Crescendo Corporation Berhad
199501030544 (359750-D)

CORPORATE PROFILE

31 JANUARY 2026

PROPERTY DEVELOPMENT






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DEVELOPMENT LANDBANK

Project /Taman	Distance from JB	Type of Development	Development Land (Acres)	
Bandar Cemerlang	20km			
* - Tebrau, Johor Bahru		Mixed	714	
- Kota Tinggi		Industrial/Residential	110	
Bandar Cemerlang Industrial Park	30km	Industrial	433	<N1>
* Taman Perindustrian Cemerlang	16km	Industrial	13	
* Taman Desa Cemerlang	16km	Residential & commercial	52	
* Taman Dato Chellam	18km	Residential & commercial	9	
* Nusa Cemerlang Industrial Park	30km	Industrial	2	<N2>
* Tanjung Senibong	18km	Residential & commercial	215	
* Jalan Senyum, Johor Bahru	3km	Residential	3	
* Mukim Jeram Batu, Pontian	36.2km	Industrial	135	
Ambok	67km	Resorts/Mixed	794	
* Others	20km	Residential	6	
Total development land as at 31 October 2025			**2,486**	

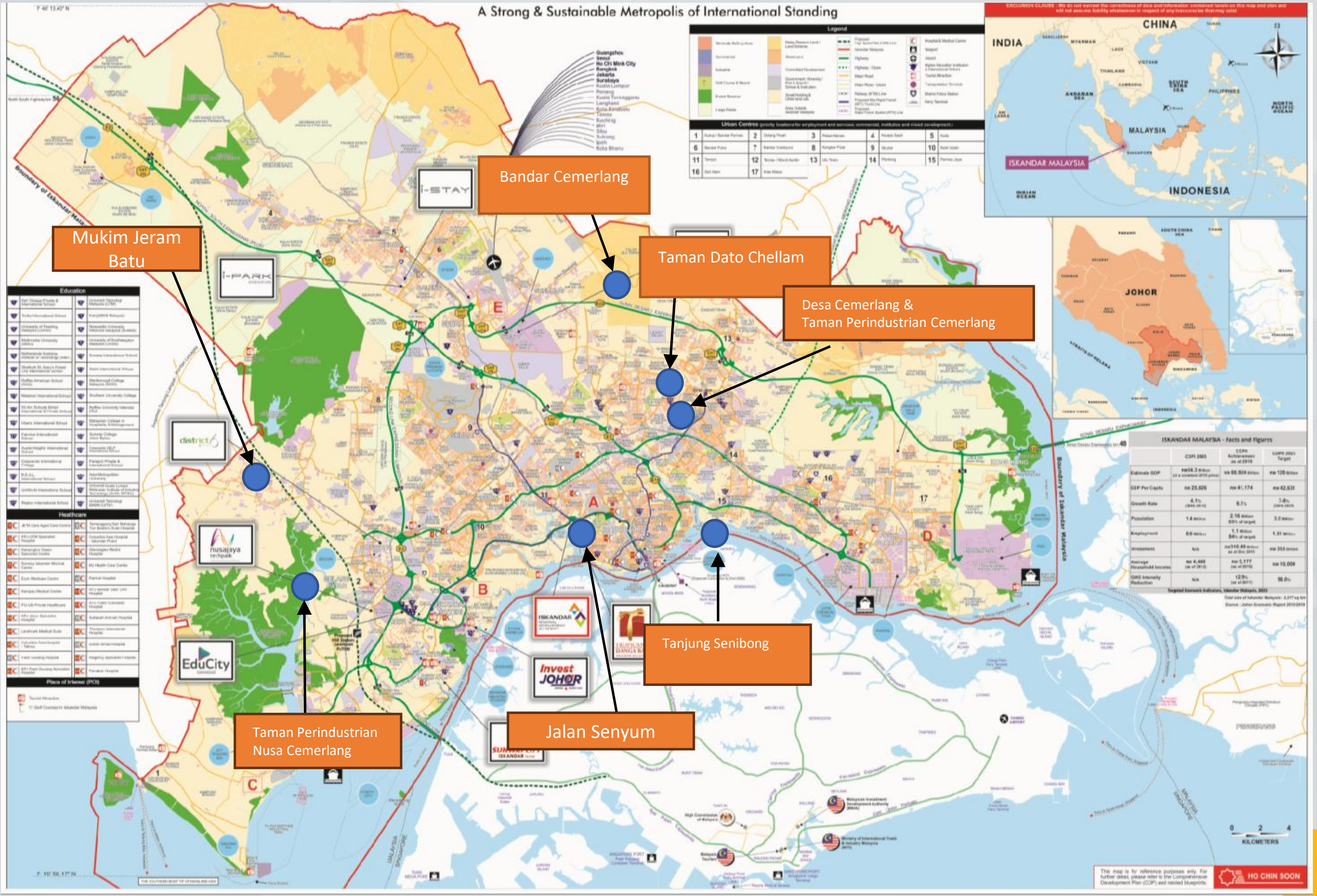
The development landbank above represents gross land.

- Land within boundary of Iskandar Malaysia is approximately 1,149 acres.

<N1> Excluding 92.64 acres of net land sold via two conditional Sale & Purchase Agreements.

<N2> Excluding 22.55 acres of net land sold via one conditional Sale & Purchase Agreement.

LOCATION OF LANDBANK



BANDAR CEMERLANG (BC)

- 974 acres of gross development land near Ulu Tiram to develop into a self-contained new township of residential/commercial.
- Bandar Cemerlang is strategically connected to Johor Bahru via the interchange on the Johor Bahru-Kota Tinggi Highway and Ulu Tiram-Felda Ulu Tebrau Road.
- Approximately 30 minutes drive from Johor Bahru City Centre via Tebrau highway & Eastern Dispersal Link (EDL)
- Approximately 4 km to the toll station of Senai-Desaru Expressway to Pasir Gudang / Tanjung Langsat / Desaru / Senai Airport & North-South Highway.
- Just a few kilometers to Aeon Tebrau Mall, Tesco Tebrau City, Toppen Shopping Centre, Ikea Tebrau, Aeon Dato' Onn, Econsave at Desa Cemerlang.

BANDAR CEMERLANG (BC) (CONT.)

- To date, about 17% of the township was developed with a total GDV value of RM965 million. This comprised 900 units of medium high cost landed houses with GDV of RM680 million, such as three storey cluster, double storey terrace, cluster and semi-detached houses that are meticulously designed with functional layout, 126 units of three storey shop office with GDV of RM152 million and 776 units of affordable houses with GDV of RM133 million, such as RMMJ (Johor Affordable Housing) townhouse.

- Total sales to date from this project up to 31 January 2026 is RM858 million.

- We plan to launch another 337 units of medium high cost landed houses with a total GDV of RM299 million within the next two years.



BANDAR CEMERLANG INDUSTRIAL PARK (BCIP)

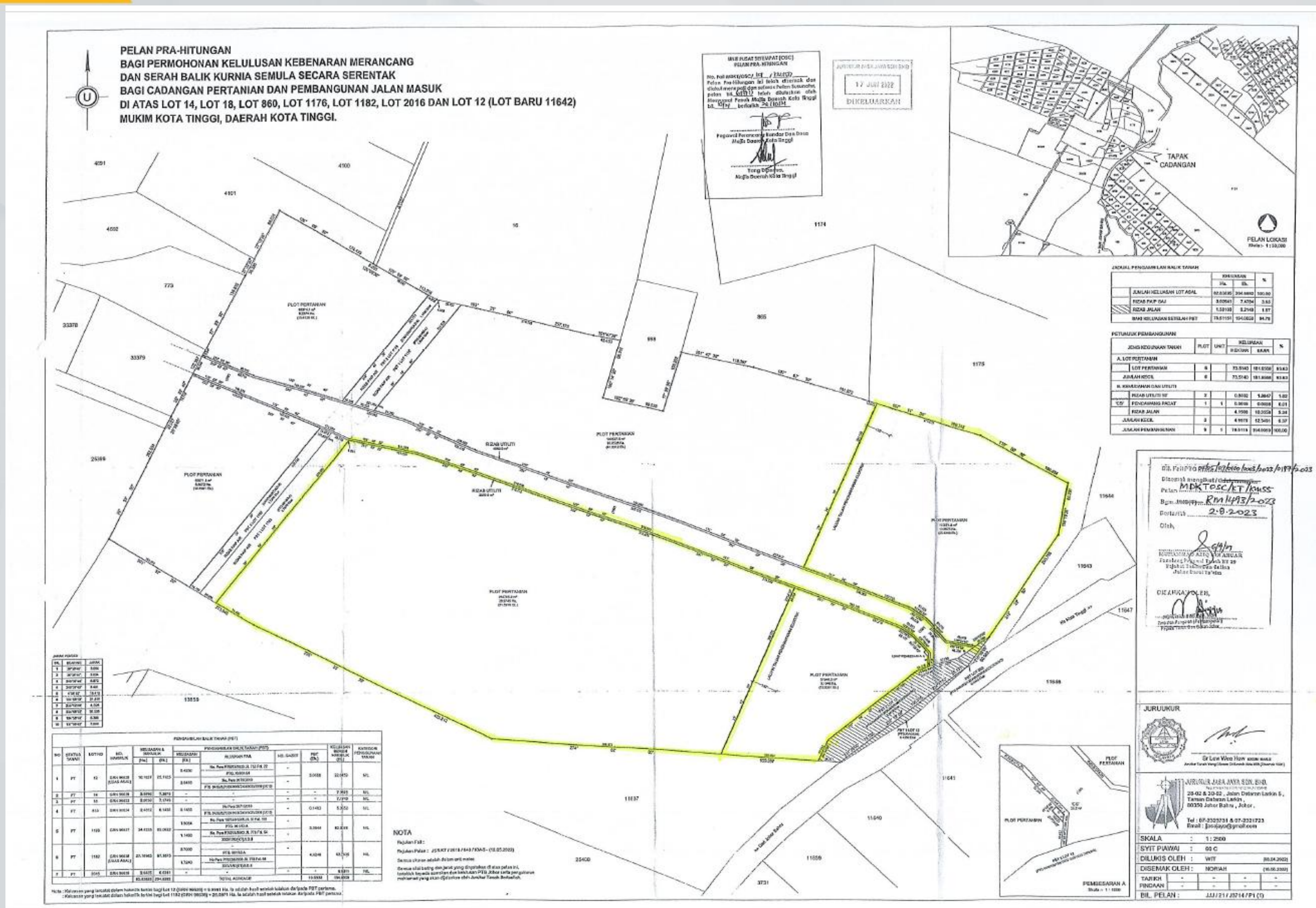
- Obtained approval to develop the 526-acre industrial park comprising 22 commercial units and 129 industrial units.

- The site clearing work of the industrial park has been completed and we have commenced earthworks and infrastructure works with plans to launch 24 units of semi-detached factories and 1 unit of detached factory with a total GDV of RM196 million within the next two years.

- In August 2025 and November 2025, the Group entered into two conditional Sale and Purchase Agreement for the disposal of 52.544 acres and 40.10 acres, respectively, of freehold industrial land in BCIP for a total cash consideration of RM464 million, reflecting the Group's commitment to unlocking asset value and reinvesting in future development initiatives.

LAYOUT PLAN OF BC

LAYOUT PLAN OF BC (CONT.)



BANDAR CEMERLANG INDUSTRIAL PARK (BCIP)

RESIDENSI SENYUM

- A serviced apartment project on 2 plots of freehold lands of approximately 3.272 acres situated along Jalan Senyum and in close proximity to the Johor Bahru-Singapore Rapid Transit System ("RTS") terminal at Bukit Chagar.
- Ground-breaking ceremony was held on 11 October 2024 and the project is estimated to complete in 4 years' time.
- In mid-March 2025, the project which encompasses 1,257 units of serviced apartments of various sizes with a total GDV of approximately RM1.3 billion was launched.
- Total sales to date from this project up to 31 January 2026 is RM212 million.

LOCATION PLAN OF RESIDENSI SENYUM

NUSA CEMERLANG INDUSTRIAL PARK (NCIP)

- 527 acres of gross development land with main infrastructures such as rail, port and major highway in place nearby.
- To date, Panoramic Industrial Development Sdn. Bhd. ("PID") has developed 197 units of industrial properties with a total GDV of RM725 million, all of which have been fully sold.

NUSA CEMERLANG INDUSTRIAL PARK (NCIP) (CONT.)

- The Group has entered into several sale and purchase agreements ("SPAs") for the disposal of vacant land in NCIP amounting to RM1.033 billion, out of which RM913.3 million has been completed to date.

- The proceeds will be utilised for development of the balance landbank owned by the Group, to provide working capital for the Group and/or settlement of the existing liabilities of the Group.

- The balance landbank at NCIP currently available for sales is approximately 2 acres with a GDV of around RM11.3 million.

LAYOUT PLAN OF NCIP

PANORAMIC LAND SDN BHD (PLSB)

- This is the industrial property investment arm, delivering rental income.
- It comprises 19 plots of land totaling approximately 53 acres at NCIP. To date, 16 factory units have been completed with CCC, while 1 more completed factory unit is pending CCC issuance.
- Of the 17 factory units, 15 are tenanted. These tenanted units have a combined GDV of RM295 million and are expected to generate annual rental income of approximately RM17.3 million.

TAMAN PERINDUSTRIAN CEMERLANG (TPC)

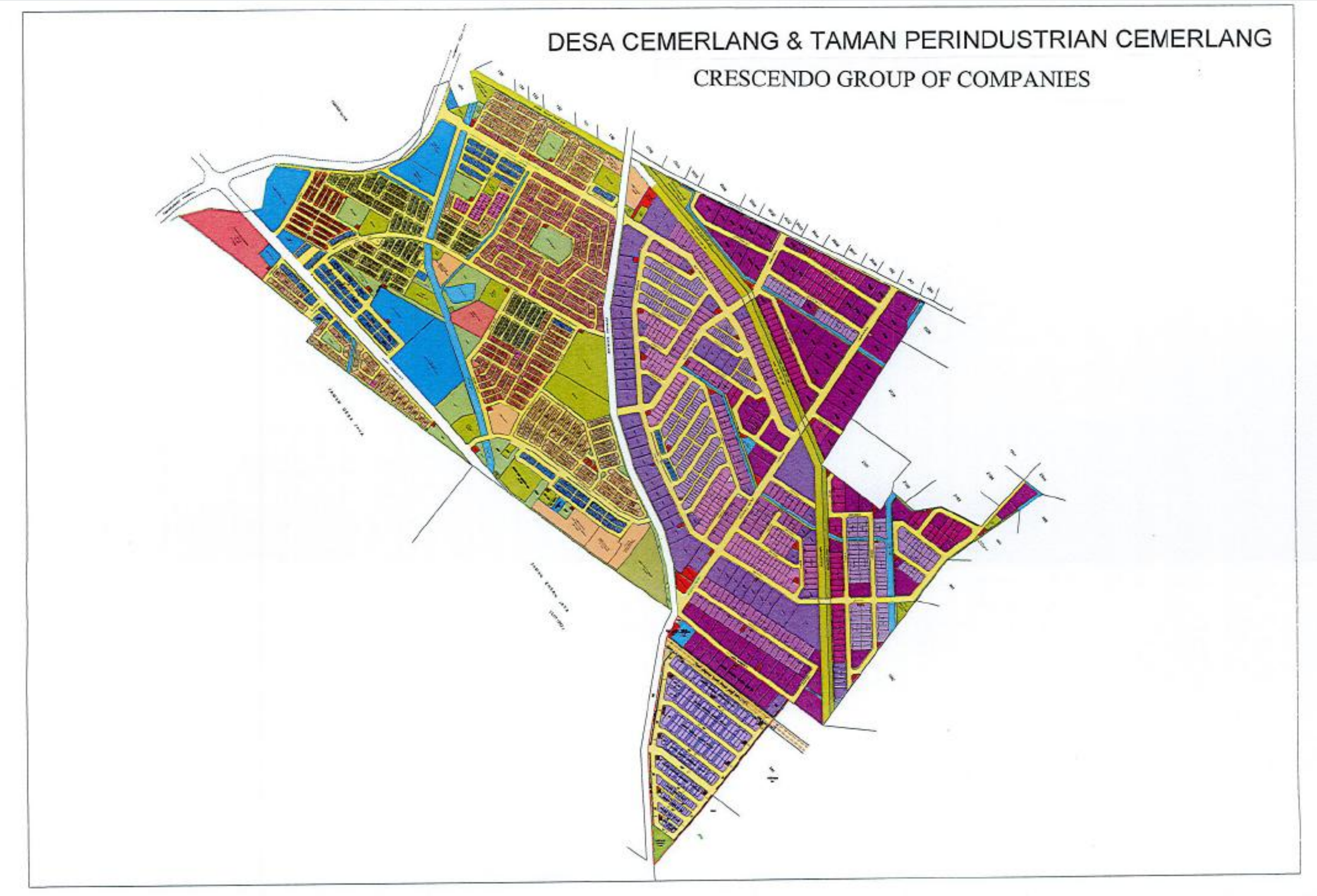
- TPC, a 600-acre industrial park with close to 980 factories, is fully developed and is one of the largest industrial parks in Johor.
- Located approximately 18km from Johor Bahru, 32km from Senai Airport and 19km from Singapore.

DESA CEMERLANG (DC)

- Self contained matured township development next to TPC with 6,900 units of mixed development and to date we have developed about 90% of this land.

- The latest development for this project is 45 units of three storey shop office with total GDV of RM89 million and 12 units of four storey shop office with total GDV of RM53 million which were launched in September 2024. Total sales to date up to 31 January 2026 is RM73 million.

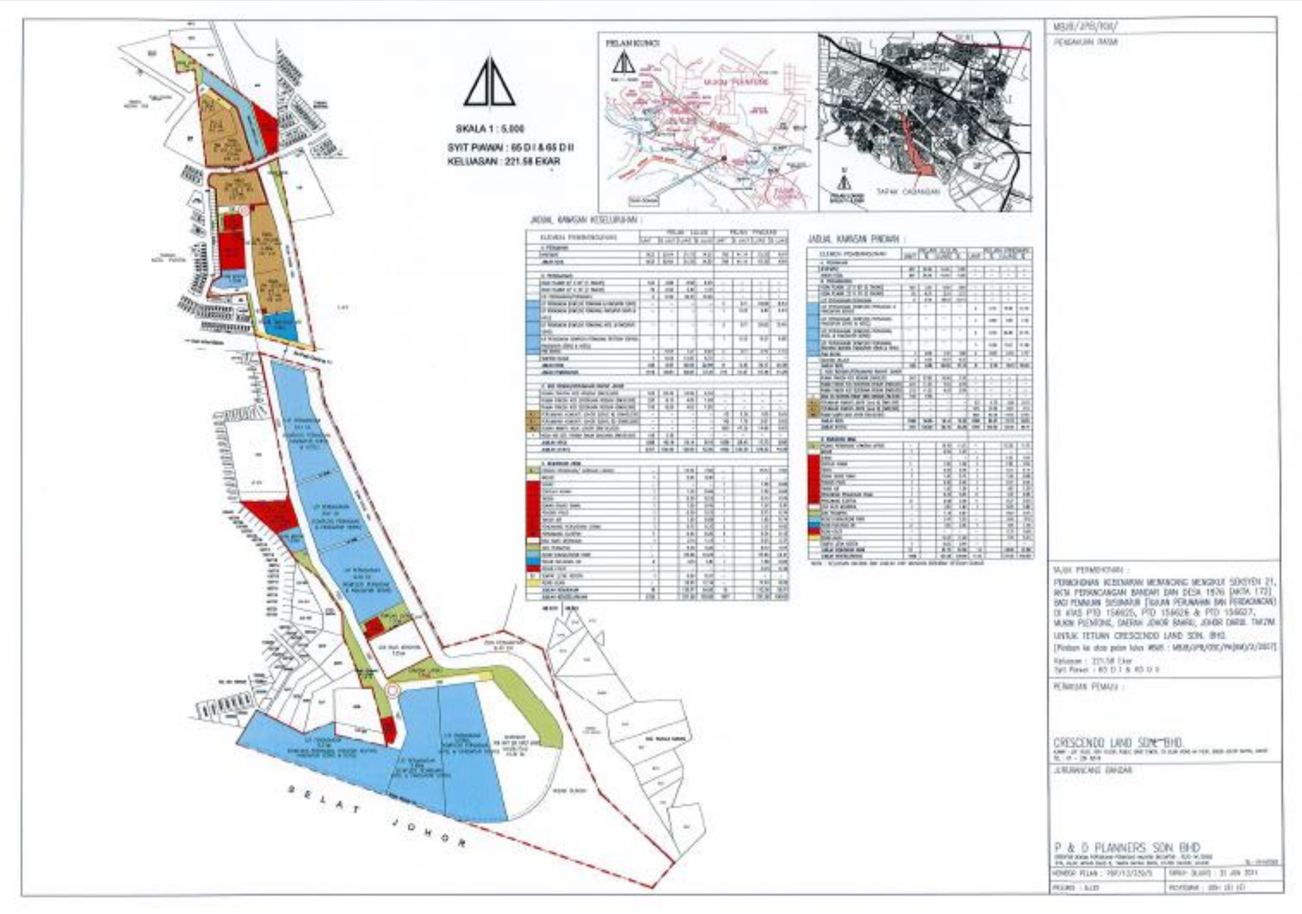
LAYOUT PLAN OF DC & TPC



TANJUNG SENIBONG

- Prime mixed residential and commercial development of 221.58 acres of land.
- Comprises 1,854 units of residential properties to be built on 33.05 acres of land and commercial complex on 6 plots of net land measuring 72.68 acres.
- A waterfront project located in a prime location within Iskandar Malaysia and very near Johor Bahru.
- EDL highway from Johor Bahru to Pasir Gudang through Tanjung Senibong shortens traveling time from city centre to Tanjung Senibong significantly. Travelling time for the distance of approximately 18km from JB to Tanjung Senibong will take 10 minutes.
- We have completed the reclamation work and 222 units of RMMJ (Johor Affordable Housing) units with total GDV of RM33.3 million were launched in January 2020. Total sales to date is RM33 million.

LAYOUT PLAN OF TANJUNG SENIBONG



TAMAN DATO' CHELLAM (TDC)

- 37.6 acres of mixed development land acquired on 12 May 2004.
- Opposite to TPC and DC.
- The current development for this project is 258 RMMJ townhouse units with total GDV of RM40.2 million where its construction has commenced since August 2023. Total sales to date is RM40 million.
- The next development which is also the last phase of this project will be 24 units of RMMJ townhouse with GDV of approximately RM2.4 million.

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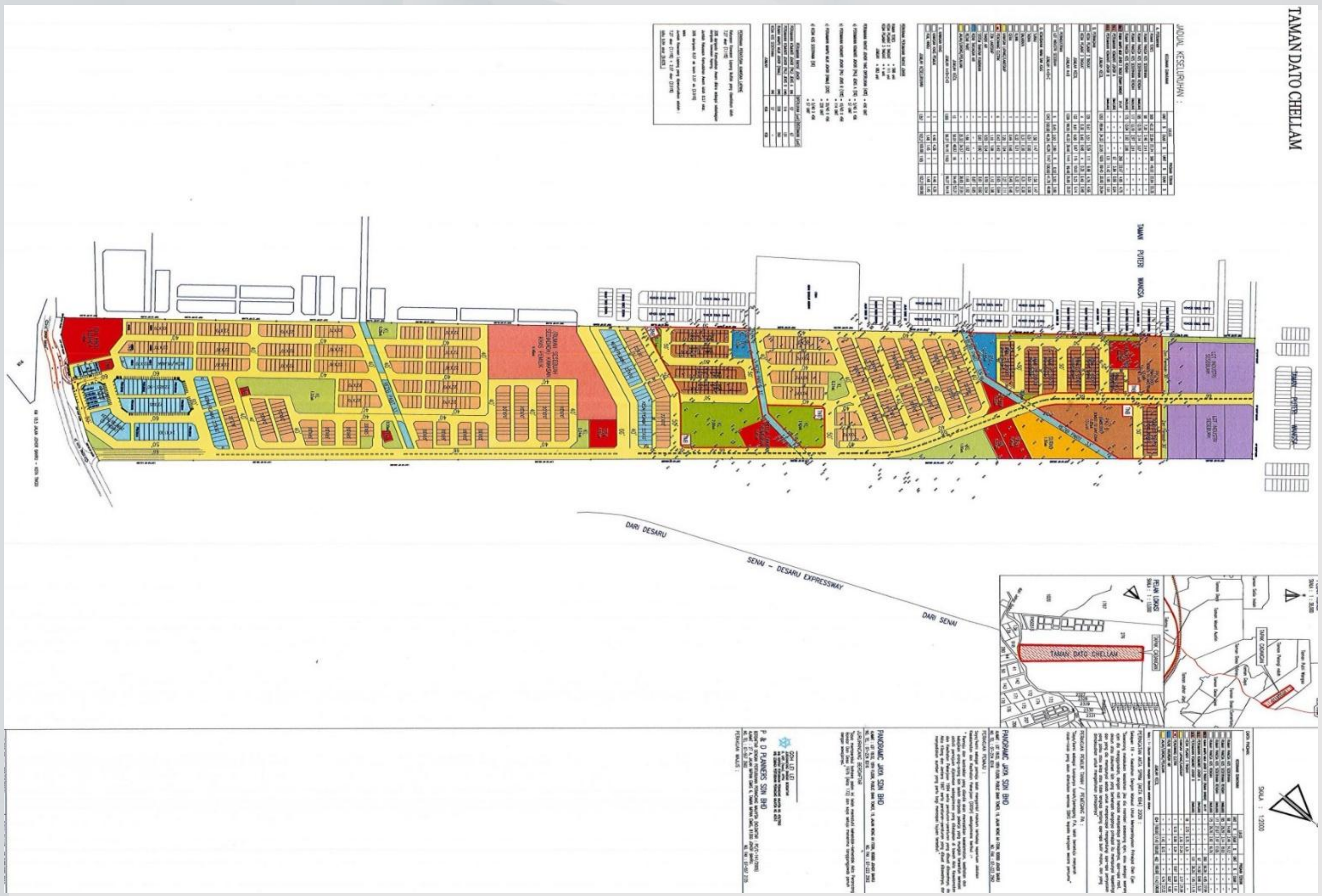
LAYOUT PLAN OF TDC



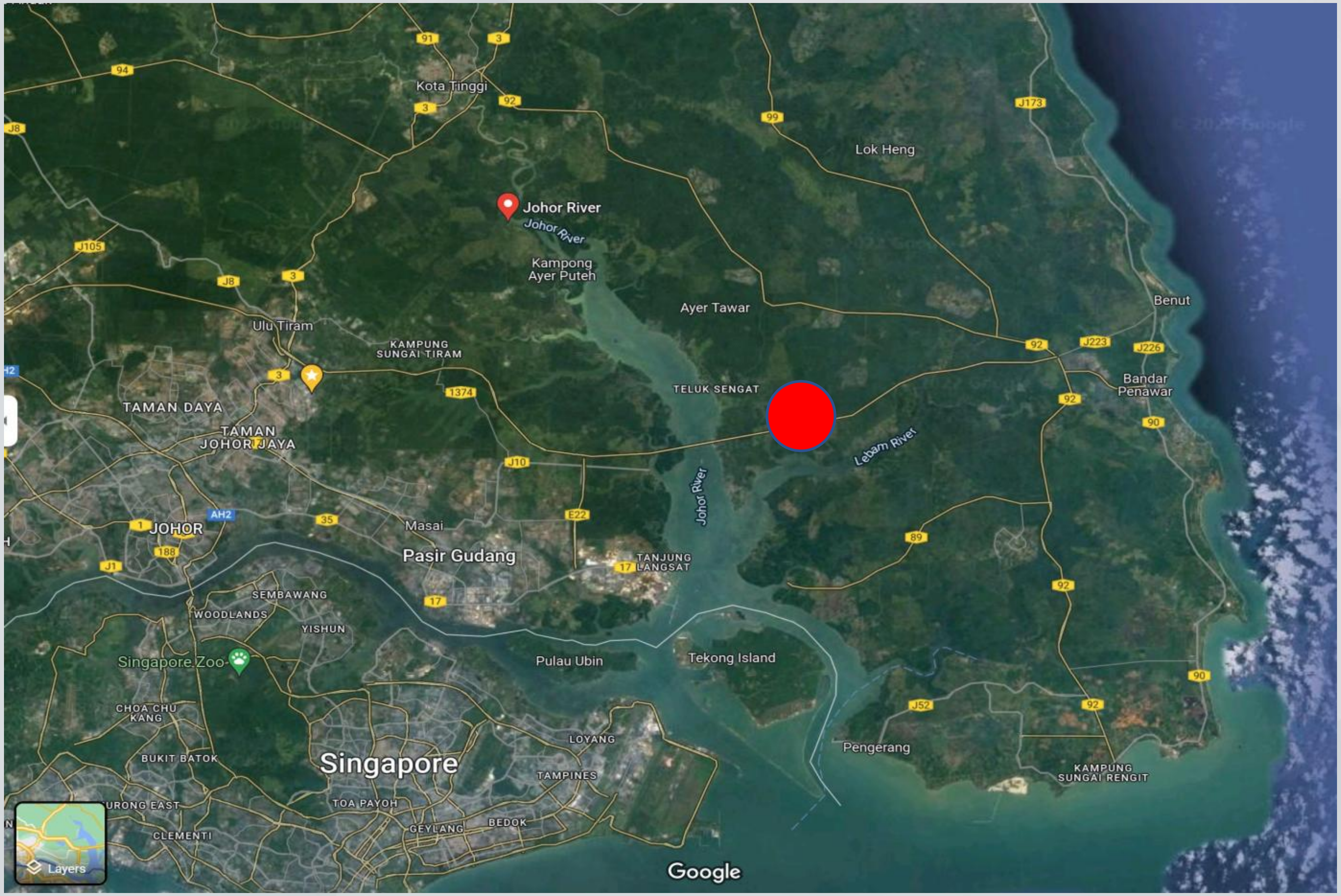
AMBOK RESORTS

- The completion of Sg Johor Bridge project in tandem with Senai-Desaru Highway has enhanced the accessibility and land value of this 794-acre landbank which is zoned for mixed development in Kota Tinggi.

- The Pengerang Integrated Petroleum Complex (PIPC) is a megaproject development for oil and gas industries (O & G Hub) measuring about 20,000 acres, which includes Refinery and Petrochemical Integrated Development (RAPID) and other associated facilities. It is located about 20 minutes drive from Ambok Resorts.

- There is good potential for development of this land in view of potential demand for quality accommodation from the O & G Hub.

LOCATION PLAN OF AMBOK RESORTS



CONSTRUCTION

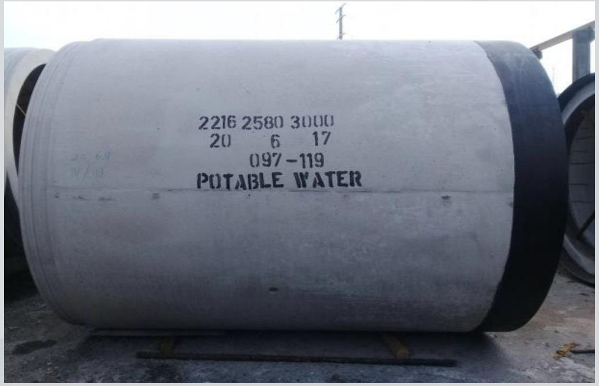
- Undertaken by Unibase group, which commenced activities in August 1989.
- Undertakes both in-house and external contracts under Repute Construction Sdn. Bhd.

CONCRETE PRODUCT MANUFACTURING

- The main products include jacking pipes, cladding pipes, slab, and other precast products for local and export market.
- The products have been supplied to several sewerage and portable water pipeline projects in Singapore.
- The export sales of the total sales for pre-cast products remained at approximately 76% for FY 2025 as compared to 61% for FY 2024.

CONCRETE PRODUCT MANUFACTURING (CONT.)

- This operation was awarded with various certifications under Quality Management System ISO9001 : 2015 and Singapore Concrete Institute's Precaster Accreditation Scheme.



EDUCATION

EDUCATION

- Crescendo International College ("CIC") caters for Cambridge A-levels, tertiary education and professional qualification.
- Crescendo-HELP International School ("CHIS") offers primary and secondary education based on International General Certificate of Secondary Education (IGCSE) syllabus and Cambridge A- Levels.
- Both CIC and CHIS are built on a single plot of land measuring 14.4 acres at Desa Cemerlang fully equipped with track and field, multi purpose hall and swimming pool.
- As part of the Group's effort in "Returning to the Society", scholarships are awarded based on merit and on a need basis to keep its promise of offering quality education to Malaysian students.

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NEAR-TERM PROSPECTS

- Based on the locked-in sales and land sales at NCIP, the Board expects the Group to continue to perform satisfactorily in FY2026, notwithstanding the uncertainties arising from ongoing geopolitical developments, including the recent Iran-related conflict in the Middle East.

NEAR-TERM PROSPECTS (CONT.)

- Proposed Development for Financial Year 2026 to 2028

Development Type	Unit available / launched Unit	GDV RM m
Launched Projects up to 31 January 2026		
- Industrial lands (2 acres)	-	11
- Three storey shop office	18	40
- Four storey shop office	6	22
- Double storey house	24	21
- Three storey house	15	18
- Detached and semi-detached factories	5	53
- Service apartment	1,000	1,052
	1,068	1,217
New Project launches for next 2 years		
(Period covered: 1 February 2026 to 31 January 2028)		
- Double storey cluster, semi-d and terrace houses	337	300
- Detached and semi-detached factories	25	196
- Affordable houses - RMMJ B	24	2
	386	498

MEDIUM-TO-LONG TERM PROSPECTS

- Continue to concentrate our effort to develop landed industrial and residential properties in Bandar Cemerlang as well as serviced apartments project at Jalan Senyum, Johor Bahru.

- We have submitted application for conversion of the newly acquired land totalling 109.855 acres within the vicinity of Bandar Cemerlang to residential development.

- Demand for landed medium cost residential, commercial and industrial property markets especially in Iskandar Malaysia Region and serviced apartments near the RTS terminal is expected to remain good for the next few years.

- The Group is anticipated to be operating at optimum capacity for the next few years.

STRATEGIES

STRATEGIES

- The Group will continue to focus on landed medium-cost and affordable housing developments.
- Develop a diverse range of properties ranging from low- to upper-mid-priced residential units and shop offices to semi-detached and large detached factories, catering to a broad spectrum of customer needs.
- Continue selling substantially built and completed properties to meet demand from customers who prefer ready or near-completed units.
- Develop pre-built factories for rental to industrialists, targeting anticipated demand at NCIP, particularly from foreign companies currently operating in higher-cost areas.
- Reduce financial gearing through the sale of suitable parcels of land.
- Focus on apartment development and sales in Johor Bahru town centre.

BUSINESS OUTLOOK

- The property market outlook in Johor remains optimistic, supported by the key infrastructure developments such as the ongoing Johor Bahru-Singapore Rapid Transit System (“RTS”) Link and Johor-Singapore Special Economic Zone (“JS-SEZ”).

- Currently, around 300,000 to 400,000 Malaysians commute daily across the Johor-Singapore Causeway daily, underscoring the high volume of cross-border movement. Scheduled for completion by the end of 2026, the 4.2 km RTS link, will provide a rail connection between Woodlands North station in Singapore and Bukit Chagar station in Johor Bahru, reducing one-way travel time to approximately 5 minutes. This enhanced connectivity is expected to support the revitalization of Johor Bahru City Centre development and generate positive spillovers for property developments in proximity to the Bukit Chagar terminal.

- The JS-JEZ is expected to stimulate economic activity, employment, and population growth across its nine flagship zones, thereby strengthening demand across all property segments within the JS-SEZ.

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BUSINESS OUTLOOK (CONT.)

- The Overnight Policy Rate remains steady at 2.75%, supporting a conducive financing environment for homebuyers and investors and continuing to support housing affordability. Together with ongoing government initiatives and sustained foreign direct investment inflows into Johor, demand for industrial and residential properties is expected to remain resilient in the medium term.

- The Group continues to monitor the evolving market environment amid global economic uncertainties arising from increased trade barriers and intensifying geopolitical conflicts involving Iran and the broader Middle East region. Ongoing tensions have affected key energy trade routes, including the Strait of Hormuz, contributing to higher oil and fuel prices, volatility in commodity markets and increasing operating cost pressures for businesses globally. Should these tensions persist or escalate, they may result in sustained increases in energy and logistics costs, heightened inflationary pressures and greater uncertainty across global supply chains and financial markets. The Group will continue to monitor these developments closely and implement appropriate measures, where necessary, to mitigate potential impacts on its operations.

- Domestically, policy developments such as minimum wage adjustments, subsidy rationalisation for fuel and electricity, and the expansion of the service tax scope are also expected to influence the Group's operating cost structure.

BUSINESS OUTLOOK (CONT.)

- Against this backdrop, the Group will continue to adopt a prudent and market-responsive strategy, with emphasis on operational resilience, cost optimization and aligning its development pipeline with evolving market demand. The Group will also continue to leverage its strategic land bank in high-growth corridors, while the property development and construction division remains the main contributor to the Group's earnings.

APPENDIX

GROUP’S PERFORMANCE FOR THE PAST 3 YEARS

	2023	2024	2025	3Q2026*
Revenue (RM’000)	215,718	341,345	1,151,039	362,764
Profit Before Tax (RM’000)	38,409	79,514	701,161	136,827
Profit After Tax (RM’000)	25,875	57,028	528,098	103,064
Margin - Profit Before Tax (%)	17.81	23.29	60.92	37.72
- Profit After Tax (%)	11.99	16.71	45.88	28.41
Share Capital (RM’000)	299,572	299,572	302,744	305,641
Shareholders’ fund (RM’000)	929,041	980,158	1,408,444	1, 464,328
Earning Per Share (sen)	2.93 #	6.76 #	62.79	11.14
PE Ratio (times)	39.9 #	40.7 #	2.2	
Return on Capital Employed (Pre-tax)	3.1%	6.1%	42.3%	
Return on Shareholders’ equity (Pre-tax)	4.1%	8.1%	49.8%	
Return on Total Assets (Pre-tax)	2.8%	5.1%	34.6%	
Gearing (times)	0.31	0.36	0.14	0.12

Note:

* *Based on unaudited 9 months results ended 31 October 2025.*

\# *Adjusted for subdivision of every 1 existing ordinary share into 3 ordinary shares ("Share Split") completed in September 2024.*

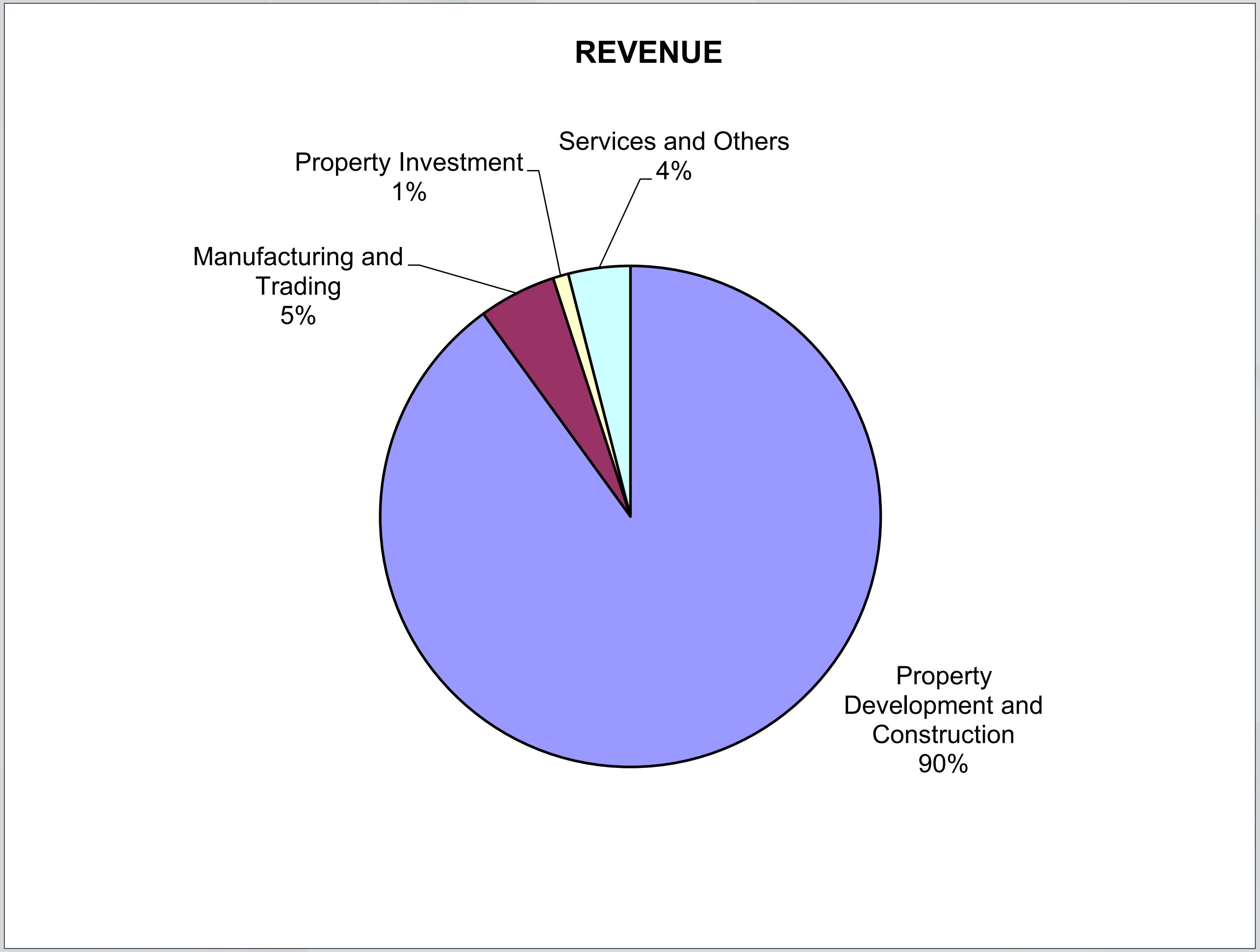
ANALYSIS BY SEGMENTS

	REVENUE		RESULTS		Margin	
	2025	3Q2026*	2025*	3Q2026*	2025*	3Q2026*
	(RM'000)	(RM'000)	(RM'000)	(RM'000)	%	%
Property Development & Construction	1,053,301	290,308	707,018	103,923	67	36
Manufacturing & trading	60,738	53,060	(599)	24,059	(1)	45
Property investment	14,376	11,897	9,746	8,101	68	68
Services & others	74,278	71,575	44,147	38,751	59	54
Less: Inter-segment eliminations	(51,654)	(64,076)	(42,684)	(28,497)		
Unallocated expenses			(8,800)	(4,494)		
Finance cost			(7,667)	(5,016)		
TOTAL	1,151,039	362,764	701,161	136,827	61	38

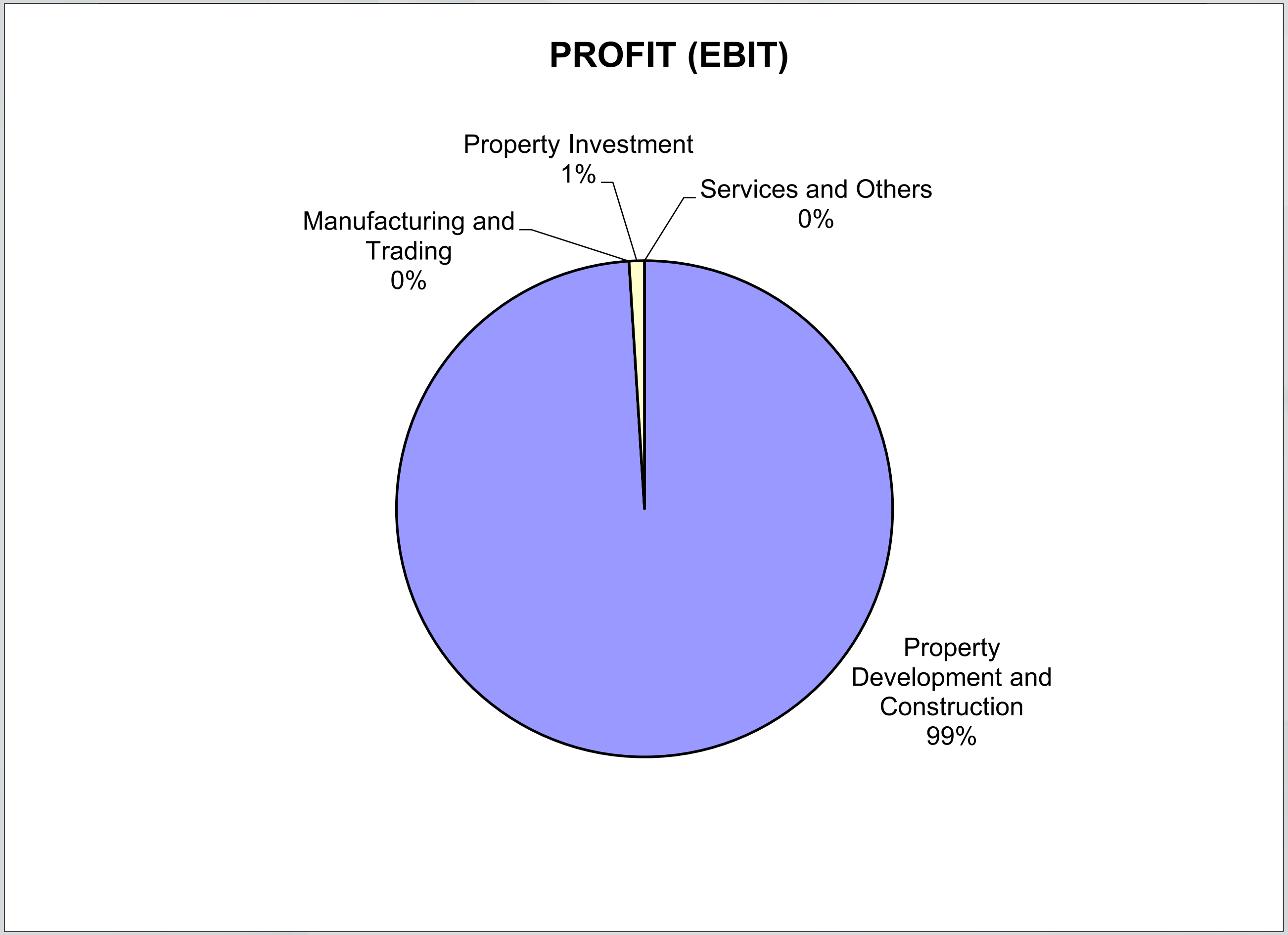
Note:

* *Based on unaudited 9 months results ended 31 October 2025.*

REVENUE BY SEGMENT (FY2025)



RESULTS BY SEGMENT (FY2025)



DIVIDEND PAYMENT RATIO (TIMES)

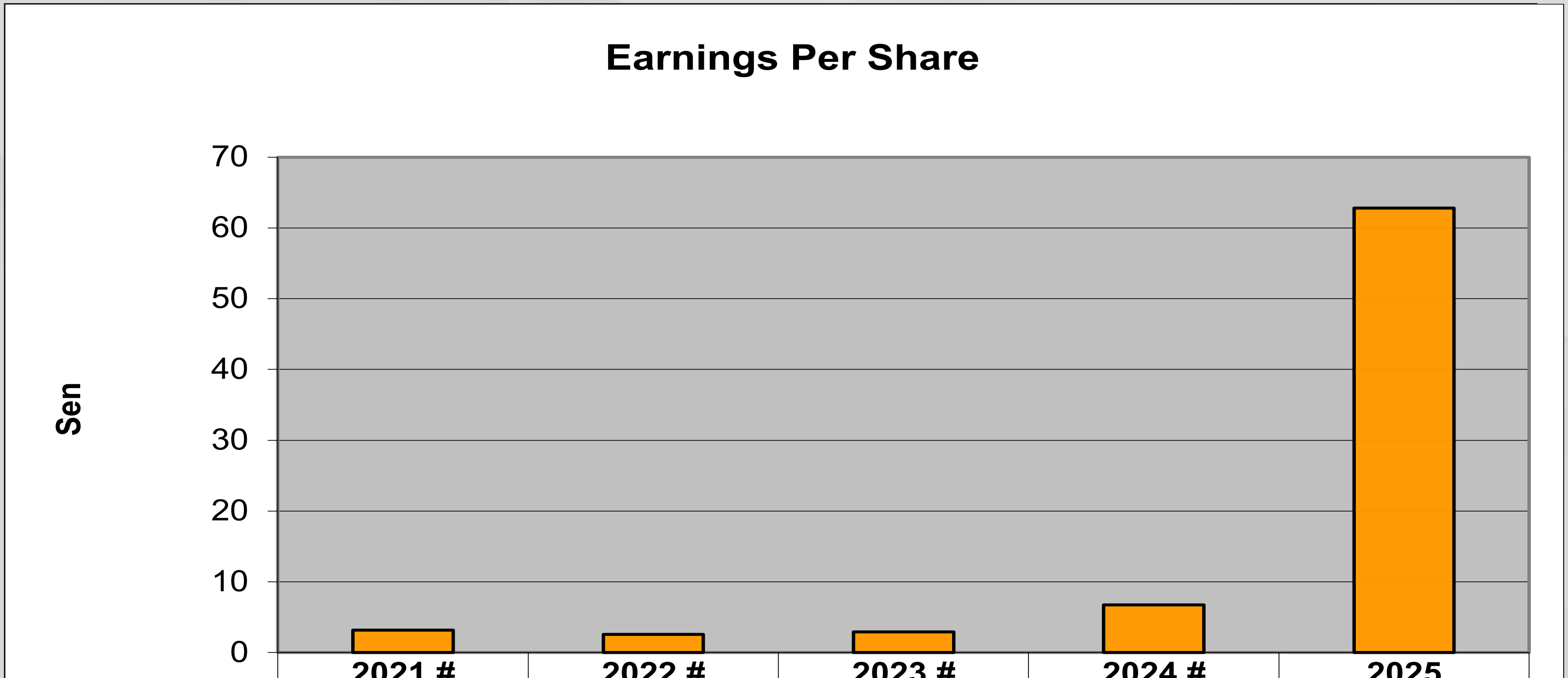
	2023	2024	2025*	3Q2026*
Profit Attributable (RM'000)	24,525	56,669	526,319	93,702
Net Dividend Declared (RM'000)	13,971	50,295	83,901	58,948
Dividend (Sen)	5.0	18.0	10.0	7.0
Dividend Yield (%)	4.3	6.5	7.1	5.6
Dividend Pay-out (%)	57.0	88.8	15.9	62.9
Market Price (RM)	1.17	2.75	1.41	1.24
NTA (RM)	1.11 #	1.17 #	1.68	1.74

Notes:

- *Based on unaudited 9 months results ended 31 October 2025.*

\# *Adjusted for subdivision of every 1 existing ordinary share into 3 ordinary shares ("Share Split") completed in September 2024.*

GROUP'S PERFORMANCE FOR THE PAST 5 YEARS

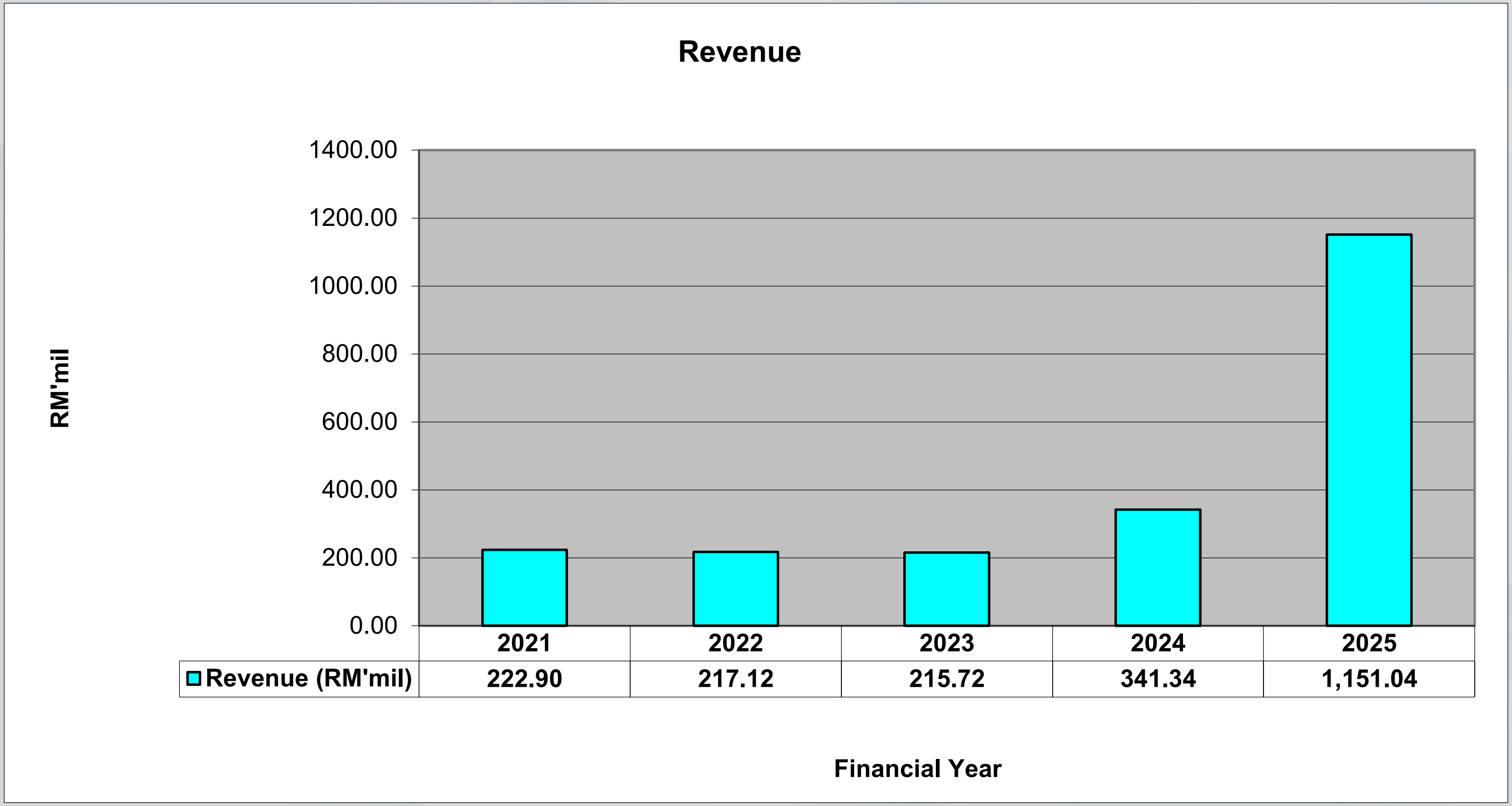


	2021 #	2022 #	2023 #	2024 #	2025
EPS (Sen)	3.2	2.57	2.93	6.76	62.79

Notes:

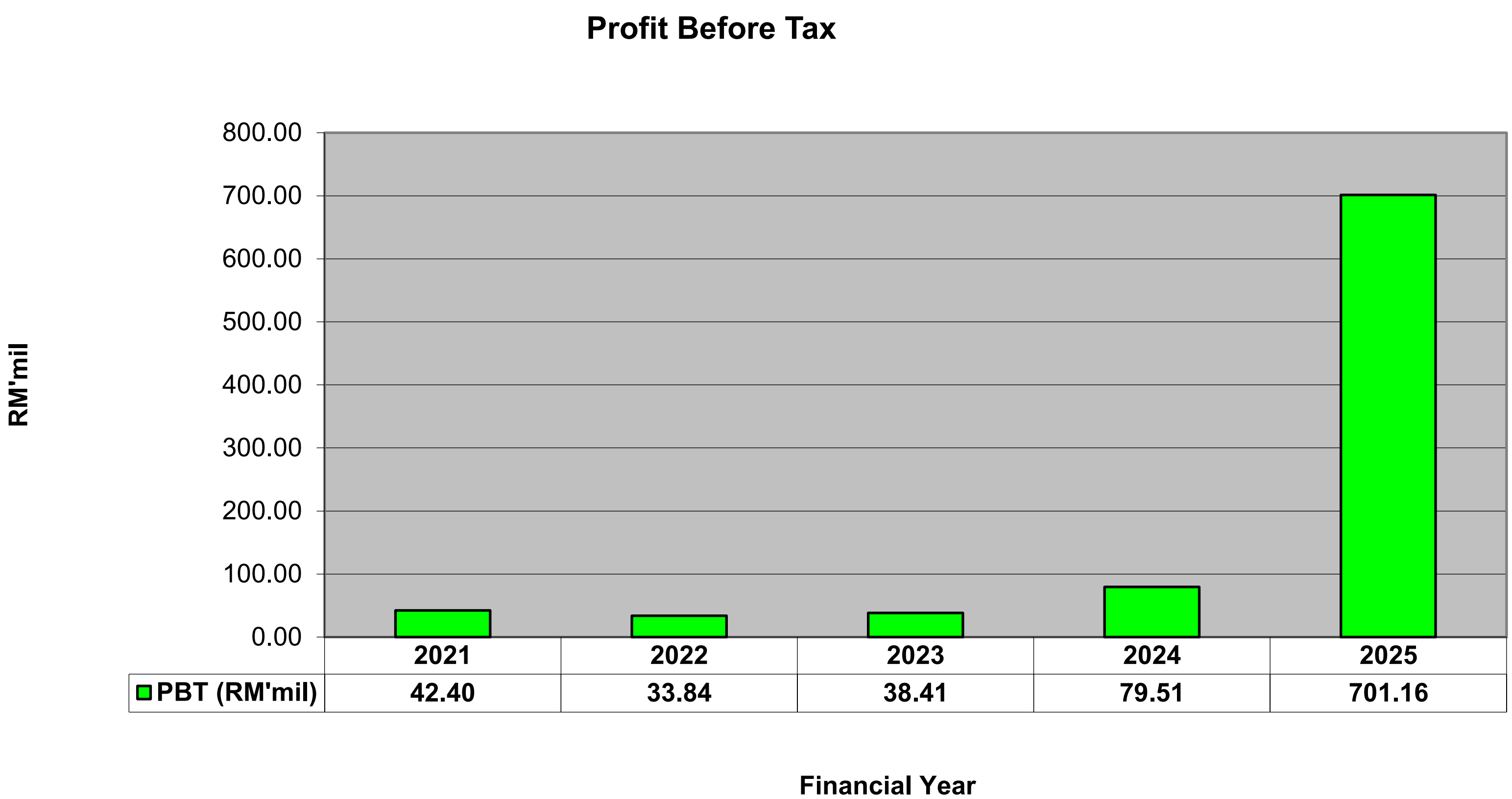
\# *Adjusted for subdivision of every 1 existing ordinary share into 3 ordinary shares ("Share Split") completed in September 2024.*

GROUP'S PERFORMANCE FOR THE PAST 5 YEARS (CONT.)



	2021	2022	2023	2024	2025
Revenue (RM'mil)	222.90	217.12	215.72	341.34	1,151.04

GROUP'S PERFORMANCE FOR THE PAST 5 YEARS (CONT.)

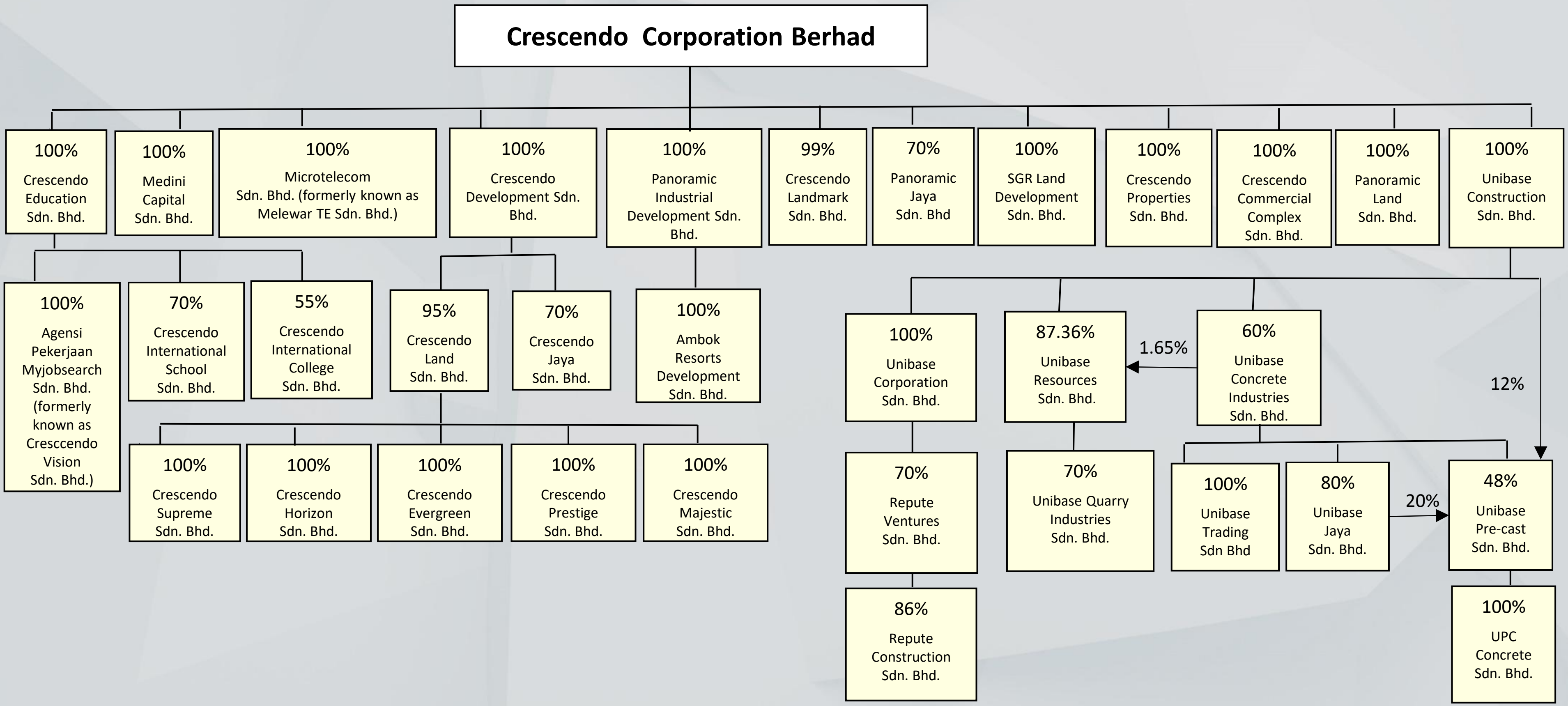


	2021	2022	2023	2024	2025
PBT (RM'mil)	42.40	33.84	38.41	79.51	701.16

PRINCIPAL ACTIVITIES

- Business Activities
  - Development Division
    - Property Development
    - Resort Development (future)
  - Construction Division
    - Building Construction
    - Concrete Products
  - Services Division
    - Education
    - Management Services
  - Investment Division
    - Property Investment

GROUP STRUCTURE
AS AT 31 JANUARY 2025



CORPORATE FACT SHEET

Listed On:	April 8, 1997 (Main Board)
Issued Shares: (31 January 2026)	848.5 mil
Market Capitalization as of 31 January 2026:	RM1.07 bil (@RM1.26)
Par Value Per Share:	RM1.00
NTA/Share: (31 October 2025)	RM1.74
Major Shareholders: (19 January 2026)	Sharikat Kim Loong Sendirian Berhad (68.15%) Amanahraya Trustees Berhad (1.61%) - Public Smallcap Fund Public Nominees (Tempatan) Sdn. Bhd. (1.37%) - Pledged Securities Account for Gooi Seong Heen (E-JBU) Citigroup Nominees (Tempatan) Sdn. Bhd. (1.34%) - Exempt an for OCBC Securities Private Limited (Client A/C-RES)
Financial Year End:	31 January

CORPORATE FACT SHEET (CONT.)

Corporate Address:

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THANK YOU