

# NEWSLETTER

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# BULLETIN

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## CHAIRMAN'S MESSAGE

The first quarter marks an important milestone for QEW Group as we continue to strengthen our foundation for long-term growth. This year, we formally introduce the Group's Vision, Mission, and Core Values, establishing clear guiding principles to support our next phase of expansion and ensuring that our direction, standards, and expectations are articulated with clarity.

These foundations reinforce governance discipline, strengthen internal alignment, and promote accountability across all levels of the organisation. In line with this progress, we have also launched a refreshed corporate website, reflecting a more defined identity while providing stakeholders with clearer insight into our strategic focus, project portfolio, and institutional commitments.

Our Vision is to shape Malaysia's future through world-class infrastructure development and high-impact investments that transform industries and deliver sustainable impact. In line with this, our Mission is to achieve excellence in project execution, build trust through strategic collaboration, and uphold strong governance and sustainability as the foundation for the company's long-term growth.

As we advance our key initiatives, particularly QEW Smart Integrated Industrial Park (QSIIIP) and Pahang Aerospace City (PAC), these principles will continue to guide structured growth, responsible capital stewardship, and disciplined execution. The following pages highlight key Q1 milestones across our strategic projects, reflecting steady progress as we translate the Group's vision into implementation.

## PERUTUSAN PENGERUSI

Suku pertama tahun ini menandakan satu pencapaian penting bagi QEW Group apabila kami terus memperkukuh asas bagi pertumbuhan jangka panjang. Pada tahun ini, kami secara rasmi memperkenalkan Visi, Misi dan Nilai Teras syarikat, yang menjadi panduan utama dalam menyokong fasa perkembangan seterusnya serta memastikan hala tuju, piawaian dan jangkaan organisasi dinyatakan dengan lebih jelas.



## BREAKING HIGHLIGHTS



Langkah ini turut memperkukuh disiplin tadbir urus, meningkatkan penyelarasan dalaman serta memastikan akauntabiliti di semua peringkat organisasi. Selaras dengan perkembangan ini, kami juga telah memperkenalkan laman web korporat baharu yang mencerminkan identiti QEW Group yang lebih tersusun serta memberi pihak berkepentingan gambaran yang lebih jelas mengenai fokus strategik, portfolio projek dan komitmen institusi kami.

Visi kami adalah untuk membentuk masa depan Malaysia melalui pembangunan infrastruktur bertaraf dunia dan pelaburan berimpak tinggi yang mengubah industri serta memberikan impak yang mampan. Seajar dengan itu, Misi kami adalah untuk mencapai kecemerlangan dalam pelaksanaan projek, membina kepercayaan melalui kerjasama strategik, serta mengukuhkan tadbir urus dan kelestarian sebagai asas kepada pertumbuhan jangka panjang syarikat.

Ketika kami meneruskan pelaksanaan inisiatif utama, khususnya QEW Smart Integrated Industrial Park (QSIIIP) dan Pahang Aerospace City (PAC), prinsip-prinsip ini akan terus memandu pertumbuhan yang tersusun, pengurusan modal yang bertanggungjawab serta pelaksanaan yang berdisiplin. Halaman seterusnya memaparkan pencapaian utama SI bagi projek strategik syarikat, mencerminkan kemajuan berterusan dalam menterjemahkan visi QEW Group kepada pelaksanaan sebenar.

- GEC, 2026.

## INVESTMENT COMMITTEE MEETING | BIL. 1/26 | 13 FEBRUARY 2026

QEW Group convened Investment Committee Meeting Bil. 1/26 at its Headquarters.

The session focused on deliberating and providing recommendations arising from the discussions held on 11 February 2026, particularly in relation to the Company's investment and financing initiatives.

The meeting forms part of the Group's governance framework, ensuring structured evaluation, disciplined capital allocation, and oversight of strategic investment decisions.

QEW Group telah mengadakan Mesyuarat Jawatankuasa Pelaburan Bil. 1/26 di Ibu Pejabatnya.

Sesi ini memberi tumpuan kepada membincangkan dan memberikan cadangan yang timbul daripada perbincangan yang diadakan pada 11 Februari 2026, khususnya berkaitan dengan inisiatif pelaburan dan pembiayaan Syarikat.

Mesyuarat itu membentuk sebahagian daripada rangka kerja tadbir urus syarikat, memastikan penilaian berstruktur, peruntukan modal yang berdisiplin, dan pengawasan keputusan pelaburan strategik.



## Strategic Project Highlights | Q1 2026

### QEW SMART INTEGRATED INDUSTRIAL PARK (QSIIIP)



### ADVANCING PARTNERSHIPS: DEVELOPMENT ALIGNMENT IN FOCUS | 19 JANUARY 2026

QEW Group convened a strategic engagement session at Hilton Hotel for the QSIIIP, in collaboration with **Invest Kedah and Jones Lang LaSalle (JLL)**.

The session focused on strengthening the **development framework, refining market positioning, enhancing investment readiness, and aligning execution priorities**. The engagement forms part of QSIIIP's structured advancement as a sustainable and competitive industrial platform in Bukit Kayu Hitam.

The initiative remains central to the Group's industrial growth strategy and cross-border economic positioning.

QEW Group telah mengadakan sesi penglibatan strategik di Hotel Hilton untuk QSIIIP, dengan kerjasama **Invest Kedah dan Jones Lang LaSalle (JLL)**.

Sesi itu memberi tumpuan kepada pengukuhan rangka kerja **pembangunan, memperhalusi kedudukan pasaran, meningkatkan kesediaan pelaburan, dan menyelaraskan keutamaan** pelaksanaan. Penglibatan itu merupakan sebahagian daripada kemajuan berstruktur QSIIIP sebagai platform industri yang mampan dan berdaya saing di Bukit Kayu Hitam.

Inisiatif ini kekal sebagai pusat kepada strategi pertumbuhan perindustrian syarikat dan kedudukan ekonomi rentas sempadan.



## PROMOTION AND EXECUTION WORKSHOP | 28 JANUARY 2026

A structured workshop was convened to review development progress at QSIIIP Bukit Kayu Hitam and align promotion priorities for the upcoming quarter.

The session brought together JLL, the Centre for IMT-GT Subregional Cooperation (CIMT), Invest Kedah, and the QEW CFI team to assess investment positioning, cross-border connectivity strategy, and phased execution planning.

The engagement strengthened stakeholder coordination and reinforced alignment as the project advances towards its next implementation phase.



Satu bengkel berstruktur telah diadakan untuk menyemak kemajuan pembangunan di QSIIIP Bukit Kayu Hitam dan menyelaraskan keutamaan promosi bagi suku akan datang.

Sesi itu menghimpunkan JLL, Pusat Kerjasama Subregional IMT-GT (CIMT), Invest Kedah dan pasukan QEW CFI untuk menilai kedudukan pelaburan, strategi penyambungan rentas sempadan dan perancangan pelaksanaan berperingkat.

Penglibatan itu mengukuhkan penyelarasan pihak berkepentingan dan memperkukuh penajaran apabila projek itu maju ke fasa pelaksanaan seterusnya.



### SITE VISIT AND DEVELOPMENT READINESS REVIEW | 28 JANUARY 2026

A site visit was conducted at QSIIIP, Bukit Kayu Hitam, involving key stakeholders and strategic partners including **JLL, Invest Kedah, Malvest Group, the Malaysian Investment Development Authority (MIDA), and the Centre for IMT-GT Subregional Cooperation (CIMT).**

The session provided an on-ground review of development progress, infrastructure planning, and project sequencing. Discussions centred on **technical readiness, investment structuring, and coordinated execution** as the project moves into its next phase.

The engagement reflects continued multi-agency alignment and steady progress towards implementation milestones.

Lawatan tapak telah dijalankan di QSIIIP, Bukit Kayu Hitam, melibatkan pemegang kepentingan utama dan rakan kongsi strategik termasuk **JLL, Invest Kedah, Malvest Group, Lembaga Pembangunan Pelaburan Malaysia (MIDA), dan Pusat Kerjasama Subregional IMT-GT (CIMT).**

Sesi itu menyediakan tinjauan di lapangan tentang **kemajuan pembangunan, perancangan infrastruktur, dan koordinasi projek.** Perbincangan tertumpu pada kesediaan teknikal, penstrukturan pelaburan, dan pelaksanaan yang diselaraskan apabila projek itu bergerak ke fasa seterusnya.

Penglibatan itu mencerminkan penjajaran pelbagai agensi yang berterusan dan kemajuan yang mantap ke arah tonggak pelaksanaan.







## “A Strategic Industrial Land Platform at the Malaysia–Thailand Trade Gateway”



### ABOUT QEW SMART INTEGRATED INDUSTRIAL PARK (QSIIIP)

- ▶ QSIIIP is a master-planned industrial strategically located in Bukit Kayu Hitam, Kedah, at Malaysia’s northern economic gateway with direct frontage to the North–South Expressway and immediate connectivity to the Malaysia–Thailand border gazetted under SBEZ. Developed by QEW Group Berhad in collaboration with Invest Kedah, designed to serve regional manufacturing and supply chain activities across ASEAN.
- ▶ QSIIIP is further strengthened by its complementary role alongside Delapan East, a major regional development initiative under the Ministry of Finance Malaysia, which collectively enhances the Bukit Kayu Hitam corridor as a key cross-border as most active economic gateway linking Malaysia’s industrial ecosystem with Thailand.

### INDUSTRIAL ECOSYSTEM

A 258-acres master-planned industrial development integrating manufacturing, logistics and specialized industrial clusters designed to support regional industrial growth and cross-border trade activities.



### STRONG GOVERNMENT & INSTITUTIONAL ALIGNMENT

Developed by QEW Group Berhad in collaboration with Invest Kedah, supported by MIDA and Kedah’s competitive operating environment and growing industrial workforce.

[WWW.QEW.COM.MY](http://WWW.QEW.COM.MY)

## Pahang Aerospace City (PAC)

### TRANSIT-ORIENTED DEVELOPMENT (TOD) | PAC EXPANSION ZONE | 2 JANUARY 2026

As part of the Pahang Aerospace City (PAC) masterplan, **QEW Group's subsidiary, Baiyuzen Holding Sdn. Bhd. (BHSB)** is advancing a **Transit-Oriented Development (TOD)** initiative within a dedicated land parcel adjacent to the airport development zone.

The highlighted area (PT 026841, approximately 1,258 acres) is positioned alongside the ECRL reserve and key regional connectivity corridors, providing a strategic platform for future **mobility-linked commercial, logistics, and mixed-use developments** supporting the PAC ecosystem.

During Q1 2026, planning coordination focused on land use alignment, connectivity integration, and phased development sequencing, ensuring the TOD component complements surrounding precincts including **Space City, Advanced Mobility Park, and airport-linked economic activities.**

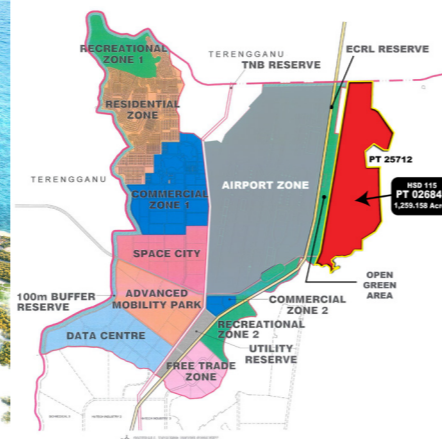
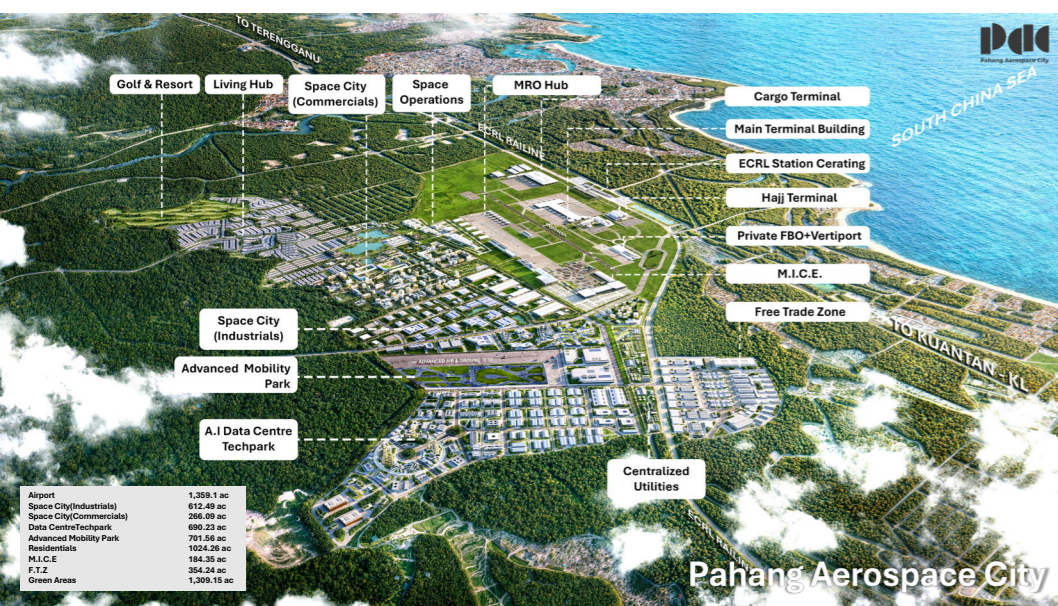
The TOD initiative forms a key pillar of PAC's long-term vision to establish an integrated aerospace-driven economic cluster supported by modern transport connectivity and sustainable urban infrastructure.

Sebagai sebahagian daripada pelan induk Pahang Aerospace City (PAC), **anak syarikat QEW Group, Baiyuzen Holding Sdn. Bhd. (BHSB)** sedang memajukan inisiatif **Pembangunan Berorientasikan Transit (TOD)** dalam bidang tanah khusus bersebelahan dengan zon pembangunan lapangan terbang.

Kawasan yang diserlahkan (PT 026841, kira-kira 1,258 ekar) diletakkan di samping rizab ECRL dan koridor ketersambungan serantau utama, menyediakan platform strategik untuk pembangunan komersial, logistik dan penggunaan bercampur berkaitan mobiliti pada masa hadapan yang menyokong ekosistem PAC.

Semasa S1 2026, penyelarasan perancangan tertumpu pada penjajaran guna tanah, penyepaduan ketersambungan dan penjujukan pembangunan berperingkat, memastikan komponen TOD melengkapkan presint sekitar termasuk **Space City, Advanced Mobility Park dan aktiviti ekonomi berkaitan lapangan terbang.**

Inisiatif TOD membentuk tonggak utama visi jangka panjang PAC untuk mewujudkan satu pacuan aeroangkasa bersepadu kelompok ekonomi yang disokong oleh ketersambungan pengangkutan moden dan infrastruktur bandar yang mampan.



## QEW GROUP SUPPORTS INDONESIA-MALAYSIA-THAILAND GROWTH TRIANGLE (IMT-GT) JOINT BUSINESS COUNCIL (JBC) COLLABORATION AT DUBAI AIRSHOW 2025 | 19 NOVEMBER 2025



QEW Group is pleased to announce **the virtual signing of a Memorandum of Understanding (MoU) held during Dubai Airshow 2025, together with the IMT-GT Joint Business Council (JBC).**

The collaboration involves **BHSB**, together with **Pahang Aerospace City Development Berhad (PACDB)**, reflecting a shared commitment to strengthening regional connectivity and advancing sustainable development within the IMT-GT region.

This MoU represents a significant step forward in the development of the Region's First Omni-Port, a transformative initiative that integrates multimodal transportation systems, aerospace infrastructure, logistics networks, and smart green city system.

This underscores QEW Group's continued commitment to fostering strategic partnerships that drive innovation, promote sustainable growth, and enhance long-term regional integration. QEW Group extends its appreciation to all partners involved and looks forward to the continued progress and success of this collaboration.

QEW Group berbesar hati untuk mengumumkan **pemeteraian Memorandum Persefahaman (MoU) secara maya yang dilaksanakan sempena Dubai Airshow 2025, bersama-sama IMT-GT Joint Business Council (JBC).**

Kerjasama ini melibatkan **BHSB**, bersama **Pahang Aerospace City Development Berhad (PACDB)**, yang mencerminkan komitmen bersama dalam memperkukuh keterhubungan serantau serta memajukan pembangunan mampan dalam rantau IMT-GT.

MoU ini merupakan satu langkah penting ke hadapan dalam pembangunan Omni-Port yang pertama dirantau ini, sebuah inisiatif transformasi yang mengintegrasikan sistem pengangkutan multimodal, infrastruktur aeroangkasa, rangkaian logistik, serta sistem bandar hijau pintar.

Ini menegaskan komitmen berterusan QEW Group dalam memupuk kerjasama strategik yang memacu inovasi, menggalakkan pertumbuhan mampan, serta memperkukuh integrasi serantau jangka panjang.

QEW Group merakamkan setinggi-tinggi penghargaan kepada semua rakan kerjasama yang terlibat dan berharap agar kolaborasi ini akan terus mencapai kemajuan dan kejayaan pada masa hadapan.

## DAVOS 2026: EXPANDS GLOBAL FOOTPRINT AT WEF & unDAVOS | 20 JANUARY 2026



In January 2026, PACDB participated in the **World Economic Forum (WEF) Annual Meeting and the parallel unDavos Summit** in Davos, Switzerland, advancing Malaysia's Space City vision through targeted global engagements.

Represented by its Managing Director and Board Advisor, PACDB engaged policymakers, investors, and industry leaders to align policy, capital, and execution in support of its integrated Omniport and Space City development.

**PACDB also exchanged a non-binding Declaration of Intent with the United Nations Office for Outer Space Affairs (UNOOSA)** to explore collaboration in policy advisory, capacity-building, and inclusive space economy development, alongside engagements with The Karman Project to position Malaysia as a regional platform for space diplomacy.

These engagements strengthen PACDB's global positioning and support the development of long-term partnerships and tangible outcomes.

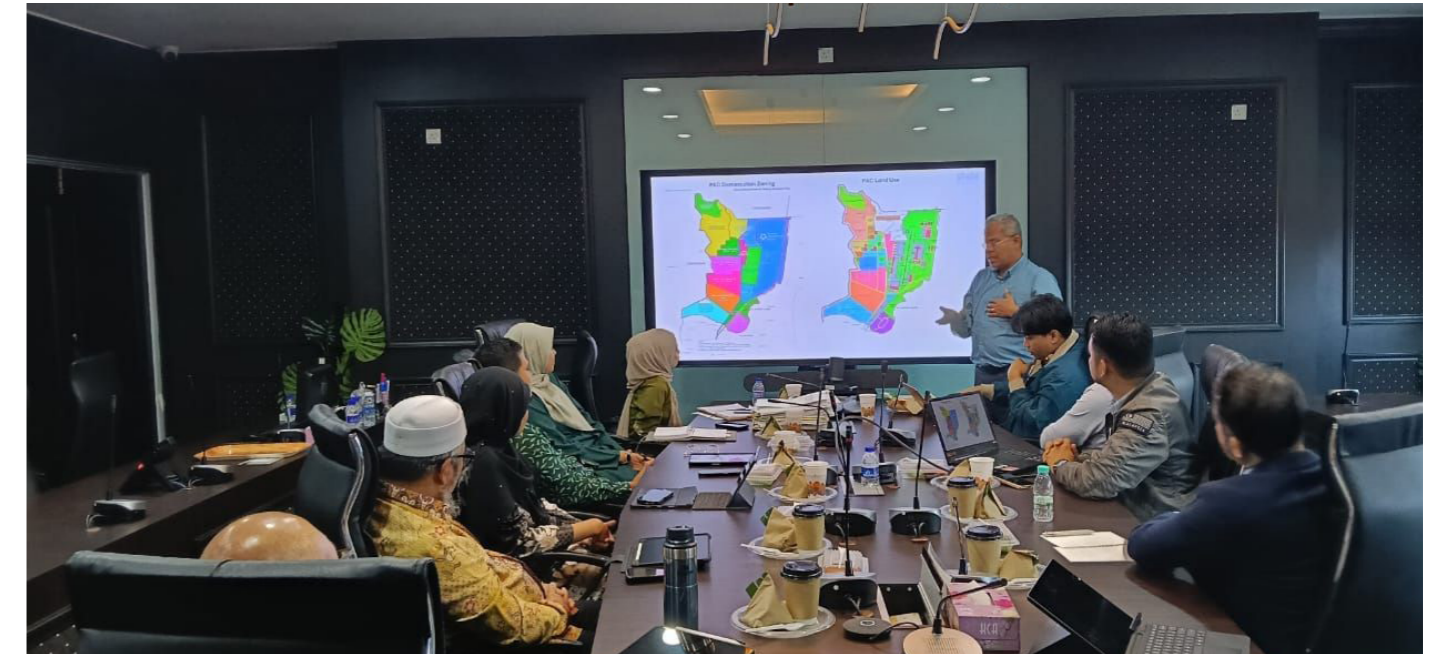
Pada Januari 2026, PACDB telah menyertai **Mesyuarat Tahunan World Economic Forum (WEF) serta sidang selari unDavos** di Davos, Switzerland, dalam usaha memajukan visi Space City Malaysia melalui penglibatan global yang disasarkan.

Diwakili oleh Pengarah Urusan dan Penasihat Lembaga, PACDB telah mengadakan libat urus dengan pembuat dasar, pelabur dan pemain industri bagi menyelaraskan keutamaan, modal dan pelaksanaan untuk menyokong pembangunan bersepadu Omniport dan Space City.

**PACDB turut menandatangani Deklarasi Niat yang tidak mengikat bersama United Nations Office for Outer Space Affairs (UNOOSA)** untuk meneroka kerjasama dalam sokongan perancangan, pembangunan kapasiti dan pembangunan ekonomi angkasa yang inklusif. Selain itu, PACDB juga berinteraksi dengan The Karman Project bagi memposisikan Malaysia sebagai platform serantau untuk diplomasi angkasa.

Penglibatan ini mengukuhkan kedudukan global PACDB serta menyokong pembangunan kerjasama jangka panjang dan hasil yang nyata.

## POST-DAVOS STRATEGIC ALIGNMENT WITH PAHANG CORPORATION (PSK) | 11 FEBRUARY 2026



Following the World Economic Forum engagements in January 2026, PACDB convened a working session with **Pahang Corporation (PSK)** to align next-phase priorities and development sequencing.

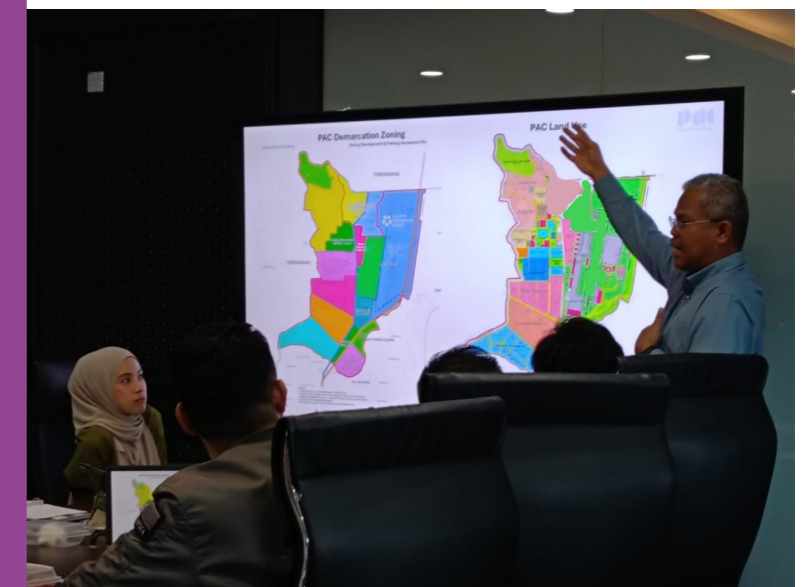
The discussion focused on zoning refinement, infrastructure planning, and coordinated stakeholder action to translate recent international engagements into structured implementation steps.

The session reinforces state-level alignment and execution discipline as PACDB advances from global positioning to on-ground delivery.

Susulan penglibatan Forum Ekonomi Dunia pada Januari 2026, PACDB telah mengadakan sesi kerja dengan **Perbadanan Pahang (PSK)** untuk menyelaraskan keutamaan fasa seterusnya dan penjurukan pembangunan.

Perbincangan ini tertumpu pada penambahbaikan pengezonan, perancangan infrastruktur dan tindakan pihak berkepentingan yang diselaraskan untuk menterjemahkan penglibatan antarabangsa baru-baru ini kepada langkah pelaksanaan berstruktur.

Sesi ini memperkukuh penjaran dan disiplin pelaksanaan peringkat negeri apabila PACDB mara daripada kedudukan global kepada penyampaian di lapangan.



**PAHANG AEROSPACE CITY  
COORDINATION MEETING  
FOR THE GROUNDBREAKING  
PROJECT CEREMONY  
| 6 MARCH 2026**



The PAC team held a coordination meeting with key stakeholders as part of preparations for the Groundbreaking Ceremony of Pahang Aerospace City (PAC) project, that will be held soon.

The meeting focused on event planning, logistics coordination, protocol arrangements, and site readiness. This was followed by a site inspection at the PAC development area, **involving representatives from MRL (ECRL), TM Global, Magnate Consultant, PDRM Cherating, Universiti Malaysia Pahang Al-Sultan Abdullah (UMPSA), Pahang Corporation, Pejabat Setiausaha Kerajaan Negeri Pahang, and all related state government agencies.**

The PAC initiative aims to strengthen Pahang's position as an emerging hub for aerospace and high-value industries, supporting long-term investment and economic growth.



Pasukan PAC telah mengadakan mesyuarat penyelarasan dengan pihak berkepentingan utama sebagai sebahagian daripada persediaan bagi Majlis Pecah Tanah projek Pahang Aerospace City (PAC) yang akan diadakan tidak lama lagi.

Mesyuarat tersebut memberi tumpuan kepada perancangan acara, penyelarasan logistik, pengaturan protokol dan kesediaan tapak. Ini diikuti dengan pemeriksaan tapak di kawasan pembangunan PAC, yang **melibatkan wakil daripada MRL (ECRL), TM Global, Magnate Consultant, PDRM Cherating, Universiti Malaysia Pahang Al-Sultan Abdullah (UMPSA), Perbadanan Pahang, Pejabat Setiausaha Kerajaan Negeri Pahang dan semua agensi kerajaan negeri yang berkaitan.**

Inisiatif PAC bertujuan untuk memperkukuh kedudukan Pahang sebagai hab baharu untuk industri aeroangkasa dan bernilai tinggi, menyokong pelaburan jangka panjang dan pertumbuhan ekonomi.

**PRESENTATION OF TOD EAP BY BAIYUZEN HOLDING SDN. BHD. (BHSB) PRECINCT DEVELOPER AT PAHANG STATE EXCO MEETING WITH PACDB | 17 MARCH 2026**

A high-impact strategic presentation of TOD EAP by BHSB was successfully delivered during the Pahang State EXCO Meeting in collaboration with PACDB.

**The presentation articulated a large-scale development vision anchored on Transit-Oriented Development (TOD) and the Economic Acceleration Platform (EAP) framework, positioning the initiative as a key catalyst for the State's economic transformation.** The development is expected to unlock high-value investment opportunities, strengthen industrial value chains, and accelerate the delivery of critical infrastructure across Pahang.

In alignment with the State's development agenda, the session further reinforced strategic alignment between the State Government and project stakeholders to ensure phased, commercially viable, and sustainable implementation, with long-term impact on economic growth, job creation, and regional competitiveness.





Pembentangan strategik berimpak tinggi TOD EAP oleh BHSB telah berjaya dilaksanakan dalam Mesyuarat EXCO Kerajaan Negeri Pahang dengan kerjasama PACDB.

**Pembentangan ini menzahirkan visi pembangunan berskala besar yang berteraskan pendekatan Transit-Oriented Development (TOD) dan Economic Acceleration Platform (EAP), yang dirangka sebagai pemangkin utama kepada transformasi ekonomi negeri.** Inisiatif ini dijangka membuka peluang pelaburan bernilai tinggi, memperkukuh rantai nilai industri serta mempercepatkan pembangunan infrastruktur strategik di Negeri Pahang.

Selaras dengan agenda pembangunan negeri, sesi ini turut memperkukuhkan penjajaran strategik antara pihak kerajaan negeri dan pemaju dalam memastikan pelaksanaan projek secara berfasa, berdaya maju serta mampan, dengan impak jangka panjang kepada pertumbuhan ekonomi, penciptaan pekerjaan dan kesejahteraan rakyat.

## QEW Communications Sdn. Bhd. (QEWCOMM)

### SAFEGUARDING SPACE: ENVIRONMENTAL ISSUES, RISKS AND RESPONSIBILITIES | 6 JANUARY 2026

A Satellite Communications Defence Workshop was successfully held at ATM Semarak, jointly organised by ReOrbit Malaysia and Finland in collaboration with the Malaysian Armed Forces (ATM). The workshop brought together key stakeholders to exchange insights on the advancement of defence satellite communication capabilities and the development of next-generation space-based communication infrastructure to support national security and strategic connectivity.

QEWCOMM participated as the licensed communications company positioned **to support the implementation of the proposed satellite communications project.** The session served as an important platform to align technical perspectives, explore collaboration frameworks, and discuss the strategic role of satellite communications in strengthening secure and resilient defence communication networks.

Following the workshop, a site visit and technical engagement session was conducted between **ReOrbit, QEWCOMM, and Universiti Kuala Lumpur (UniKL) Malaysian Institute of Aviation Technology (MIAT)** at UniKL MIAT Subang Campus. The meeting focused on reviewing the latest developments of the satellite initiative, including potential collaboration in research, technology integration, and capacity building to support Malaysia's evolving satellite communications ecosystem.



Satu Bengkel Komunikasi Satelit Pertahanan telah berjaya dianjurkan di ATM Semarak, hasil kerjasama antara ReOrbit Malaysia dan Finland bersama Angkatan Tentera Malaysia (ATM). Bengkel ini menghimpunkan pihak berkepentingan utama bagi berkongsi pandangan mengenai pembangunan keupayaan komunikasi satelit pertahanan serta inisiatif membangunkan infrastruktur komunikasi berasaskan angkasa yang menyokong keselamatan dan ketersambungan strategik negara.

QEWCOMM turut mengambil bahagian sebagai syarikat komunikasi berlesen yang bersedia **menyokong pelaksanaan projek komunikasi satelit yang dicadangkan.** Sesi ini menjadi platform penting untuk menyelaras pandangan teknikal, meneroka rangka kerjasama strategik, serta membincangkan peranan komunikasi satelit dalam memperkukuh rangkaian komunikasi pertahanan yang selamat dan berdaya tahan.

Susulan bengkel tersebut, satu lawatan tapak dan sesi libat urus teknikal telah diadakan antara **ReOrbit, QEWCOMM dan Universiti Kuala Lumpur (UniKL) Malaysian Institute of Aviation Technology (MIAT)** di kampus Subang UniKL MIAT. Perbincangan tertumpu kepada perkembangan terkini projek satelit, termasuk potensi kerjasama dalam penyelidikan, integrasi teknologi serta pembangunan kapasiti bagi menyokong pembangunan ekosistem komunikasi satelit Malaysia.

## QEW GROUP STRENGTHENS GLOBAL ADVISORY PARTNERSHIPS TO ADVANCE DEVELOPMENT | JANUARY 2026



As part of continued efforts to strengthen project delivery, QEW Group has established collaboration with high-profile international advisory partners, including **Jones Lang LaSalle (JLL)** and **Alliott Global Alliance**. These strategic partners are globally recognised brands with extensive networks and multidisciplinary expertise across various industries.

**Their involvement reflects a strong level of confidence in the development potential of QEW Group, which has undergone comprehensive evaluation and due diligence processes.**

This collaboration further strengthens the project's foundation while enhancing its credibility and attractiveness. It also signals positive growth prospects, with the capacity to continue creating value for existing shareholders and stakeholders, as well as unlocking new investment opportunities in the future.



Seiring dengan usaha berterusan untuk memperkukuh pelaksanaan projek, QEW Group telah menjalinkan kerjasama dengan rakan penasihat antarabangsa berprofil tinggi, termasuk **Jones Lang LaSalle (JLL)** dan **Alliott Global Alliance**. Rakan strategik ini merupakan jenama global yang diiktiraf dengan rangkaian luas serta kepakaran pelbagai disiplin merentas pelbagai industri.

**Penglibatan mereka mencerminkan tahap keyakinan yang tinggi terhadap potensi pembangunan QEW Group, yang telah melalui proses penilaian dan semakan yang menyeluruh dan komprehensif.**

Kerjasama ini turut mengukuhkan lagi asas projek serta meningkatkan kredibiliti dan daya tarikannya. Ia juga menzahirkan prospek pertumbuhan yang positif, dengan keupayaan untuk terus menjana nilai kepada pemegang saham dan pihak berkepentingan sedia ada, serta membuka peluang pelaburan baharu pada masa hadapan.

## CEO ASIA MEMBERSHIP | 20 JANUARY 2026

QEW Group has joined the **CEO Asia Business Network**, a regional platform that connects business leaders, entrepreneurs, and C-suite executives through networking, knowledge exchange, and collaborative learning initiatives.

CEO Asia provides a community of more than **9,000 business leaders**, facilitating professional dialogue, leadership forums, and industry engagement that support enterprise growth and regional collaboration.

Through this membership, QEW Group aims to strengthen its engagement with the broader Asian business community while **expanding opportunities for strategic partnerships, knowledge sharing, and cross-border collaboration** aligned with the Group's long-term development initiatives.

Participation in CEO Asia also supports the Group's commitment to continuous learning and leadership development through curated forums and industry discussions involving senior executives and entrepreneurs across the region.

QEW Group telah menyertai **CEO Asia Business Network**, platform serantau yang menghubungkan pemimpin perniagaan, usahawan dan eksekutif C-suite melalui rangkaian, pertukaran pengetahuan dan inisiatif pembelajaran kolaboratif.

CEO Asia menyediakan komuniti lebih daripada **9,000 pemimpin perniagaan**, memudahkan dialog profesional, forum kepimpinan, dan penglibatan industri yang menyokong pertumbuhan perusahaan dan kerjasama serantau.

Melalui keahlian ini, QEW Group berhasrat untuk mengukuhkan penglibatannya dengan komuniti perniagaan Asia yang **lebih luas sambil mengembangkan peluang untuk perkongsian strategik, perkongsian pengetahuan, dan kerjasama rentas sempadan** yang sejajar dengan inisiatif pembangunan jangka panjang syarikat.

Penyertaan dalam CEO Asia juga menyokong komitmen syarikat untuk pembelajaran berterusan dan pembangunan kepimpinan melalui forum terpilih dan perbincangan industri yang melibatkan eksekutif kanan dan usahawan di seluruh rantau ini.



## MAJLIS APRESIASI INDUSTRI NEGERI KEDAH | 29 JANUARY 2026

QEW Group is honoured to receive the **Certificate of Appreciation at the Kedah State Industrial Appreciation Ceremony 2026**, alongside leading organisations such as Infineon, DXN, EVE Energy, and Nur Power.

This recognition reflects QEW Group's continued commitment to sustainable industrial development, as well as its contribution to the economic growth of Kedah. It also highlights the success of strategic collaboration with government agencies such as Invest Kedah Berhad and MIDA in strengthening the industrial ecosystem and driving high-value investments in the state.

Menteri Besar Kedah, YAB Dato' Seri Haji Muhammad Sanusi bin Md Nor remarked, "The Bukit Kayu Hitam Special Economic Zone (SBEZ) is among the areas currently attracting investors from across the Thailand border. The SBEZ, is set to emerge as a new industrial area that will elevate the state's profile."

We extend our highest appreciation to the Government of Kedah for this recognition and remain committed to supporting the state's development agenda and future progress.



QEW Group berbesar hati menerima **Sijil Penghargaan di Majlis Apresiasi Industri Negeri Kedah 2026**, sebaris dengan organisasi terkemuka seperti Infineon, DXN, EVE Energy dan Nur Power.

Pengiktirafan ini mencerminkan komitmen berterusan QEW Group terhadap pembangunan perindustrian yang mampan serta sumbangannya kepada pertumbuhan ekonomi Negeri Kedah. Ia turut menzahirkan kejayaan hasil kerjasama strategik bersama agensi kerajaan seperti Invest Kedah Berhad dan MIDA dalam memperkukuh ekosistem perindustrian serta merangsang pelaburan bernilai tinggi di negeri ini.

Memetik ucapan Menteri Besar Kedah, YAB Dato' Seri Haji Muhammad Sanusi bin Md Nor berkata, "Bukit Kayu Hitam Special Economic Zone (SBEZ) merupakan antara kawasan yang sedang menarik pelabur dari sempadan Thailand. SBEZ, bakal muncul sebagai kawasan industri baharu yang akan melonjakkan nama negeri ini."

Kami merakamkan setinggi-tinggi penghargaan kepada Kerajaan Negeri Kedah atas pengiktirafan ini dan komited untuk terus menyokong agenda pembangunan serta kemajuan negeri pada masa hadapan.

## INDONESIA-MALAYSIA-THAILAND GROWTH TRIANGLE (IMT-GT) REGIONAL BUSINESS EXCELLENCE AWARDS (RBEA) | SEPTEMBER 2025



QEW Group has been named the **Winner of the Contribution to Regional Halal Trade Award at IMTGT-RBEA 2025**, underscoring our role in advancing the halal economy across ASEAN and beyond.

"Your excellence has set a higher benchmark. Let tonight's recognition serve as a catalyst for new contracts, strategic investments, and quality employment opportunities, and demonstrate that profitability and sustainability can be advanced in tandem within IMT-GT," said Deputy Prime Minister II, YAB Datuk Seri Fadillah Yusof.

Through initiatives such as QSIP and government-linked strategic projects, QEW Group continues to stand alongside industry leaders while driving sustainable growth in the halal sector.

QEW Group telah dinobatkan sebagai **Pemenang Anugerah Sumbangan kepada Perdagangan Halal Serantau di IMTGT-RBEA 2025**, menekankan peranan kami dalam memajukan ekonomi halal di seluruh ASEAN dan seterusnya.

"Kecemerlangan anda telah menetapkan penanda aras yang lebih tinggi. Jadikan pengiktirafan pada malam ini sebagai pemangkin kepada kontrak baharu, pelaburan strategik serta peluang pekerjaan yang berkualiti dan buktikan bahawa keuntungan serta kemampan dapat dipertingkatkan secara seiring dalam IMT-GT", ujar Timbalan Perdana Menteri II, YAB Datuk Seri Fadillah Yusof.

Melalui inisiatif seperti QSIP dan projek strategik berkaitan kerajaan, QEW Group terus bersaing setaraf dengan peneraju industri sambil memacu pertumbuhan mampan dalam sektor halal.

## QEW Group Berhad Business Development Update Leadership Interview – Strategic Direction From Perspective BOD 2026

### 1. What major internal changes has QEW Group implemented to strengthen its operations?

QEW Group has strengthened its institutional structure through the empowerment of six core strategic departments – **Legal & Compliance Department (L&CD)**, **Corporate Services Department (CSD)**, **Corporate Communications Department (CCD)**, **Corporate Finance & Investment (CFI)**, **Project Management Office (PMO)** serta **Customer Relationship Management (CRM)**.

This organisational strengthening reflects the Group's commitment to reinforcing governance, improving coordination across business functions, and ensuring disciplined execution of strategic initiatives. As QEW Group continues to expand its development platforms, these departments will serve as the **key operational pillars supporting the Group's next phase of growth**.

#### Apakah perubahan utama yang dilaksanakan oleh QEW Group bagi memperkukuh operasi syarikat?

QEW Group telah memperkukuh struktur institusi syarikat melalui pemerkasaan **enam jabatan strategik utama**, iaitu **Jabatan Perundangan & Pematuhan (L&CD)**, **Jabatan Perkhidmatan Korporat (CSD)**, **Jabatan Komunikasi Korporat (CCD)**, **Jabatan Kewangan Korporat & Pelaburan (CFI)**, **Pejabat Pengurusan Projek (PMO)** serta **Jabatan Pengurusan Hubungan Pelanggan (CRM)**.

Pengukuhan organisasi ini mencerminkan komitmen Kumpulan untuk memperkukuh tadbir urus, meningkatkan penyelarasan merentas fungsi perniagaan, serta memastikan pelaksanaan inisiatif strategik yang berdisiplin. Seiring dengan pengembangan platform pembangunan QEW Group, jabatan-jabatan ini akan berperanan sebagai **tonggak operasi utama dalam menyokong fasa pertumbuhan seterusnya bagi syarikat**.

### 2. What are the key performance targets driving QEW Group's business development agenda?

Several key performance targets have been established to support the Group's strategic growth agenda.

The **Legal & Compliance** Division is targeting recovery of approximately **RM196 million through claims and litigation management**, reinforcing financial discipline and asset recovery.

Meanwhile, the **Corporate Finance & Investment** Division aims to mobilise **RM600 million in strategic investments** to strengthen the Group's capital base and accelerate development initiatives with new strategic partners **Jones Lang LaSalle (JLL)**, **Alliott Global Alliance** & **CEO Asia**.

From a project execution perspective, the **Project Management Office (PMO)** anticipates the rollout of **two flagship projects with a combined GDV exceeding RM2 billion** – the **QSIP Bukit Kayu Hitam (BKH)** development platform and the **Transit-Oriented Development (TOD)** initiative, both expected to commence around mid-year.

#### Apakah sasaran prestasi utama yang memacu agenda pembangunan perniagaan QEW Group?

Beberapa sasaran prestasi utama telah ditetapkan bagi menyokong agenda pertumbuhan syarikat.

**Legal & Compliance** Division mensasarkan pemulihan sekitar **RM196 juta** melalui pengurusan tuntutan dan litigasi, memperkukuh disiplin kewangan dan pemulihan aset.

Sementara itu, **Corporate Finance & Investment** menyasarkan untuk menggerakkan **pelaburan strategik sebanyak RM600 juta** bagi mengukuhkan asas modal syarikat dan mempercepatkan inisiatif pembangunan dengan rakan strategik baharu **Jones Lang LaSalle (JLL)**, **Alliott Global Alliance** dan **CEO Asia**.

Pada masa yang sama, **Project Management Office (PMO)** menjangkakan pelaksanaan **dua projek utama dengan GDV melebihi RM2 bilion**, iaitu **QSIP Bukit Kayu Hitam (BKH)** platform pembangunan dan inisiatif **Transit-Oriented Development (TOD)** yang dijangka bermula sekitar pertengahan tahun ini.

### 3. What external challenges is the Group currently navigating?

Like many globally connected organisations, QEW Group operates within a dynamic geopolitical environment. Recent developments in **West Asia** have introduced uncertainties that may influence regional investment sentiment and financial planning.

This is particularly relevant as the Group collaborates with international networks such as **Alliott Global Alliance**, a globally recognised professional alliance with strong presence across Europe, Asia, and the Middle East.

Nevertheless, QEW Group remains confident that through prudent planning and strategic flexibility, these external dynamics can be managed while maintaining momentum across its development initiatives.

#### Apakah cabaran luaran yang sedang dihadapi oleh syarikat ketika ini?

QEW Group turut beroperasi dalam persekitaran geopolitik global yang sentiasa berubah. Perkembangan terkini di **Asia Barat** telah mewujudkan beberapa ketidakpastian yang mungkin mempengaruhi sentimen pelaburan serta perancangan kewangan serantau.

Perkara ini amat relevan memandangkan syarikat turut bekerjasama dengan rangkaian antarabangsa seperti **Alliott Global Alliance**, sebuah pakatan profesional global yang diiktiraf dengan kehadiran kukuh di Eropah, Asia dan Asia Barat.

Namun begitu, QEW Group yakin bahawa melalui perancangan strategik yang teliti serta pendekatan pengurusan yang fleksibel, cabaran ini dapat diurus dengan baik tanpa menjejaskan momentum pembangunan syarikat.

### 4. How is the progress of the Company's Exit Plan?

The **Exit Plan continues to progress alongside the Company's operational recovery and development milestones**. While challenges are expected in any restructuring process, the company has implemented **structured mitigation strategies** to ensure responsible execution and safeguard stakeholder interests.

#### Bagaimanakah perkembangan pelaksanaan Exit Plan syarikat ketika ini?

Pelaksanaan **Exit Plan syarikat terus berjalan selari dengan pemulihan operasi serta perkembangan projek strategik syarikat**. Walaupun terdapat beberapa cabaran dalam proses penstrukturan ini, syarikat telah melaksanakan **strategi pelan mitigasi yang tersusun** bagi memastikan pelaksanaannya berjalan dengan baik.

### 5. What is QEW Group's outlook for the year ahead?

Looking ahead, QEW Group remains focused on delivering its strategic objectives while strengthening its institutional platform for long-term growth. The company is also in the **exploratory phase in satellite communications and RND, including solar energy and Rare Earth Elements (REE)**, reflecting its commitment to diversifying into future-focused and sustainable sectors. The company believes that continued collaboration with strategic partners, investors, and stakeholders will be essential in supporting its development agenda.

Through disciplined execution and strong partnerships, QEW Group aims to position its initiatives as globally competitive development platforms capable of generating sustainable economic value.

#### Apakah unjuran QEW Group bagi tahun yang akan datang?

Melangkah ke hadapan, QEW Group kekal komited dalam merealisasikan objektif strategiknya sambil memperkukuh platform institusinya bagi pertumbuhan jangka panjang. Syarikat juga kini berada dalam **fasa penerokaan bagi komunikasi satelit dan RND, termasuk tenaga solar dan unsur nadir bumi (REE)**, mencerminkan komitmennya untuk mempelbagaikan penglibatan dalam sektor masa hadapan yang mampan. Syarikat percaya bahawa kerjasama berterusan dengan rakan strategik, pelabur dan pihak berkepentingan adalah penting dalam menyokong agenda pembangunannya.

Melalui pelaksanaan yang berdisiplin serta jaringan kerjasama yang kukuh, QEW Group menyasarkan untuk meletakkan inisiatifnya sebagai platform pembangunan berdaya saing global yang mampu menjana nilai ekonomi mampan.