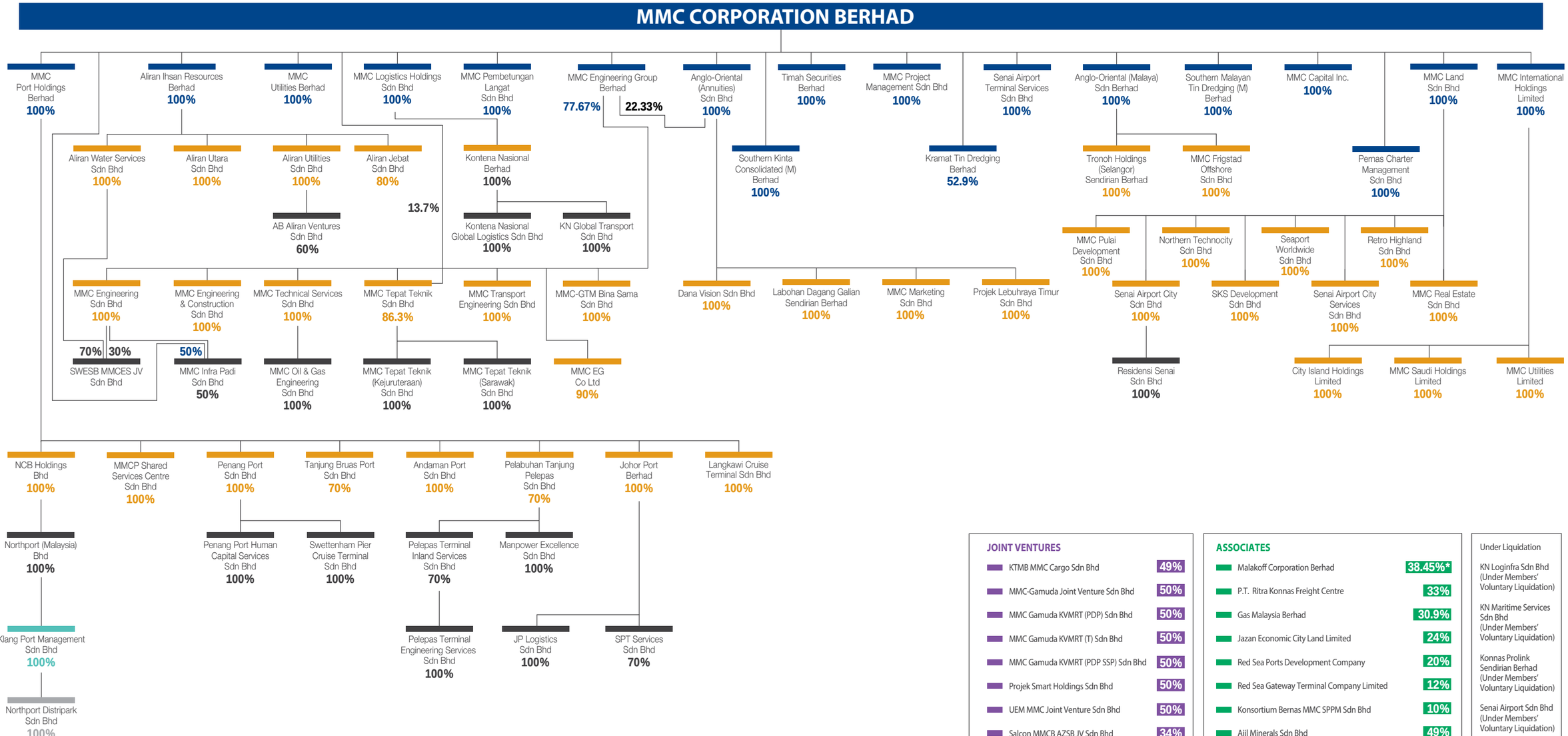
GROUP CORPORATE STRUCTURE

as at 19 June 2025



JOINT VENTURES

KTMB MMC Cargo Sdn Bhd	49%
MMC-Gamuda Joint Venture Sdn Bhd	50%
MMC Gamuda KVMRT (PDP) Sdn Bhd	50%
MMC Gamuda KVMRT (T) Sdn Bhd	50%
MMC Gamuda KVMRT (PDP SSP) Sdn Bhd	50%
Projek Smart Holdings Sdn Bhd	50%
UEM MMC Joint Venture Sdn Bhd	50%
Salcon MMCB AZSB JV Sdn Bhd	34%
Salcon MMCES AZSB JV Sdn Bhd	50%
Red Sea Housing Malaysia Sdn Bhd	51%
Port Klang Cruise Terminal Sdn Bhd	50%
DORIS MMC Sdn Bhd	50%

ASSOCIATES

Malakoff Corporation Berhad	38.45%*
P.T. Ritra Konnas Freight Centre	33%
Gas Malaysia Berhad	30.9%
Jazan Economic City Land Limited	24%
Red Sea Ports Development Company	20%
Red Sea Gateway Terminal Company Limited	12%
Konsortium Bernas MMC SPPM Sdn Bhd	10%
Ajil Minerals Sdn Bhd	49%
Red Sea Ports Development International Limited	20%
Red Sea Gateway Terminal International Limited	12%
RSGT Bangladesh Limited	12%

* excluding treasury shares

Under Liquidation

KN Loginfra Sdn Bhd (Under Members' Voluntary Liquidation)

KN Maritime Services Sdn Bhd (Under Members' Voluntary Liquidation)

Konnas Prolink Sendirian Berhad (Under Members' Voluntary Liquidation)

Senai Airport Sdn Bhd (Under Members' Voluntary Liquidation)