UEM EDGENTA BERHAD

Fixed Income Investor Presentation

28 March 2017

Joint Lead Managers
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Section 1

Introduction
INTRODUCING UEM EDGENTA

We are a **Total Asset Solutions** Company with strong presence in the healthcare, infrastructure, real estate and water sectors.
WHAT DO WE DO?
UEM Edgenta has expanded its businesses to cover an entire asset life cycle

Optimising Assets to Improve Lives

Healthcare Services
Facilities Services
Energy Services
Township Management Services
Environmental and Material Testing Services

Infra Services
Commissioning | Construction | Procurement
Conceptualisation | Planning

Asset Consultancy

Upgrade | Renewal
Rehabilitation | Optimisation | Maintenance | Operation
Section 2

Key Business Divisions
## UEM EDGENTA BUSINESS SEGMENTATION

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<td>• Asset Mgmt. Information System</td>
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<td>• Project Mgmt. Services</td>
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<td>• Structural Assessment &amp; Repair Services</td>
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Committed to completing our 2 current property projects:
- Chymes @ Gurney, KL
- Prima Villa
## SECTION 2.1: Asset Consultancy Division

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<tr>
<th>Asset Consultancy</th>
<th>Infra Services</th>
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- **Share of UEMEd’s Rev %**
  - Infrastructure Services: 52%

- **Share of UEMEd’s NPBT %**
  - Integrated Facilities Management (IFM): 36%
Our Asset Consultancy capabilities span across various sectors such as transport, buildings, water and environment with a firm foothold in Malaysia, New Zealand, Australia, United Kingdom, Middle East, Canada and the United States.

With over two decades of experience in the industry, we have undertaken major projects over 12,000 clients worldwide in the Expressways and Highways, Built Environment, Airports and Railways as well as Utilities sectors.

OUR CAPABILITIES & OFFERINGS:

- Engineering and Consultancy Services
- Project Management Services
- Value Engineering
- Asset Management Consultancy
- Procurement and Contract Management
- Geographic Information Systems
- Asset Management Information System
- Integrated Asset and Facility Management Services
OIC is part of UEM Edgenta’s Asset Consultancy Division.

It is listed on the New Zealand Stock Exchange with services in the Buildings, Transport and Water Sector.

It has a team of over 3,000 engineers, designers, planners, researchers and advisors with more than 12,000 clients across Australia, Canada, New Zealand, the United States and the United Kingdom.

Value for our clients is provided through strategic advisory services with focused market sector insight.

We provide Project management and delivery, whole-of-life asset management, research and development, and innovation.

We focus on 3 Global Market Sectors – Water, Transport, Buildings.

With 3 Areas of Differentiation – Whole of Life Asset Management, Environment, and Innovation.
The Waikato Expressway will improve **safety and reliability** and reduce travel times and congestion on SH1 by delivering a four-lane highway in the North Island of New Zealand.

Opus International Consultant has been commissioned to undertake **detailed design work of the Huntly Section, Waikato Expressway** as well as **construction phase services and technical support** up to the completion of the construction.

Our history with the Waikato Expressway goes back 40 years. Our local, highly skilled team has collaborated on many successful outcomes for the NZ Transport Agency – local knowledge makes a world of difference in projects like this.

**Note:** (1) Total capital value (NZD), won in conjunction with other parties
OIM is one of the largest infrastructure consultant in Malaysia

- Its origin goes back to the development/design/construction of North/South Expressway
- It comprises a team of 450, of which 75% are professional/technical
- OIM's key services are mainly Project Management, Asset Management and Design

**a) Project and Construction Management:** (Provision of disciplined management practices to deliver project outcomes)
- Rail (LRT2)
- Highways (PLUS 4th Lane Expressway)

**b) Design:** (Provision of Engineering and Technical Consultancy Services)
- Slopes
- Pavement

**c) Asset Management:** (The planning of maintenance and remedial works in a disciplined manner to minimize long term ownership cost of an asset)
- Highways
- Buildings
• Prasarana intended to enhance the LRT services effectively and efficiently by reaching and serving new areas by extending the LRT line to highly populated residential and commercial areas. Several catchment areas in dire need of a reliable public transport system has been identified.

• The Kelana Jaya Line Extension project involved the construction of an elevated twin track from Lembah Subang to USJ 23/Putra Heights.

• The Ampang Line Extension project involved the construction of an elevated twin track spanning from Sri Petaling Station to Putra Heights.

• Opus Malaysia together with Ace Vector Consortium provided consultancy services to Prasarana in respect to quality, time, cost and risk through careful planning, progress monitoring, reporting and control for the design review, system engineering, construction works, contract administration, cost control and application of other specialised project management services for the implementation of the Kelana Jaya Line Extension and Ampang Line Extension projects.

Services: Asset Consultancy
Contract Period: July 2010 – June 2016
Client: Prasarana Negara Berhad (“Prasarana”)
SECTION 2.2: Infra Services Division

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- Share of UEMEd’s Rev %: 26%
- Share of UEMEd’s NPBT %: 36%
With over 25 years of experience in highway maintenance, UEM Edgenta has solidified its reputation as one of Malaysia’s leading Engineering and Infrastructure Maintenance Specialists.

Our track record is evident in the maintenance of expressways and state roads (more than 2,000 km), airports, plantation roads, commercial buildings, municipalities and urban transit that we maintain for major clients locally. In the global arena, we have worked on infrastructure maintenance projects in Abu Dhabi, the United Arab Emirates as well as in Indonesia.

OUR CAPABILITIES & OFFERINGS:

• Pavement Rehabilitation
• Traffic and Safety Management
• Civil - Tunnels, Slopes, Bridges, Drainage, Landscaping, Line Markings, Commercial Buildings, Toll Plazas and Rest & Service Areas
• Mechanical and Electrical Works
• Utilities Relocation Services
PLUS Expressways is the largest toll expressway operator in Malaysia and operates expressways of over 1,000 km in length comprising North-South Expressway, ELITE, Seremban-Port Dickson Highway, New Klang Valley Expressway, Malaysia-Singapore Second Link, Butterworth-Kulim Expressway and Penang Bridge.

Edgenta PROPEL has been undertaking the following works on the North-South Expressway since 1988. The services offered by Edgenta PROPEL includes:

a) Pavement Repair & Rehabilitation
b) Pavement Structural Overlay
c) Traffic and Safety Management
d) Civil Routine Maintenance Works (tunnels, slopes, bridges, landscaping, line markings, building maintenance, toll plazas and rest & service areas)
e) Mechanical, Electrical & Electronic Routine Maintenance Works (street lights, power and telecommunication systems)

In addition, OPUS Malaysia provides Asset Management and Technical Advisory services for the aforementioned expressways under the network maintenance management agreement.
### SECTION 2.3: Integrated Facilities Management Division

#### Integrated Facilities Management (“IFM”)

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#### Share of UEMEd’s Rev %
- 19%

#### Share of UEMEd’s NPBT %
- 21%
IFM - HEALTHCARE SERVICES

UEMEd’s healthcare services consists of the concession business with the Ministry of Health, and the commercial business via the successful acquisition of UEMS Pte Ltd.

- HEALTHCARE SERVICES covers a wide range of solutions for hospitals and healthcare institutions. We service 32 public hospitals in the Northern Region and a further 49 in East Malaysia via JVs with local partners.

- With the acquisition of UEMS, we now hold a leadership position in the housekeeping and portering market in Singapore and Taiwan and serve as a key player in the private healthcare and hospital segment in Malaysia.

- As a result we now service more than 170 hospitals and a combined total of 45,400 beds across 3 countries.

OUR CAPABILITIES & OFFERINGS:

- Biomedical Engineering Maintenance Services (BEMS)
- Cleansing Services (CLS)
- Facilities Engineering Maintenance Services (FEMS)
- Clinical Waste Management (CWM)
- Linen & Laundry Services (LLS)
- Sustainability Programme (Energy Management/Indoor Air Quality) (SP)
- Houskeeping Services/ Grounds and Landscape
- Portering Services
IFM: HEALTHCARE SERVICES (Commercial)
UEMS – among top 2 players in the provision of housekeeping and portering services to the healthcare sector in Singapore

Background:
• On 15 December 2016, UEM Edgenta completed the 100% equity interest acquisition of Asia Integrated Facility Solutions Pte Ltd which owned 100% of UEMS.

Brief Overview of UEMS
✓ Inception in 1980s, focused in the healthcare sector
✓ Serving over 90 public and private hospitals, and over 26,000 beds across its markets in SG, TW and MY
✓ Provides a wide range of IFM services with a leadership position particularly in the housekeeping and portering market in SG and TW
✓ Total employees stood at 5,819 as at Dec 2016 across all regions

Service Offerings

Environmental Services (Soft FM)
✓ Housekeeping
✓ Portering
✓ Linen and Laundry Management
✓ Stone Care Services
✓ Grounds and Landscape
✓ External Facade Maintenance
✓ Pest Control

Facilities Engineering Services and Maintenance (Hard FM)
✓ Facilities Engineering Services
✓ Engineering Asset Management
✓ Indoor Air Quality and Duct Cleaning Engineering
  - HVAC/ACMV Maintenance

Property Management Services and Others
✓ Property Management Services
  - Managing Agent
  - Fire Safety Management Services
  - Project Management and Consultancy
✓ Condition Appraisal
✓ Training and Development
IFM: HEALTHCARE SERVICES (Commercial)

- Good diverse blue chip customer base across healthcare, public and financial sectors
- Contract renewals are healthy at 85% - 90%

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<th>Market Standing</th>
<th>Market Share</th>
<th>Key Clientele</th>
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<tr>
<td>1 of the only 2 IFM players that provides housekeeping and portering services in Singapore healthcare sector ~40% of hospital beds</td>
<td>One of the leading players in Taiwan servicing ~28% of hospital beds for middle-sized and large hospitals with at least 100 beds</td>
<td>No. 1 player in Malaysia for private healthcare market (for middle &amp; large hospitals), servicing circa 20% of hospital beds in private market.</td>
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<td>Servicing over 20 hospitals and healthcare institutions</td>
<td>Servicing over 50 hospitals and healthcare institutions</td>
<td>Servicing over 20 hospitals and healthcare institutions</td>
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Key Clientele:

- Changi General Hospital
- NUH National University Hospital
- ALEXANDRA HOSPITAL
- MOF Ministry of Finance Singapore General Hospital
- Khoo Teck Puat Hospital
- St Luke's R CHAM
- Tan Tock Seng Hospital
- Maybank
- Parliament
- Gleneagles
- Island Hospital
- NTUH National Taiwan University Hospital
- Taipei Medical University Hospital
- St. Martin de Porres Hospital
- Prince Court Medical Centre
- Tropicana Medical Centre
- Assunta
- Pusat Perubatan
- Adventist Hospital

IFM: FACILITIES SERVICES (KFM)
Partner in ensuring optimal asset maintenance for commercial or retail buildings

- **FACILITIES SERVICES** offers innovative and differentiated solutions that are **Green, Smart & Connected** for the built environment. The services are geared towards **maximising the building lifecycle value** by ensuring **continuous peak performance** of the facilities and buildings driven by predictive, preventive and reactive maintenance regimes and provision of soft facilities management services.

- KFM holds a **20-year concession (2011–2031)** to provide services for the **Prime Minister Office, Perdana Putra Complex (“PMO Concession”)** for the asset management, asset maintenance and initial rectification and retro-fitting works.

**OUR CAPABILITIES & OFFERINGS:**
- Project integration, building retrofit
- Energy audit, M&E contracting
- Integrated Building Mgmt. System
- IFM services
- Building Condition Assessment

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<th>Share of IFM Revenue</th>
<th>Share of IFM NPBT%</th>
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<td>27%</td>
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**Selected Key Clients of KFM**
We provide energy savings solutions for efficient energy management. Through our advanced and innovative technology offerings, asset owners and operators can optimise a building's energy performance and lower their carbon footprint, translating into reduced asset management costs.

Our remote monitoring system leverages on real time monitoring software to capture building services data and translate them into useful actionable output for real-time monitoring, analysis and quick decision making. The application of this system will enable us to detect and rectify any anomaly thus reducing the operational costs for clients by optimising energy consumption.

A 3 year partnership with Microsoft Malaysia has been signed to develop Smart Facilities Management Solutions

OUR CAPABILITIES & OFFERINGS:
- Energy Performance Management System
- Energy Monitoring and Control Services/Energy Assessment
- Green Building Rating Services
- Energy Financing / Building Energy Design
- Measurement and Verification
- Centralised Command Center (Cloud & Internet of Things (IoT))
## SECTION 2.4: Others

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- **Share of UEMEd’s Rev %**: 3%
- **Share of UEMEd’s NPBT %**: 7%
TOWNSHIP MANAGEMENT SERVICES
Supporting developers and owners in the creation of Safe, Smart and Sustainable Communities

- **Integrated township management** and **property services** to the largest institutional property owners in the country to those with single site interests.
- We provide services for:
  a) **Townships** - Municipality level services and management to townships, estates and large scale master planned developments.
  b) **Communities** - Community management services to residential, resort, commercial and specialised communities.
  c) **Mixed Use Developments** - Multi tower projects, business technology and industrial parks
  d) **Buildings** - Property and Asset management services to Residential Condominiums and Commercial Towers

**OUR CAPABILITIES & OFFERINGS:**
- Township Management
- Building Facilities Management
- Estate Management
- Security Management
- Strata Property Management Service
- Community Management Service
TOWNSHIP MANAGEMENT SERVICES
Changing the delivery model: From Facilities Management to Total Community Management

- Essential Services
  - Standard building FM Services
  - Estate / common areas maintenance
  - Cost focused vendor management
  - Rigid contracted service levels
  - Reactive performance reporting
  - Driven by cost outcomes to end users

- Community Building
  - Estate Management
  - Building Facilities Management
  - Security Management
  - Integrated Operations Centre
  - Town Infrastructure Management
  - Customer Engagement 24/7 Help Desk
  - Community Portals and Online Applications
  - Master Community Management
  - Municipal and Estate Management
  - Property (Strata) Management

- Value Adding
  - Office, Home and Lifestyle Services
  - New B2B & B2C Revenue Streams
  - Property Leasing and Tenancy Management
  - Green, Smart and Connected
  - Creating Real Estate Value

Core practices and skill sets

Facilities Management → Total Community Management

Edgenta Township Management Services
TOWNSHIP MANAGEMENT SERVICES
Case study: Iskandar Puteri Region, Johor - Transition from building by building management to zonal management in holistic approach to optimise operations.

Client: UEM Sunrise Berhad and Medini Iskandar Malaysia Sdn. Bhd
Completed Year: On-going
Project Name: Township Management Services for Iskandar Puteri Region

Project Summary

• Iskandar Puteri spans close to 24,000 acres
• UEM Sunrise owned approximately 7,600 acres and at various stages of development.
• UEM Sunrise is currently undertaking various residential, commercial and mixed-use developments in Iskandar Puteri (formerly known as Nusajaya), one of the five flagship zones of Iskandar Malaysia. Upon completion, Iskandar Puteri will become the largest fully integrated urban development in Southeast Asia.
• UEM Sunrise aims to develop a vibrant and dynamic city offering holistic and integrated lifestyle in a sustainable environment.

Project Deliverables

• Strata Property Management- Comprehensive property management services including strategy and planning advice for all types of properties from single residential unit to a large community.
• Integrated Facilities Management- Professional administered facility services that meet maintenance requirements, client’s expectations and community’s needs. Performance and outcome driven Integrated FM for a range of building types.
• Community Management- Value added, home and office services focusing on the lifestyle experience of the community and ensuring expectations of essential services are exceeded.
• Estate Management- Full spectrum of infra maintenance services for various sectors namely residential and commercial buildings, state roads, expressways, airports and rail infrastructure.
We advocate for a strong emphasis on environment & safety guidelines in development projects.

With over 25 years’ experience in providing pavement solutions, geotechnical solutions, structural solutions & environmental solutions, we are the ideal partner for carrying out assessments, monitoring and testing services across a wide range of industries; from expressways and construction to oil & gas and real estate development.

Our team specializes in initial site investigations and collection of raw data for data analysis, technical assessments and offering of technical solutions.

OUR CAPABILITIES & OFFERINGS:
- Environmental Tests & Monitoring Services
- Bridge & Structural Maintenance Services
- Material Testing Services
- Pavement Condition Assessment
- Soil Investigation & Testing Services
- Slope Rehabilitation Services
- Building Condition Survey
- Structural Assessment & Repair Services
Section 3
2016 Highlights & Financials
SELECTED PROJECT WINS IN 2016

Protection and Relocation of Utilities Contract for MRT Project
RM87 mil over a period of 17 months

Total Facilities Management Outsourcing Programme for Malaysia Airlines Berhad
RM43 mil over a period of 34 months

Bio-Medical Engineering Maintenance services for MOH Hospitals in Sabah
RM92 mil over a period of 3 years

North Canterbury Network Outcomes Contract, New Zealand
Capital Value NZD98.6 mil & won in conjunction with other parties

Network Rail – Inspection and Support Services, United Kingdom
Won in conjunction with other parties

Wellington Water Panel – Provision of water services, New Zealand
Won in conjunction with other parties and service over a period of 7 years
REVENUE AND GROSS PROFIT
Revenue and gross profit (ex-East Malaysia concession and property development) grew by CAGR of 7.8% and 8.2% respectively.
FINANCIAL HIGHLIGHTS (FY2016 vs FY2015)
Normalised PATANCI decreased by 33.7% to RM147.9 mil; Normalised EBITDA Margin decreased to 9.6%

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<th>Figures in RM Million unless otherwise stated</th>
<th>FY2016</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reported Financials</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>2,931.0</td>
<td>3,123.0</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>971.6</td>
<td>1,021.8</td>
</tr>
<tr>
<td><em>Gross Margin (%)</em></td>
<td>33.1%</td>
<td>32.7%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>169.2</td>
<td>365.0</td>
</tr>
<tr>
<td><em>EBITDA Margin (%)</em></td>
<td>5.8%</td>
<td>11.7%</td>
</tr>
<tr>
<td>PBT</td>
<td>113.8</td>
<td>305.4</td>
</tr>
<tr>
<td><em>PBT Margin (%)</em></td>
<td>3.9%</td>
<td>9.8%</td>
</tr>
<tr>
<td>PAT</td>
<td>46.6</td>
<td>209.5</td>
</tr>
<tr>
<td><em>PAT Margin (%)</em></td>
<td>1.6%</td>
<td>6.7%</td>
</tr>
<tr>
<td>PATANCI</td>
<td>80.1</td>
<td>191.2</td>
</tr>
<tr>
<td><em>PATANCI Margin (%)</em></td>
<td>2.7%</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>Normalised Financials</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normalised EBITDA</td>
<td>280.0</td>
<td>410.4</td>
</tr>
<tr>
<td><em>Normalised EBITDA Margin (%)</em></td>
<td>9.6%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Normalised PBT</td>
<td>224.6</td>
<td>350.8</td>
</tr>
<tr>
<td><em>Normalised PBT Margin (%)</em></td>
<td>7.7%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Normalised PAT</td>
<td>157.4</td>
<td>247.3</td>
</tr>
<tr>
<td><em>Normalised PAT Margin (%)</em></td>
<td>5.4%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Normalised PATANCI</td>
<td>147.9</td>
<td>223.2</td>
</tr>
<tr>
<td><em>Normalised PATANCI Margin (%)</em></td>
<td>5.0%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>
FINANCIAL HIGHLIGHTS (FY2016 vs FY2015)
Increase in net assets (excl NCI) to RM1,368.9 mil; 
Increased in gearing to 0.64x due to the acquisition financing for UEMS Pte Ltd

<table>
<thead>
<tr>
<th>Figures in RM Million unless otherwise stated</th>
<th>FY2016</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance Sheet</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>227.8</td>
<td>213.0</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>934.1</td>
<td>453.4</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>1,413.8</td>
<td>955.0</td>
</tr>
<tr>
<td>Cash and investment securities</td>
<td>682.4</td>
<td>797.5</td>
</tr>
<tr>
<td>Borrowings</td>
<td>989.7</td>
<td>374.3</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>844.4</td>
<td>656.9</td>
</tr>
<tr>
<td>Shareholders’ equity (Excl. non-controlling interest)</td>
<td>1,368.9</td>
<td>1,339.9</td>
</tr>
<tr>
<td><strong>Cash Flow Statement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flow from operating activities</td>
<td>33.8</td>
<td>4.5</td>
</tr>
<tr>
<td>Cash flow from investing activities</td>
<td>(323.3)</td>
<td>(57.7)</td>
</tr>
<tr>
<td>Cash flow from financing activities</td>
<td>273.7</td>
<td>(228.9)</td>
</tr>
<tr>
<td><strong>Net increase / (decrease) in cash</strong></td>
<td>(15.8)</td>
<td>(282.1)</td>
</tr>
</tbody>
</table>
KEY CREDIT HIGHLIGHTS

1. **KEY SUBSIDIARY:** A strategic subsidiary of its parent, UEM Group Berhad based on its operations in key business segments within the group.

2. **DIVERSIFIED BUSINESS PORTFOLIO:** Operating in several business divisions, with the three main ones being highway infrastructure maintenance, hospital support services and asset consultancy.

3. **ESTABLISHED TRACK RECORD WITH STABLE EARNINGS:** Strong competitive position and long operating track record with stable earnings in its concession-driven operations.

4. **BROAD GEOGRAPHICAL REACH:** Presence in Singapore, Taiwan and Malaysia through its healthcare business, as well as presence in Australia, Canada, US, UK and UAE through its asset consultancy business.

5. **FUTURE GROWTH:** Expanding the range of services to complement its existing core operations through cross-selling opportunities to new clientele and geographies.

6. **STRONG LEADERSHIP:** Experienced management team with a combined total of more than seventy-five years of experience.
Section 5
Programme and Issuance Terms
## Programme and Issuance Terms

<table>
<thead>
<tr>
<th><strong>Issuer</strong></th>
<th>UEM Edgenta Berhad</th>
</tr>
</thead>
</table>
| **Programme Descriptions** | - Islamic Commercial Papers ("ICP") Programme ("ICP Programme"); and  
- Islamic Medium-Term Notes ("IMTN") Programme ("IMTN Programme")  
with a combined aggregate limit of up to RM1,000.0 million in nominal value and a sub-limit of RM300.0 million in nominal value for the ICP Programme. |
| **Programme Tenor** | - ICP Programme: 7 years  
- IMTN Programme: 30 years |
| **Preliminary Ratings** | - ICP Programme: MARC-1\textsubscript{IS}  
- IMTN Programme: AA-1\textsubscript{IS} |
| **Sukuk Structure** | - Murabahah (via a Tawarruq arrangement). |
| **Expected Issue Size** | - Up to RM300.0 million of IMTN. |
| **Expected Tenor(s)** | - 5 and/or 7 years. |
| **Use of Proceeds** | - For the Issuer's Shariah-compliant general corporate purposes. |
| **Joint Principal Advisers/Joint Lead Arrangers** | - HSBC Amanah Malaysia Berhad and Maybank Investment Bank Berhad. |
| **Joint Lead Managers** | - CIMB Investment Bank Berhad, HSBC Amanah Malaysia Berhad and Maybank Investment Bank Berhad. |
Section 6
Strategic Direction
UEM EDGENTA MOVING FORWARD
To focus on 3 Key Offerings across 4 Sectors

Current Business Segmentation

<table>
<thead>
<tr>
<th>Asset Consultancy</th>
<th>Infra Services</th>
<th>Integrated Facilities Management</th>
<th>Others</th>
<th>Property Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Healthcare Services (Concession)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Healthcare Services (Commercial)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilities Services (KFM)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Energy Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Industrial Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Township Management Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environmental &amp; Material Testing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Proposed Moving Forward

CONSULTANCY
- Engineering Design
- Asset Consultancy
- Asset Management (Asset Life Cycle)
- Project Management

SOLUTIONS
- Energy Management
- IoT Solutions and Analytics
- Urban Management
- Pavement Solutions

SERVICES
- Whole of Life Asset Maintenance
- Engineering Contracting
- Environmental and Material Testing

HEALTHCARE

INFRASTRUCTURE

REAL ESTATE

WATER
UEM EDGENTA MOVING FORWARD
2017 will feature major business activities within our core sectors

### Water Sector
- **Mainly by OIC**
- **New markets:**
  - Taiwan and Singapore (via UEMS)
  - Venture into commercial healthcare
  - New technology applications

### Healthcare Sector
- **UEMS**
  - Digital Healthcare
  - UEMS

### Healthcare Sector
- **UEMS**
  - Healthcare Sector

### Water Sector
- **(Mainly by OIC)**
  - New markets:
    - Indonesia (PT Edgenta Propel)
  - Expand wastewater and asset management practices
  - Growing water-in-agriculture capability
  - Innovation in water conveyancing

### Infrastructure Sector
- **Real Estate Sector**
  - Expand wastewater and asset management practices
  - Growing water-in-agriculture capability
  - Innovation in water conveyancing

### New service delivery model:
- PBC
- Technology enablers
- New markets:
  - Indonesia (PT Edgenta Propel)
  - Townships management services (Medini)

### Technology enablers (CnC) to take service to the next level
- Township management services (Medini)
BUSINESS FOCUS

i) Grow and enhance core business offerings i.e. Asset Consultancy, Infra Services and Healthcare Services

ii) Harness revenue synergies and cross selling opportunities from newly acquired companies i.e. Healthcare Services (Commercial/UEMS) and Facilities Services (KFM)

iii) Growth and effective delivery of new business lines / offerings particularly in our offerings to the Real Estate sector such as Township Management and Energy Services

OPERATIONAL FOCUS

i) Strengthen the business foundation by focusing on Operational Excellence and Organisational Excellence

ii) Change delivery model via technology solutions/ data analytics for the Infrastructure business

iii) Continue with integration and rationalization efforts
Section 7
Discussion / Q&A
THANK YOU