Economic: Doing Good Business

At IJM, we create value by connecting economic progress with responsible growth. Through disciplined execution, sustainable investments and trusted partnerships, we deliver solutions that strengthen resilience, support communities and contribute to long-term prosperity for our stakeholders and the economies in which we operate.

IJM's presence at Tun Razak Exchange (TRX), Kuala Lumpur

Economic: Doing Good Business

Amid global economic realignment, digitalisation and AI advancements, geopolitical uncertainty, and sustainability-driven investment flows, the Group demonstrated resilience, adaptability and strategic foresight. This chapter outlines how IJM continued to create long-term value while upholding strong governance, stakeholder trust and sustainability commitments.

Across Construction, Property, Industry and Infrastructure, IJM acted as a real-economy enabler by participating in themes shaping the global economy, including digital infrastructure, industrial buildings, urban mobility, logistics and sustainable development. As demand accelerated for data centres, industrial ecosystems and connectivity-led infrastructure, we strengthened our position in high-value, future-facing segments while preserving balance sheet flexibility and delivery discipline. This enabled the Group to support customers with integrated capabilities and reinforce stakeholder confidence even as the operating conditions remained uneven.

FY2026 Performance Highlights

Financial Resilience

Record revenue of **RM6.75 billion,** up **8%** from FY2025; **core PBT** of **RM671.22 million** excluding non-operational items

Capital Discipline

New dividend payout policy of at least **40%** of **core PATMI**; target distribution of **RM3.0 billion** over three years through capital recycling and value realisation initiatives

Construction Growth

RM9.3 billion in **new Construction order** wins in FY2026; all-time high order book; strong data centre and industrial pipeline

Industry Strength

Industry Division **achieved** its **fourth consecutive record year**, supported by demand for piles, quarry products, ready-mixed concrete and precast IBS components

Property Momentum

Property sales rebounded; IJM Land continued to communicate its role in **sustainable** and **connected communities**

Toll Monetisation

NPE2 commenced **construction, priming matured concessions** for monetisation opportunities

Port Diversification

Diversification into **new liquid cargo streams, readying** for **ECRL**

Governance Confidence

The year reinforced the importance of **transparency, accountability** and **independent processes amid heightened public scrutiny**

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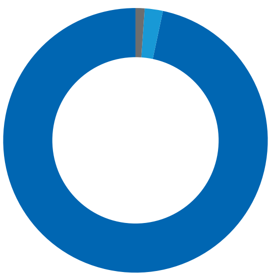
ECONOMIC PERFORMANCE

Operationally, FY2026 was characterised by strong top-line momentum and a visibly expanding project pipeline. For the first quarter ended 30 June 2025, IJM recorded revenue of RM1.73 billion and profit after tax and minority interest of RM95.60 million, supported mainly by the Construction and Industry Divisions. By the first half ended 30 September 2025, Group revenue had grown 16.7% year-on-year to RM3.41 billion, while the Construction Division's outstanding order book reached RM14.4 billion. For the nine months ended 31 December 2025, Group revenue increased further to RM5.01 billion, with construction revenue rising 53.7% to RM2.65 billion and the construction outstanding order book strengthening to RM15.3 billion. For the full financial year, revenue increased 8% from FY2025 to RM6.75 billion. These results reflected healthy execution momentum, even as reported profit was moderated by foreign exchange effects and investment gestation costs.

The quality of this momentum is especially significant. Rather than relying on a narrow revenue source, IJM's performance in FY2026 was underpinned by diversification. Construction benefited from a stronger flow of civil, industrial and data centre jobs, Industry continued to ride underlying demand for construction materials, Property maintained a steady unbilled sales base and Infrastructure provided recurring cash flow support.

FY2026 Total Value Generated

RM **1.14** billion



RM1,104 million
Net Operating Income

RM13 million
Share of Profits from Associates

RM26 million
Share of Profits from Joint Ventures

- Net Operating Income
- Share of Profits from Associates
- Share of Profits of Joint Ventures

FY2026 Total Value Distributed

RM **1.14** billion

RM373 million
To employees in salary and other staff costs

RM499 million
To capital providers (dividends, non-controlling interest and financial cost)

RM301 million
To governments (taxation)

(RM30 million)
Retained for future reinvestment and growth

While the Port Division experienced softer throughput from customer maintenance activity and the Toll Division was affected by traffic mix and overseas concession dynamics in the first half, the overall portfolio remained balanced to withstand short-term volatility while keeping the Group on a strategic growth path.

This diversification remains one of IJM's core economic strengths. It enables the Group to remain responsive to changing market conditions, redeploy capital and capabilities toward better-yielding opportunities and sustain business continuity through cycle shifts. Equally important, the Group's strong cash reserves and moderate net gearing gave us room to pursue sizeable projects and invest in long-term growth areas without compromising prudence.

Strategic Outlook

Looking ahead, IJM enters the next phase of growth from a position of greater strategic clarity. The economic landscape is increasingly being shaped by structural rather than purely cyclical drivers: the growth of digital infrastructure, supply chain diversification into Southeast Asia, the build-out of industrial ecosystems, demand for urban connectivity and the transition toward more sustainable assets. IJM is already present across each of these themes, giving the Group an important strategic advantage as public and private investment continues to realign around them.

The Group's expanding exposure to data centres is particularly notable. During FY2026, IJM secured and progressed several major data centre related contracts, including a RM1.4 billion fast-track facility in Johor and a RM2.1 billion hyperscale data centre contract at Elmina Business Park as well as continued delivery of multiple data centre projects in Johor. These projects do more than enlarge the order book. They deepen IJM's credentials in technically demanding, time-sensitive and sustainability-linked construction segments, positioning the Group as a capable delivery partner in one of the region's fastest-growing infrastructure classes.

At the same time, the Group is building around the broader investment wave unfolding in Johor. Through its participation in strategic developments linked to the Johor-Singapore Special Economic Zone, including the RM1.96 billion industrial park joint venture in Sedenak, and through active involvement in the RTS Link ICQ Complex and industrial-related supply needs, IJM is aligning itself with one of Malaysia's most compelling multi-year growth corridors. This gives the Group exposure not only to construction revenues, but also to land monetisation, industrial development demand, materials offtake and long-duration ecosystem value creation.


Artist's impression of IJM's data centre project in Elmina, Selangor

PURSUING GREEN CREDENTIALS

IJM views green credentials as a strategic enabler of long-term value creation, supporting the Group's transition towards a lower-carbon, resource-efficient and future-ready business model. In FY2026, sustainability continued to be embedded across the design, delivery and operation of its businesses through green-certified developments, low-carbon construction practices, sustainable township planning, resource-efficient building materials, green highway initiatives and environmentally responsible port operations. These initiatives strengthen climate resilience, operational efficiency and stakeholder confidence while reinforcing the Group's competitiveness in an increasingly sustainability-driven market. This approach aligns with the FTSE Russell Green Revenues Classification System and reflects the Group's commitment to integrating sustainability into business strategy and long-term value creation. In FY2026, IJM continued to advance the use of green materials across the Group, with green concrete accounted for 20% of all concrete used, underscoring our commitment to embedding sustainable practices across our portfolio.

Construction

For the Construction Division, green credentials remain an integral part of delivering sustainable, resilient and future-ready infrastructure. During FY2026, the Division continued to expand its portfolio of developments certified under recognised sustainability rating systems, with approximately 84.3% of its revenue from projects certified or provisionally certified under the GreenRE, GBI, LEED, MyCREST, EDGE Advanced, Green Highway Index and Sustainable INFRASTAR. This diverse certification portfolio reflects the Division's commitment to responsible construction, resource efficiency and Malaysia's low-carbon development agenda.

The Division's FY2026 portfolio demonstrates the breadth of its sustainable construction capabilities across multiple sectors. GreenRE Certification continued to underpin key township and mixed-use developments, including IJM Rimbayu, Seremban 2, The Light City and Merione Residences, while industrial and logistics facilities such as United Logistic Hub, Shah Alam International Logistics Hub (SAILH) and Exio Logistics in Elmina achieved certifications under GreenRE, EDGE Advanced, GBI and LEED. The Division further strengthened its presence in digital infrastructure through multiple data centre projects certified under LEED and GBI, alongside sustainable public infrastructure projects such as the RTS ICQ (GBI) and NPE2 (Green Highway Index), as well as Hospital Kapar (MyCREST). Collectively, these projects reflect IJM's capability to deliver sustainable infrastructure across diverse sectors while supporting Malaysia's low-carbon and digital economy aspirations.

Property

The Property Division continued to strengthen its position as a creator of sustainable, connected and future-ready communities, guided by IJM Land's vision of developing self-sustaining townships where living, working and leisure seamlessly converge. The Division expands its portfolio of GreenRE-Certified developments and incorporates sustainable design features across its projects. These initiatives include solar-powered compound lighting, electric vehicle charging point readiness, rainwater harvesting systems, solar panel installations and enhanced walkability features designed to encourage active and healthier lifestyles.

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Rimbun Harmoni, S2

Green building certification remains a key strategy for product differentiation and sustainable value creation, with all new projects targeting a minimum GreenRE Bronze rating and an ambition for Silver or Gold where feasible. Initiatives such as the use of sustainable building materials (e.g. green concrete) and EV bikes support our ambition to achieve green building certification. In FY2026, 20 GreenRE Certificates were awarded, with 13 projects granted provisional certifications, which account for 63.9% of the total revenue, reflecting strong pipeline momentum.

Through thoughtful master planning, integrated amenities and sustainable design principles, IJM Land shapes vibrant communities that foster social connectivity, economic activity and environmental stewardship by incorporating meaningful green spaces into project planning and design, where over 10% of land area will be allocated for green zones across residential developments. This is achieved through a systematic process involving the early identification and planning of green areas, integration into master plan layouts, submission for regulatory approval and implementation in accordance with approved plans. Menara Prudential, the Group's investment property, retains its LEED Gold certification and continues to demonstrate commitment to sustainable built environments. The building is equipped with advanced energy-efficient lighting, smart metering and intelligent cooling systems, all integrated within a building management system that enables real-time energy performance monitoring.

GreenRE-Certified Projects

4 GreenRE Gold Certified Project

4 GreenRE Silver Certified Project

12 GreenRE Bronze Certified Project

Gold Rating

- Pantai Sentral Park – Enlace CO I
- Pantai Sentral Park – Enlace CO II
- Pantai Sentral Park – Enlace Suites
- The Light City – Lightwater Residences

Silver Rating

- IJM Bayouri – Ayra
- IJM Bayouri – Sales Gallery
- IJM Rimbayu – Meta Residence
- Permatang Sanctuary – Sanctuary Suria

Bronze Rating

- Alam Suria – Phase 1B
- Alam Suria – Phase 3A & 3B
- Alam Suria – Phase 4A (Sovana) & 4B
- Austin Duta – Phase 11A
- Austin Duta – Phase 11B
- Austin Duta – Phase 11C
- IJM Rimbayu – Avela
- IJM Rimbayu – Roam
- IJM Bayouri – Emeri Place
- Riana Dutamas – Stellaris
- Seremban 2 – Nexus
- Setapak – Riana Star Park Sales Gallery

Installation of Bubbledeck® slab

Industry

Beyond its strong operational and financial performance, the Industry Division continued to strengthen its role in supporting the transition towards a more sustainable built environment. As demand grows for lower-carbon infrastructure and buildings, the Division is increasingly focused on developing and supplying construction materials that contribute to improved environmental performance across the project lifecycle.

The Industry Division continues to innovate in reducing embodied carbon across its product offerings. By substituting cement with industrial by-products such as fly ash, ground granulated blast-furnace slag (GGBS) and calcium carbonate powder (CCP), alongside the use of admixtures to improve curing efficiency, the Division has reduced emissions through the reduction of steaming process and the embodied emissions of concrete. Complementing this, IJM IBS has continued to achieve success with the deployment of BubbleDeck®, an advanced precast voided slab system that eliminates non-structural concrete, reducing concrete volume by up to 40% and structural weight by up to 35% compared to conventional slabs.

In recognition of these sustainability efforts, the Division has attained several green certifications across its product range, underscoring the Division's commitment to delivering environmentally responsible building solutions that meet rigorous sustainability benchmarks across both domestic and regional markets.

Certification	Product
Singapore Green Label - Cement and Concrete Products Category 22	• ICP Piles
SIRIM Eco Labeling – Eco 033	• ICP Piles • IJM IBS
SIRIM Eco Labeling – Eco 065	• SMC Ready-mixed Concrete
MGTC MyHijau Mark	• ICP Piles • IJM IBS • SMC Ready-mixed Concrete

Innovative offerings like the BubbleDeck® slab system significantly reduce concrete consumption by using plastic voids, while high-tech power trowels produces smooth finishes that eliminates the need for secondary painting. By streamlining production and logistics, IJM IBS not only reduces its environmental footprint but also lowers the physical demands of heavy labour for its workforce while delivering high-quality, affordable housing solutions for a rapidly urbanising world. This positions the Industry Division not only as a supplier of essential construction materials, but as a strategic partner in enabling low-carbon growth, resource efficiency and climate-resilient development across the markets in which IJM operates.

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Infrastructure - Toll

As a provider of mature infrastructure assets, the Toll Division delivers stable recurring revenue and cash flows while supporting safer, more efficient and sustainable mobility across key urban and regional corridors. Beyond facilitating the movement of people and goods, the Division contributes to socio-economic development through enhanced connectivity, road safety and responsible highway operations. This reflects the Group's commitment to delivering infrastructure that creates lasting economic and social value.

The Division continues to integrate sustainability into its highway operations through environmentally responsible maintenance practices, operational efficiency initiatives and community-focused programmes. This commitment was reinforced by recognition under the Malaysia Green Highway Index (MyGHI) and external accolades including the Sustainability & CSR Malaysia Awards 2025, where NPE received the Company of the Year (Highway Management) – Sustainability & Community Care Award, while LEKAS was recognised with the Company of the Year (Highway Management) – Community & Social Care Award. LEKAS was also awarded Silver in the Crisis or Issues Management category at the Malaysia Public Relations Awards 2025, recognising the Division's commitment to transparent stakeholder communication and effective public engagement. These recognitions affirm the Division's efforts to balance operational excellence with environmental stewardship, community wellbeing and responsible infrastructure management.

By integrating sustainability, safety and stakeholder engagement into its operations, the Toll Division continued to strengthen customer confidence, enhance operational resilience and reinforce its position as a trusted highway operator supporting Malaysia's sustainable development agenda. This integrated approach demonstrates how responsible infrastructure management contributes to long-term value creation for road users, communities and stakeholders.


ECRL Spur Line to Kuantan Port 2

Infrastructure - Port

The Port Division continues to strengthen Malaysia's trade competitiveness by positioning Kuantan Port as a strategic logistics gateway supporting industrial development, regional connectivity and resilient supply chains. Serving key sectors including petrochemicals, steel, energy and manufacturing, the port facilitates the efficient movement of cargo while supporting investment, trade and economic growth across the East Coast Economic Region and beyond. This reflects the Group's contribution to strengthening economic infrastructure and regional value chains.

Guided by the Green Port 2030 ambition and the Green Port Policy 2021–2030, the Division continues to integrate sustainability, digitalisation and operational excellence into its port operations. Through investments in sustainable infrastructure, operational innovation and environmentally responsible practices, Kuantan Port is enhancing service reliability, improving operational resilience and supporting customers' sustainability aspirations. This integrated approach reinforces the Port Division's role as a future-ready logistics hub that contributes to Malaysia's low-carbon transition, sustainable trade and long-term economic resilience.


Sungai Besi Expressway (BESRAYA)

INTEGRITY AND GOVERNANCE

Strong governance remains fundamental to IJM's ability to deliver sustainable long-term value and respond effectively to an increasingly dynamic business environment. In FY2026, the Group continued to strengthen its governance framework in response to evolving regulatory expectations in a rapidly changing business landscape. A good governance framework enables effective oversight, supports informed decision-making and enhances the Group's ability to manage risks and opportunities across its operations.

Guided by the Malaysian Code on Corporate Governance (MCCG), Bursa Malaysia's Sustainability Reporting Guide and the Group's governance framework, IJM upholds the highest standards of integrity, accountability and ethical conduct across its operations. Governance is embedded across the organisation through robust policies, effective oversight, conflict of interest management, anti-bribery and corruption controls, and transparent stakeholder engagement. These practices strengthen ethical decision-making, support effective risk management and sustainable value creation, and reinforce stakeholder confidence and trust.

The Board and Management continued to demonstrate leadership in fostering a culture of integrity and ensuring effective implementation of the Group's Anti-Bribery and Corruption System. Periodic corruption risk assessments continue to inform the enhancement of preventive controls and mitigation measures across business operations. This commitment to continuous improvement enabled the Group to strengthen governance maturity, promote consistency in governance practices across its operations and reinforce compliance with applicable laws, regulations and internal standards. By maintaining a proactive and adaptive approach to governance, IJM remains well positioned to uphold high standards of corporate conduct in an increasingly complex operating environment.

Anti-Bribery and Corruption Measures

IJM maintains a zero-tolerance stance towards bribery and corruption, recognising that integrity is fundamental to responsible business conduct, stakeholder confidence and sustainable long-term value creation. The Group's Anti-Bribery and Corruption System (ABCS), Code of Conduct and Ethics for Employees and Code of Business Conduct for Third Parties provide the foundation for ethical decision-making across employees, directors, suppliers, contractors and business partners. These governance frameworks reinforce accountability, transparency and ethical conduct throughout the Group's operations and value chain.

During FY2026, the Group continued to strengthen its integrity framework by enhancing governance processes, reinforcing preventive controls and promoting ethical business conduct across the organisation. Key initiatives focused on strengthening conflict-of-interest management through an enhanced digital declaration platform, improving third-party due diligence processes and reinforcing governance controls to support transparency, accountability and responsible business practices.

The Group communicates its anti-bribery and corruption policies through induction programmes, periodic awareness campaigns, internal communications, supplier engagement and mandatory acknowledgements. These initiatives included the development of interactive anti-bribery, e-learning modules, the inaugural IJM Integrity Day and ongoing employee awareness campaigns. Collectively, these efforts reinforced the Group's zero-tolerance stance on bribery and corruption while strengthening employees' understanding of their roles and responsibilities in upholding ethical business conduct.

Together, these initiatives reinforce a culture where integrity is embedded in the Group's everyday operations, guiding behaviours, decisions and business relationships. By continuously strengthening its governance practices and fostering ethical leadership, IJM not only safeguards the interests of its stakeholders but also enhances organisational resilience and long-term business sustainability. As the Group continues to evolve, integrity will remain a defining principle that underpins responsible growth, strengthens corporate reputation and supports the delivery of enduring value.

Indicator	Construction	Property	Industry	Toll	Port	Group Services	IJM India
Employees completed ABCS training	949	598	593	497	551	168	231
Percentage of completion rate (%)	100	100	100	100	100	100	100
Confirmed corruption incidents	0	0	0	0	0	0	0
Fines, penalties or settlements related to corruption	0	0	0	0	0	0	0

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Dato' Lee Chun Fai, IJM GCEO & MD; Tan Sri Krishnan Tan, IJM Chairman; Datuk TPj Ahmad Nizam bin Ismail, Director of the Community Education Division of MACC, displaying the newly signed Corruption-Free Pledge

The IJM Board of Directors pledging their commitment to anti-corruption during the Group's inaugural Integrity Day on 10 December 2025, symbolising the Group's top-down commitment to transparency and high ethical standards

Conflict of Interest and Decision Integrity

IJM is committed to ensuring that all business decisions are made objectively, impartially and in the best interests of the Group. Conflict of interest management forms an integral component of the Group's overall integrity framework and supports objective decision-making at all organisational levels.

To reinforce decision integrity, the Group continued to strengthen its conflict of interest management framework through enhanced governance controls, periodic declarations and oversight by the Conflict of Interest Management Committee ("COIMC"). During FY2026, the Group reviewed and enhanced its Conflict of Interest Policy to provide clearer guidance on identifying and managing potential conflicts, while upgrading its digital declaration platform to improve tracking, monitoring and reporting. These enhancements streamlined the annual declaration exercise, strengthened accountability and promoted the timely, transparent and consistent management of conflict of interest, reinforcing ethical decision-making and responsible governance across the Group.

During FY2026, the Board exercised enhanced oversight in response to enquiries by the Malaysian Anti-Corruption Commission (MACC) involving certain individuals associated with the Group. Supported by a Special Independent Board Committee, the Board provided oversight of the Group's response, while Management extended its full cooperation to the authorities. The Board closely monitored the matter to safeguard governance and operational integrity and assess any potential impact on the Group's risk management and internal control systems.

On 24 March 2026, the Group was informed that no further action would be taken against IJM as a corporate entity, and no wrongdoing by the Group was established. The Board noted that the Group's governance, risk management and internal control systems remained effective throughout the financial year and reaffirmed its commitment to continuously strengthening the Group's governance, compliance and anti-bribery and corruption frameworks in upholding the highest standards of integrity, accountability and corporate governance.

SUSTAINABLE SUPPLY CHAIN

IJM recognises that a resilient and responsible supply chain is fundamental to operational excellence, business continuity and sustainable value creation. The Group continues to prioritise local sourcing where appropriate, supporting domestic businesses, strengthening industry capabilities and contributing to job creation, SME development and inclusive economic growth. By embedding responsible procurement practices across its value chain, IJM creates shared value for suppliers, communities and the wider Malaysian economy.

ECONOMIC

Ethics and governance

We expect our suppliers, service providers and contractors to adhere to integrity and ethical business practices as outlined in the Group's Code of Conduct and Ethics.

ENVIRONMENT

Environmental compliance

We expect our suppliers, service providers and contractors to be respectful in their interactions with the environment by adhering to all applicable environmental legislation, preventing pollution and adopting best practices in accordance with the Group's Environmental Management Systems.

SOCIAL

Health and safety

We expect our suppliers, service providers and contractors to have the necessary health and safety measures in place to minimise workplace risks and hazards.

Human rights and labour

We expect our suppliers, service providers and contractors to demonstrate their commitment to human rights standards and laws.

Supporting Robust Supply Chain

RM **4.9** billion
spent on local suppliers

5,902
suppliers and subcontractors

86%
average QLASSIC score

Against a backdrop of geopolitical uncertainty, inflationary pressures, supply chain disruptions and growing sustainability expectations, the Group continued to strengthen supplier engagement as a strategic resilience initiative. Beyond procurement, IJM collaborates with suppliers, contractors and business partners to improve transparency, enhance operational preparedness and address environmental, social and governance (ESG) priorities across the value chain. This approach strengthens the Group's ability to identify sustainability-related risks and opportunities while supporting responsible and resilient supply chain management.

Supplier engagement is guided by four interconnected priorities: ethical business conduct and governance, occupational safety and labour practices, environmental stewardship including climate-related considerations, and quality and delivery resilience. These focus areas encourage responsible business practices, strengthen supplier capabilities and support the delivery of reliable products and services that meet the expectations of customers, regulators and other stakeholders. Embedding these principles across the supply chain enhances transparency, strengthens relationship capital and reinforces long-term business resilience.

The Group views its supply chain as a strategic partnership that extends beyond commercial transactions. By fostering collaboration, responsible sourcing and continuous capability development, IJM is building a future-ready supply ecosystem that supports sustainable growth, strengthens stakeholder trust and contributes to long-term economic resilience.

CYBERSECURITY AND DATA PRIVACY

As digitalisation continues to transform IJM's businesses, cybersecurity and data privacy remain fundamental to safeguarding operational resilience, stakeholder trust and business continuity. Across the Group's Construction, Property, Industry and Infrastructure operations, digital technologies are increasingly integrated into project delivery, customer engagement, procurement and enterprise systems, reinforcing the need for strong governance over information assets and critical digital infrastructure. Protecting data and digital systems is integral to managing sustainability-related risks and maintaining stakeholder confidence in an increasingly connected business environment.

During FY2026, the Group continued to strengthen its cybersecurity framework through governance oversight, multi-layered security controls, vulnerability assessments, penetration testing and incident response preparedness. Employee awareness programmes and cybersecurity training remain key components of the Group's defence strategy, reinforcing a culture of shared responsibility and proactive cyber risk management. These measures enhance the confidentiality, integrity and availability of critical information while supporting secure and reliable business operations.

IJM views cybersecurity as an enabler of digital trust, supporting secure customer interactions, resilient operations and responsible governance. As digital platforms become increasingly embedded across the Group's businesses, maintaining stakeholder confidence depends not only on technological safeguards but also on continuous monitoring, capability building and effective governance. By integrating cybersecurity into its digital transformation journey, the Group strengthens organisational resilience, protects stakeholder interests and supports sustainable long-term value creation.

PRODUCT QUALITY AND SAFETY

Quality and safety remain fundamental to IJM's Mark of Excellence and are integral to delivering trusted products, reliable infrastructure and sustainable long-term value. Across the Group's Construction, Property, Industry, Port and Toll businesses, quality management systems are embedded throughout the project and operational lifecycle to safeguard customers, employees, communities and the environment while reducing defects, operational disruptions and lifecycle costs. This reflects the Group's commitment to operational excellence, stakeholder protection and responsible business practices.

The Group continues to uphold internationally recognised management systems, such as ISO 9001, complemented by industry-specific standards such as QLASSIC, CIDB quality requirements, port operational protocols and toll maintenance programmes. In FY2026, IJM further strengthened its "Quality by Design, Quality by Data" approach by integrating digital monitoring, automated production controls, real-time inspections and data-driven quality management to support right-first-time delivery, operational reliability and continuous improvement across its businesses. Embedding quality into planning, execution and operational oversight enhances resilience, improves stakeholder confidence and supports sustainable value creation.

As projects and operations become increasingly complex, IJM remains committed to strengthening its quality and safety culture through innovation, disciplined execution and continuous improvement, reinforcing its reputation for excellence while delivering lasting value to customers and stakeholders.

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Topping out ceremony of the RTS Link ICQ Complex

Quality Monitoring Systems and Certifications

Construction Division

- Operates under ISO 9001:2015 Quality Management System and ISO 45001:2018 Occupational Health and Safety
- Adopts the MyIJM, IJMeDMS and site digitalisation tools (drones, sensors, CCTV) to monitor site quality and safety in real-time
- All projects undergo rigorous internal quality audits and third-party verifications
- Focus on buildability, design for safety and right-first-time execution to reduce rework and defects
- Zero major construction defects reported in FY2026
- Health and safety KPIs embedded into project performance metrics and subcontractor evaluations
- Workforce trained regularly on CIDB and OSHA-compliant safety practices

Property Division

- Certified with ISO 9001:2015 and ISO 14001:2015
- All developments comply with QLASSIC and SHASSIC ratings – continuous year-on-year improvement targeted
- Emphasis on quality through design efficiency, material specification and vendor compliance
- Properties undergo multi- stage quality checks from raw material assessment to final handover
- Reliable post-handover customer care with digital defect reporting tools and service recovery SOPs
- Use of GreenRE-certified materials and smart home solutions to enhance environmental and product safety
- Focus on sustainable construction to meet the expectations of increasingly EES-conscious homeowners

Industry Division

- Operates under ISO 9001:2015, ISO14001:2015, ISO45001:2018, SS EN206:2014 and MS1314:Part 4:2004 certified systems for precast production quality
- Manufacturing plants adhere to stringent product testing, batch control and traceability procedures
- Integration of IBS technology reduces on-site defects, accelerates timelines and improves safety
- Materials tested regularly for strength, durability and compliance with CIDB, BS EN and MS EN standards
- Digitally monitored curing chambers and automated casting methods improve consistency and reduce error margins
- All personnel are regularly trained to meet CIDB and OSHA standards, ensuring safety and continuous improvement

Infrastructure Division – Port and Toll

- Ongoing maintenance of roads and port infrastructure follows planned quality control schedules
- Both Port and Toll Divisions are certified with ISO 9001:2015 and ISO 45001:2018
- Safety audits conducted periodically on toll road surfaces, signages and roadside infrastructure
- Customer satisfaction surveys on road conditions and safety performance help shape improvement plans
- Port implements strict cargo handling protocols to ensure equipment safety and operational efficiency
- Environmental safeguards to minimise contamination or safety risks at operational sites, such as drainage control emergency preparedness

CUSTOMER SATISFACTION

Customer satisfaction remains central to IJM's commitment to creating long-term value. Across its businesses, the Group seeks to deliver quality products, services and experiences that strengthen customer trust and foster lasting relationships. Customer feedback is gathered through structured surveys, digital service platforms, customer care channels, defect reporting systems and direct stakeholder engagement, providing valuable insights that support continuous improvement and informed decision-making. This reflects the Group's commitment to meaningful stakeholder engagement and customer-centric value creation.

As digitalisation continues to enhance customer engagement, platforms such as the IJM-Connex App, together with digital customer service channels and online feedback systems, provide greater accessibility, transparency and responsiveness. Through this approach, customer insights are translated into service recovery actions, operational improvements and enhancements to project delivery, quality management and customer experience. Embedding customer feedback into business decisions strengthens relationship capital, reinforces service excellence and supports sustainable long-term value creation.

Across the Group, customer insights continue to shape innovation, improve operational performance and strengthen service reliability. By anticipating evolving customer expectations and responding proactively, IJM continues to reinforce its reputation as a trusted partner while supporting long-term business resilience and sustainable growth.

FY2026 Customer Satisfaction Score

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ICP Piles is the largest spun pile manufacturer in Southeast Asia

BRANDING AND REPUTATION

IJM's reputation has been built over decades through the successful delivery of projects, responsible governance and the creation of long-term value for customers, investors, employees, business partners and communities. As one of Malaysia's leading infrastructure and property groups, the Group recognises reputation as a strategic asset that underpins stakeholder confidence, business resilience and sustainable growth. This reflects the Group's commitment to creating long-term value through responsible business conduct, effective governance and proactive stakeholder engagement.

The Group's reputation continues to be anchored by three reinforcing strengths: proven execution of complex infrastructure and construction projects, the development of sustainable communities, and a strong governance framework founded on integrity, transparency and accountability. Together, these strengths reinforce stakeholder trust, strengthen organisational resilience and support the Group's long-term value creation objectives. This reflects the integration of governance, strategy and stakeholder interests in line with the principles of Integrated Reporting and IFRS S1.

The Group also continued to strengthen its employer brand by engaging future talent through initiatives such as the GRADUAN Aspire Career Fair 2026 and the GRADUAN Brand Awards 2026 campaign. These initiatives reflect IJM's commitment to attracting, developing and retaining talent capable of delivering projects that shape communities and drive sustainable growth. Investing in people and organisational capability remains fundamental to sustaining long-term business performance and value creation.


UOB Tower 2

StarProperty Awards 2025

The Edge Malaysia Property Excellence Awards 2025

During FY2026, the Group further enhanced its reputation as a trusted property developer through its continued focus on quality, innovation and customer-centric developments. This commitment was recognised through IJM Land's strong performance at the StarProperty Real Estate Developer Awards 2025, where it was ranked among Malaysia's leading listed property developers. Such recognition reflects market confidence in the Division's ability to consistently deliver high-quality developments while reinforcing the Group's broader brand and reputation capital. Beyond awards and industry recognition, the Division's success is measured by its ability to create enduring value for homeowners, investors and communities through developments that balance commercial viability with sustainability considerations.