationality : **Malaysian**  
Gender : **Male**

Appointed : **1 November 2025** (6 months)

#### Academic / Professional Qualification(s):

- Bachelor of Finance, Curtin University, Perth, Australia

#### Working Experience:

- Associate, Corporate Finance, Southern Investment Bank Berhad (2001-2005)
- Assistant Manager, Investment Banking, Kuwait Finance House (Malaysia) Berhad (2006-2007)
- Manager, Equity Capital Markets, RHB Investment Bank Berhad (2007-2010)
- General Manager, Group Corporate & Investments, Tropicana Corporation Berhad (2010-2013)
- Executive Director, Grand Hoover Berhad (now known as PTT Synergy Group Berhad) (2013-2018)
- Executive Director, Setia Awan Group/ Lagenda Properties Berhad (2018-2019)
- Head of Strategic Investments, Aikbee Group (2019-2020)
- Executive Director, Tropicana Corporation Berhad (2020-2021)
- Chief Financial Officer, HARUMi Brands Sdn. Bhd. (2022-2023)
- Chief Executive Officer, Teladan Setia Sdn Bhd (2025)

#### Present Directorship(s) in other Public/Listed Companies:

Mr. Allan Ngu Kea Ping does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Nil

#### Disclosure of Conflict of Interests with the Company:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil



## KEY SENIOR MANAGEMENT PROFILE



### NG MIH FERN

Financial Controller

Age : **44**  
Nationality : **Malaysian**  
Gender : **Female**

Appointed : **18 Jun 2018** (7 years 9 months)

#### Academic / Professional Qualification(s):

- Bachelor of Accounting, Multimedia University (2003)
- A registered Chartered Accountant with the Malaysian Institute of Accountants (2010)
- A Fellow Member of ACCA (2013)

#### Working Experience:

- Audit Assistant, P.S. Tan & Co (2003-2006)
- Audit Assistant & Senior Associate, Howarth (Melaka Office) (now known as Crowe Malaysia PLT) (2006-2010)
- Accountant, Assistant Finance Manager & Finance Manager, Kotak Malaysia (KOM) Sdn. Bhd. (2010-2018)
- Financial Controller, Teladan Setia Sdn. Bhd. (2018)

#### Present Directorship(s) in other Public/Listed Companies:

Ms. Ng Mih Fern does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Nil

#### Disclosure of Conflict of Interests with the Company:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil



### TONG SIOK MENG

Head of Marketing

Age : **49**  
Nationality : **Malaysian**  
Gender : **Female**

Appointed : **1 May 2011** (15 years)

#### Academic / Professional Qualification(s):

Obtained a Certificate in Third Level Accounting and Business Statistic from LCCI (1998)

#### Working Experience:

- Sales, Administration and Accounting Executive, Tong Yeng Realty Sdn. Bhd. (1995)
- Sales & Administration Executive, Seyhuat Sdn. Bhd. (2000)
- Sales Officer, Teladan Setia Sdn. Bhd. ("TSSB") (2003)
- Senior Sales Executive, TSSB (2008)
- Assistant Marketing Manager, TSSB (2009)
- Head of Marketing, TSSB (2011)

#### Present Directorship(s) in other Public/Listed Companies:

Ms. Tong Siok Meng does not hold any directorship in other public company and listed company

#### Family Relationship with any Director and/or Major Shareholder of the Company:

Nil

#### Disclosure of Conflict of Interests with the Company:

Nil

#### Conviction for Offences within the past 5 years and any Public Sanction or Penalty imposed by relevant regulatory bodies (other than Traffic Offences) during the financial year end:

Nil

## CHAIRMAN'S STATEMENT

### DEAR VALUED SHAREHOLDERS,

ON BEHALF OF THE BOARD OF DIRECTORS ("BOARD"), IT IS MY HONOUR TO PRESENT TO YOU THE ANNUAL REPORT OF TELADAN GROUP BERHAD ("TELADAN" OR "THE GROUP") FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025 ("FY2025").

FY2025 was a year marked by resilience and disciplined growth for Teladan Group Berhad. In the face of global uncertainties and shifting market dynamics, we remained focused, agile, and committed to our purpose.

We strengthened our operational foundations, delivered steady financial performance, and advanced our sustainability agenda — all while continuing to build thriving communities across Melaka.

As we look ahead to 2026, we do so with optimism and resolve. Our strategy is clear, our team is strong, and our values remain unchanged. Together, we will continue to shape a future defined by innovation, integrity, and enduring value.

**ROY THEAN CHONG YEW**

Chairman/Independent Non-Executive Director





# CHAIRMAN'S STATEMENT



## ECONOMIC LANDSCAPE

The global economy in FY2025 charted a course of moderate growth, supported by stabilising inflationary pressures, easing monetary policies in major economies, and resilient labour markets. While geopolitical tensions and supply chain realignments continued to pose challenges, overall sentiment improved as central banks signalled an end to aggressive rate hikes. This more stable backdrop provided a conducive environment for emerging economies such as Malaysia to attract foreign direct investments and sustain domestic momentum.

Malaysia's economy expanded steadily, recording Gross Domestic Product ("GDP") growth of 4.8%, exceeding the government's initial forecast range. This performance was driven by several key factors:

- **Resilient Domestic Demand:** Private consumption remained the bedrock of growth, supported by stable employment conditions, moderating inflation, and continued income support measures. Consumer sentiment improved as households adjusted to post-pandemic living.
- **Sustained Investment Activity:** Public and private investments recorded healthy growth, driven by the realisation of approved projects in manufacturing and services. Infrastructure development provided additional impetus to spending.
- **Robust Trade Performance:** Total trade expanded, supported by strong demand for electrical and electronics products, commodity exports, and deeper regional linkages. The ringgit stabilised against major currencies, offering predictability for businesses engaged in international trade.
- **Tourism Recovery:** International arrivals increased significantly, particularly from regional markets, benefiting hospitality, retail, and transportation sectors.

Malaysia's progress was further reinforced by key government policy frameworks. The MADANI Economic Framework emphasised innovation, inclusivity, and high-skilled job creation to strengthen long-term competitiveness. The New Industrial Master Plan 2030 accelerated industrial transformation, particularly in semiconductors, renewable energy, and advanced manufacturing. The National Energy Transition Roadmap outlined Malaysia's path toward a sustainable energy future, while pragmatic fiscal policies balanced targeted subsidies with enhanced revenue collection to reinforce fiscal sustainability.

Together, these initiatives strengthened Malaysia's competitiveness, resilience, and sustainability agenda. For Teladan, this evolving landscape provided both opportunities and responsibilities. We adopted a proactive and adaptive approach, aligning our strategies with national priorities to ensure our developments remain relevant, future-ready, and supportive of Malaysia's long-term growth ambitions.

# CHAIRMAN'S STATEMENT

## THE PROPERTY DEVELOPMENT MARKET

Malaysia's property sector reached a milestone in 2025, with transaction values climbing to RM241.9 billion, the highest in a decade. Although transaction volumes dipped slightly to 416,413, the increase in value reflected strong demand and more selective buying behaviour. Purchasers demonstrated greater discernment, focusing on developments that offered long-term value, strategic location, and sustainability credentials.

In Melaka, growth was supported by ongoing infrastructure investments and rising investor confidence. The state's improved connectivity, coupled with its appeal as a cultural and tourism hub, continued to attract both domestic and foreign interest. Residential demand was buoyed by urbanisation and hybrid work trends, while industrial and logistics assets gained traction due to the rapid expansion of e-commerce and supply chain optimisation.



Transaction values climbing to  
**RM241.9 billion**

Key trends shaping the market included:-

- Residential Real Estate:**  
Demand for affordable and suburban housing remained resilient. Families and young professionals increasingly sought larger homes in suburban areas, driven by affordability considerations and the flexibility of hybrid work arrangements. Developers responded with innovative layouts, community-centric designs, and integrated amenities.
- Commercial Real Estate:**  
The reconfiguration of office spaces continued, with growth in mixed-use developments that combine retail, leisure, and flexible workspaces. Businesses sought environments that foster collaboration and convenience, while investors looked for assets with sustainable rental yields.
- Industrial and Logistics:**  
The industrial segment expanded rapidly, fuelled by e-commerce growth and supply chain optimisation. Warehousing and distribution hubs located near transportation corridors became critical assets, attracting both local SMEs and multinational corporations.
- Sustainability:**  
Developers increasingly prioritised sustainability, embedding green certifications, energy-efficient designs, and carbon-neutral initiatives into new projects. Environmental, Social, and Governance ("ESG") considerations became a differentiator in buyer decision-making, with environmentally responsible developments commanding stronger demand and premium valuations.

Teladan aligned its strategies with these market dynamics to ensure adaptability and competitiveness. Our residential projects emphasised affordability and community living, while our commercial developments integrated lifestyle and workspaces to meet evolving business needs. In the industrial segment, we advanced flagship projects such as the German Technology Park Phase 1, positioning Melaka as a hub for industrial growth. Across all pillars, we embedded sustainability into our designs, reinforcing our role as a responsible developer committed to long-term value creation.

## BUSINESS AND FINANCIAL OVERVIEW

I am pleased to report that Teladan achieved an encouraging financial performance in FY2025, reflecting our disciplined approach to growth, cost management, and operational efficiency. These results underscore the resilience of our business model and the dedication of our team, who continue to drive the Group forward despite a challenging market environment.

FY2025 was a year that tested resilience across the property sector, yet Teladan demonstrated its ability to sustain performance and deliver value to shareholders. Despite moderating market conditions, the Group maintained healthy earnings, supported by disciplined execution and a strong financial foundation. Our results reflect not only the strength of our portfolio but also the agility of our operations in adapting to evolving buyer preferences and economic realities.



# CHAIRMAN'S STATEMENT

## BUSINESS AND FINANCIAL OVERVIEW (CONT'D)

- **Revenue Growth:**  
In FY2025, Teladan recorded revenue of RM304.6 million compared to RM321.0 million in FY2024. While this represented a modest decline, the Group's ability to sustain revenue above RM300 million highlights the resilience of our property launches and the continued appeal of our developments in Melaka. Strategic timing of project rollouts ensured that our offerings remained aligned with market demand.
- **Profitability:**  
Net profit stood at RM28.0 million, only marginally lower than RM28.7 million in the previous year. This stability was achieved through disciplined cost management and operational efficiency. Importantly, our PAT margin improved to 9.2%, while the gross margin rose to 22.9%, underscoring our ability to protect earnings even in challenging conditions.
- **Balance Sheet Strength:**  
The Group's balance sheet remained healthy, supported by prudent debt management and strong cash reserves. This financial resilience provides the flexibility to pursue strategic opportunities while safeguarding against market uncertainties. It also underpins our ability to invest in future growth, including industrial developments such as the German Technology Park Phase 1.
- **Dividend:**  
As a token of appreciation to our shareholders, the Board declared an interim dividend of RM8.33 million, equivalent to 1.0 sen per share. This reflects our commitment to delivering consistent returns and reinforces Teladan's track record of rewarding shareholders even in a moderating market environment.

Taken together, these results demonstrate Teladan's ability to balance growth with discipline. By sustaining profitability, maintaining a strong balance sheet, and continuing to reward shareholders, we have built a foundation that enables us to weather market challenges while positioning the Group for future expansion. FY2025 reaffirmed our resilience, and we remain confident in our capacity to capture opportunities and deliver long-term value.

## STRATEGIC POSITIONING

In FY2025, Teladan sharpened its strategic positioning to ensure resilience and competitiveness in a rapidly evolving market. Our approach was guided by national economic priorities and the Group's long-term vision of building thriving, sustainable communities. By aligning our initiatives with Malaysia's policy frameworks and market trends, we strengthened our ability to seize opportunities while safeguarding against uncertainties.

- **Alignment with National Policies:**  
Teladan's strategies were closely aligned with government priorities such as the New Industrial Master Plan 2030, the National Energy Transition Roadmap, and affordable housing initiatives under the MADANI Economy. This alignment reinforces our role as a responsible developer contributing to Malaysia's economic transformation, while ensuring our projects remain relevant and future-ready.
- **Focus on the Industrial Segment:**  
The launch of the German Technology Park Phase 1 marked a significant milestone in our industrial portfolio. Designed to meet rising demand in the industrial sector, this project also leverages Malaysia's growing economic ties with Germany, positioning Melaka as a hub for advanced manufacturing and logistics. By diversifying into industrial developments, Teladan is expanding its revenue base while supporting national industrialisation goals.
- **Commitment to Sustainability:**  
Sustainability remains at the heart of our operations. We emphasised green building certifications, energy-efficient designs, and sustainable practices across our developments. These initiatives not only reduce environmental impact but also enhance long-term value creation, reflecting our commitment to embedding ESG principles into every stage of development.

# CHAIRMAN'S STATEMENT

## STRATEGIC POSITIONING (CONT'D)

- Strategic Location Advantage:**  
 Infrastructure development in Melaka enhanced the attractiveness of our landbank and projects. Improved connectivity and rising investor confidence continue to support demand for residential, commercial, and industrial assets in the region. Teladan's strong presence in Melaka positions us to capture growth opportunities as the state evolves into a vibrant economic hub.
- Financial Strength:**  
 Our strong balance sheet and healthy cash position provided the flexibility to pursue strategic opportunities while managing market uncertainties. This financial resilience underpins our ability to deliver consistent returns to shareholders and invest in future growth initiatives.
- Customer-Centric Approach:**  
 We continued to invest in digital transformation and customer experience initiatives to meet evolving buyer expectations. By enhancing engagement and service delivery, we strengthened Teladan's reputation as a trusted developer, ensuring that our projects resonate with the needs of modern homeowners and investors.

Together, these strategic initiatives reinforce Teladan's alignment with national priorities and position the Group favourably to navigate future opportunities. They also reflect our commitment to balancing growth with sustainability, ensuring that we continue to create enduring value for shareholders, customers, and communities.

## TOWARDS A BETTER FY2026

Building on the strong foundation established through our strategic positioning in FY2025, Teladan is now focused on translating these strengths into actionable priorities for FY2026. With stabilising global conditions and Malaysia's resilient domestic economy, the property sector is expected to remain on a growth trajectory. Bank Negara Malaysia's steady monetary stance, maintaining the Overnight Policy Rate at 3.00%, is anticipated to encourage loan applications and stimulate property purchases. At the same time, the government's continued commitment to infrastructure projects and housing affordability initiatives will create new opportunities for developers like Teladan.

### Strategic Growth Priorities for FY2026

- New Launches and Portfolio Expansion:**  
 We will roll out innovative developments tailored to evolving buyer preferences, including the German Technology Park Phase 1, which is designed to meet rising industrial demand and strengthen Melaka's role as a hub for advanced manufacturing.
- Digital Transformation Milestones:**  
 Our investments in digital platforms will be expanded to enhance customer engagement, streamline sales processes, and deliver a seamless ownership journey.
- ESG Targets:**  
 Sustainability will be further integrated into our projects, with measurable initiatives such as installing solar energy systems, expanding electric vehicle charging infrastructure, and pursuing green building certifications across new launches.
- Community and Brand Engagement:**  
 We will deepen our presence in Melaka and beyond by fostering stronger community ties, positioning Teladan as a developer that not only builds homes but enriches lifestyles.
- Talent and Culture Development:**  
 Employee training and leadership development will be prioritised to drive innovation, operational excellence, and long-term organisational resilience.



# CHAIRMAN'S STATEMENT

## TOWARDS A BETTER FY2026 (CONT'D)

FY2026 will be a pivotal year for Teladan as we leverage on our Bursa Malaysia Main-Market listing status, strong financial foundation, and sharpened strategic positioning to capture emerging opportunities. By focusing on concrete initiatives — from industrial expansion and digital transformation to ESG integration and talent development — we are confident in our ability to deliver sustainable value to shareholders, customers, and communities. Our vision remains clear: to build quality, future-ready developments while ensuring that sustainability and customer-centricity are at the heart of everything we do.

## BUILDING A SUSTAINABLE FUTURE

Sustainability continues to be a cornerstone of Teladan's long-term vision. We recognise that property development is not only about delivering homes and commercial spaces, but also about shaping communities and contributing to a more resilient environment. In FY2025, we strengthened our sustainability framework, embedding sustainability into every stage of our operations. This reflects our commitment to creating developments that balance economic growth with environmental stewardship and social responsibility.

### Key Sustainability Initiatives

- **Green Building Certifications:** We pursued certifications across new projects to ensure compliance with recognised sustainability standards, reinforcing our reputation as a responsible developer.
- **Energy-Efficient Designs:** Our developments incorporated features such as improved insulation, natural lighting, and water-saving systems to reduce energy consumption and operating costs for homeowners.
- **Renewable Energy Integration:** We expanded the use of solar energy systems and introduced electric vehicle charging stations in selected projects, supporting Malaysia's National Energy Transition Roadmap.
- **Community Engagement:** Beyond physical infrastructure, we invested in community programmes that promote education, welfare, and environmental awareness, ensuring that our developments enrich the lives of residents.
- **Continuous ESG Tracking:** We enhanced our internal monitoring of ESG metrics, enabling us to measure progress and identify areas for improvement in line with global best practices.

Our sustainability journey is ongoing, and FY2025 marked another step forward in embedding ESG principles into our business model. By integrating green initiatives, renewable energy solutions, and community-focused programmes, we are not only reducing our environmental footprint but also creating long-term value for stakeholders. As we move into FY2026, sustainability will remain at the heart of our strategy, guiding us in building developments that are future-ready, environmentally conscious, and socially inclusive.

## CORPORATE GOVERNANCE

Strong corporate governance remains the cornerstone of Teladan's long-term success. We recognise that sustainable growth is only possible when it is built on a foundation of integrity, accountability, and transparency. In FY2025, we continued to strengthen our governance framework to ensure that our operations meet the highest standards of ethical conduct and regulatory compliance.

**Board Composition and Diversity:** Our Board is composed of individuals from diverse professional backgrounds, bringing a wealth of expertise and perspectives to Teladan. Half of our eight-member Board consists of independent directors, reflecting our commitment to safeguarding the interests of all stakeholders. We also maintain balanced gender representation, reinforcing inclusivity at the highest level of leadership.

**Compliance with Regulatory Standards:** Following our successful transfer to Bursa Securities' Main Market, we remain steadfast in adhering to the requirements outlined under the Main Market Listing Requirements and the Malaysian Code on Corporate Governance. These frameworks guide our operations, ensuring that we uphold integrity and transparency in all business dealings.

# CHAIRMAN'S STATEMENT

## CORPORATE GOVERNANCE (CONT'D)

**Governance Practices:** We strengthened our governance practices in FY2025 by enhancing risk management oversight, refining internal controls, and reinforcing whistleblowing mechanisms. These measures empower employees and stakeholders to raise concerns confidently, ensuring accountability across all levels of the organisation. Stakeholder engagement also remained a priority, with regular communication channels established to ensure that shareholder perspectives inform decision-making.

**Ethical Leadership:** Our governance framework is underpinned by ethical leadership. The Board and management are committed to setting the tone from the top, ensuring that Teladan's culture reflects honesty, fairness, and responsibility. This commitment extends beyond compliance, embedding ethical values into our daily operations and long-term strategy.

Corporate governance is not merely a regulatory requirement but a strategic enabler of sustainable growth. By maintaining a diverse and independent Board, adhering to regulatory standards, and embedding ethical leadership into our culture, Teladan continues to uphold the trust of shareholders, customers, and communities. As we move forward, governance will remain a cornerstone of our journey, ensuring that our growth is both responsible and enduring.

## APPRECIATION

FY2025 was a year of resilience and progress, made possible through the collective dedication of our people and the unwavering support of our stakeholders. Teladan's achievements reflect not only the strength of our strategies but also the commitment of those who have stood alongside us in navigating challenges and capturing opportunities.

### Acknowledgements

- **Board of Directors:**

I extend my deepest gratitude to our Board members for their guidance, wisdom, and oversight. Their diverse perspectives and steadfast commitment to governance have been instrumental in shaping Teladan's strategic direction.

- **Management and Employees:**

To our management team and employees, your dedication, professionalism, and agility have been the driving force behind our success. Your ability to adapt, innovate, and deliver results underlines the resilience of our organisation.

- **Shareholders:**

We are grateful to our shareholders for their trust and confidence in Teladan. Your continued support motivates us to deliver sustainable returns and long-term value.

- **Customers and Communities:**

To our customers and the communities we serve, thank you for choosing Teladan as your partner in building homes and shaping neighbourhoods. Your trust inspires us to uphold the highest standards of quality and responsibility.

- **Business Partners and Regulators:**

We also acknowledge the contributions of our business partners, financiers, and regulators, whose collaboration and support have enabled us to execute our projects effectively and responsibly.



# CHAIRMAN'S STATEMENT

## APPRECIATION (CONT'D)

On behalf of the Board, I wish to express my heartfelt appreciation to all who have contributed to Teladan's journey in FY2025. As we look ahead to FY2026, we remain committed to building on this foundation of trust and collaboration. Together, we will continue to create developments that enrich lives, strengthen communities, and deliver enduring value for generations to come.

Thank you.

Yours faithfully,

Roy Thean Chong Yew  
Independent Non-Executive Chairman

## MANAGEMENT DISCUSSION AND ANALYSIS



**RICHARD TEO LAY BAN**  
Managing Director



### DEAR SHAREHOLDERS,

**On behalf of the management team, I am pleased to present to you the management discussion and analysis report for the financial year ended 31 December 2025 (“FY2025”).**

FY2025 was another transformative year for Teladan Group Berhad (“**Teladan**” or the “**Group**”). Despite persistent macroeconomic headwinds, including elevated interest rates and inflationary pressures, the Group delivered resilient financial results and advanced its strategic initiatives. Our adaptability, disciplined execution, and commitment to sustainability enabled us to capture opportunities in a dynamic property market.

Revenue for FY2025 stood at RM304.6 million, representing a 5.1% decline compared to RM321.0 million in FY2024. The decrease was primarily due to the completion of several major development phases, which resulted in lower revenue recognition during the year. Nevertheless, ongoing projects and new launches continued to contribute positively, sustaining operational momentum. Net profit after tax and minority interest was RM28.0 million, reflecting the Group’s ability to balance growth with prudent cost management.

Looking ahead, Teladan’s healthy pipeline of residential and industrial developments, coupled with disciplined expense control and strategic landbank activation, provides strong revenue visibility for FY2026. The Group remains confident in its ability to sustain growth, enhance shareholder value, and reinforce its market leadership.





# MANAGEMENT DISCUSSION AND ANALYSIS



## MARKET REVIEW AND INDUSTRY TREND

The global economy in 2025 moderated compared to the post-pandemic rebound years, with growth uneven across regions due to persistent inflationary pressures, geopolitical uncertainties, and supply chain realignments. In Malaysia, Gross Domestic Product (“GDP”) growth was supported by resilient domestic demand, government-led infrastructure projects, and continued foreign direct investment. However, elevated interest rates and rising living costs continued to weigh on affordability, particularly in the property sector.

### *Residential Property Market*

The Malaysian residential property market remained resilient, driven by urbanisation, demographic growth, and supportive government policies. Demand was strongest in suburban corridors and integrated townships, where affordability and accessibility aligned with buyer preferences.

- **Affordable Housing Initiatives:** The government continued to strengthen homeownership through schemes such as Program Rumah Mesra Rakyat, Perumahan Rakyat 1Malaysia, and targeted financing support for first-time buyers. These initiatives provided a steady pipeline of demand for affordable housing and encouraged developers to expand offerings in the low- and middle-income segments.
- **Stamp Duty Exemptions:** Extended exemptions for first-time homebuyers reduced transaction costs and supported affordability.
- **Green Building Incentives:** Policies promoting sustainable construction, including tax incentives for green-certified developments, accelerated demand for eco-friendly homes.
- **Take-up Rates:** Projects offering lifestyle amenities, gated-and-guarded communities, and proximity to transport hubs recorded strong absorption, underscoring the importance of holistic township planning.

### *Commercial Property Market*

The commercial property sector saw steady growth, particularly in suburban hubs and mixed-use developments.

- **Infrastructure Development:** Government investments in highways, rail connectivity (e.g., MRT3, LRT extensions), and township infrastructure enhanced accessibility and boosted demand for commercial hubs.
- **Retail Integration:** Policies encouraging mixed-use development supported retail spaces integrated into residential townships, enhancing convenience and community vibrancy.
- **Regional Expansion:** Developers diversified beyond traditional strongholds, with new projects in Negeri Sembilan and Selangor reflecting both market demand and alignment with government regional development strategies.

# MANAGEMENT DISCUSSION AND ANALYSIS

## MARKET REVIEW AND INDUSTRY TREND (CONT'D)

### *Industrial Property Market*

Industrial developments emerged as a key growth driver in 2025, supported by Malaysia's strategic role in regional trade and logistics.

- **FDI Attraction Policies:** Government initiatives under the New Industrial Master Plan 2030 and targeted incentives for high-tech industries attracted foreign investors, particularly in advanced manufacturing and renewable energy sectors.
- **Technology Parks:** Projects such as the German Technology Park in Melaka aligned with national strategies to position Malaysia as a hub for innovation and industrial growth.
- **Logistics & Warehousing:** Demand for modern industrial facilities rose in tandem with e-commerce growth and supply chain diversification, supported by government-backed logistics infrastructure upgrades.

### *Emerging Trends*

Several structural shifts shaped the property market in 2025:

- **Green Building Practices:** Sustainability became a mainstream expectation, with developers embedding renewable energy solutions and water conservation measures into projects.
- **Digital Transformation:** Developers increasingly leveraged digital platforms for marketing, sales, and customer engagement, improving transparency and efficiency.
- **Hybrid Living & Working:** The rise of hybrid work models influenced residential design, with buyers seeking homes that accommodate flexible workspaces.
- **Regional Diversification:** Developers broadened their geographic footprint to capture growth opportunities beyond Melaka, including Negeri Sembilan, Selangor, and Penang, in line with government regional development priorities.

By aligning with government initiatives on affordable housing, sustainability, and industrial development, Teladan is well-positioned to capture market opportunities, strengthen its leadership in township planning, and contribute meaningfully to Malaysia's long-term economic and social objectives.

## Operational Review

### *Teladan: Building Homes, Building Lifestyles*

Teladan has continued to strengthen its position as a leading property developer in Melaka, with a proven track record of delivering high quality residential and commercial developments. Over nearly three decades, the Group has consistently demonstrated a commitment to innovation, sustainability, and community development. As at FY2025, Teladan's portfolio comprises 24 completed developments with a total Gross Development Value ("GDV") of RM3.4 billion, alongside a robust pipeline of ongoing and future projects.

FY2025 was a year of consolidation, expansion, and innovation for Teladan, as we continued to strengthen our reputation as a trusted property developer in Melaka while extending our presence into new regions. Our core focus remained on delivering residential projects that embody quality, sustainability, and community-centric design.

The Group successfully completed several phases of flagship townships such as Taman Bertam Heights and Taman Impiana Kesang, offering a diverse mix of terrace, semi-detached, and cluster homes. These projects were designed to meet the evolving needs of families, young professionals, and investors, reflecting Teladan's emphasis on affordability, lifestyle integration, and eco-conscious living. By embedding green neighbourhood concepts and solar-ready infrastructure, Teladan demonstrated its commitment to sustainability and alignment with Malaysia's broader environmental agenda.



# MANAGEMENT DISCUSSION AND ANALYSIS

## Operational Review (Cont'd)

### *Teladan: Building Homes, Building Lifestyles (Cont'd)*

New launches during the year further reinforced our commitment to innovation and sustainability. Developments such as Taman Desa Bertam and additional phases of Taman Bertam Heights introduced gated-and-guarded communities equipped with smart home features, enhanced security, and energy-efficient solutions. These initiatives resonated strongly with buyers who increasingly value modern conveniences, safety, and eco-conscious living. The strong take-up rates achieved across these launches underscored Teladan's ability to align product offerings with market demand, while also supporting government initiatives to promote affordable housing and sustainable development.

Beyond residential projects, Teladan continued to integrate commercial components into township planning, ensuring that communities are vibrant, self-sustaining, and well-connected. By embedding retail and lifestyle amenities within residential clusters, we enhanced convenience for residents and created long-term value for investors. This holistic approach to development reflects our philosophy of "Building Homes, Building Lifestyles," where every project is designed to enrich the lives of the communities we serve.

We also placed emphasis on customer engagement and digital transformation. Enhanced online platforms allowed buyers to explore projects virtually, book units, and access financing information seamlessly. This digital-first approach not only improved transparency but also broadened our reach to younger demographics who prefer digital engagement. Teladan's ability to combine traditional strengths in township planning with modern digital tools has positioned us as a forward-looking developer attuned to evolving customer expectations.

### *Building a Blueprint for Growth*

FY2025 was also marked by strategic partnerships and expansion initiatives that reinforced Teladan's long-term growth trajectory. A key highlight was the continued progress of the German Technology Park at Ayer Panas, Jasin, developed in collaboration with Melaka Corporation. This project advanced through planning and preparatory stages, positioning Melaka as a hub for high-tech industries and foreign investment. Designed to attract advanced manufacturing and technology-driven enterprises, the park reflects Teladan's ambition to diversify beyond traditional residential and commercial property development into industrial projects that contribute to regional economic growth.

Another significant milestone was the signing of a Memorandum of Understanding ("**MoU**") with Gezhouba Engineering (M) Sdn. Bhd. ("**Gezhouba Engineering**"), and Nanyang Sea Silk Road Sdn. Bhd. ("**Nanyang Sea Silk Road**"). This tripartite collaboration establishes a framework for joint ventures, knowledge transfer, and investment opportunities in Malaysia's property and infrastructure sectors. The partnership combines Teladan's extensive landbank and local development expertise with Gezhouba Engineering's global engineering capabilities and Nanyang Sea Silk Road's regional investment networks.

The partnership aims to explore projects aligned with Malaysia's national development agenda, particularly in areas such as industrial parks. By forging this alliance, Teladan has demonstrated its proactive approach to international collaboration, positioning itself to attract foreign direct investment, create employment opportunities, and stimulate long-term economic growth in Melaka and beyond.

These initiatives complement Teladan's ongoing diversification strategy, which includes expanding into Negeri Sembilan and Selangor through new launches and land acquisitions. By broadening our geographic footprint, we reduce reliance on a single market and capture opportunities in high-growth corridors. Together, the German Technology Park and Golden Valley Industrial Hub represent a blueprint for sustainable growth, reinforcing Teladan's role as a catalyst for industrial and infrastructure development while maintaining our core strength in residential and commercial projects.

In addition, Teladan continued to strengthen its financial and operational foundations to support growth. Our successful transition to the Main Market of Bursa Malaysia in 2024 provided greater visibility and credibility, enabling us to attract institutional investors and broaden our funding base. This enhanced access to capital has allowed us to pursue larger-scale projects and strategic partnerships with confidence. FY2025 also saw us deepen our Environmental, Social and Governance ("**ESG**") integration, embedding sustainability metrics into project planning and reporting, and aligning with global standards such as International Sustainability Standards Board ("**ISSB**") IFRS S1 and S2. These efforts not only meet regulatory expectations but also position Teladan as a responsible developer committed to long-term value creation.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Development Statuses

- *Residential Projects*

Residential development continued to be the backbone of Teladan's operations in FY2025, accounting for the majority of completions and new launches. The Group successfully delivered several phases of Taman Bertam Heights and Taman Impiana Kesang, which offered a diverse mix of terrace houses, semi-detached units, and cluster homes. These projects were designed to meet the evolving needs of families and young professionals, with layouts optimised for functionality, affordability, and lifestyle appeal.

New launches such as Taman Desa Bertam and additional phases of Taman Bertam Heights introduced gated-and-guarded communities equipped with solar-ready features, smart home infrastructure, and landscaped green spaces. These innovations resonated strongly with buyers who increasingly value energy efficiency, security, and eco-conscious living. The strong take-up rates achieved across these launches underscored Teladan's ability to align product offerings with market demand, while also supporting government initiatives to promote affordable housing and sustainable development.

Affordable housing remained a key focus, with projects designed to support the Government's agenda of increasing homeownership among low- and middle-income families. By embedding sustainability features into affordable units, Teladan demonstrated that quality and environmental responsibility can be achieved without compromising accessibility. The Group's residential portfolio in FY2025 therefore reflected both commercial success and social responsibility, positioning Teladan as a leader in responsible development.

- *Commercial Projects*

FY2025 marked a significant expansion of Teladan's commercial portfolio. The launch of Pusat Komersial Bukit Intan in Negeri Sembilan represented a milestone in regional diversification, extending the Group's footprint beyond Melaka. Strategically located to serve a growing residential catchment, the development offered shop offices and retail outlets designed to meet the needs of a vibrant community.

Commercial projects in FY2025 were designed with flexibility in mind, catering to the evolving needs of businesses in a post-pandemic environment. Layouts emphasised adaptability, enabling tenants to configure spaces for retail, office, or service use. By situating projects near established residential clusters and transport links, Teladan ensured sustainable demand and long-term viability for investors and tenants. The Group's commercial strategy therefore reinforced its role as a developer of integrated communities, where residential and commercial components complement each other to create thriving ecosystems.

- *Mixed Development Projects*

Integrated townships remained a key differentiator for Teladan in FY2025. Taman Gapam Perdana progressed steadily, combining residential, commercial, and recreational components within a gated-and-guarded community. Its strategic location near the Ayer Keroh Toll Plaza and connectivity via the North-South Expressway ensured accessibility, while lifestyle amenities and green neighbourhood concepts reinforced its appeal.

The township's holistic design emphasised community interaction, safety, and sustainability. Recreational facilities, landscaped parks, and integrated retail outlets created a self-sustaining environment where residents could live, work, and play. The inclusion of reputable anchor tenants such as Family Store further enhanced the township's attractiveness, ensuring that daily needs were met within walking distance.

Mixed development projects such as Taman Gapam Perdana exemplify Teladan's expertise in township planning and its dedication to creating vibrant, self-sustaining communities. By integrating residential, commercial, and lifestyle components, Teladan delivers developments that not only meet market demand but also contribute to broader urban regeneration and economic growth. The success of these projects highlights Teladan's ability to anticipate and respond to evolving consumer preferences, positioning the Group as a pioneer in integrated township development.



# MANAGEMENT DISCUSSION AND ANALYSIS

## Development Statuses (Cont'd)

### Industrial Developments

In FY2025, Teladan achieved a significant milestone with the signing of a MoU with Gezhouba Engineering and Nanyang Sea Silk Road to jointly develop the Golden Valley Industrial Hub. This landmark project is envisioned as a modern industrial hub that will attract high-tech industries, logistics players, and foreign direct investment into Melaka.

The collaboration leverages Teladan's extensive landbank and local development expertise, Gezhouba Engineering's global engineering capabilities, and Nanyang Sea Silk Road's regional investment networks. Preparatory works are underway, with master planning focused on integrating ESG principles, renewable energy solutions, and smart infrastructure. The Golden Valley Industrial Hub is expected to serve as a catalyst for economic growth, job creation, and industrial diversification, reinforcing Teladan's long-term strategy to expand beyond residential and commercial property development.

Parallel to the Golden Valley Industrial Hub initiative, Teladan advanced the German Technology Park at Ayer Panas, Jasin, in collaboration with Melaka Corporation. This project is designed to attract German and other international manufacturers, positioning Melaka as a competitive industrial hub in Southeast Asia.

Development status in FY2025 included land preparation, infrastructure planning, and engagement with potential anchor tenants. The park is being structured to accommodate high-tech industries, with emphasis on sustainability, innovation, and integration into Malaysia's broader industrialisation agenda.

Industrial diversification complements Teladan's traditional property portfolio, diversifying revenue streams and reinforcing long-term growth prospects. By leveraging international partnerships and government support for industrial development, Teladan is well-positioned to capture opportunities in high-growth sectors and contribute to Malaysia's broader economic transformation. The Group's industrial initiatives in FY2025 therefore represent a strategic pivot toward future-oriented growth, ensuring resilience and relevance in a rapidly evolving economic landscape.

### Summary

Sales performance in FY2025 remained robust, with total property sales amounting to RM409.4 million and unbilled sales of RM339.5 million, ensuring earnings visibility for FY2026. Market response to new launches was strong, with several projects achieving absorption rates above 90%, reflecting Teladan's ability to align product offerings with buyer demand. As at 31 December 2025, the Group's undeveloped landbank stood at 662.2 acres, strategically located across Melaka, Negeri Sembilan, and Selangor. This extensive landbank provides a sustainable pipeline for future developments, enabling Teladan to pursue residential, commercial, mixed-use, and industrial projects that support long-term value creation and diversification.



Total Gross Development Value

**RM3.4 billion**



Unbilled sales of

**RM339.5 million**



Several projects achieving absorption rates above

**99%**



Total undeveloped landbank

**662.2 acres**



Total property sales totalling in FY 2025

**RM409.4 million**

# MANAGEMENT DISCUSSION AND ANALYSIS

## Development Statuses (Cont'd)

- Summary (Cont'd)

Table 1: Completed and Ongoing Projects

Developments	Launched	Estimated GDV (RM'000)	Construction Completion Rate
<b>Completed in FY2025</b>			
Taman Impiana Kesang Phase 1	FY2022 & 2023	81.5	100.0%
Taman Desa Bertam Phase 4B	FY2023	46.8	100.0%
Taman Bertam Heights Phase 1A	FY2023	83.3	100.0%
Taman Impiana Kesang Phase 3B	FY2023	42.3	100.0%
Taman Impiana Kesang Phase 3A (Shop)	FY2024	11.9	100.0%
Taman Bertam Putra Phase 4	FY2024	9.8	100.0%
<b>Total</b>		<b>RM275.6 million</b>	
<b>On-going as at end 2025</b>			
Taman Bertam Heights Phase 2A1	FY2023	228.1	87.1%
Taman Impiana Kesang Phase 3C (Shop)	FY2024	22.5	82.5%
Pusat Komersial Bukit Intan	FY2024	254.1	42.1%
Taman Bertam Heights Phase 1A3 (Townhouse)	FY2024	26.3	71.1%
Taman Gapam Perdana Phase 1B	FY2024	123.5	39.1%
Taman Impiana Kesang Phase 2	FY2024	74.3	65.8%
Taman Gapam Perdana Phase 8	FY2025	38.8	17.4%
Taman Bertam Heights Phase 2A2	FY2025	95.8	42.7%
Taman Gapam Perdana Phase 3	FY2025	131.3	8.7%
German Technology Park	FY2025	168.8	4.1%
Taman Desa Bertam Phase 1	FY2025	141.2	6.1%
<b>Total</b>		<b>RM1,304.7 million</b>	

*Note: Statuses recorded as at 31 December 2025.*

Table 2: Undeveloped Landbank

Location	Size (acres)	Estimated GDV (RM'000)
Melaka Tengah	42.5	139.1
Alor Gajah	30.4	385.6
Jasin	498.4	1,066.1
<b>Total Melaka Landbank</b>	<b>571.3</b>	<b>1,590.8</b>
Seri Kembangan	4.9	552.5
<b>Selangor Landbank</b>	<b>4.9</b>	<b>552.5</b>
Seremban	86.0	212.5
<b>Negeri Sembilan Landbank</b>	<b>86.0</b>	<b>212.5</b>
<b>Total Landbank</b>	<b>662.2</b>	<b>2,355.8</b>



# MANAGEMENT DISCUSSION AND ANALYSIS

## Financial Performance Review

### Revenue & Profit

#### Full Year Performance (FY2025 vs FY2024)

For the twelve-month period ended 31 December 2025, the Group recorded revenue of RM304.6 million, representing a decrease of RM16.4 million (5.1%) compared to RM321.0 million in FY2024. The decline was primarily attributable to the completion of several development phases, including Taman Bertam Heights Phase 1A and 1B, Taman Impiana Kesang Phase 1, and Taman Desa Bertam Phase 4A, which led to lower revenue recognition during the year.

This impact was partially mitigated by stronger contributions from ongoing projects, particularly Taman Bertam Heights Phase 2A, Taman Impiana Kesang Phase 2, and Taman Gapam Perdana Phase 1B, which continued to progress steadily throughout the fourth quarter. These developments performed well, offsetting the effect of completed phases and sustaining operational momentum.

### Profitability

The Group registered a profit before tax (“PBT”) of RM39.6 million in FY2025, unchanged from RM39.6 million in FY2024. This stability reflects steady contributions from ongoing projects and disciplined cost management, which effectively offset higher administrative and finance costs during the year.

Profit after tax stood at RM28.0 million, compared to RM28.7 million in FY2024, reflecting resilience in earnings despite a softer revenue base. Gross profit improved to RM69.8 million in FY2025 from RM66.1 million in FY2024, underscoring effective cost management and value engineering initiatives.

Earnings per share for FY2025 were 3.4 sen (basic), compared to 3.5 sen (basic) in FY2024, demonstrating Teladan’s ability to sustain shareholder value through consistent profitability.

The Group’s ability to maintain PBT at RM39.6 million—despite a 5.1% decline in revenue—underscores the resilience of its operating model and the effectiveness of disciplined cost management. This performance highlights Teladan’s capacity to sustain earnings even in a softer revenue environment.

Continued progress in key residential phases, alongside the activation of commercial and industrial projects, is expected to support financial performance in the coming quarters. Looking ahead, Teladan remains confident that its healthy pipeline of developments, prudent expense control, and strategic focus on margin-accretive projects will underpin sustainable growth and reinforce shareholder value.



Revenue in FY2025  
**RM304.6 mil**  
RM321.0 million in FY2024



Profit Before Tax in FY2025  
**RM39.6 mil**  
RM39.6 million in FY2024



Gross Profit in FY2025  
**RM69.8 mil**  
RM66.1 million in FY2024



Net Profit in FY2025  
**RM28.0 mil**  
RM28.7 million in FY2024

# MANAGEMENT DISCUSSION AND ANALYSIS

## Financial Performance Review (Cont'd)

### Financial Position

Teladan closed FY2025 with total assets of RM1.0 billion, compared to RM989.5 million in FY2024. The increase reflects disciplined financial management and the strategic utilisation of the Group's landbank, which has begun transitioning into active development.

### Assets

- Non-current assets stood at RM67.5 million (FY2024: RM314.0 million). The reduction was mainly due to the reclassification of landbank into inventories once development orders were obtained, signalling the commencement of development activities.
- Current assets rose sharply to RM967.5 million (FY2024: RM675.5 million), driven by inventories of RM750.3 million (FY2024: RM471.9 million). This increase demonstrates that more parcels of land have moved into the development pipeline, enhancing near-term revenue visibility. Contract assets were RM56.1 million, while cash and bank balances improved to RM64.8 million (FY2024: RM53.4 million), reflecting prudent liquidity management despite ongoing project investments.

The reclassification of landbank into inventories highlights Teladan's ability to unlock value from its holdings. Once land enters the development stage, it transitions from a passive asset into an income-generating resource. This shift improves asset productivity, accelerates revenue recognition, and strengthens the Group's growth trajectory.

### Equity

Total equity increased to RM566.0 million (FY2024: RM546.5 million), supported by retained earnings of RM483.0 million. Share capital rose to RM421.7 million, while net assets per share stood at RM0.66 (FY2024: RM0.67), reflecting Teladan's ability to sustain shareholder value.

### Liabilities

Total liabilities were RM469.1 million (FY2024: RM443.0 million).

- Non-current liabilities decreased to RM224.0 million (FY2024: RM258.6 million), mainly due to repayment of long-term borrowings.
- Current liabilities increased to RM245.1 million (FY2024: RM184.5 million), reflecting higher trade and other payables and short-term borrowings to support active project development.

Teladan's financial position as at 31 December 2025 reflects a stronger asset base, improved equity, and disciplined liability management. The reclassification of landbank into inventories highlights the Group's ability to activate development pipelines, accelerate revenue generation, and enhance asset productivity. With net assets per share at RM0.66, Teladan remains well-positioned to fund future developments, pursue industrial diversification, and deliver long-term value to shareholders.

### Cash Flow

Strong cash flow generation continued to underpin Teladan's financial health in FY2025. Net cash from operating activities amounted to RM102.2 million, marking the fifth consecutive year of positive operating cash flow. This achievement reflects timely project completions, effective receivables management, and disciplined financial planning, reinforcing the Group's ability to generate consistent liquidity from its core operations.



# MANAGEMENT DISCUSSION AND ANALYSIS

## Financial Performance Review (Cont'd)

### Cash Flow (Cont'd)

Positive operating cash flow provided the foundation for:

- **New investments:** Funding residential launches, commercial expansions, and preparatory works for industrial developments such as the German Technology Park and the Golden Valley Industrial Hub.
- **Liquidity strength:** Maintaining adequate cash reserves to ensure flexibility in pursuing strategic opportunities and safeguarding against market volatility.
- **Shareholder value creation:** Sustaining dividend capacity and supporting long-term growth initiatives without compromising financial stability.

The Group's ability to consistently generate strong operating cash flows highlights the resilience of its business model and its disciplined approach to capital allocation. Looking ahead, Teladan's healthy cash position will continue to support expansion into industrial property development, while ensuring sufficient liquidity to seize new opportunities and deliver sustainable returns to shareholders.

### Rewarding Shareholders

Teladan reaffirmed its commitment to shareholder returns in FY2025 by declaring a dividend of RM0.01 per share, amounting to a total distribution of RM8.3 million. This payout reflects the Group's steadfast dedication to creating value for shareholders while maintaining a prudent approach to capital management.

The dividend policy is designed to balance immediate rewards with long-term growth opportunities, ensuring that resources are strategically allocated to sustain expansion and diversification. By consistently delivering dividends alongside robust financial performance, Teladan has reinforced investor confidence and demonstrated its ability to generate sustainable returns.

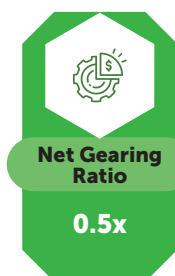
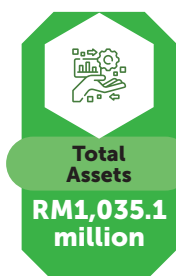
Beyond the financial distribution, the Group's approach underscores:

- **Capital discipline:** Ensuring dividends are funded from healthy operating cash flows, without compromising liquidity.
- **Growth alignment:** Retaining sufficient earnings to support new residential launches, commercial expansions, and industrial diversification projects.
- **Investor confidence:** Strengthening Teladan's reputation as a reliable dividend-paying company, enhancing trust among shareholders and the broader investment community.

This balanced strategy highlights Teladan's ability to reward shareholders today while safeguarding the resources needed to drive future growth, positioning the Group as a resilient and forward-looking developer.

Table 3: Dividend History

Year	Dividend per Share (sen)	Total Dividend (RM mil)	Payout Ratio (%)
2023	0.5	4.0	15.0
2024	0.5	4.1	14.2
2025	1	8.3	29.7



# MANAGEMENT DISCUSSION AND ANALYSIS

## Business Risk and Mitigation

As a property developer operating in a dynamic and competitive environment, the Group is exposed to a range of risks that can affect its operations, financial performance, and long-term sustainability. These risks arise from external factors such as macroeconomic conditions, regulatory changes, and market sentiment, as well as internal factors including project execution, financial management, and governance practices. Recognising that risk is inherent in the property development business, Teladan adopts a proactive and structured approach to risk management. By identifying key risks early, assessing their potential impact, and implementing appropriate mitigation strategies, the Group ensures resilience, protects shareholder value, and positions itself for sustainable growth. The following outlines the principal risks faced in FY2025 and the measures taken to mitigate them.

Table 4: Business Risks and Mitigating Factors

Risks	Mitigating Factors
<b>Market and Economic Risk</b>	
The property sector is highly sensitive to macroeconomic conditions such as GDP growth, interest rates, inflation, and consumer sentiment. In FY2025, elevated borrowing costs and rising living expenses posed challenges to affordability, potentially dampening demand for residential properties. Geopolitical uncertainties and supply chain disruptions also created volatility in construction costs and material availability.	Teladan adopts a diversified portfolio strategy, balancing affordable housing, mid-range homes, commercial hubs, and industrial developments to spread exposure across market segments. The Group closely monitors economic indicators and adjusts launch timing, pricing strategies, and product mix to align with prevailing conditions. Value engineering and long-term supplier partnerships help mitigate cost volatility, while strong landbank reserves provide flexibility to pace development according to market demand.
<b>Regulatory and Policy Risk</b>	
Property developers operate within a dynamic regulatory environment, including housing policies, environmental standards, and taxation frameworks. Changes in government initiatives, such as adjustments to affordable housing schemes, stamp duty exemptions, or sustainability requirements, can impact demand and compliance costs.	Teladan maintains proactive engagement with regulators and industry associations to stay ahead of policy changes. The Group integrates government housing initiatives into its product offerings, ensuring alignment with national priorities. ESG and sustainability frameworks are embedded into project planning, with compliance to green building standards and climate-related disclosure requirements (ISSB IFRS S1 and S2). This proactive approach reduces regulatory risk and enhances Teladan's reputation as a responsible developer.
<b>Operational and Execution Risk</b>	
Delays in project approvals, construction timelines, or quality control can affect delivery schedules, revenue recognition, and customer satisfaction. Rising construction costs and labour shortages further increase execution risk.	Teladan employs robust project management systems to monitor progress, allocate resources efficiently, and ensure timely delivery. Strategic procurement practices and long-term supplier relationships help manage cost pressures. Quality assurance protocols and regular site audits safeguard construction standards. The Group also invests in workforce training and safety compliance to minimise disruptions and maintain operational reliability.
<b>Financial and Liquidity Risk</b>	
Property development is capital-intensive, requiring significant upfront investment in land, infrastructure, and construction. Liquidity constraints or excessive gearing could limit growth capacity and increase vulnerability to market downturns.	Teladan maintains a conservative gearing ratio and strong cash reserves, supported by consistent operating cash flow. The Group diversifies funding sources, including bank facilities and capital market access following its Main Market listing, to ensure flexibility. Rigorous cash flow forecasting and monitoring enable proactive liquidity management, while unbilled sales provide earnings visibility for future periods.



# MANAGEMENT DISCUSSION AND ANALYSIS

## Business Risk and Mitigation (Cont'd)

Table 4: Business Risks and Mitigating Factors (Cont'd)

Risks	Mitigating Factors
<b>Landbank and Development Risk</b>	
Landbank represents a critical asset for future growth, but its value depends on location, accessibility, and regulatory approvals. Concentration in specific regions may expose Teladan to localised market fluctuations.	Teladan's landbank strategy emphasises diversification across Melaka, Negeri Sembilan, and Selangor, reducing reliance on a single market. The Group conducts thorough feasibility studies before acquisitions, ensuring alignment with long-term demand trends and infrastructure development. Strategic partnerships with local authorities and anchor tenants enhance project viability and community integration.
<b>Industrial and Partnership Risk</b>	
Expansion into industrial developments and international partnerships introduces new complexities, including foreign investment regulations, cross-border collaboration challenges, and execution risks in large-scale projects.	Teladan mitigates these risks by partnering with reputable institutions such as Melaka Corporation and Gezhouba Engineering. Clear governance frameworks, joint venture agreements, and phased development plans ensure accountability and risk sharing. The Group leverages its local expertise while drawing on partners' global experience in engineering and infrastructure, balancing ambition with prudence.
<b>Environmental, Social, and Governance Risk</b>	
Increasing stakeholder expectations around sustainability, climate resilience, and corporate governance pose reputational and compliance risks. Failure to meet ESG standards could affect investor confidence and regulatory standing.	Teladan integrates ESG principles into all aspects of development, from solar-ready homes and water conservation systems to transparent governance and ethical business practices. The Group aligns disclosures with ISSB IFRS S1 and S2 standards, ensuring climate-related risks are addressed in financial reporting. Community engagement initiatives and affordable housing contributions reinforce Teladan's social responsibility credentials.
<b>Technology and Cybersecurity Risk</b>	
As Teladan adopts digital platforms for sales, marketing, and customer engagement, exposure to cybersecurity threats and data privacy concerns increases. System disruptions could affect operations and customer trust.	The Group invests in secure digital infrastructure, data protection protocols, and regular cybersecurity audits. Staff training on digital compliance and customer data handling ensures adherence to best practices. By strengthening its digital resilience, Teladan safeguards both operational continuity and customer confidence.

Teladan's risk management framework is designed to anticipate, monitor, and mitigate risks across economic, regulatory, operational, financial, and ESG dimensions. By embedding resilience into its strategy, diversifying its portfolio, and forging strong partnerships, the Group ensures that risks are managed proactively while opportunities are captured. This balanced approach reinforces Teladan's ability to deliver sustainable growth and long-term value for shareholders.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Outlook and Prospect

### Market Environment

The Malaysian property market in FY2026 is expected to remain resilient, supported by steady domestic demand, government initiatives to promote affordable housing, and ongoing infrastructure investments. While elevated interest rates and inflationary pressures may continue to challenge affordability, the long-term fundamentals of the sector remain intact. Urbanisation trends, rising household incomes, and demographic shifts toward younger homebuyers will sustain demand for residential properties, particularly in affordable and mid range segments.

Teladan is well-positioned to capture this demand, given its strong pipeline of residential projects in Melaka and its expansion into Negeri Sembilan and Selangor. The Group's emphasis on affordability, sustainability, and lifestyle integration ensures that its developments remain relevant to evolving consumer preferences.

### Operational Prospects

In FY2026, Teladan will continue to focus on disciplined execution of ongoing projects while introducing new launches across residential, commercial, and mixed-use segments. Key priorities include:

- **Residential:** Delivering additional phases of Taman Bertam Heights and Taman Desa Bertam, with enhanced smart home features and eco-friendly designs.
- **Commercial:** Expanding retail and shop office offerings in Bukit Intan Commercial Centre and Taman Gapam Perdana, strengthening community vibrancy.
- **Mixed Development:** Advancing integrated township projects that combine residential, commercial, and recreational components, reinforcing Teladan's reputation for holistic community planning.
- **Industrial:** Progressing the German Technology Park in Jasin, with preparatory works transitioning into development phases, and exploring opportunities under the Gezhouba Engineering MoU.

### Strategic Growth Drivers

Teladan's growth strategy in FY2026 will be anchored on four pillars:

1. **Geographic Diversification:** Expanding beyond Melaka into Negeri Sembilan and Selangor to capture demand in high-growth corridors.
2. **Industrial Expansion:** Leveraging partnerships with Melaka Corporation and Gezhouba Engineering to pioneer industrial and infrastructure developments.
3. **ESG Integration:** Embedding sustainability into all projects, aligning disclosures with ISSB IFRS S1 and S2, and reinforcing Teladan's reputation as a responsible developer.
4. **Digital Transformation:** Enhancing customer engagement through digital platforms, virtual project tours, and online booking systems, while strengthening cybersecurity and data protection.

### Financial Outlook

Teladan expects FY2026 revenue to be supported by unbilled sales of RM339.5 million, providing earnings visibility. The Group's conservative gearing and strong cash reserves will enable it to fund new launches and strategic landbank acquisitions. Positive operating cash flow is anticipated to continue, underpinned by timely project completions and disciplined financial management.

Dividend payments will remain a priority, with the Group committed to rewarding shareholders while balancing capital allocation for growth. The Main Market listing continues to enhance Teladan's visibility and credibility, broadening its investor base and improving access to funding.



# MANAGEMENT DISCUSSION AND ANALYSIS

## Outlook and Prospect (Cont'd)

### *Risk Considerations*

While prospects remain positive, Teladan acknowledges potential risks including inflationary pressures, interest rate volatility, regulatory changes, and execution challenges in industrial projects. The Group's proactive risk management framework, diversification strategy, and strong partnerships will mitigate these risks and ensure resilience.

Table 5: FY2026 Priorities and Targets

Strategic Area	FY2026 Priorities	Targets/Outcomes
<b>Residential</b>	Launch new phases of Taman Bertam Heights & Taman Desa Bertam	Achieve >85% absorption rate within 12 months
<b>Commercial</b>	Expand Bukit Intan Commercial Centre & shop offices in Taman Gapam Perdana	Achieve higher sales contribution and broaden revenue mix
<b>Mixed Development</b>	Advance township integration with lifestyle amenities	Enhance community vibrancy and long-term value
<b>Industrial</b>	Progress German Technology Park; activate Golden Valley Industrial Hub	Secure anchor tenants and foreign investment commitments
<b>Financial</b>	Maintain conservative gearing and strong cash reserves	Positive operating cash flow; unbilled sales >RM500.0 mil
<b>ESG</b>	Embed ISSB S1 & S2 standards in reporting	Compliance with climate-related disclosures
<b>Digital</b>	Enhance online sales platforms and cybersecurity	Increase digital sales conversions by >20%

### Conclusion

Overall, FY2026 is expected to be a year of consolidation and expansion for Teladan. By delivering ongoing projects, launching new developments across multiple segments, advancing industrial initiatives, and embedding ESG principles, the Group is poised to sustain growth and create long-term value for shareholders. With a strong landbank, diversified portfolio, and strategic alliances, Teladan is well-positioned to navigate market challenges and capture opportunities in Malaysia's evolving property landscape.



# MANAGEMENT DISCUSSION AND ANALYSIS

## Note of Appreciation

On behalf of the Board of Directors and Management, the Group extends its heartfelt appreciation to all stakeholders who have contributed to the Group's achievements in FY2025. We are deeply grateful to our valued customers for their trust and confidence in our developments, and to our shareholders for their continued support and belief in our long-term vision.

We also wish to acknowledge the dedication and commitment of our employees, whose professionalism, creativity, and resilience have been instrumental in driving operational excellence and sustaining growth. Their ability to adapt to challenges, embrace innovation, and uphold the Group's values has been the cornerstone of our success.

Our sincere appreciation is also extended to our business partners, contractors, suppliers, and financial institutions, whose collaboration and support have enabled us to deliver projects on time and uphold the highest standards of quality. We further thank the regulatory authorities and government agencies for their guidance and cooperation, which have provided a stable framework for our operations and expansion.

As we look ahead to FY2026, Teladan remains committed to building sustainable communities, advancing industrial and infrastructure initiatives, and creating long-term value for all stakeholders. With the continued support of our shareholders, customers, employees, and partners, we are confident in our ability to achieve greater milestones and reinforce our position as a trusted and responsible developer.

Your faithfully,

RICHARD TEO LAY BAN  
Managing Director





## SUSTAINABILITY STATEMENT

# OUR PATH TO A SUSTAINABLE FUTURE

Teladan Group Berhad (“**Teladan**” or “**the Group**”) presents its Sustainability Statement (“**SS**”) for the financial year ended 31 December 2025 (“**FY2025**”). This statement highlights the Group’s approach to managing economic, environmental, social and governance (“**ESG**”) matters that are relevant to its business operations and long-term sustainability. It should be read in conjunction with the Group’s Financial Statements for FY2025.

As a property developer, Teladan acknowledges the increasing importance of sustainability in shaping resilient and future-ready developments. In response to evolving regulatory requirements and stakeholder expectations, the Group continues to embed ESG considerations into its corporate governance, project planning and operational practices.

During FY2025, Teladan enhanced its sustainability reporting practices to improve transparency and accountability. These efforts provide stakeholders with clearer visibility on how sustainability-related risks and opportunities are assessed and managed across the Group’s activities. By integrating ESG into its core business, Teladan aims to deliver responsible developments while supporting long-term value creation.

Through this approach, the Group seeks to strengthen operational performance, enhance risk management capabilities and address sustainability challenges within the property development sector.

# SUSTAINABILITY STATEMENT

## 1. OUR PATH TO A SUSTAINABLE FUTURE (CONT'D)

### Our Core Business Activities

Teladan operates primarily in Malaysia and focuses on property development, encompassing residential and commercial projects. The Group's operations are supported by its subsidiaries, which are involved in development, construction and related supporting services.

A summary of the Group's principal subsidiaries and their activities is presented below:

Company Name	Principal Business Activities	Location
Teladan Setia Sdn. Bhd.	Property and housing development	Malaysia
Asal Harta Sdn. Bhd.	Property development	Malaysia
Midas Dimensi Sdn. Bhd.	Property development	Malaysia
Riverwell Resources Sdn. Bhd.	Property development	Malaysia
Oriview Realty Sdn. Bhd.	Property development	Malaysia
Pavilion Link Sdn. Bhd.	Residential and commercial property development	Malaysia
Polyintan Sdn. Bhd.	Construction activities	Malaysia
TS Power Sdn. Bhd.	Consultancy and energy-related operations	Malaysia

In conducting its operations, the Group recognises the environmental and social impacts associated with property development activities. Teladan remains committed to maintaining high standards of quality, promoting employee wellbeing and fostering strong relationships with contractors, customers and local communities.

The integration of ESG principles into business operations enables the Group to enhance project delivery, strengthen resilience and support sustainable growth.

### Our Value Chain

To support its sustainability agenda, Teladan has undertaken a review of its value chain to identify areas where sustainability risks and opportunities may arise. This includes assessing activities across project development stages as well as associated greenhouse gas ("GHG") emissions.

The Group's value chain spans procurement and contractor engagement, project execution and construction, and customer delivery and engagement.

Through this assessment, Teladan aims to:

- Understand key sustainability risks and impacts across its operations and business relationships;
- Identify emission sources within its operational boundaries;
- Enhance data management processes for sustainability reporting; and
- Implement appropriate mitigation and management strategies in line with regulatory and stakeholder expectations.

Findings from this exercise support the Group's risk management framework and guide its disclosures under the National Sustainability Reporting Framework ("NSRF") and IFRS Sustainability Disclosure Standards.



# SUSTAINABILITY STATEMENT

## 1. OUR PATH TO A SUSTAINABLE FUTURE (CONT'D)

### Our Value Chain (Cont'd)

#### Value Chain Overview

Value Chain Stage	Key Activities	Key ESG Considerations
Upstream	Land sourcing, procurement of materials and contractor selection	Responsible sourcing, supplier practices, environmental footprint of materials
Core Operations	Project development, construction and site management	Energy efficiency, waste management, health and safety, compliance
Downstream	Property delivery, customer engagement and after-sales services	Quality assurance, customer satisfaction, community impact

#### Defining Our Sustainability Priorities

Teladan has identified key sustainability matters that may impact its operations, financial performance and long-term prospects. Climate-related risks and opportunities have been assessed as financially material and are disclosed in line with IFRS S2 requirements. Additional ESG matters are disclosed on a voluntary basis, taking into account Bursa Malaysia guidelines and the NSRF.

These priorities were determined through a structured evaluation of the Group's operations, industry context and external environment. The assessment considered the potential financial implications of sustainability-related risks and opportunities.

Based on the outcomes, the Group has established management approaches to address these areas, ensuring that sustainability considerations are embedded into strategic planning, operational processes and risk management practices.

Voluntary disclosures presented in this statement are not part of the Group's mandatory reporting requirements under the IFRS Sustainability Disclosure Standards for the current financial year.

# SUSTAINABILITY STATEMENT

## 1. OUR PATH TO A SUSTAINABLE FUTURE (CONT'D)

### Defining Our Sustainability Priorities (Cont'd)





# SUSTAINABILITY STATEMENT

## 1. OUR PATH TO A SUSTAINABLE FUTURE (CONT'D)

### Defining Our Sustainability Priorities (Cont'd)

#### TELADAN'S KEY SUSTAINABILITY MATTERS

##### ENVIRONMENTAL

##### Climate-Related Physical Risk (Flooding)

Flooding represents a key physical climate risk for the Group, particularly given its involvement in property development activities. Increased frequency and intensity of rainfall events may result in project delays, additional construction costs, damage to infrastructure and potential safety concerns.

To mitigate these risks, the Group incorporates climate resilience into project planning and design through site-level flood risk assessments and the integration of mitigation measures such as drainage systems, retention ponds, elevated structures and green infrastructure. These measures enhance the ability of developments to withstand extreme weather events, reduce potential financial losses and support long-term asset durability.



##### Energy Consumption and Carbon Emissions

Energy consumption contributes to the Group's operational costs and indirect carbon emissions, while increasing regulatory requirements and stakeholder expectations for low-carbon developments may influence project design and market competitiveness.

The Group addresses this by incorporating energy-efficient building designs, installing solar photovoltaic systems and integrating sustainable infrastructure such as EV charging facilities and energy-efficient technologies within its developments. These initiatives support reductions in energy consumption, improve cost efficiency over time and enhance the attractiveness of developments to environmentally conscious buyers and investors.



##### Water Pollution

Construction activities may contribute to water pollution and inefficient water usage if not properly managed, potentially leading to regulatory non-compliance and increased operating costs.

To address this, the Group implements wastewater management systems and adopts rainwater harvesting solutions such as SPAH across its developments and corporate facilities. The reuse of harvested rainwater for irrigation and non-potable purposes reduces reliance on treated water, enhances resource efficiency and supports compliance with environmental regulations.



##### Land Use and Biodiversity Impact

Property development may result in land disturbance and biodiversity loss, as well as increased regulatory scrutiny.

The Group mitigates these risks by conducting Environmental Impact Assessments ("EIA") in accordance with DOE guidelines and incorporating sustainable planning practices into its developments. These measures ensure responsible land use, minimise environmental impact and support compliance with environmental regulations.



# SUSTAINABILITY STATEMENT

## 1. OUR PATH TO A SUSTAINABLE FUTURE (CONT'D)

### Defining Our Sustainability Priorities (Cont'd)

#### TELADAN'S KEY SUSTAINABILITY MATTERS (CONT'D)

##### SOCIAL

##### Talent Retention and Workforce Stability

The ability to attract and retain skilled employees is critical to maintaining operational efficiency and ensuring timely project delivery. High employee turnover may result in increased recruitment costs, loss of institutional knowledge and disruptions to business operations.



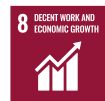
The Group addresses this through structured training programmes, defined career pathways and performance management systems. Annual appraisals and clearly defined job roles support employee development and engagement, contributing to improved retention, workforce stability and long-term organisational capability.

##### Skills Gap

Skills gaps within the workforce may affect productivity, quality of work and the Group's ability to adopt new technologies or meet evolving industry standards.



To address this, the Group conducts regular training needs analysis and provides certification and development programmes to enhance employee competencies. This ensures that employees remain equipped with the necessary technical and professional skills to support operational requirements and business growth.

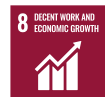


##### Workplace Health and Safety

Construction activities expose employees to physical hazards that may result in workplace incidents, regulatory penalties and operational disruptions.



The Group implements Occupational Health, Safety and Environmental (“OHSE”) policies supported by safety training, emergency preparedness measures and ongoing monitoring. Initiatives such as fire drills, safety awareness programmes and collaboration with relevant authorities help strengthen safety culture, reduce incident rates and ensure compliance with safety regulations.



##### Employee Wellbeing

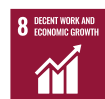
Employee wellbeing plays a key role in maintaining productivity, engagement and overall organisational performance. Poor wellbeing may lead to increased absenteeism, reduced morale and lower work efficiency.



The Group supports employee wellbeing through medical and hospitalisation benefits, health screenings, counselling access and engagement activities. These initiatives foster a positive and inclusive workplace environment, contributing to improved employee satisfaction and performance.

##### Human Rights in Operation

Failure to uphold ethical labour practices and social responsibilities may result in reputational risks, employee dissatisfaction and stakeholder concerns.



The Group maintains a code of conduct and grievance mechanisms to ensure fair treatment and address employee concerns. In addition, community engagement and CSR initiatives are undertaken to support social wellbeing and strengthen relationships with stakeholders. These efforts reinforce the Group's commitment to responsible business practices and community development.





# SUSTAINABILITY STATEMENT

## 1. OUR PATH TO A SUSTAINABLE FUTURE (CONT'D)

### Defining Our Sustainability Priorities (Cont'd)

#### TELADAN'S KEY SUSTAINABILITY MATTERS (CONT'D)

##### GOVERNANCE

###### Cybersecurity

Cybersecurity risks may lead to data breaches, financial losses and operational disruptions, particularly as the Group increasingly relies on digital systems.

The Group mitigates these risks through the implementation of IT security systems, backup solutions and monitoring processes designed to protect data integrity and ensure system reliability. These measures enhance business continuity and safeguard sensitive information.



###### Data Privacy Compliance

Non-compliance with data protection regulations may result in legal liabilities, financial penalties and reputational damage.

The Group maintains data privacy policies supported by employee awareness training to ensure responsible handling of personal and sensitive information. These practices strengthen governance and support compliance with regulatory requirements.



###### Anti-Bribery and Corruption

Bribery and corruption risks may undermine governance integrity, resulting in legal consequences and reputational damage.

The Group implements an Anti-Bribery and Corruption (“ABC”) framework supported by policies, training programmes and internal controls. These measures are integrated into the Group’s Enterprise Risk Management (“ERM”) framework to ensure continuous monitoring and effective risk management.



###### Board Oversight of Sustainability

Effective oversight is essential to ensure that sustainability-related risks and opportunities are appropriately managed and aligned with the Group’s strategic objectives.

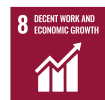
The Group establishes governance structures, including oversight by the Sustainability and Risk Management Committee and Board, to ensure that sustainability considerations are integrated into decision-making processes. This strengthens accountability and supports long-term value creation.



###### Supply Chain Integrity

Disruptions or non-compliance within the supply chain may impact project timelines, cost efficiency and regulatory adherence.

The Group manages these risks through supplier due diligence, evaluation processes and contractual requirements that incorporate ethical, environmental and regulatory standards. A local sourcing strategy is also adopted to enhance supply chain resilience and support the local economy.



# SUSTAINABILITY STATEMENT

## 2. BASIS OF PREPARATION

Teladan has prepared this SS for FY2025 to communicate its approach to managing sustainability-related risks and opportunities.

This Statement has been prepared in accordance with the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (“ISSB”), comprising IFRS S1 and IFRS S2, as adopted in Malaysia under NSRF.

FY2025 represents the Group’s first year of alignment with these standards. In applying the transition provisions available, Teladan has prioritised climate-related disclosures, with mandatory reporting focused on matters prescribed under IFRS S2.

Disclosures relating to other ESG topics are provided on a voluntary basis, taking into account Bursa Malaysia Main Market Listing Requirements and the Common Sustainability Matters under the NSRF. These disclosures are intended to enhance transparency and do not form part of the Group’s mandatory reporting obligations under IFRS S1 and IFRS S2 for the current financial year.

The reporting scope is aligned with the Group’s consolidated Financial Statements for FY2025, which are prepared in accordance with Malaysian Financial Reporting Standards (“MFRS”) and the Companies Act 2016.

### Adoption of IFRS Sustainability Disclosure Standards

This SS marks Teladan’s initial application of the IFRS Sustainability Disclosure Standards. In accordance with the available transition reliefs, comparative information has not been presented where prior data was not prepared on a basis consistent with IFRS S1 and IFRS S2.

Where appropriate, selected historical indicators have been included to provide context on performance trends. These indicators, which generally cover the preceding two to three financial years, are not prepared in accordance with IFRS requirements and should not be considered directly comparable. Their inclusion is intended to support a better understanding of the Group’s sustainability progress over time.

### Organisation of the Statement

Teladan manages sustainability-related risks and opportunities through an integrated framework embedded within its overall governance and operational processes. The Sustainability Statement is structured to reflect this integration and provide a clear overview of how sustainability considerations are addressed across the Group.

The key sections of the Statement are as follows:

Topic	Description	Reference
Governance	Roles and responsibilities of the Board and management in overseeing sustainability matters	Section 6
Strategy	Identification of key sustainability risks and opportunities and corresponding strategic responses	Section 7
Risk Management	Framework and processes for managing sustainability-related risks within the Group’s ERM structure	Section 8
Metrics and Targets	Key indicators and targets used to monitor performance, including climate-related disclosures	Section 9



# SUSTAINABILITY STATEMENT

## 2. BASIS OF PREPARATION (CONT'D)

### Directors' Statement

The Board of Directors is accountable for overseeing the Group's sustainability reporting and ensuring that appropriate governance processes, controls and systems are in place to support the preparation of this Statement.

This Sustainability Statement has been reviewed and approved by the Board in line with Bursa Malaysia Main Market Listing Requirements.

Certain disclosures within this Statement have also been subject to independent limited assurance, as outlined in Section 10.

### Inventory Boundary for GHG Emissions (Organisational Boundary and Operational Boundary)

#### Organisational Boundary

The Group adopts the equity share approach in defining its organisational boundary for GHG emissions reporting. Under this approach, emissions are recognised based on Teladan's proportionate ownership interest in its subsidiaries, joint arrangements and associates. This reflects the Group's exposure to climate-related risks across its investments.

#### Operational Scope and Scope 3 Emissions

For FY2025, Teladan has disclosed selected Scope 3 emissions categories, namely employee commuting and business travel. These categories were identified based on their relevance to the Group's operations and the availability of reliable data, consistent with the transition guidance under IFRS S2 and the NSRF.

Other Scope 3 categories are not disclosed in the current reporting period due to data limitations. The Group will continue to enhance its data collection capabilities and progressively expand its Scope 3 reporting coverage in future reporting periods.

As this represents the first year of reporting under IFRS S1 and IFRS S2, there have been no changes to the methodologies, assumptions or inputs used in determining the Group's GHG emissions boundary during FY2025.

## 3. MATERIALITY ASSESSMENT

Teladan recognises that sustainability-related risks and opportunities may have a direct impact on its financial performance, project delivery and long-term value creation. In preparing this Sustainability Statement, the Group undertook a materiality assessment to identify and prioritise sustainability matters that are relevant to its business activities and value chain.

In line with IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information, the Group adopts a financial materiality approach. Sustainability matters are considered material where they could reasonably influence the economic decisions of users of the Group's financial statements.

This assessment enables Teladan to focus on key areas that may affect its property development activities, including project execution, regulatory compliance, environmental impact, workforce management and stakeholder engagement. The results support the integration of sustainability considerations into the Group's strategic planning and operational processes.

# SUSTAINABILITY STATEMENT

## 3. MATERIALITY ASSESSMENT (CONT'D)

### Assessment Process

The materiality assessment was conducted through an internal evaluation involving the Sustainability function, senior management and key operational personnel across the Group. The process considered sustainability-related risks and opportunities arising throughout the property development lifecycle, including land acquisition, construction activities and property delivery.

In identifying and prioritising material matters, the Group assessed:

- The potential financial implications on project costs, revenue generation, asset values and long-term business viability;
- The likelihood of occurrence, taking into account operational experience, industry conditions and regulatory developments;
- The expected timeframe over which risks or opportunities may arise; and
- Key operational dependencies, including construction materials, contractor performance, workforce capability and project timelines.

Each identified matter was evaluated to determine its potential impact on the Group's financial performance, operational continuity and resilience over the short, medium and long term.

### Integration with Risk Management

The materiality assessment is embedded within Teladan's ERM framework, ensuring that sustainability-related risks and opportunities are assessed alongside other principal business risks.

Both quantitative and qualitative factors were considered in the evaluation process, including:

- The potential magnitude of financial impact on costs, capital expenditure and profitability;
- The likelihood and frequency of occurrence;
- The duration and timing of potential impacts; and
- The Group's reliance on key resources such as construction inputs, energy usage and human capital.

This approach is aligned with the Group's broader risk management practices, which are guided by the principles of ISO 31000, enabling a structured and consistent evaluation of risks across the organisation.

### Use of Judgement and Information Sources

The assessment involved the application of management judgement in determining the significance of identified sustainability matters.

Teladan considered a combination of internal and external information sources. Internal inputs included project reports, construction and operational data, workforce information, supplier and contractor performance records, as well as internal risk registers.

External considerations included developments in the Malaysian property sector, regulatory requirements, construction industry trends and evolving stakeholder expectations. The Group also considered its relationships with contractors, suppliers, purchasers and local communities in identifying potential sustainability-related risks and opportunities.

While stakeholder perspectives were taken into account, the final determination of material matters was based on their potential financial impact on the Group, consistent with the financial materiality principle under IFRS S1.

### Governance and Review

The outcomes of the materiality assessment are reviewed by senior management and presented to the Sustainability and Risk Management Committee ("SRMC") for oversight. The SRMC evaluates whether the identified matters are appropriately addressed within the Group's risk management and internal control frameworks.



# SUSTAINABILITY STATEMENT

## 3. MATERIALITY ASSESSMENT (CONT'D)

### Governance and Review (Cont'd)

Significant sustainability-related risks and opportunities are escalated to the Board of Directors, which holds ultimate responsibility for overseeing sustainability disclosures and governance practices.

Teladan will periodically review and update its materiality assessment to reflect changes in its operating environment, regulatory landscape, industry developments and stakeholder expectations. This ensures that the Group's sustainability disclosures remain relevant, reliable and aligned with IFRS Sustainability Disclosure Standards and Bursa Malaysia requirements.

## 4. JUDGEMENT AND MEASUREMENT UNCERTAINTY

### Significant Judgements

The areas where management judgement was particularly relevant are described below. The preparation of this Sustainability Statement requires the application of management judgement in determining the scope, methodologies and assumptions used in reporting sustainability-related information. These judgements, apart from those applied in the materiality assessment (Section 3), influence how certain disclosures and metrics are defined, measured and presented.

Key areas where judgement has been applied are outlined below.

#### Scope 3 GHG Emissions

For FY2025, Teladan has disclosed selected Scope 3 GHG emissions categories, namely employee commuting and business travel. This approach reflects the transition provisions under IFRS S2 – Climate-related Disclosures and guidance issued under the NSRF.

In determining the scope of disclosure, the Group considered factors such as the relevance of emission sources to its property development activities, the availability of reliable data and the proportionality of reporting effort.

While emissions arising from construction materials, contractor activities and logistics services may be significant within the value chain, these are currently not disclosed due to limitations in obtaining consistent and verifiable data from third parties. The Group will progressively expand its Scope 3 disclosures as its data collection processes and stakeholder engagement practices improve.

#### GHG Reporting Boundaries

Management judgement was applied in defining both the organisational and operational boundaries for GHG emissions reporting.

Teladan adopts the equity share approach in determining its organisational boundary, whereby emissions are accounted for based on the Group's proportionate ownership interest in its subsidiaries, joint arrangements and associates. This approach reflects the Group's economic exposure to climate-related risks across its investments.

In assessing the operational boundary, the Group evaluated activities undertaken by third parties, including contractors and service providers. As Teladan does not exercise operational control over construction contractors or external service providers, emissions arising from these activities are not included under Scope 1 or Scope 2. These emissions may be considered for future Scope 3 reporting as data availability improves.

# SUSTAINABILITY STATEMENT

## 4. JUDGEMENT AND MEASUREMENT UNCERTAINTY (CONT'D)

### Significant Judgements (Cont'd)

#### Determining of the Value Chain

Judgement was also applied in defining the boundaries of the Group's value chain for sustainability reporting purposes.

Teladan considered key stages across its property development lifecycle, including land acquisition, procurement of construction materials, project development and construction, as well as property delivery and customer engagement.

The Group has focused its disclosures on areas where ESG factors may have a meaningful impact on project execution, cost management, regulatory compliance and stakeholder relationships.

#### **Measurement Uncertainty**

Certain sustainability disclosures involve inherent measurement uncertainty due to data limitations, estimation techniques and the forward-looking nature of climate-related information.

#### Estimation of Scope 3 Emissions

The calculation of Scope 3 emissions, particularly for employee commuting and business travel, involves the use of assumptions and estimation methods.

Uncertainty arises from factors such as variations in travel patterns, modes of transportation and the use of emission factors. As a result, the reported emissions represent reasonable estimates based on the best available data during the reporting period. These estimates may be refined in future as data quality and availability improve.

#### Climate-related Financial Impacts

The assessment of potential financial impacts arising from climate-related risks and opportunities involves forward-looking assumptions. These include considerations such as regulatory developments, changes in construction costs, market demand and climate-related events.

Given the inherent uncertainty associated with these factors, actual outcomes may differ from current estimates. The Group will continue to refine its assessment methodologies as more information becomes available.

#### Value Chain Data Limitations

Measurement uncertainty also arises from limited access to sustainability data across the Group's value chain, particularly in relation to construction materials, contractor activities and logistics services.

At present, the availability of reliable and consistent data from external parties remains constrained. Consequently, certain emissions and impacts associated with these activities are not included in the current reporting period.

Teladan is committed to enhancing its data collection processes and strengthening engagement with contractors and suppliers to improve the completeness and accuracy of its sustainability disclosures over time.

## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES

Teladan has identified a range of sustainability-related risks and opportunities that may influence its project delivery, financial performance and long-term resilience. These matters arise from the Group's operating environment, regulatory requirements and evolving stakeholder expectations within the property development sector.



# SUSTAINABILITY STATEMENT

## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES (CONT'D)

Climate-related risks and opportunities, particularly those associated with physical climate impacts such as flooding, are considered financially material and fall within the scope of mandatory disclosures under IFRS S2 – Climate-related Disclosures. In addition, the Group has identified broader ESG considerations to provide a more comprehensive view of sustainability factors affecting its operations.

The Group integrates the assessment and management of these risks and opportunities within its ERM framework, ensuring that they are systematically identified, monitored and addressed alongside other principal business risks. For clarity and transparency, the discussion of sustainability-related risks and opportunities is integrated across this Sustainability Statement. Key sections addressing these matters include:

### Section 6: Governance

Describes the governance structure responsible for overseeing sustainability-related risks and opportunities, including the roles of the Board of Directors, the SRMC and management.

### Section 7: Strategy

Explains how the Group responds strategically to identified sustainability-related risks and opportunities across environmental, social and governance areas.

### Section 8: Risk Management

Describes the processes used to identify, assess and manage sustainability-related risks, and how these processes are integrated into the Group's ERM framework.

### Section 9: Metrics and Targets

Provides key performance indicators and metrics used by the Group to monitor sustainability-related risks and opportunities.

## Sustainability-Related Risks

The Group has identified sustainability-related risks that may impact its operational continuity, cost structure and long-term business performance.

Environmental risks, such as flooding, may lead to project delays, increased costs and potential damage to assets. Similarly, high energy consumption and environmental impacts from construction activities may result in higher operating costs and regulatory exposure.

From a social perspective, challenges such as workforce retention, skills gaps and workplace safety may affect productivity, project execution and overall operational efficiency.

Governance-related risks, including cybersecurity threats, regulatory non-compliance and supply chain disruptions, may expose the Group to financial losses, reputational damage and operational interruptions.

These risks are actively monitored and managed through the Group's ERM framework, supported by established policies, procedures and internal controls.

### ENVIRONMENTAL RISKS

Climate-Related Physical Risk (Flooding)	<p>The Group's property development activities may be exposed to physical climate risks, particularly flooding, which could affect construction progress and completed assets. Extreme weather events may result in project delays, increased costs and potential damage to infrastructure.</p> <p>Inadequate consideration of climate resilience in project design may also impact long-term asset value and increase maintenance costs. As stakeholder expectations on climate adaptation continue to rise, failure to address such risks may affect the Group's reputation and market competitiveness.</p>
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# SUSTAINABILITY STATEMENT

## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES (CONT'D)

### Sustainability-Related Risks (Cont'd)

ENVIRONMENTAL RISKS (CONT'D)	
Energy Consumption and Carbon Emissions	<p>The Group's operations, including construction activities and corporate offices, rely on energy consumption. Rising energy costs, evolving regulatory requirements and increasing expectations on carbon management may lead to higher operating expenses over time.</p> <p>Failure to manage energy usage effectively may expose the Group to regulatory risks and affect its environmental performance, particularly as stakeholders place greater emphasis on emissions reduction and sustainable development practices.</p>
Water Pollution	<p>Construction activities may generate wastewater, runoff and other pollutants that could impact surrounding water sources if not properly managed. Non-compliance with environmental regulations may result in penalties, project delays and reputational damage.</p> <p>Increased scrutiny from regulators and local communities may also heighten expectations for responsible water management and environmental protection practices.</p>
Land Use and Biodiversity Impact	<p>Property development activities may contribute to land disturbance, habitat loss and biodiversity impacts. Inadequate land management practices may lead to stricter regulatory approvals and delays in project implementation.</p> <p>Failure to address environmental considerations during project planning may also affect stakeholder confidence and increase compliance risks.</p>

SOCIAL RISKS	
Talent Retention and Workforce Stability	<p>The Group relies on skilled personnel to support its project development and operational activities. High employee turnover may increase recruitment and training costs while affecting project continuity and productivity.</p> <p>Challenges in retaining talent may also impact the Group's ability to maintain operational efficiency and deliver projects effectively.</p>
Skills Gap	<p>A shortage of skilled workers or inadequate competencies may affect construction quality, project timelines and overall operational efficiency.</p> <p>Failure to address skills gaps through training and development initiatives may result in reduced productivity and increased operational risks.</p>
Workplace Health and Safety	<p>Construction and development activities expose workers to safety risks. Workplace incidents may result in injuries, operational disruptions and potential regulatory penalties.</p> <p>Inadequate safety management practices may also affect employee morale and the Group's reputation as a responsible employer.</p>
Employee Wellbeing	<p>Work-related stress, long working hours and demanding project timelines may affect employee wellbeing and productivity.</p> <p>Failure to support employee wellbeing may lead to increased absenteeism, lower engagement and reduced overall performance.</p>
Human Rights in Operations	<p>The Group's operations and contractor relationships may expose it to risks related to labour practices and human rights. Non-compliance with ethical standards may result in reputational damage and operational disruptions.</p> <p>Ensuring fair labour practices and ethical conduct is essential in maintaining stakeholder trust and business integrity.</p>



# SUSTAINABILITY STATEMENT

## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES (CONT'D)

### Sustainability-Related Risks (Cont'd)

GOVERNANCE RISKS	
Cybersecurity	<p>The Group relies on digital systems for its operations and data management. Cybersecurity breaches may result in financial losses, operational disruptions and reputational damage.</p> <p>Increasing digitalisation also heightens exposure to cyber threats, requiring robust controls and monitoring mechanisms.</p>
Data Privacy Compliance	<p>Failure to comply with data protection regulations may result in penalties, legal liabilities and reputational risks.</p> <p>As the Group handles customer and stakeholder data, maintaining strong data governance practices is critical to ensure compliance and trust.</p>
Anti-Bribery and Corruption	<p>The Group operates in an environment where exposure to bribery and corruption risks may arise, particularly in procurement and project-related activities.</p> <p>Failure to uphold ethical business practices may result in regulatory action, financial penalties and reputational damage.</p>
Board Oversight of Sustainability	<p>Insufficient oversight of sustainability-related matters may weaken the Group's ability to identify and manage emerging risks and opportunities.</p> <p>Strong governance structures are essential to ensure sustainability considerations are effectively integrated into strategic decision-making.</p>
Supply Chain Integrity	<p>The Group relies on contractors and suppliers for construction materials and services. Supplier misconduct or disruptions may impact project timelines, cost efficiency and quality standards.</p> <p>Failure to manage supply chain risks effectively may result in operational delays and reputational concerns.</p>

### Sustainability-Related Opportunities

In managing sustainability-related matters, Teladan also recognises opportunities to enhance business performance and create long-term value.

Environmental initiatives, such as integrating resilient design features, improving energy efficiency and adopting sustainable construction practices, may reduce operational costs and strengthen the market appeal of the Group's developments.

Social initiatives, including employee development, health and safety programmes and wellbeing initiatives, contribute to improved workforce productivity, engagement and retention.

From a governance perspective, strengthening internal controls, enhancing data protection practices and maintaining ethical business conduct can improve stakeholder confidence and support sustainable business growth.

By proactively addressing sustainability-related risks and opportunities, the Group aims to enhance operational resilience, improve project outcomes and deliver sustainable value to its stakeholders.

# SUSTAINABILITY STATEMENT

## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES (CONT'D)

### Sustainability-Related Opportunities (Cont'd)

ENVIRONMENTAL OPPORTUNITIES	
Climate-Related Physical Risk (Flooding)	<p><b>Climate-Resilient Development (Flooding)</b></p> <p>Integrating climate-resilient design features, such as improved drainage systems and flood mitigation measures, can enhance the durability and long-term value of the Group's developments.</p> <p>Proactive climate adaptation strategies may also strengthen market positioning, attract environmentally conscious buyers and investors, and reduce potential costs associated with climate-related disruptions.</p>
Energy Consumption and Carbon Emissions	<p><b>Energy Efficiency and Carbon Management</b></p> <p>Improving energy efficiency across construction activities and corporate operations can reduce operating costs and enhance overall resource efficiency.</p> <p>The adoption of green building practices, renewable energy solutions and energy-efficient technologies may also strengthen the Group's ESG profile and support access to potential incentives or certifications.</p>
Water Pollution	<p><b>Water Management and Sustainable Infrastructure</b></p> <p>Implementing proper wastewater treatment systems and water management practices presents opportunities to minimise environmental impact and improve compliance with regulatory requirements.</p> <p>Incorporating sustainable features such as rainwater harvesting systems can also enhance project value and support long-term resource efficiency.</p>
Land Use and Biodiversity Impact	<p><b>Sustainable Land Use Planning</b></p> <p>Adopting sustainable land use practices and conducting environmental impact assessments can improve project planning and reduce regulatory risks.</p> <p>Responsible land development may enhance stakeholder confidence, support smoother approval processes and contribute to long-term environmental sustainability.</p>

SOCIAL OPPORTUNITIES	
Talent Retention and Workforce Stability	<p><b>Talent Development and Retention</b></p> <p>Investing in employee development and career progression programmes can strengthen workforce capabilities and improve retention.</p> <p>A strong employer brand may enhance the Group's ability to attract skilled talent and support long-term operational stability.</p>
Skills Gap	<p><b>Workforce Upskilling</b></p> <p>Providing training and professional development opportunities enables employees to enhance their technical competencies and improve work quality.</p> <p>Upskilling initiatives can contribute to greater productivity, better project outcomes and improved operational efficiency.</p>
Workplace Health and Safety	<p><b>Safe and Productive Work Environment</b></p> <p>Maintaining strong health and safety practices can reduce workplace incidents and improve employee morale.</p> <p>A safe working environment supports productivity, minimises disruptions and reinforces the Group's commitment to responsible operations.</p>



# SUSTAINABILITY STATEMENT

## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES (CONT'D)

### Sustainability-Related Opportunities (Cont'd)

SOCIAL OPPORTUNITIES (CONT'D)	
Employee Wellbeing	<p><b>Employee Wellbeing and Engagement</b></p> <p>Implementing wellness initiatives, such as health screenings and support programmes, can improve employee engagement and overall performance.</p> <p>Enhanced wellbeing contributes to reduced absenteeism and a more motivated workforce.</p>
Human Rights in Operations	<p><b>Ethical Labour Practices</b></p> <p>Promoting fair labour practices and ethical conduct across operations and contractor networks can strengthen stakeholder trust.</p> <p>Strong human rights practices also support compliance with regulatory expectations and enhance the Group's reputation.</p>

GOVERNANCE OPPORTUNITIES	
Cybersecurity	<p><b>Strengthened Cybersecurity Practices</b></p> <p>Enhancing cybersecurity controls and systems can improve data protection and reduce the risk of operational disruptions.</p> <p>Strong cybersecurity frameworks also build stakeholder confidence in the Group's digital capabilities.</p>
Data Privacy Compliance	<p><b>Robust Data Governance</b></p> <p>Strengthening data privacy policies and employee awareness can ensure compliance with regulatory requirements and reduce legal risks.</p> <p>Effective data governance enhances trust among customers, business partners and stakeholders.</p>
Anti-Bribery and Corruption	<p><b>Ethical Business Conduct</b></p> <p>Maintaining strong anti-bribery and corruption controls reinforces integrity and accountability within the organisation.</p> <p>A robust ethical framework supports sustainable business practices and strengthens the Group's corporate reputation.</p>
Board Oversight of Sustainability	<p><b>Enhanced Sustainability Governance</b></p> <p>Strengthening Board oversight and governance structures for sustainability can improve decision-making and risk management.</p> <p>Effective governance supports the integration of ESG considerations into business strategy and long-term planning.</p>
Supply Chain Integrity	<p><b>Resilient and Responsible Supply Chain</b></p> <p>Implementing supplier due diligence and promoting responsible sourcing practices can enhance supply chain reliability.</p> <p>A resilient supply chain supports consistent project delivery, reduces operational risks and improves stakeholder confidence.</p>

# SUSTAINABILITY STATEMENT

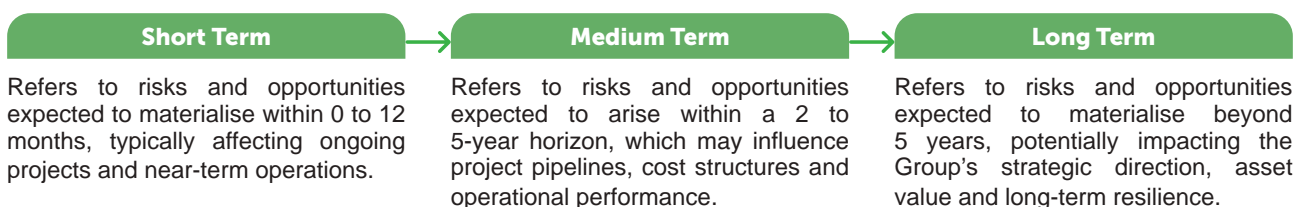
## 5. SUSTAINABILITY-RELATED RISKS AND OPPORTUNITIES (CONT'D)

### Time Horizons for Sustainability-Related Risks and Opportunities

In assessing sustainability-related risks and opportunities, Teladan considers the period over which these matters may affect its business model, project execution and financial performance. Understanding the timing of potential impacts enables the Group to prioritise key areas of focus and allocate resources effectively.

The time horizons applied in this Sustainability Statement are aligned with the Group's internal risk management processes and strategic planning cycle. This ensures that sustainability considerations are evaluated consistently with the Group's overall business planning and decision-making framework.

For reporting purposes, the Group categorises sustainability-related risks and opportunities into three time horizons:



These timeframes reflect the Group's operational planning cycle, capital investment considerations and longer-term strategic objectives. References throughout this Sustainability Statement to short-, medium- or long-term sustainability risks and opportunities should therefore be interpreted according to these defined time horizons.

### Assessment of the Likelihood of Sustainability-Related Events

Teladan evaluates sustainability-related risks and opportunities by considering both the potential impact and the likelihood of occurrence. This approach supports the identification and prioritisation of matters that may significantly influence the Group's financial performance, operational continuity and strategic objectives.

To ensure consistency, the Group adopts a qualitative likelihood assessment framework, enabling management to evaluate and compare risks across ESG areas. This facilitates informed decision-making and the implementation of appropriate mitigation or management strategies.

The assessment of likelihood involves the application of management judgement, taking into account a range of internal and external factors, including operational experience, industry trends, regulatory developments and project-specific considerations.

This process forms part of the Group's ERM framework, which is guided by the principles of ISO 31000. The likelihood of each identified risk or opportunity is assessed alongside its potential financial impact to determine its overall significance.

#### Likelihood Classification

The Group applies the following qualitative scale in assessing the likelihood of sustainability-related events:

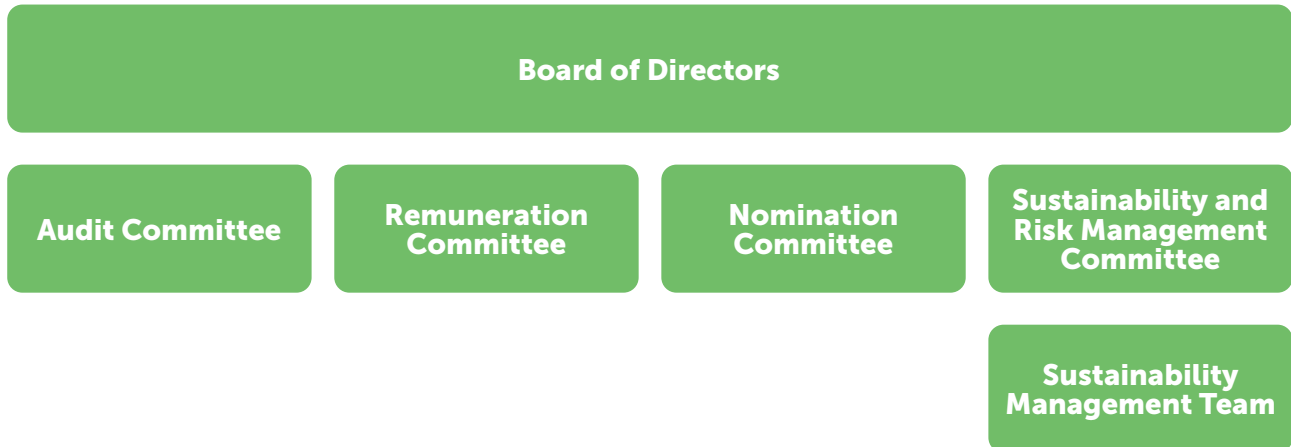
Likelihood Level	Description	Definition
Very High	Expected to occur	Likely to occur frequently or under most conditions
High	Likely to occur	Expected to occur under normal operating conditions
Moderate	Possible	May occur under certain conditions but not frequently
Low	Unlikely	Not expected under normal conditions but remains possible
Very Low	Rare	Highly unlikely, occurring only under exceptional circumstances

This structured approach enables Teladan to systematically identify and prioritise sustainability-related risks and opportunities, while ensuring alignment with its risk management practices, strategic planning processes and the requirements of the IFRS Sustainability Disclosure Standards.



# SUSTAINABILITY STATEMENT

## 6. GOVERNANCE



### Board of Directors

The Board of Directors provides overall oversight of sustainability across Teladan, ensuring that sustainability considerations are integrated into the Group's strategy, operations and decision-making processes.

The Board is responsible for guiding the Group's long-term direction while considering sustainability-related risks and opportunities, including climate-related matters, that may impact financial performance, project delivery and stakeholder value.

In discharging its responsibilities, the Board:

- Oversees the Group's sustainability strategy, priorities and performance;
- Ensures the integration of ESG considerations into key business segments and operations;
- Reviews the effectiveness of the Group's risk management and internal control framework;
- Monitors sustainability-related disclosures and stakeholder communications; and
- Promotes a strong sustainability culture across the organisation.

### Board Committees

The Board is supported by its Committees, each of which provides focused oversight on key areas of governance, risk management and leadership to support effective decision-making and accountability across the Group.

#### Audit Committee

The Audit Committee assists the Board in safeguarding the integrity of the Group's financial reporting and ensuring compliance with applicable laws and regulatory requirements. It reviews the adequacy and effectiveness of internal controls, financial reporting processes and audit functions.

In addition, the Committee evaluates the Group's risk management framework, including controls supporting sustainability-related disclosures, and reviews key financial and non-financial information to ensure accuracy, completeness and reliability.

#### Remuneration Committee

The Remuneration Committee oversees the development and implementation of remuneration policies and practices for Directors and senior management. It ensures that remuneration structures are fair, competitive and aligned with the Group's strategic objectives and long-term performance.

The Committee also considers the linkage between performance and reward, including the potential incorporation of sustainability-related objectives, to promote accountability and responsible business practices.

# SUSTAINABILITY STATEMENT

## 6. GOVERNANCE (CONT'D)

### Board Committees (Cont'd)

#### Nominating Committee

The Nominating Committee is responsible for ensuring that the Board maintains an appropriate balance of skills, experience, independence and diversity to effectively discharge its responsibilities.

It oversees Board appointments, succession planning and the evaluation of Board effectiveness. The Committee also supports the ongoing development of Directors to ensure that the Board remains equipped to address evolving business and sustainability challenges.

#### Sustainability and Risk Management Committee

The SRMC supports the Board in overseeing the Group's risk management framework, including the identification, assessment and mitigation of key risks across the organisation.

This includes monitoring sustainability-related risks such as environmental, social and governance matters, as well as climate-related risks. The Committee reviews risk registers, mitigation strategies and internal controls to ensure that risks are managed within the Group's risk appetite and aligned with its strategic objectives.

### Management's Role in Sustainability Governance

Management is also responsible for implementing Teladan sustainability strategy and managing sustainability-related risks and opportunities across its operations.

Led by senior management and supported by the Sustainability Management Team, sustainability considerations are integrated into project planning, operational processes and decision-making.

Management's key responsibilities include:

- Executing sustainability strategies, policies and initiatives;
- Identifying and managing ESG risks within the ERM framework;
- Monitoring sustainability performance and key indicators;
- Overseeing sustainability data collection and reporting; and
- Reporting progress and key matters to the Board and relevant Committees.

Through this approach, management ensures that sustainability practices are effectively embedded across the Group's operations and aligned with its overall strategic objectives.

## 7. STRATEGY

Teladan integrates sustainability considerations into its business strategy, project development and operational practices to address ESG risks and opportunities.

As a property developer, the Group focuses on enhancing climate resilience, improving resource efficiency, strengthening workforce capabilities and maintaining strong governance practices. These strategies are supported by established policies, operational measures and ongoing initiatives implemented across its developments and corporate functions.



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Environmental Strategy

#### Climate-Related Physical Risk (Flooding)

Flooding represents a key climate-related risk that may affect the Group's project timelines, cost structures and asset integrity. Teladan incorporates climate resilience into its development planning and design processes by conducting site-level flood risk assessments in accordance with CIDB standards. Mitigation measures such as drainage systems, retention ponds, elevated structures and green infrastructure solutions are integrated into project designs to reduce exposure to flood risks. These initiatives enhance project resilience, minimise potential disruptions and support the long-term value of the Group's developments.

#### Energy Consumption and Carbon Emissions

Energy consumption across the Group's corporate office and development projects remains an important environmental consideration. Teladan promotes energy efficiency through the adoption of energy-efficient building designs and the installation of solar photovoltaic systems at its corporate office and selected projects.

The Group also integrates sustainable infrastructure into its developments, including solar-powered street lighting, EV charging points and fibre optic connectivity, to support low-carbon living and improve overall efficiency. Low-carbon practices such as carpool initiatives at its corporate office are also encouraged to reduce commuting-related emissions.

These efforts are supported by recognised certifications and renewable energy initiatives, including:

**Green Building Index ("GBI") Silver certification for the Group's corporate building**

**Implementation of solar photovoltaic systems under renewable energy programmes**

#### Water Pollution and Resource Management

Construction activities may contribute to water pollution if not properly managed. To address this, the Group implements appropriate wastewater management systems and integrates sustainable water management solutions such as the Sistem Pengumpulan dan Penggunaan Semula Air Hujan ("SPAH").

SPAH systems are implemented in developments and corporate facilities such as Wisma Teladan, where harvested rainwater is reused for irrigation and non-potable purposes, including sanitary usage. These measures improve water efficiency, reduce environmental impact and support compliance with regulatory requirements.

#### Land Use and Biodiversity Impact

Property development activities may have implications on land use and biodiversity. Teladan manages these risks by conducting EIA in accordance with Department of Environment ("DOE") guidelines and regulatory requirements. Sustainable planning and environmental considerations are integrated into developments to minimise environmental disturbance and support responsible land use.

The Group also promotes environmental awareness and waste reduction through initiatives such as recycling programmes and KITAREcycle activities across its operations and projects.

# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Environmental Strategy (Cont'd)

#### Sustainable Operations and Innovation

Teladan continues to enhance its sustainability performance through the adoption of environmentally responsible practices and innovation. The Group integrates green construction methods, eco-friendly materials and smart technologies into its developments, while exploring renewable energy solutions such as Net Energy Metering (“NEM”).

These efforts are complemented by features such as EV charging infrastructure, solar-powered lighting and smart connectivity, which collectively enhance energy efficiency and support the transition towards more sustainable and future-ready developments.

#### Current and Anticipated Financial Effects and Effects on Strategy

Environmental considerations may influence Teladan's operations primarily through increased development costs, regulatory requirements and potential physical climate risks. Climate-related factors such as flooding may lead to additional capital expenditure for mitigation measures, including drainage systems, retention ponds and elevation works, as well as potential project delays. In addition, rising energy costs and evolving environmental regulations may increase operating and compliance costs across the Group's developments.

To address these risks, Teladan focuses on integrating sustainable practices into its project planning and design, including energy-efficient building features, solar photovoltaic systems and water management solutions such as rainwater harvesting systems SPAH. The Group also conducts EIA to ensure compliance with regulatory requirements and minimise environmental impact. These initiatives support cost management, enhance regulatory compliance and strengthen the resilience of the Group's developments.

While no material financial impact from environmental risks has been identified during the reporting period, the Group continues to monitor developments relating to climate risks, energy costs and environmental regulations.

#### Strategic Outlook

Looking ahead, the Group will continue to strengthen its environmental management practices by enhancing climate resilience in project design and increasing the adoption of energy-efficient and sustainable infrastructure. Over the medium to long term, Teladan aims to further integrate renewable energy solutions and water management systems across its developments, while improving internal monitoring of resource consumption. These initiatives are expected to support cost optimisation, regulatory compliance and long-term asset value.



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Environmental Strategy (Cont'd)

#### Climate-Related Risks and Opportunities Summary

Teladan has identified key climate-related risks and opportunities that may influence its development activities, cost structure and long-term resilience. These risks arise from both physical climate impacts and evolving regulatory and market expectations.

Risk/Opportunity	Type	Likelihood & Time Horizon	Potential Impact on Business Model and Value Chain	Current Financial Effect	Our Response	Anticipated Financial Effects After Considering Our Response
Exposure to flooding affecting development projects	Physical risk (acute)	Likely – Short to medium term	Project delays, increased construction costs and potential damage to assets	No material impact recognised	Conduct flood risk assessments, integrate drainage systems, retention ponds and elevation measures	Improved project resilience and reduced potential cost of damage and delays
Rising energy costs and carbon-related expectations	Transition risk (regulatory & market)	Likely – Medium to long term	Higher operating costs and increased expectations for sustainable developments	No material impact recognised	Adoption of energy-efficient designs, solar installations and green building practices	Gradual cost savings and improved energy efficiency over time
Increasing environmental regulations and compliance requirements	Transition risk (regulatory)	Possible – Medium to long term	Higher compliance costs and potential delays in approvals	No material impact recognised	Conduct EIAs and align developments with DOE guidelines and sustainability practices	Reduced regulatory risks and smoother approval processes
Demand for sustainable and resilient developments	Opportunity (market)	Likely – Medium to long term	Enhanced market positioning and attractiveness to environmentally conscious buyers and investors	No material impact recognised	Integration of green features, water management systems and sustainable infrastructure	Strengthened competitiveness and potential revenue growth
Resource efficiency and operational improvements	Opportunity (operational efficiency)	Likely – Short to medium term	Improved cost efficiency and project performance	No material impact recognised	Implementation of water management systems (SPA), energy efficiency and sustainable practices	Gradual cost optimisation and improved operational efficiency

# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Environmental Strategy (Cont'd)

#### Overall Financial Implications

Climate-related developments may influence Teladan's operations through potential increases in development costs, evolving regulatory requirements and exposure to physical climate risks such as flooding. These factors may affect project timelines, cost structures and long-term asset performance.

While no material financial impact from climate-related risks or opportunities has been recognised during the reporting period, the Group continues to monitor these developments closely. Ongoing initiatives, including climate-resilient design, energy-efficient solutions and sustainable construction practices, are expected to mitigate potential risks while supporting operational resilience and long-term value creation.

#### Climate Strategy and Risk Assessment Approach

Teladan assesses the potential impact of climate-related risks and opportunities on its operations and development activities primarily through qualitative analysis, taking into account its project-based business model and the current maturity of its sustainability data systems.

At this stage, the Group has not conducted quantitative climate scenario analysis. This reflects current data limitations and the evolving nature of its climate-related risk assessment processes.

Instead, the Group applies a qualitative approach by evaluating key risk drivers, including:

Exposure of development projects to physical climate risks, particularly flooding;

Regulatory developments and environmental compliance requirements; and

Market expectations for sustainable and resilient developments.

This approach enables the Group to assess potential impacts across its project lifecycle, from planning and design to construction and delivery. The Group's current focus is on implementing practical mitigation measures, such as flood management infrastructure, energy-efficient building designs and sustainable resource management practices.

#### Scenario Analysis Approach

As part of its climate risk assessment approach, the Group considers both internal operational data and external climate-related information to support its evaluation of potential future risks.

To support its qualitative climate scenario analysis, the Group incorporates publicly available climate data and visual tools to assess long-term climate trends and potential physical risks. These include coastal flood risk projections and historical temperature patterns, which provide context for understanding climate-related exposures such as flooding and rising temperatures.

#### Coastal Flood Risk Projection (2050)

Based on coastal risk projections for 2050, the Group's key development areas are located outside projected high-risk inundation zones. This supports the integration of climate-resilient design measures, including drainage systems, elevation strategies and water management infrastructure, and reduces exposure to potential flood-related disruptions. These projections are based on available modelling assumptions and do not represent precise predictions of future conditions.



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Environmental Strategy (Cont'd)

#### Scenario Analysis Approach (Cont'd)

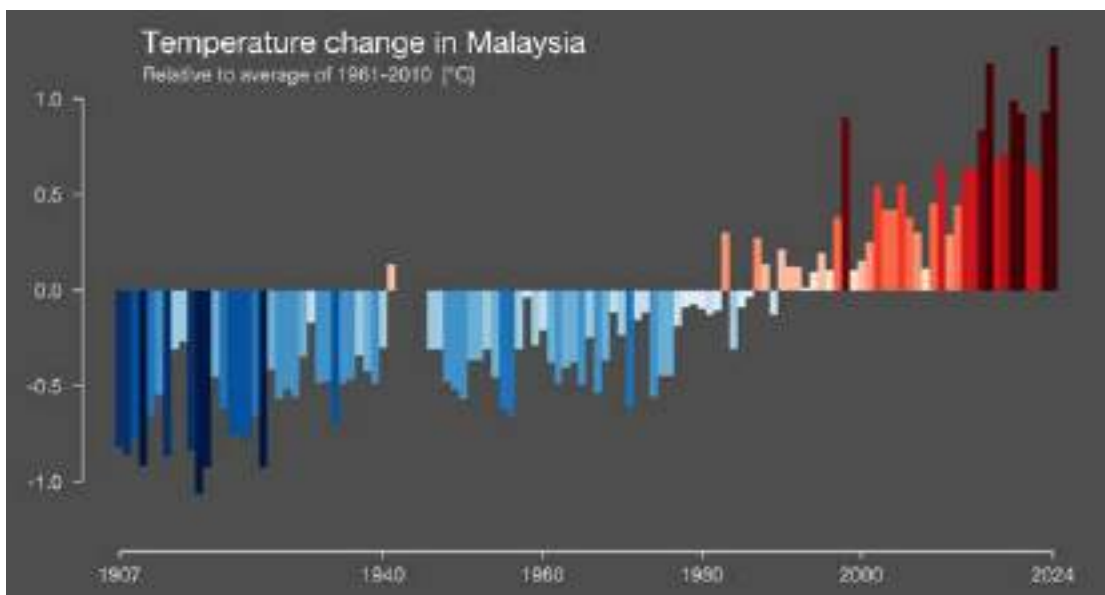
#### Coastal Flood Risk Projection (2050) (Cont'd)



#### Temperature Change Trend (Malaysia)

Long-term temperature trends, as illustrated by warming stripes developed by Professor Ed Hawkins, show a clear increase in heat intensity over time. The transition from cooler (blue) to warmer (red) years highlights the growing impact of climate change.

This trend supports the Group's qualitative climate scenario analysis by highlighting increasing climate-related risks, including heat stress and associated environmental impacts.



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Environmental Strategy (Cont'd)

#### Integration into Climate Strategy

These insights support the Group's focus on climate-resilient development planning, including flood mitigation measures, sustainable design and long-term asset durability. By incorporating climate data into its assessment processes, the Group enhances its ability to identify potential risks, strengthen resilience and support sustainable value creation over the short, medium and long term.

These qualitative insights complement the Group's scenario assessment by providing context for the identification and evaluation of climate-related risks.

Scenario Type	Application Status	Explanation
1.5°C Paris-aligned scenario	Not applied	Quantitative scenario modelling has not been conducted due to current data limitations and the early stage of climate-related assessment processes.
2°C scenario	Not applied	The Group has not performed scenario modelling and currently adopts a qualitative approach in assessing climate-related risks.
>2°C high warming scenario	Not applied	Quantitative modelling has not been conducted given the nature of the Group's operations and available data.
Qualitative climate scenario analysis	Applied	The Group assesses climate-related risks based on project-level exposure to physical risks (e.g. flooding), regulatory developments and market expectations.

Looking ahead, Teladan intends to progressively strengthen its climate risk assessment approach as data availability improves and regulatory expectations evolve. This may include the adoption of more structured methodologies, including scenario-based analysis, in line with industry practices and reporting requirements.

### Social Strategy

#### Talent Retention and Workforce Stability

The Group places strong emphasis on developing and retaining talent to support its operations. Structured training and career development programmes, including defined career pathways, are implemented to enhance employee engagement and retention.

Annual performance appraisals are conducted for all employees, supported by clearly defined job descriptions that provide clarity in roles and responsibilities. These measures contribute to workforce stability, improved performance and long-term organisational capability.

#### Skills Gap

To address skills gaps, Teladan conducts annual training needs analysis and provides relevant training and certification programmes. Training opportunities are identified through both management recommendations and employee requests, ensuring a continuous and inclusive approach to professional development.



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Social Strategy (Cont'd)

#### Skills Gap (Cont'd)

This approach strengthens workforce competency, improves operational efficiency and supports consistent delivery of quality projects. The training programmes attended during the year include:

HDCL House Talk	Qlassic Awareness Training	Housing Development Seminar 2025 Series 1 & 2
<i>Seminar Pematuhan Akta Kualiti Alam Sekeliling 1974 (Pindaan 2024) Dan Peraturan-Peraturan Di Bawahnya</i>	<i>Seminar Bertajuk Pemerkasaan Pengurusan Strata Anjuran MPHTJ Dan Jabatan Perumahan Negara</i>	<i>Taklimat Pelaksanaan eSPA, Tandatangani Digital &amp; e-Stamping Bersama Pemaju Perumahan</i>
Briefing by KPKT - Understanding the Amendments to the Housing Development (Control and Licensing) Act 1966 [Act 118]	<i>Seminar Organisasi Keselamatan Kebakaran Jabatan Bomba Dan Penyelamat Malaysia Negeri Melaka 2025</i>	Leadership & Essential People Management Skills
KPKT REHDA Briefing on eSPA, eStamping & eSignature Related to HIMS	Navigating Transfer Pricing in APAC Audit Realities	SST Expansion and Impact on Businesses
REDHA Coffee Talk: The SST Shift	The Power of Changing Mindset Towards Greater Success for Sales Personnel	MBRS 2.0 for Preparers - Financial Statements
Service Tax Expansion, Rental, Lease & Construction	<i>Program Pemantapan Integriti Dan Tadbir Urus Bersama Pihak Berkepentingan Lembaga Perumahan Melaka</i>	Seminar on SST for Construction Work Services and Rental or Lease Services
<i>Bengkel OSH Coordinator</i>	<i>Webinar Taklimat e-Invois</i>	Briefing on eSPA, eStamping, eSignature Related to HIMS by National Housing Department Ministry of Housing and Local Government
<i>Bengkel Penggunaan Sistem eSWIS v2.0</i>	<i>Seminar Pematuhan Akta Kualiti Alam Sekeliling 1974</i>	Land Development Feasibility Study Course
<i>Talimat Kemasukan Data NAPIC PIMS</i>	<i>Persidangan Pegawai Perlindungan Data Zon Selatan</i>	NSRF Data to Disclosures Forum (D2D Forum)
From Risk to Resilience Stamp Duty Mastery for Today's Corporate Teams	2026 Budget Seminar	Performance Management (How to conduct effective performance conversations)
Bursa Malaysia ISSB Training Workshop on IFRS Sustainability Standards	SST Seminar for the Construction Industry	Exclusive Briefing on the Latest SST Policies for the Construction Industry
Malaysian Certified Inspector of Sediment & Erosion Control (My-Cisec) Training & Certification Examination	Luncheon Talk Pembangunan Lestari Tanah Adat Melaka	New Disclosure Requirements for Shariah Screening
KK Computer Phase 4 E-Invoice Webinar	E-Invoice Update & New Feature Briefing	Anti Bribery and Corruption training e-course

#### Workplace Health and Safety

Workplace health and safety remain a key priority for Teladan, particularly in construction-related activities where operational risks are more prevalent. The Group implements OHSE policies supported by safety inductions, emergency preparedness measures and ongoing safety awareness initiatives to ensure a safe working environment.

# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Social Strategy (Cont'd)

#### Workplace Health and Safety (Cont'd)

These efforts include the placement of evacuation signage across facilities, regular fire drills and engagement with the Fire and Rescue Department of Malaysia to enhance emergency preparedness. Such measures help minimise workplace incidents, strengthen safety awareness and ensure compliance with applicable safety regulations.

The Group's Safety Committee, comprising appointed representatives across functions, plays a key role in overseeing the implementation and effectiveness of workplace safety practices. The Committee works closely with management to ensure that appropriate safety measures, controls and initiatives are in place and consistently applied across the Group's operations.

As part of its commitment to fostering a strong safety culture, the Group conducts health and safety training programmes to equip employees with the necessary knowledge and skills to comply with safety standards. During the financial year, a total of 86 employees participated in safety-related programmes, including:

Fire drills conducted for all employees

Seminar Organisasi Keselamatan Kebakaran organised by the Fire and Rescue Department of Malaysia, Melaka

#### Employee Wellbeing

The Group supports employee wellbeing through the provision of medical and hospitalisation benefits, health screenings and access to counselling services. Employee engagement activities and internal programmes are also organised to foster a positive, inclusive and supportive working environment. These initiatives contribute to improved morale, reduced absenteeism and enhanced productivity across the organisation.

During the financial year, the Group organised various engagement and wellness activities to promote teamwork, work-life balance and employee interaction. These included recreational, social and health-related programmes such as Company dinners, festive gatherings, sports activities and health initiatives. Notable activities carried out include:

- TELADAN Company Dinner 2025 and Star Property Awards Gala 2025
- Festive and social events such as CNY Hamper Giving, Ramadan Buffet and Majlis Berbuka Puasa
- Recreational activities including Pertandingan Paintball Terbuka 2025 and bowling tournaments
- Health and wellbeing initiatives such as staff medical check-ups and programmes organised by the Safety and Health Office
- Community and environmental engagement activities including KITAREcycle collection initiatives





# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Social Strategy (Cont'd)

#### Employee Wellbeing (Cont'd)



Through these initiatives, the Group continues to foster a positive workplace culture that supports employee wellbeing and encourages greater engagement across all levels of the organisation.

#### Human Rights in Operations

Teladan is committed to upholding ethical labour practices and respecting human rights across its operations. A code of conduct and grievance mechanisms are in place to ensure fair treatment and address employee concerns.

The Group also promotes awareness of workplace conduct, including sexual harassment prevention, in compliance with regulatory requirements. In addition, community engagement and corporate social responsibility initiatives, such as blood donation drives and outreach programmes, are carried out to contribute positively to society and strengthen stakeholder relationships.

#### Community Engagement and CSR

The Group actively contributes to the community through various CSR initiatives aimed at promoting social wellbeing, community engagement and healthy lifestyles. These initiatives reflect the Group's commitment to creating positive social impact beyond its core business operations.

During the financial year, the Group organised and participated in activities including:

- Blood donation campaigns to support healthcare needs and community welfare
- Teladan Run and other fitness-related programmes to promote healthy living and community participation



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Social Strategy (Cont'd)

#### Community Engagement and CSR (Cont'd)



Through these initiatives, the Group seeks to strengthen relationships with the community while contributing to broader societal wellbeing.

#### Current and Anticipated Financial Effects and Effects on Strategy

Social factors may affect the Group's operational performance through workforce-related challenges, including talent retention, skills availability and workplace safety. High employee turnover, skills gaps or workplace incidents may result in increased recruitment and training costs, operational inefficiencies and potential project delays.

Teladan addresses these risks through structured training and career development programmes, annual training needs assessments and strong occupational health and safety practices. The Group also promotes employee wellbeing through medical benefits and engagement initiatives, which contribute to improved workforce stability and productivity.

These measures are expected to enhance operational efficiency, reduce workforce-related disruptions and support consistent project delivery. While social-related risks have not resulted in material financial impacts during the reporting period, the Group continues to invest in workforce development and wellbeing to maintain long-term operational resilience.

#### Strategic Outlook

The Group will continue to focus on strengthening its human capital by enhancing training programmes, improving workforce engagement and maintaining strong health and safety standards. Over the longer term, Teladan aims to build a more skilled and resilient workforce capable of supporting its growing project portfolio, while fostering a positive and inclusive work environment to sustain employee retention and productivity.



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Governance Strategy

#### Cybersecurity and Data Protection

The Group places strong emphasis on safeguarding its digital infrastructure and ensuring the integrity, confidentiality and availability of data across its operations. As business processes become increasingly digitalised, cybersecurity risks such as data breaches and system disruptions may have financial and operational implications.

To mitigate these risks, Teladan has implemented IT maintenance support arrangements, including both onsite and cloud-based backup systems to ensure robust data protection and recovery capabilities. These arrangements are supported by appropriate security controls, monitoring processes and data protection measures to safeguard against cyber threats, data loss and system failures.

The Group's data protection framework is further supported through structured backup and recovery mechanisms, including:

**Tier 1 (onsite backup), comprising server data with bare metal recovery capabilities**

**Tier 2 (offsite/cloud backup), covering critical systems such as accounting databases and shared network files**

**Data protection solutions implemented by service providers to safeguard against cyber risks, virus attacks and data corruption, with strict confidentiality requirements**

Through these measures, the Group enhances business continuity, minimises potential operational disruptions and strengthens stakeholder confidence in its data management practices.

#### Data Privacy Compliance

Teladan recognises the importance of protecting personal and sensitive data in accordance with regulatory requirements and stakeholder expectations. Failure to comply with data protection regulations may result in legal liabilities, financial penalties and reputational risks.

The Group maintains a group-wide data privacy framework supported by formal policies and employee awareness training to ensure that data is handled in a secure and responsible manner. These measures strengthen data governance practices, reduce the risk of data breaches and support ongoing compliance with applicable regulations.

#### Anti-Bribery and Corruption

The Group maintains a zero-tolerance approach towards bribery and corruption and is committed to upholding high standards of integrity across its operations and business relationships.

Teladan has established an ABC framework comprising policies, procedures and internal controls designed to prevent, detect and address unethical practices. This framework is supported by regular training programmes, including annual e-learning modules, and declaration and commitment forms for employees and business associates.

# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Governance Strategy (Cont'd)

#### Anti-Bribery and Corruption (Cont'd)

Bribery and corruption risks are also incorporated into the Group's ERM framework, enabling structured monitoring and periodic assessment. Supporting documents and initiatives include:

ERM reports incorporating bribery risk assessments

Periodic updates on the implementation of the ABC policy

Mandatory ABC training programmes completed by employees on an annual basis

These measures promote ethical conduct, enhance transparency and reduce exposure to regulatory and reputational risks.

#### Board Oversight of Sustainability

Sustainability oversight is embedded within the Group's governance framework to ensure that sustainability-related risks and opportunities are effectively managed. Responsibilities are delegated to the SRMC, which reviews sustainability matters and provides periodic updates to the Board.

This governance structure enables sustainability considerations to be integrated into strategic decision-making, strengthens accountability and ensures alignment with the Group's long-term objectives.

#### Supply Chain Integrity and Sustainable Procurement

The Group is committed to maintaining a reliable and responsible supply chain to support its development activities. Risks associated with supplier performance, compliance and disruptions may affect project delivery and operational efficiency.

To address these risks, Teladan implements structured supplier due diligence and evaluation processes, assessing suppliers based on quality, performance, financial stability and compliance with regulatory and ethical standards. Where necessary, site visits and audits are conducted to ensure continuous adherence to the Group's requirements.

Supplier relationships are governed by contractual agreements that incorporate sustainability expectations, including adherence to the Group's Code of Conduct, anti-corruption obligations and commitments to health, safety and environmental standards.

The Group also adopts a local sourcing approach to support the local economy and enhance supply chain resilience. Supplier management practices are further strengthened through:

Evaluation of certifications such as ISO 9001 and ISO 14001

Ongoing monitoring and performance assessments

Identification of critical suppliers and implementation of mitigation measures



# SUSTAINABILITY STATEMENT

## 7. STRATEGY (CONT'D)

### Governance Strategy (Cont'd)

#### Supply Chain Integrity and Sustainable Procurement (Cont'd)

These practices enhance supply chain reliability, reduce operational risks and support sustainable procurement practices.

#### Current and Anticipated Financial Effects and Effects on Strategy

Governance-related factors may impact the Group through regulatory compliance requirements, cybersecurity risks and supply chain management challenges. Potential risks include financial losses arising from data breaches, regulatory penalties due to non-compliance and operational disruptions linked to supplier performance.

To mitigate these risks, Teladan has implemented policies and controls such as IT security systems, data privacy frameworks and ABC policies supported by regular training and monitoring. The Group also conducts supplier due diligence and adopts responsible sourcing practices to enhance supply chain reliability.

These initiatives strengthen internal controls, improve risk management and support regulatory compliance, thereby reducing exposure to financial and reputational risks. No material financial impacts from governance-related risks have been identified during the reporting period.

#### Strategic Outlook

Moving forward, Teladan will continue to enhance its governance framework by strengthening internal controls, risk management processes and compliance practices. This includes improving cybersecurity measures, reinforcing data protection practices and enhancing supplier oversight. These efforts are expected to support business continuity, maintain stakeholder confidence and ensure alignment with evolving regulatory requirements.

## 8. RISK MANAGEMENT

This section outlines Teladan's approach to identifying, assessing and managing sustainability-related risks and opportunities, and how these are integrated into the Group's overall risk management framework.

The Group adopts an integrated approach to risk management, whereby sustainability-related risks are considered alongside other key strategic, operational and financial risks. ESG considerations are embedded within the Group's governance structure and decision-making processes to ensure that sustainability-related matters are consistently identified, evaluated and managed across the organisation.

# SUSTAINABILITY STATEMENT

## 8. RISK MANAGEMENT (CONT'D)

### Approach to Risk Management

The Board of Directors retains ultimate responsibility for overseeing the Group's risk management framework, including sustainability-related risks. The Board ensures that appropriate governance structures, internal controls and monitoring mechanisms are in place to support effective risk oversight.

The Board is supported by the SRMC, which assists in reviewing the adequacy and effectiveness of the Group's ERM framework, internal controls and governance processes. The SRMC also oversees key risk exposures, including those arising from sustainability-related matters, and reports its findings to the Board on a periodic basis.

Sustainability-related risks are managed within the Group's ERM framework, which is guided by the principles of ISO 31000 Risk Management. This ensures that ESG-related risks are assessed using a consistent methodology applied across all risk categories, allowing for effective comparison, prioritisation and reporting.

Each identified risk is evaluated based on several factors, including:

The potential impact on financial performance, operations and project delivery

The likelihood of occurrence based on current operating conditions and external developments

The timeframe over which the risk may materialise

The effectiveness of existing controls and mitigation measures

Both qualitative assessments and available quantitative data are considered in the evaluation process. Management judgement is applied where necessary to ensure that the assessment remains proportionate and relevant to the Group's operational context.

Risk ownership is assigned to designated members of senior management, supported by the Sustainability Management Team. These individuals are responsible for monitoring risk exposures, implementing mitigation actions and reporting on the effectiveness of controls.

Regular risk updates are provided to the SRMC, with significant matters escalated to the Board to support strategic oversight and decision-making.

### Identifying Sustainability-Related Risks and Opportunities

The Group recognises that sustainability-related factors may present both risks and opportunities that could influence its development activities, operational efficiency and long-term value creation. The identification of these risks and opportunities is embedded within the Group's ERM and strategic planning processes.

Sustainability-related risks and opportunities are assessed across the Group's value chain, including project planning and design, construction activities, supplier and contractor engagement, as well as customer interactions. This enables the Group to identify areas where ESG considerations may have financial, operational or reputational implications.



# SUSTAINABILITY STATEMENT

## 8. RISK MANAGEMENT (CONT'D)

### Identifying Sustainability-Related Risks and Opportunities (Cont'd)

In identifying relevant sustainability-related matters, the Group considers a range of internal and external information sources to support a comprehensive assessment. These include:

<b>Internal information sources</b>	<ul style="list-style-type: none"> <li>operational performance reports;</li> <li>supplier performance and quality control assessments;</li> <li>employee statistics and workplace safety reports;</li> <li>compliance monitoring and governance reviews; and</li> <li>management risk assessments.</li> </ul>
<b>External information sources</b>	<ul style="list-style-type: none"> <li>regulatory developments in Malaysia and relevant markets;</li> <li>industry trends within the property sector;</li> <li>developments in construction costs, energy prices and market conditions;</li> <li>stakeholder expectations relating to sustainability practices; and</li> <li>sustainability disclosures and practices of industry peers.</li> </ul>

These inputs support management judgement in evaluating the relevance, likelihood and potential impact of sustainability-related risks and opportunities.

The Group currently adopts a qualitative approach in assessing climate-related risks and opportunities, taking into account factors such as exposure to physical risks (e.g. flooding), regulatory developments and evolving market expectations for sustainable developments.

The identification of sustainability-related opportunities is conducted concurrently with risk assessment. Opportunities may arise from improvements in operational efficiency, adoption of sustainable construction practices, enhanced supplier governance and workforce capability development. These opportunities are evaluated based on their feasibility, alignment with the Group's strategic priorities and potential financial implications before being incorporated into operational planning and strategic initiatives.

Through the integration of sustainability considerations into its ERM framework, Teladan ensures that sustainability-related risks and opportunities are evaluated alongside other principal business risks. This enables the Board and management to make informed decisions that support the Group's long-term resilience, operational performance and sustainable value creation.

## 9. METRICS AND TARGETS

Teladan monitors a range of sustainability-related metrics to assess its environmental performance, operational efficiency and effectiveness in managing sustainability-related risks and opportunities. These metrics support internal decision-making, enhance transparency and enable the Group to track progress against its sustainability objectives.

In line with the transitional "climate-first" approach under IFRS S1 and IFRS S2, the Group's disclosures for the current reporting period primarily focus on climate-related metrics. Additional ESG indicators are also monitored to support broader sustainability oversight and alignment with stakeholder expectations.

### Climate Metrics

#### Greenhouse Gases Emissions

The Group measures and reports its GHG emissions in accordance with the Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard, to the extent applicable to its operations and consistent with IFRS Sustainability Disclosure Standards.

As a property developer, the Group's emissions primarily arise from electricity consumption at its corporate office and project sites, as well as fuel consumption from Company vehicles and site-related activities. The Group's emissions reporting is prepared with reference to guidance under the NSRF and applicable Malaysian emission factors.

# SUSTAINABILITY STATEMENT

## 9. METRICS AND TARGETS (CONT'D)

### Climate Metrics (Cont'd)

#### Greenhouse Gases Emissions (Cont'd)

##### Scope 1 emission (tCO<sub>2</sub>e)

Scope 1 emissions represent direct GHG emissions from sources owned or controlled by the Group, including fuel consumption from Company vehicles and equipment used in development-related activities.

The Group applies a fuel-based methodology, using fuel consumption data multiplied by relevant emission factors to estimate emissions. Where applicable, emissions from stationary and mobile combustion sources are included.

Fugitive emissions are currently not considered material to the Group's operations and are therefore not disclosed. The Group will continue to review its emissions boundaries as data availability improves.

		2025
Fuel (company car and assets)		74.73
<b>Total Scope 1 emissions</b>		<b>74.73</b>

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Mobile combustion	Petrol (company vehicles)	Fuel-based method	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)
	Diesel (vehicles & machinery)	Fuel-based method	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)
	Hybrid vehicles <sup>1</sup>	Fuel-based method (petrol component only)	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)
Stationary combustion	Diesel (equipment/generators, if applicable)	Fuel-based method	Litres purchased × emission factor	Government-published emission factors by fuel type (Malaysia)

<sup>1</sup>For hybrid vehicles, only the fuel combustion component is included in Scope 1. Electricity consumption (if applicable) is included under Scope 2.

##### Scope 2 emission (tCO<sub>2</sub>e)

Scope 2 emissions represent indirect emissions arising from purchased electricity consumed across the Group's operations, including corporate offices and development-related facilities.

These emissions are calculated using the location-based method, based on electricity consumption data and the Malaysian grid emission factor published by the relevant authorities. Electricity usage remains the primary contributor to the Group's operational emissions profile.

		2025
Electrical		299.72
EV Charged		0.25
<b>Total Scope 2 emissions</b>		<b>299.97</b>



# SUSTAINABILITY STATEMENT

## 9. METRICS AND TARGETS (CONT'D)

### Climate Metrics (Cont'd)

#### Greenhouse Gases Emissions (Cont'd)

##### Scope 2 emission (tCO<sub>2</sub>e) (Cont'd)

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Purchased electricity	Electricity consumption	Location-based method	Electricity meter readings (kWh) × grid emission factor	Malaysian grid emission factor (published by government authority)

##### Scope 3 emission (tCO<sub>2</sub>e)

In accordance with transitional provisions under IFRS S2, the Group currently discloses selected Scope 3 emission categories deemed most relevant and measurable. These include business travel and employee commuting.

Other Scope 3 categories, such as emissions from construction materials, contractor activities and upstream supply chain processes, are not currently disclosed due to limitations in data availability. The Group intends to progressively expand its Scope 3 disclosures as data collection capabilities and supplier engagement improve.

	2025
Business travel (air travel and staff claim)	3.06
Employee commuting	28.17
<b>Total Scope 3 emissions</b>	<b>31.23</b>

Category	Emission source	Measurement methodology	Activity data	Emissions factor source
Business travel	Air travel	Distance-based method	Distance travelled (km)	Government published travel emission factors
	Car/rail travel	Distance-based method	Distance travelled (km)	Government published travel emission factors
Employee commuting	Commuting travel	Distance-based method	Employee survey (distance & mode)	Government published transport emission factors

#### GHG Inventory Boundary

The Group applies the equity share approach in defining its organisational boundary for GHG emissions reporting. Under this approach, emissions are recognised based on the Group's proportional equity interest in its subsidiaries and investees.

Operational activities conducted by third-party contractors and service providers are not included within Scope 1 and Scope 2 emissions, as these are not directly controlled by the Group. Such emissions may be considered under Scope 3 in future reporting periods as data availability improves.

#### Climate-Related Targets

The Group applies the equity share approach in defining its organisational boundary for GHG emissions reporting. Under this approach, emissions are recognised based on the Group's proportional equity interest in its subsidiaries and investees.

Operational activities conducted by third-party contractors and service providers are not included within Scope 1 and Scope 2 emissions, as these are not directly controlled by the Group. Such emissions may be considered under Scope 3 in future reporting periods as data availability improves.

# SUSTAINABILITY STATEMENT

## 9. METRICS AND TARGETS (CONT'D)

### Climate Metrics (Cont'd)

#### Greenhouse Gases Emissions (Cont'd)

#### Climate-Related Targets (Cont'd)

The Group's key targets include:

1. Reduction in total greenhouse gas emissions (Scope 1, Scope 2 and Scope 3)
2. Reduction in Scope 2 emissions through improved energy efficiency and renewable energy adoption

Information	Target 1	Target 2
Metric	Total Scope 1, 2 & 3 emissions	Total Scope 2 emissions
Objective	Support long-term alignment with global climate transition objectives	Improve electricity-related emissions performance
Coverage	Consolidated Group	
Target Period	3 years	
Target Level	8% reduction	8% reduction
Base Year	2025	
Third-party Validation	No	
Carbon Credits Usage	Not planned	
Process for reviewing target	Reviewed annually by the board of directors as part of its approval of the sustainability report.	

These targets are set over a medium-term horizon and are monitored periodically by management. Progress is reviewed as part of the Group's sustainability governance processes and reported to the Board.

The achievement of these targets is supported by initiatives such as:

- Adoption of energy-efficient building designs
- Installation of solar photovoltaic systems
- Implementation of sustainable infrastructure and resource management practices

The Group does not currently rely on carbon credits to meet its emissions reduction targets and instead focuses on operational improvements and efficiency measures.

### Climate-Related Risks

The Group may be exposed to climate-related risks arising from both physical and transition factors.

Transition risks may arise from evolving environmental regulations, sustainability standards and stakeholder expectations, which may affect development requirements, compliance costs and project planning processes.

Physical risks, particularly flooding, may impact development timelines, construction activities and asset resilience. The Group mitigates these risks through proactive planning measures, including flood risk assessments and resilient project design.



# SUSTAINABILITY STATEMENT

## 9. METRICS AND TARGETS (CONT'D)

### **Climate Metrics (Cont'd)**

#### Greenhouse Gases Emissions (Cont'd)

#### Climate-Related Targets (Cont'd)

#### **Climate-Related Opportunities**

Climate-related developments also present opportunities for the Group to enhance its competitiveness and operational efficiency.

Opportunities may arise from the integration of sustainable building features, adoption of renewable energy solutions and increasing demand for environmentally responsible developments. These initiatives may improve project attractiveness, support cost efficiency and strengthen stakeholder confidence.

While such opportunities are being progressively explored, no material financial impact has been recognised during the reporting period. The Group will continue to monitor developments and identify opportunities that align with its long-term sustainability strategy.

# SUSTAINABILITY STATEMENT

## Prescribed Table

Teladan Group Berhad IFRS S1		Date & Time: 2026-04-29_18:00:06 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Environmental	Total volume of water used	Megalitres	0.04	-	Internal
Social	Age Group - Management Under 30	Percentage	0.00	-	Internal
Social	Age Group - Management Between 30-50	Percentage	67.00	-	Internal
Social	Age Group - Management Above 50	Percentage	33.00	-	Internal
Social	Age Group - Executive Under 30	Percentage	39.00	-	Internal
Social	Age Group - Executive Between 30-50	Percentage	57.00	-	Internal
Social	Age Group - Executive Above 50	Percentage	4.00	-	Internal
Social	Age Group - Non-executive/Technical Staff Under 30	Percentage	68.00	-	Internal
Social	Age Group - Non-executive/Technical Staff Between 30-50	Percentage	32.00	-	Internal
Social	Age Group - Non-executive/Technical Staff Above 50	Percentage	0.00	-	Internal
Social	Gender Group - Management Male	Percentage	67.00	-	Internal
Social	Gender Group - Management Female	Percentage	33.00	-	Internal
Social	Gender Group - Executive Male	Percentage	35.00	-	Internal
Social	Gender Group - Executive Female	Percentage	65.00	-	Internal
Social	Gender Group - Non-executive/Technical Staff Male	Percentage	48.00	-	Internal
Social	Gender Group - Non-executive/Technical Staff Female	Percentage	52.00	-	Internal
Social	Male Directors	Percentage	62.50	-	Internal



# SUSTAINABILITY STATEMENT

## Prescribed Table

Date & Time: 2026-04-29\_18:00:06  
FYE 31/12/2025

Teladan Group Berhad  
IFRS S1

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Social	Female Directors	Percentage	37.50	-	Internal
Social	Directors Under 30	Percentage	0.00	-	Internal
Social	Directors Between 30-50	Percentage	25.00	-	Internal
Social	Directors Above 50	Percentage	75.00	-	Internal
Social	Number of work-related fatalities	Number	0	-	No assurance
Social	Lost time incident rate ("LTIR")	Rate	0	-	No assurance
Social	Number of employees trained on health and safety standards	Number	86	-	No assurance
Social	Management Training Hours	Hours	1775	-	Internal
Social	Executive Training Hours	Hours	1072.5	-	Internal
Social	Non-executive/Technical Staff Training Hours	Hours	229	-	Internal
Social	Percentage of employees that are contractors or temporary staff	Percentage	1.2	-	Internal
Social	Total number of employee turnover – Management	Number	1	-	Internal
Social	Total number of employee turnover – Executive	Number	12	-	Internal
Social	Total number of employee turnover – Non-executive/Technical Staff	Number	6	-	Internal
Social	Number of substantiated complaints concerning human rights violations	Number	0	-	No assurance
Social	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	281,40752	-	Internal

# SUSTAINABILITY STATEMENT

## Prescribed Table

Teladan Group Berhad IFRS S1		Date & Time: 2026-04-29_18:00:06 FYE 31/12/2025			
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Social	Total number of beneficiaries of the investment in communities	Number	45	-	No assurance
Governance	Percentage of Management who have received training on anti-corruption by employee category	Percentage	100.00	-	Internal
Governance	Percentage of Executive who have received training on anti-corruption by employee category	Percentage	100.00	-	Internal
Governance	Percentage of Non-executive/Technical Staff who have received training on anti-corruption by employee category	Percentage	100.00	-	Internal
Governance	Percentage of operations assessed for corruption-related risks	Percentage	100.00	-	Internal
Governance	Confirmed incidents of corruption and action taken	Number	0	-	Internal
Governance	Proportion of spending on local suppliers	Percentage	100.00	-	No assurance
Governance	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	-	Internal



# SUSTAINABILITY STATEMENT

## Prescribed Table

Teladan Group Berhad IFRS S2							Date & Time: 2026-04-29_18:00:06 FYE 31/12/2025	
Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance			
Environmental	Total energy consumption	Megawatt	405.02	-	External (Limited)			
Environmental	Scope 1 emissions in tonnes of CO2e	Metric tonnes	74.73	-	External (Limited)			
Environmental	Scope 2 emissions in tonnes of CO2e	Metric tonnes	299.97	-	External (Limited)			
Environmental	Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	31.23	-	External (Limited)			

# SUSTAINABILITY STATEMENT

## 10. EXTERNAL ASSURANCE

To enhance the reliability and credibility of selected sustainability information disclosed in this Sustainability Statement, Teladan has engaged ASAP Advisory PLT (“**ASAP**”) as an independent assurance provider to perform a limited assurance engagement on selected sustainability indicators.

The engagement was carried out in accordance with ISAE 3000 (Revised): Assurance Engagements Other than Audits or Reviews of Historical Financial Information, at a limited assurance level. The scope, procedures undertaken and the assurance conclusion are presented in the Independent Assurance Report included in this Sustainability Statement.

ASAP was engaged solely to provide independent sustainability assurance services and does not participate in the Group’s management or decision-making processes. The independence of ASAP has been evaluated in accordance with the International Ethics Standards Board for Accountants (“**IESBA**”) Code of Ethics, with appropriate safeguards in place to maintain objectivity, professional judgement and integrity throughout the engagement.

The Group remains committed to continuously improving the quality of its sustainability reporting by strengthening internal data management processes and enhancing the accuracy, completeness and consistency of sustainability-related disclosures in future reporting periods.

## 11. EVENTS AFTER THE REPORTING PERIOD

The Group has considered events occurring after the end of the financial year up to the date of approval of this Sustainability Statement. Based on this assessment, there are no material events or developments that require disclosure in this report.

## 12. STAKEHOLDER FEEDBACK

Teladan values stakeholder feedback as part of its commitment to continuous improvement in sustainability practices and transparent reporting. Feedback from stakeholders provides valuable insights that support the enhancement of the Group’s sustainability disclosures and the identification of areas for improvement.

All feedback received is reviewed by management and, where relevant, escalated to the appropriate governance bodies for further consideration. This ensures that stakeholder perspectives are incorporated into the Group’s sustainability approach and reporting processes.

Stakeholders who wish to provide feedback, enquiries or suggestions regarding this Sustainability Statement may contact the Group at: [invest@teladan.my](mailto:invest@teladan.my)



# SUSTAINABILITY STATEMENT

**ASAP ADVISORY PLT**

No 17-04, Blok B, Austin V, Jalan Austin Perdana 3/2,  
Taman Austin Perdana, 81100 Johor Bahru, Johor.  
Tel: 07-3595983

## INDEPENDENT LIMITED ASSURANCE STATEMENT

Independent Limited Assurance Statement to the Directors of Teladan Group Berhad (“**Teladan**”) on Sustainability Metrics within the Sustainability Report 2025.

### Our Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter as presented in Teladan’s Sustainability Statement 2025 have not been prepared and presented fairly, in all material respects, in accordance with the Criteria defined below.

### Scope of Work

ASAP Advisory PLT (“**ASAP**” or “**we**”) was engaged by Teladan to perform a ‘limited assurance engagement,’ as defined by the International Standard on Assurance Engagements (“**ISAE**”) 3000 Revised, Assurance Engagement other than Audits or Review of Historical Financial Information, on selected subject matters (“**Subject Matter**”) included in Teladan’s 2025 Sustainability Statement (“**SS2025**”) for the financial year ended 31st December 2025.

### Subject Matter

Our limited assurance engagement was performed for the Subject Matter listed in the table below, as presented in the SS 2025:

Material Matters	Subject Matter	Scope
Climate Change	Total energy consumption	Operations assessed: Malaysia
	Scope 1 emissions in tonnes of CO <sub>2</sub> e	
	Scope 2 emissions in tonnes of CO <sub>2</sub> e	
	Scope 3 emissions in tonnes of CO <sub>2</sub> e	

The scope of our work was limited to the Subject Matter presented in the SS 2025 and did not include coverage of data sets or information unrelated to the data and information underlying the Subject Matter and related disclosures; nor did it include information reported outside of the SS 2025, comparisons against historical data, or management’s forward-looking statements.

### Criteria applied by Teladan

In preparing the Subject Matter mentioned above, Teladan applied the following criteria:

- IFRS Foundations - International Integrated Reporting Framework and Integrated Thinking Principles Task Force on Climate related Financial Disclosures (“**TCFD**”)
- Teladan’s relevant policies and procedures

### Teladan’s Responsibilities

Teladan’s management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

# SUSTAINABILITY STATEMENT



## ASAP ADVISORY PLT

No 17-04, Blok B, Austin V, Jalan Austin Perdana 3/2,  
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## INDEPENDENT LIMITED ASSURANCE STATEMENT (CONT'D)

### ASAP's responsibilities

Our responsibility is to express our conclusion on whether anything has come to our attention that causes us to believe that the Subject Matter and related disclosures as presented in the SS 2025 are not prepared, in all material respects, in accordance with the Criteria.

We have performed our limited assurance engagement in accordance with the terms of reference for this engagement agreed with Teladan, including performing the engagement in accordance with the ISAE 3000, issued by the International Auditing and Assurance Standards Board. This Standard requires that we plan and perform our engagement to obtain limited assurance about whether the Subject Matter and related disclosures as presented in the SS 2025 are free from material misstatement.

A limited assurance engagement undertaken in accordance with ISAE 3000 involves assessing the suitability in the circumstances of Teladan's use of the criteria specified as the basis of preparation used for the selected Subject Matter and related disclosures presented in the SS 2025, assessing the risks of material misstatement thereof, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Subject Matter and related disclosures in the SS 2025. We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

### Our Independence and Quality Control

This assurance has been conducted at a limited level according to Global Internal Audit Standards from the IIA2, at a minimum the internal audit function should provide the following assurance over ESG reporting;

- 1) Review reporting metrics for relevancy, accuracy, timeliness and consistency;
- 2) Review reporting for consistency with formal financial disclosure filings;
- 3) Conduct materiality or risk assessments on ESG reporting;

including the Principles of the IFRS Foundation – International Integrated Reporting Council (“IIRC”), the TCFD, and IFRS Sustainability Disclosure Standards S1 and S2.

### Statement of Independence and Competence

ASAP provides a range of services, including internal audit, internal control review, risk management, and environmental, social, and ethical auditing and training. Additionally, we offer assurance services for environmental, social, sustainability, and ESG reports.

We affirm our independence from Teladan, ensuring objectivity, freedom from bias, and the absence of conflicts of interest with the organisation, its subsidiaries, and stakeholders. For this assurance engagement, a specialised team was carefully assembled based on their expertise, experience, and relevant qualifications, ensuring a thorough and credible review.

ASAP's role and independence were assessed in accordance with professional ethical requirements, and adequate safeguards were implemented to preserve assurance integrity.



# SUSTAINABILITY STATEMENT

**ASAP ADVISORY PLT**

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## INDEPENDENT LIMITED ASSURANCE STATEMENT (CONT'D)

### *Description of Procedures Performed*

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Gaining an understanding of Teladan's business, internal processes and approach to sustainability
- Conducting interviews with key personnel and collating evidence to understand Teladan's process for reporting performance indicators and disclosures, including inquiring regarding risks of misstatement and quality controls to address risks
- Conducting limited assurance procedures over the selected Subject Matter and disclosures, including:
  - Undertaking analytical procedures to support the reasonableness of the data
  - Checking that the calculation Criteria have been applied in accordance with the methodologies for the Subject Matter within the Statement
  - Identifying and testing assumptions supporting calculations
  - Testing, on a sample basis, underlying source information to check accuracy of the data
  - Performing recalculations of performance indicators using input data
  - Checking that measurements made at the end of the reporting period are timely entered in the records and the sustainability statement
  - Obtaining appropriate representations from management, in the form of a management representation letter addressed to us to confirm that the management believes that it has fulfilled its responsibilities

We also performed such other procedures as we considered necessary in the circumstances.

### *Inherent Limitations*

Inherent limitations of assurance engagements include use of judgement and selective testing of data, which means that it is possible that fraud, error or non-compliance may occur and not be detected in the course of performing the engagement. Accordingly, there is some risk that a material misstatement may remain undetected. Further, our limited assurance engagement is not designed to detect fraud or error that is immaterial.

# SUSTAINABILITY STATEMENT

**ASAP ADVISORY PLT**

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## INDEPENDENT LIMITED ASSURANCE STATEMENT (CONT'D)

### ***Inherent Limitations (Cont'd)***

There are additional inherent risks associated with assurance engagements performed for non-financial information given the characteristics of the subject matter and associated with the compilation of source data using definitions and methods for determining, calculating, and estimating such information that are developed internally by management. The absence of a significant body of established practice on which to draw, allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The precision of different measurement techniques may also vary. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. In particular, where the information relies on factors derived by independent third parties, our assurance work has not included examination of the derivation of those factors and other third-party information.

### ***Other Matters***

Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the SS 2025. The maintenance and integrity of Teladan's website is the responsibility of Teladan's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Subject Matter and related disclosures, the SS 2025 or to our independent limited assurance report that may have occurred since the initial date of presentation on Teladan 's website.

### ***Restriction of use***

Our work has been undertaken to enable us to express a limited assurance conclusion on the matters stated above in our report provided to the directors of Teladan in accordance with the terms of our engagement, and for no other purpose.

Our report is intended solely for the directors of Teladan and should not be used by any other parties. To the fullest extent permitted by the law, we do not accept or assume liability to any party other than the directors of Teladan, for our work, for this report, or for the conclusion we have reached.

We agree to the publication of this assurance report in Teladan's SS 2025 for the financial year ended 31st December 2025, provided it is clearly understood by recipients of the SS 2025 that they enjoy such receipt for information only and that we accept no duty of care to them whatsoever in respect of this report.

### **ASAP Advisory PLT**

201804000474 (LLP0014854-LGN)

Johor Bahru, Malaysia

15 April 2026