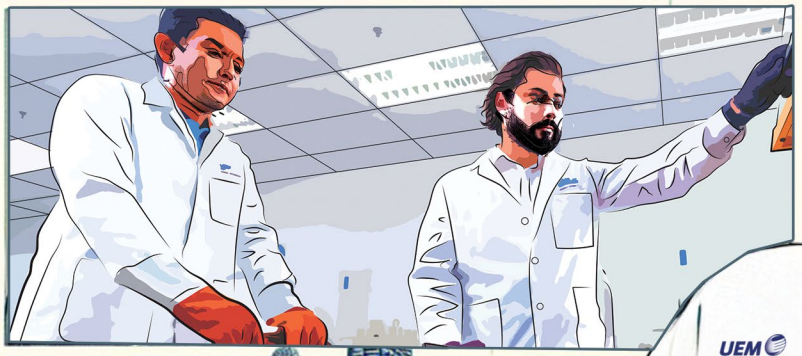
INNOVATING FOR A SUSTAINABLE FUTURE

UEM EDGENTA









INTEGRATED ANNUAL REPORT

2024











About This Report

IN A FAST-EVOLVING TECHNOLOGICAL AND INDUSTRY LANDSCAPE, INTEGRATED THINKING AND ACTION HAVE NEVER BEEN MORE IMPORTANT

At UEM Edgenta, we unite the key considerations of sustainability, efficiency and technology to serve our vision: Optimising Assets to Improve Lives. Armed with this purposeful approach, we are proud to have made continuous progress against our objectives in ways that deliver shared value for our business, stakeholders, local communities and the environment.

On this note, we are pleased to present our Integrated Annual Report for 2024, a detailed account of the value we have created during the past year and the strategies and initiatives we have employed to achieve our targets.

This report, prepared in accordance with integrated reporting principles, presents the Group's financial performance for the year 2024, alongside the strategic initiatives we have undertaken to strengthen the competitiveness and sustainability of our business and operations. We have highlighted our growth in international markets, the success of our cost optimisation programme focused on business and operational excellence, and technology improvements aimed at enhancing our service and product offerings. Collectively, these measures have improved operational efficiency, supported market expansion, and contributed to enhanced shareholder value.

SCOPE OF THE REPORT

This report covers the activities of UEM Edgenta and its subsidiaries, joint operations, joint ventures and associates for the period of 1 January 2024 to 31 December 2024 ("FY2024") unless otherwise stated.

Presented within this report is our Sustainability Statement 2024 ("statement"), the eighth that we have published about our ongoing journey towards greater sustainability. This statement highlights major sustainability initiatives and commitments undertaken in FY2024 and discloses our overall performance in relation to the sustainability material matters we have identified. The reporting period of the statement is the same as that of the full report.

Both the report and statement encompass our operations in Malaysia and our other geographical locations: Singapore, Taiwan, Indonesia, United Arab Emirates ("UAE") and the Kingdom of Saudi Arabia ("KSA").

OUR TARGETED READERS

In addition to our financial performance, this report also showcases the value we have created and delivered to our stakeholders, highlighting our contributions to our clients, employees, regulators, local communities and the natural environment.

REPORTING FRAMEWORKS

This report has been prepared with reference to the following internationally recognised regulatory frameworks.

Corporate Section

- Companies Act 2016
- Bursa Malaysia Securities Berhad's Main Market Listing Requirements
- Malaysian Code on Corporate Governance
- Bursa Malaysia's Corporate Governance Guide (4th edition)
- Bursa Malaysia's MD&A Disclosure Guide
- Bursa Malaysia's Sustainability Reporting Guide (3rd edition)
- International Integrated Reporting Framework ("International <IR> Framework")
- The Global Reporting Initiative ("GRI") Standards
- The United Nations' Sustainable Development Goals ("UN SDGs")
- Global Reporting Initiative (GRI) Standards
- FTSE4Good indicators
- International Energy Agency (IEA) Global Pathway
- ISSB standards

Financial Section

- Bursa Malaysia Securities Berhad's Main Market Listing Requirements
- Malaysian Financial Reporting Standards ("MFRS")
- International Financial Reporting Standards ("IFRS")
- Companies Act 2016 in Malaysia

MATERIALITY STATEMENT

This report is guided by matters that are material to targeted readers. Material Matters are identified, prioritised and validated via a three-step materiality assessment. This report focuses on the matters that we consider to be the most material to our core purpose and our capacity to create value. The directors, in consultation with management, identify the issues that could have the most significant impact on the Group's ability to create sustainable value for its stakeholders. To determine these material issues, the directors consider internal and external factors, including the Group's strategy; our main stakeholders' needs, expectations and concerns; and the economic and trading environment of the Group. These material issues are reviewed annually during the Board's strategic planning process.

FORWARD-LOOKING STATEMENTS

This report contains statements based on the forecasted future performance of the Group. These predictions are based on our current understanding of our circumstances, which may change with time. Many factors that we have not foreseen could cause the actual results to be significantly different from what has been predicted and presented here.

INDEPENDENT COMBINED ASSURANCE STATEMENT

We use a coordinated assurance model to assess and assure the various aspects of our business operations, including elements of external reporting. These assurances are provided by management and the Board, internal audit and independent external service providers, and providers of limited assurance on selected sustainability information, including rating agencies, providers of limited assurance on our application of the Amended FSC and the Group's BBBEE status.

The credibility of this report is supported by our Group's well-established governance practices and the independent verification provided by Ernst & Young PLT, our auditors for financial information.

UEM Edgenta's Internal Audit department has conducted a limited assurance review of this report, covering seven key sustainability matters: Anti-Corruption, Community/Society, Diversity, Health and Safety, Labour Practices and Standards, Supply Chain Management, and Water, marking an expansion from the four areas assessed in the previous year. As we advance in our reporting practices, we aim to obtain external assurance and further broaden the audit's scope.

NAVIGATING OUR REPORT

We have utilised icons to represent our capitals, material matters, stakeholders, and key risks throughout this report.

Navigation Icons

➢➢ *Follow this icon to the relevant page in our report for more information.*

Capitals

- Financial
- Plants and Machinery
- Intellectual
- Human
- Natural
- Social & Relationship Resource

Material Matters

- M1 Business Ethics
- M2 Innovation and Technology-based Operational Excellence
- M3 Economic Development
- M4 Supply Chain Management
- M5 Climate Change & Energy
- M6 Environmental Management
- M7 Occupational Health & Safety
- M8 Employment Culture
- M9 Customer Satisfaction
- M10 Human Rights Assessment
- M11 Local Community

Stakeholders

- S1 Board of Directors and Employees
- S2 Clients and Partners
- S3 Shareholders and Investors
- S4 Government and Regulators, Industry and Business Associates
- S5 Supply Chain Partners
- S6 Media
- S7 Community

Risks and Mitigation

- R1 Strategic Risk
- R2 Operational Risk
- R3 Financial Risk
- R4 Compliance Risk
- R5 People Risk
- R6 Cybersecurity Risk
- R7 ESG Risk

UN SDGs

Our Group's sustainability efforts are aligned to the following UN SDGs, which were adopted and have been adhered to since FY2021.



YOUR FEEDBACK

We welcome your feedback. If you have any enquiries concerning this report, please get in touch with:

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The Horizon, Bangsar South City, No. 8, Jalan Kerinchi
59200 Kuala Lumpur
Tel : +603 2725 6688 Fax : +603 2711 8057
E-mail : communications@edgenta.com

ON THE WEB

For more about this report and UEM Edgenta, please visit our corporate website at www.uemedgenta.com

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- Proxy Form



Integrated
Annual Report
2024

WE ARE DELIGHTED TO UNVEIL UEM EDGENTA'S INTEGRATED ANNUAL REPORT FOR 2024



Cover Rationale

In an era where technological breakthroughs are reshaping industries and redefining possibilities, UEM Edgenta is harnessing these advancements to drive sustainable growth and optimise resources for a better tomorrow. Guided by our Edgenta of the Future 2025; (EoTF2025) strategy, we envision a future where we stand as a fully technology-enabled solutions provider, focused on three core pillars: To Expand footprint and deepen our solutions base, To Extract value from core businesses and To Enhance product and technology proposition. These pillars are the foundation of our journey toward creating a tech-enabled solutions enabled company that adapts to the evolving needs of clients and stakeholders. By embedding cutting-edge technology into our operations, we aim to foster creativity, forward-thinking, and environmental responsibility. Our 2024 Integrated Annual Report will showcase the impactful strides we're making toward this vision, with highlights on our sustainability initiatives, innovations, and our steadfast commitment to meeting global standards. Together, these efforts embody our dedication towards empowering sustainability through innovation, building resilience and readiness for the years ahead.

Overview of UEM Edgenta

VISION

Optimising Assets to Improve Lives.

MISSION

Our services, commitment to smarter thinking and improved solutions place us at the forefront of the industry

We create opportunities for clients and assets that positively influence society

OUR VALUES

We stand by our **FIRST** core values, which is the Edgenta Way of expressing our beliefs and principles.

FIRST is our guiding philosophy in everything that we do, especially with internal and external clients as well as stakeholders. It defines our organisation's personality, dedication and culture.

F	**I**	**R**	**S**	**T**
FUTURE FOCUSED	**IMAGINE** NEW WAYS	**RESPECT** FOR ALL	**SOLUTIONING** MINDSET	**TRUE** TO OUR WORD
we prepare for tomorrow's challenges, today	we imagine new ways to deliver better work	we treat our colleagues & stakeholders with respect	we solve challenges to deliver results	we are guided by integrity to build trust

WHAT WE DO

As a leading Asset Management and Infrastructure Solutions provider, we deliver innovative, technology-driven solutions that create lasting value for our clients across the entire asset lifecycle.

Our end-to-end services – including consultancy, procurement, construction planning, operations, maintenance, optimisation, rehabilitation, and upgrades – ensure seamless asset performance and reliability. These solutions are rooted in our commitment to Environmental, Social, and Governance ("ESG") principles and the Edgenta Way, our pledge to consistently exceed industry standards while putting safety and well-being first.

With a presence across Malaysia, Singapore, Taiwan, Indonesia, United Arab Emirates ("UAE"), and the Kingdom of Saudi Arabia ("KSA"), we are shaping the future of asset management on the regional stage, with ambitions to extend our reach further still in the global arena.

Revenue
RM3.0* billion

Shareholders' Funds
RM1.6* billion

Total Assets
RM3.0* billion



We are present in
6 Countries
Malaysia, Singapore, Taiwan, Indonesia, United Arab Emirates, the Kingdom of Saudi Arabia

** As at 31 December 2024 and for the financial year then ended.*

2024 Performance Snapshots

In FY2024, we continued to make firm progress against financial, operational and ESG targets, advancing sustainable value creation across our business.

Business Highlights

Listed in Fortune Southeast Asia 500 and ranked among the top 10 in Malaysia for facilities management

Achieved international wins that accounted for 79% of new contracts, totalling RM2.8 billion as of 31 December 2024

Acquired KAIZEN Group, a premier property management company in UAE

Secured our first hospital contract in KSA at Olayan Long Term Acute Care & Rehab Hospital

Won new contracts through OPUS Energy for renewable energy and energy efficiency projects

Matched new contracts in the first half of 2024 to the RM2.0 billion total secured in 2023

RM8.7 billion order book and RM2.8 billion new wins as of December 2024

Furthered our ESG efforts by launching an energy efficiency zero-capex programme and commercialising recycled asphalt premix (RAP) for highways and road maintenance work



Financial Highlights

Revenue
RM3,049.8 million
(2023: RM2,881.0 million)

EBITDA
RM200.4 million
(2023: RM157.9 million)

PBT
RM98.3 million
(2023: RM63.7 million)

PAT
RM51.8 million
(2023: RM30.1 million)

Normalised PAT
RM66.8 million
(2023: RM31.3 million)

PATANCI
RM51.9 million
(2023: RM31.1 million)

Earnings per Share
6.2 Sen
(2023: 3.7 sen)

Dividend per Share
4.0 sen
(2023: 2.0 sen)

Shareholders' Funds
RM1,607.4 million
(2023: RM1,619.3 million)

Total Assets
RM3,010.3 million
(2023: RM2,954.3 million)

Net Assets per Share
RM1.93
(2023: RM1.95)

Gross Gearing Ratio
0.27x
(2023: 0.30x)

Net Cash Position
RM225.9 million
(2023: RM152.6 million)

Total Cash, Bank Balances, Deposits & Short Term Investments
RM661.5 million
(2023: RM642.4 million)

2024 Performance Snapshots

Sustainability Highlights

Governance

Number of confirmed corruption cases

0

Economic

99.60%

Products and Services that are purchased locally

Environment

4.72%

reduction of Scope 1 and Scope 2 emissions

Social

100%

of business units obtained ISO 14001:2005 certification (Environmental Management Systems)



Awards and Recognitions

CORPORATE

Inaugural Integrity, Governance & Anti-Corruption Awards (AIGA) 2024
Bronze Award for Integrity & Good Governance

World CIO 200 Summit 2024
World CIO 200 Award – Malaysia Edition

National Annual Corporate Report Awards (NACRA) 2024
Gold Winner for Companies with Less than RM2 Billion in Market Capitalisation

FORTUNE Southeast Asia 500, 2024
Ranked 390

Top 10 of Malaysia
Top 10 Facilities Management companies in Malaysia

CIO100 ASEAN Award 2024
Award for Top Chief Information Officers (CIOs) & Technology Leaders in Southeast Asia and Hong Kong

Malaysia Public Relations Awards (MPRA) 2024
Silver Award for Best Use of Social Media

ESG Positive Impact Awards (PIA) 2023
Gold Winner for Diversity, Equity & Inclusion

INFRASTRUCTURE

5-star rating from Dewan Bandaraya Kuala Lumpur (DBKL) for our Jalan Duta public toilet

Best Infrastructure Services & Solutions Company – Malaysia 2024 by International Business Magazine

HEALTHCARE

Best Occupational Health Services – Malaysia 2024 by International Business Magazine

3-star awards from the Malaysian Green Technology & Climate Change Corporation (MGTC) for:
- Hospital Selama, Perak
- Hospital Bukit Mertajam, Pulau Pinang
- Hospital Jitra, Kedah

EDGENTA NXT

Malaysia Technology Excellence Award 2024 by Charlton Media
Award Winner in the Facilities Management Technology – Building Services & Facilities category

Our Corporate Structure

As at 20 March 2025

KHAZANAH NASIONAL BERHAD — 100% → **UEM GROUP BERHAD** — 69.14% → **UEM EDGENTA BERHAD**

ASSET MANAGEMENT

Healthcare Solutions

Concession

- 100% Edgenta Healthcare Management Sdn. Bhd.
  - 100% Edgenta Mediserve Sdn. Bhd.*
    - 100% Edgenta Healthtronics Sdn. Bhd.
    - 100% Edgenta Mediserve (Sabah) Sdn. Bhd.
      - 40% Sedafiat Sdn. Bhd.
    - 100% Edgenta Mediserve (Sarawak) Sdn. Bhd.
      - 40% One Medicare Sdn. Bhd.
      - 40% Biomedix Solutions Sdn. Bhd.
    - 100% Cermin Cahaya Sdn. Bhd.

Commercial

- 100% Edgenta (Singapore) Pte. Ltd.
  - 100% UEMS Pte. Ltd. (Singapore)
    - 100% UEMS Solutions Pte. Ltd. (Singapore)
      - 100% UEMS Services Pte. Ltd. (Singapore)
    - 100% Edgenta UEMS Ltd. (Taiwan)
      - 100% Edgenta UEMS SC Ltd. (Taiwan)
    - 100% Edgenta UEMS Sdn. Bhd.

Property & Facility Solutions

- 100% Edgenta Facilities Sdn. Bhd.
  - 100% Edgenta Facilities Management Sdn. Bhd.
  - Other Subsidiary
- 100% Edgenta GreenTech Sdn. Bhd.
  - 100% Operon Middle East Limited
  - Other Subsidiaries
- 100% Edgenta Arabia Limited (Kingdom of Saudi Arabia)
  - 60% MEEM for Facilities Management Company (Kingdom of Saudi Arabia)
- 70% Edgenta Energy Services Sdn. Bhd.
- 60% Kaizen Owner Association Management Services L.L.C.# (United Arab Emirates)
- 60% Kaizen A M S Property Supervision L.L.C.# (United Arab Emirates)
- Other Subsidiaries

INFRASTRUCTURE SOLUTIONS

Infrastructure Services

- 100% Edgenta PROPEL Berhad
  - 100% Edgenta Infrastructure Services Sdn. Bhd.
  - 99.9% PT Edgenta PROPEL Indonesia
  - 49% Edgenta PROPEL (Sarawak) Sdn. Bhd.
- 100% Edgenta Environmental & Material Testing Sdn. Bhd.

Asset Consultancy

- 100% Opus Group Berhad
  - 100% Opus International (M) Berhad
    - 100% Opus Consultants (M) Sdn. Bhd.
    - Other Subsidiaries
  - Other Subsidiaries
- 100% Opus Energy Sdn. Bhd.

Technology Innovation

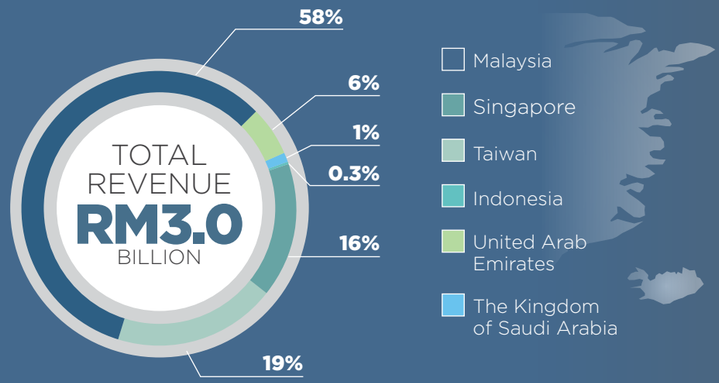
- 100% Edgenta NXT Sdn. Bhd.

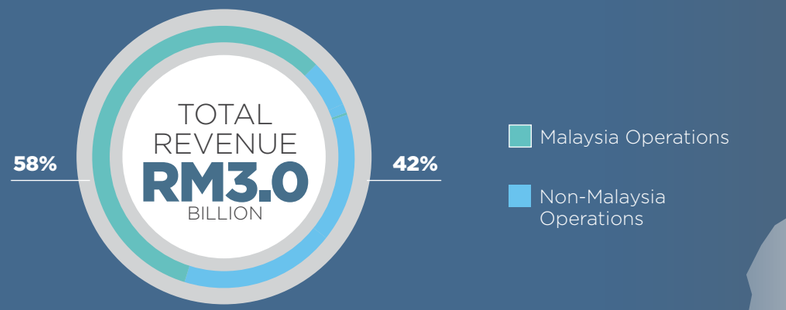
Others

- 100% Edgenta Academy Sdn. Bhd.
- 100% Edgenta International Investments L.L.C.# (United Arab Emirates)
  - Other Subsidiaries

* Direct and indirect interest # Indirect interest via Edgenta (Singapore) Pte. Ltd.

Our unique expertise and distinctive focus on sustainable, technology-based solutions has carved us a niche in 6 countries, driving our journey to become a regional asset management powerhouse.









We operate in **6 Countries** across the region

Our Presence



What We Do



2024 Highlights

107,000+ assets worth over RM1.5 billion managed and maintained under facility engineering maintenance services.

43,000+ assets valued more than RM1.7 billion preserved through biomedical engineering maintenance services.

1.6 million+ sq m^2 of cleanable area maintained daily.

11,300+ tonnes of clean linen supplied daily after processing.

6,900+ tonnes of clinical waste incinerated.

32 managed MOH Malaysia hospitals certified with the Energy Management Gold Standard (EMGS).

29 Green Building certifications received for hospitals, including Leadership in Energy and Environmental Design (LEED), MyCREST and Penarafan Hijau JKR (PHJKR).

HEALTHCARE SOLUTIONS

Our Healthcare Solutions division provides maintenance and management for over 250 hospitals across Malaysia, Singapore and Taiwan, earning recognition from the Malaysian Ministry of Health (MOH), and other key industry authorities for its commitment to sustainability and green transformation.

Our comprehensive suite of services focuses on the integrated maintenance and management which includes ensuring the useful lifespan of buildings, assets, and systems; efficiently managing daily linen processing and supply; and upholding the highest standards of hygiene. Our hygiene services encompass meticulous facility cleanliness and the safe, effective treatment of clinical waste, reflecting our commitment to operational excellence and patient well-being.

Our key focus on environmental sustainability, innovative technology and the integration of digitalisation in support services are becoming increasingly prevalent. Accurate, reliable, and timely data generates information which is crucial in enhancing our business framework; leveraging on patient-centric model to ensure operational excellence in healthcare services delivery.



PROPERTY & FACILITY SOLUTIONS

Our Property & Facility Solutions ("PFS") division takes a whole-lifecycle approach to building and facilities management, ensuring long-term efficiency and resilience. Moving beyond traditional task-based models, we focus on strategic planning, timely upgrades, and continuous innovation to keep buildings performing at their best.

We leverage emerging technologies to enhance building performance, seamlessly adapting to evolving demands. Through data-driven insights and cloud connectivity, we optimise operations, minimise downtime, and uphold the highest service standards for our clients.

Our efforts are aligned with ESG principles, focusing on energy efficiency and sustainability to create well-managed spaces that enhance both environmental well-being and user experience.

2024 Highlights

279 buildings under management in Malaysia.

357 MWh pf energy saved at a Grade A Government Complex, reducing annual electricity usage by **7%**, equivalent to **RM309,000**.

101.9 MWh energy saved at Menara UEM, reducing annual electricity usage by **6%**, equivalent to **RM52,000**.

20 managed buildings certified against Green Building Index (GBI) and LEED standards.

What We Do

INFRASTRUCTURE SERVICES



Our Infrastructure Services division drives economic growth by connecting people and businesses through the roads, ports, railways and airports we service. Meanwhile, our experienced team focuses on understanding client needs, providing tailored, smart solutions for optimal outcomes. Beyond roads, we now serve industries such as rail, airports, ports, oil & gas, and plantation roads.

We take an innovative approach to infrastructure management, focusing on efficiency management, waste management, and long-term sustainability. With years of field experience, our strategic planning process is designed to optimise performance while ensuring cost-effective, future-ready solutions.

Our team of experts manages complex, large-scale infrastructure projects with precision, ensuring smooth and reliable operations. By harnessing technology, data-driven insights, and forward-thinking solutions, we are building a smarter, more resilient model for infrastructure management – one that enhances reliability, availability, and long-term performance.

2024 Highlights

RM10 billion+ worth of infrastructure assets managed.

9,000+ km of expressways, state roads and rural roads maintained across Malaysia.



ASSET CONSULTANCY

OPUS Consultants, the asset consultancy arm of our Group, has established itself as a leader in delivering large-scale infrastructure projects across diverse sectors, continuously raising the standards for engineering excellence and sustainable development.

In line with the global sustainability agenda and energy transition, we have expanded our services to offer comprehensive sustainability solutions, including energy efficiency, green building initiatives, and renewable energy. Our expertise spans the entire project and asset lifecycle, covering net zero strategy and baselining, engineering solutions, project implementation, and sustainable asset management. Through our Zero-Capex Programme, we provide Energy Performance Contracting (EPC) and Green Performance Contracting (GPC), offering cost-effective, innovative solutions that enhance sustainability without upfront capital investment.

By exploring high-growth sectors, forging strategic partnerships, and integrating cutting-edge technologies, we continue to elevate infrastructure management standards while driving Malaysia's transition to a greener, more resilient future. Our commitment to sustainability, innovation, and operational excellence ensures that we remain at the forefront of shaping the nation's infrastructure landscape for generations to come.

2024 Highlights

2.5X growth in total order book reaching almost **RM0.3 billion** in FY2024.

RM52.1 million achieved in Zero Capex Programme utilisation – secured **26%** of RM200 million fund earmarked for the initiative.

Successful business turnaround, profitability jumped more than 100% in FY2024.

RM10.1 million in contracts secured for Modular Project Consultancy (PMC), Building Condition Assessment (BCA) and Geotechnical Services.

Recorded staff utilisation of more than **80%**, driving operational excellence and profitability.

Strategic partnership with Deighton to enhance asset management capabilities through the dTIMS analytics tool.

What Differentiates Us: Our Strengths

Operational Excellence

By integrating cutting-edge technology, skilled talent and strong partnerships, we have built a high-performance organisation that consistently delivers exceptional service, ensuring long-term competitiveness and lasting client trust.



Strategic Partnership Ecosystem

We have built strong partnerships in the public and private sectors, enabling us to integrate data-driven technologies, energy optimisation solutions, renewable energy systems and proactive maintenance strategies to enhance our operational sustainability and long-term resilience.



Future-Ready Workforce

We drive innovation and strengthen technological capabilities through targeted training programmes, while our commitment to flexible work arrangements and work-life balance fosters a dynamic yet supportive environment that attracts and retains top talent.



Our Competitive Advantage



Diversification Across Geographies & Portfolios

Our presence across multiple regions and industries provides stability against economic fluctuations, while allowing us to leverage cross-market insights and shared resources to stay agile, mitigate risks and drive sustainable growth.

Technology Differentiation

Through our proprietary Asseto, RAMS and *UE*Track™ platforms, we harness real-time data to gain deep client insights, enabling us to optimise workforce allocation, enhance efficiency and elevate service quality across diverse industries.

Sustainability

Guided by our Edgenta of the Future 2025 (EoTF2025) strategy, we integrate technology with a vision of sustainable economic growth, minimal environmental impact and social value creation, ensuring our services align with societal needs while contributing to a greener, more sustainable future.

Financial Strength

Our strong credit ratings and consistent investor returns give us access to significant financial resources, allowing us to secure competitive financing and swiftly capitalise on high-value opportunities for sustained business growth.

What Differentiates Us: Our Strengths

Indices Representation & Credit Ratings

DURING THE YEAR:

RHB reviewed UEM Edgenta in its report, "Picking Up the Pace; Maintain BUY", highlighting our increased revenue from healthcare services in Singapore and Taiwan, new infrastructure service contracts, and acquisitions by our Property & Facility Solutions division.

MARC Ratings upgraded our RM1 billion Sukuk from AA_{IS} to AA_{-IS}, recognising our geographical diversification, low leverage and strong liquidity position.





Our Certifications & Accreditations

- Anti-Bribery Management Systems (ABMS)/ISO 37001 certification by SIRIM Berhad
- Human Resource Development Corporation (HRDC) Training Partner certification
- 32 MOH Malaysia hospitals certified with the EMGS, including:
  - EMGS 3-Star Certification by the ASEAN Energy Management Scheme (AEMAS) for Hospital Selama, Hospital Bukit Mertajam and Hospital Jitra
- 29 Green Building certifications awarded, including:
  - LEED Platinum – Hospital Teluk Intan
  - LEED Gold – Hospital Sultanah Bahiyah, Hospital Pulau Pinang and Hospital Tuanku Fauziah
  - Penarafan Hijau (Green Standard) PHJKR for Hospital Parit Buntar
- Healthcare Solutions certifications retained:
  - International Standard Organisation (ISO) 9001:2015 – Quality Management Systems
  - ISO 13485:2016 – Medical Devices Quality Management Systems
  - ISO 14001:2015 – Environmental Management Systems
  - ISO 45001:2018 – Occupational Health and Safety Management Systems
- Certificate of Recognition in Biomedical Engineering Services by the National Advisory Council for Biomedical Engineering (NACBE), MOH Malaysia
- Award of Pencapaian Cemerlang MyCREST by CIDB QUEST (2024) for Hospital Seberang Jaya and Hospital Seri Manjung
- Healthcare Without Harm South-East Asia 2024 - Climate Commitment Recognition (2024) for Hospital Bukit Mertajam



Our Strategic Partnerships, Alliances, Collaborations & Joint Ventures

We have inked the following partnerships and joint ventures:

- Strategic collaboration between Yinson GreenTech (YGT) and UEM Edgenta for renewable energy and electric vehicle (EV) charging infrastructure
- Memorandum of Business Exploration (MOBE) with Iskandar Investment Berhad (IIB)
- Memorandum of Business Exploration (MOBE) between Boustead Properties Berhad and OPUS Consultants
- Signing of Term Sheet for a potential Joint Venture between Kaizen and Dubai Expo
- Joint ventures
  - Between HSS Engineering Sdn Bhd and OPUS
  - Maintaining our collaboration between Resource Data Management Asia (RDM Asia) and UEM Edgenta Berhad to develop energy management solutions

Indices Representation & Credit Ratings

MARC
MALAYSIAN RATING CORPORATION BERHAD

Our Clients

KPJ HEALTHCARE · PANTAI HOSPITALS · PROTON · wasl · SILTERRA · CIMB BANK · CVS CARDIAC VASCULAR SENTRAL · CAHAYA JAUHAR · TENAGA NASIONAL Better. Brighter. · THOMSON HOSPITAL KOTA DAMANSARA · PLUS · Maybank · Oriental Melaka Straits Medical Centre · MAHKOTA MEDICAL CENTRE · JKR SARAWAK · eTiQa

Edgenta NXT
Transforming today. Advancing tomorrow.

EDGENTA DIGITAL ECOSYSTEM PLATFORM

Operational excellence, powered by innovation and technology, is crucial for enhancing efficiency, sustainability, and service quality. At UEM Edgenta, we leverage digital transformation to optimise asset and facility management, reduce costs, and create long-term value for clients.

Our Approach

NXT, the technology commercialisation arm of UEM Edgenta, delivers end-to-end tech solutions for internal and external stakeholders. Our focus includes:

- Smart Asset & Facility Management: Supporting commercial buildings, education campuses, and healthcare facilities.
- Sustainability Solutions: Building Management Systems (BMS), energy management, and IoT deployment.
- Smart City Integration: Enabling seamless urban infrastructure management.
- Geographic Expansion: Active presence in Malaysia, UAE, and Singapore.
- Ecosystem Growth: Partnering with solution providers to enhance value for clients.
- Sustainable Impact: Tech-enabled solutions for energy optimisation and environmental monitoring.

These digital advancements support our EoTF2025 strategy, helping us create smarter, more sustainable solutions while strengthening client relationships. By turning industry expertise into real-world technology, we ensure the buildings, healthcare institutions, and infrastructure we manage operate more intelligently, efficiently, and sustainably.

VALUE CREATED IN 2024



Challenges and Solutions

- Client Digitalisation Gaps: Many Malaysian companies were in early digitalisation stages, requiring significant onboarding support. This was addressed through structured training and data preparation guidance before integrating with Asseto, ensuring seamless adoption.

Efficiency Innovations

1. Asseto: A next-generation built environment platform designed to integrate asset intelligence, sustainability, and automation. It connects critical systems across facilities, providing real-time insights into asset performance, maintenance, energy consumption, and operational efficiency. Asseto enables data-driven decision-making, optimised maintenance strategies, and seamless management of large-scale infrastructure.
2. EnergyAid: AI-powered energy optimisation platform with IoT-linked dashboards and automated efficiency controls.
3. HazardWatch: IoT-based hazard detection for proactive responses to security, gas, and fire risks.
4. AssetWise: BMS platform for real-time sensor-based building control to improve efficiency, safety, and comfort.
5. EcoTouch: Environmental monitoring for air, water, and noise quality, providing actionable insights.

R&D Investment

Our focus has been on enhancing product adoption through compelling collateral and feature development embedded within COGS. As the platform scales, we recognise the transformative potential of generative AI and will allocate resources to integrate it into our innovation strategy, driving greater efficiency and value creation.

Key Successes

- Expanded market reach into hospitals, property developers, leisure & hospitality, and telecommunications.
- Strengthened positioning as a technology enabler for smart and sustainable buildings.

asseto

Asseto is a smart digital platform that integrates artificial intelligence (AI), the IoT, robotics and sensor networks into a single, unified system. It enables digital workflow automation, real-time data analytics and predictive maintenance, allowing for efficient resource allocation, reduced downtime and optimised operations.

By enhancing collaboration, transparency and proactive asset management, Asseto extends asset lifespan and enables the efficient integration of emerging technologies. It also drives sustainability efforts by improving energy efficiency, reducing waste and enhancing air quality, making it a key enabler of our long-term sustainability and digital objectives.

New Features

NXT continues to enhance its solutions, providing clients with automation, intelligence, and seamless management across their built environments:

- Automated Case Creation: Pre-filled complaint templates streamline issue reporting, reducing manual data entry.
- Seamless Work Order Management: Mobile-first task creation with image uploads, configurable SLAs, and automated approvals.
- Advanced Analytics & Reporting: Real-time insights on asset performance, lifecycle management, agent efficiency, and key operational metrics.
- Enhanced Search & Filtering: Powerful search functionality across all modules for quick access to relevant data.
- Customisable Notification Matrix: Clients can tailor alerts based on frequency, priority, and recipient preferences, ensuring timely actions.

This enhanced functionality enables clients to optimise efficiency, reduce downtime, and make data-driven decisions to improve overall operational excellence.

2024 Milestones for Asseto

During the year, Asseto was successfully deployed for 15 Property & Facility Solutions clients, achieving:

- Total number of assets: **36,466**
- Total number of work orders: **237,556**
- Number of users: **2,089**
- Total number of buildings & facilities: **30**
- Digital permit to work generated: **177,438**

2024 KEY SIGNIFICANT EVENTS

- Ranked 390 in the inaugural Fortune Southeast Asia 500, recognising our industry leadership and market presence
- Entered the EV charging infrastructure sector through our Edgenta x YGT strategic collaboration, reinforcing our commitment to a sustainable future



- Resurfaced pavements at Zoo Negara Malaysia to improve visitor access and safety



- Planted mangrove trees at Taman Paya Bakau Sijangkang, Selangor, to support environmental conservation
- Cleaned Pantai Batu Laut, Selangor, to help preserve marine ecosystems
- Hosted a Buka Puasa event with orphans from Rumah Permata Hati to foster community spirit
- Distributed Bubur Lambuk at the Sungai Buloh Northbound Rest and Service Area to travellers during Ramadan



- Carried out a gotong-royong initiative at MARS (Tahfiz) to enhance learning facilities

CHAIRMAN'S Statement

Dear Shareholders,

FY2024 was a remarkable year for UEM Edgenta. Despite a challenging business environment, we demonstrated our resilience and adaptability, balancing strategic expansion with operational excellence to further our ambition of becoming a global Asset Management and Infrastructure Solutions company, delivering long-term value for our stakeholders.



> Guided by our Edgenta of the Future 2025 ("EoTF2025") strategy, we made meaningful progress in advancing our global ambitions, diversifying our portfolio, and unlocking new value creation opportunities. At the same time, we took decisive steps to streamline our operations and strengthen our cost structures, ensuring that our growth is both strategic and sustainable.
>
> It is therefore with great pride that I present UEM Edgenta's Integrated Annual Report 2024.

TAN SRI DR. AZMIL KHALID
Independent Non-Executive Chairman

Chairman's Statement

NAVIGATING MARKET DYNAMICS

The global economic landscape presented a complex combination of opportunities and challenges in 2024, with modest economic growth impacted by geopolitical tensions, evolving trade dynamics and shifting energy markets.

Ongoing tariff disputes between major economies and rising protectionism created supply chain uncertainties and heightened inflationary pressures. Meanwhile, the rising demand for alternative energy solutions and ongoing global decarbonisation efforts put sustainability and energy efficiency in a growing spotlight.

While the Sales Tax rate is maintained at 6%, the increase of Service Tax from 6% to 8% starting 1 March 2024 has impacted operating costs at multiple levels of the business, with cascading effects that continue to challenge our margins and encourage greater operational efficiency. Restructuring and extending concessions in our Healthcare Solutions and Infrastructure Services divisions required a sharp focus on cost control and profitability management.

Rising raw material and labour costs, along with changes to regulated wage structures in key markets, further contributed to escalating business expenses. Meanwhile, competition within the industry continues to intensify, with clients increasingly demanding greater value at more competitive prices contract awards.

In addition, as we deepen our international footprint, localisation and regulatory requirements necessitate strategic workforce planning, investments in talent development, and close engagement with suppliers and stakeholders. These requirements can also lead to increased operational costs — including compliance-related expenses — while non-compliance may expose the Group to potential fines, penalties, or legal action, underscoring the importance of robust governance and risk management across all markets.

Despite these challenges, UEM Edgenta delivered an exceptional performance. We recorded 5.9% year-on-year revenue growth from RM2.9 billion in FY2023 to RM3.0 billion in FY2024, and a 72% increase in profit after tax and zakat (PAT), to RM51.8 million in FY2024 from RM30.1 million in FY2023.

Revenue Growth:
5.9%
year-on-year

Increase in Profit After Tax and Zakat:
72%
year-on-year

> UEM Edgenta has fully consolidated our acquisition of Kaizen, UAE's premier Property Management Company. This marked a pivotal entry into the Middle East's premium property management sector.

Overall, we recorded a 40% growth in order book wins in FY2024, contributing to a robust year-end total of RM8.7 billion — a testament to our brand leadership and commitment to excellence. New contracts under our international portfolio worth RM2.2 billion represented 79% of our total new orders for FY2024, validating our strategic growth initiatives and positioning us well for long-term success.

In Singapore and Taiwan, we expanded beyond healthcare solutions into integrated facilities management in high-end hospitality, premium office buildings and transport infrastructure. High renewal rates and major contract extensions in these markets reflect our exceptional track record and ability to meet evolving expectations in a competitive landscape.

Our acquisition of Kaizen, UAE's premier property management company, was completed in February 2024. This marked a pivotal entry into the Middle East's premium property management sector, opening new opportunities to scale integrated facilities management and asset lifecycle solutions across the Middle East.

In Saudi Arabia (KSA), we secured our first hospital contract with the state-of-the-art Olayan Long Term Acute Care & Rehabilitation Hospital. Establishing our presence in healthcare facilities management with one of the region's fastest-growing markets effectively positions us to support a sector that is central to the Kingdom's Vision 2030 transformation agenda.

Domestically, we secured new contract wins in major infrastructure projects, reinforcing our leadership in asset management and engineering solutions aligned with Malaysia's national development priorities. Edgenta Healthtronics, a subsidiary of Edgenta Mediserve, has secured a 5-year contract to provide hospital support services at Hospital Cyberjaya.

Our progress in FY2024 was honoured with prestigious industry and market accolades. UEM Edgenta was listed in the Fortune Southeast Asia 500, reaffirming our strong regional growth and financial performance. We were also named among the Top 10 Facilities Management companies in Malaysia, highlighting our reputation for excellence in the domestic market.

Additionally, our conservative balance sheet and healthy liquidity position were recognised through a rating upgrade for UEM Edgenta's RM1 billion Sukuk programme. This upgrade was premised on our strengthened business profile underpinned by geographical earnings diversification.

As a result of this strong performance, UEM Edgenta declared a single-tier interim dividend of 4.0 sen per ordinary share for FY2024, demonstrating our commitment to delivering shareholder value.

EDGENTA OF THE FUTURE 2025

FY2024 marked a significant milestone on our Edgenta of the Future 2025 (EoTF2025) strategy, as we achieved the RM100 million FY2021-FY2025 cost savings target a year ahead of schedule. This outstanding achievement was driven by unrelenting focus on operational excellence, optimising procurement and streamlining our business structures.

Building on this momentum, and continually challenged by persistent inflationary pressures and increased market competition, we have set our sights on an additional RM150 million in cost savings over the next five years to FY2029. This initiative will target key optimisation areas including spend prioritisation, supply chain management and contract negotiations, while we continue to develop and implement process automation technologies to further streamline operations.

Since the RM150 million target was established in early FY2024, we have saved RM41.1 million in costs, highlighting our proactive approach and steadfast commitment to driving long-term resilience and delivering sustainable value to our stakeholders.

Meanwhile, our technology platforms are evolving to complete our business transformation into a Technology-Enabled Solutions Company, meeting the growing demand for smart, efficient and sustainable asset management. Expanding into Smart, Sustainable and Integrated Facilities Management, we have introduced new business pillars to incorporate end-to-end smart and green building solutions. By leveraging Internet-of-Things (IoT) and real-time monitoring technologies, we are optimising energy use, improving asset performance and enhancing sustainability. Our digital transformation initiatives were recognised with the Malaysia Technology Excellence Award (Facilities Management Technology – Building Services & Facilities) and the CIO100 ASEAN Award, reinforcing our role as a leader in sustainable infrastructure solutions.

> Edgenta's technology platforms are advancing, driving its transformation into a Technology-Enabled Solutions Company.

Edgenta achieved its
RM100 MILLION
cost savings target (FY2021-FY2025) a year ahead of schedule.

> Secured our first green financing facility of RM75 million to finance capital expenditure and operational costs related to our Zero Capex programme.

CHAMPIONING ESG

Our ESG initiatives are not only our priority as a model of corporate responsibility — they are key enablers of strategic growth, performance enhancement and long-term value creation. Guided by our Sustainability Framework, we continued to make progress towards our Net Zero targets, embed sustainable practices throughout our organisation and support our clients in their sustainability journeys.

We successfully completed our two-year sustainability roadmap spanning FY2022-FY2024, achieving a 4.72% reduction in Scope 1 and Scope 2 emissions through efficient fleet management strategies, energy efficiency initiatives and a structured approach to carbon management. Recognising that supply chain emissions represent a large proportion of our environmental footprint, we took steps to engage with our suppliers to assess our Scope 3 emission in our value chain. To this end, we ran a pilot exercise with selected key suppliers to gain critical insights into upstream and downstream emissions.

Chairman's Statement

In 2024, we have saved RM41.1 million in costs, highlighting our proactive approach and steadfast commitment to driving long-term resilience and delivering sustainable value to our stakeholders.

The output from this exercise will be a key component in developing our detailed Scope 3 emissions inventory and a corresponding supply chain engagement plan to support the development of targeted reduction strategies across our ecosystem. Once quantified, we will commence integrating Scope 3 emissions into our Net Zero Target.

I am further pleased to note that we made significant strides in the Social and Governance spectrum of our ESG framework. Through targeted initiatives focusing on well-being, disease prevention, and road safety, we successfully enhanced employee health and safety in 2024, with 92.25% of our employees completing key training programmes in these health and safety areas. I am also pleased to announce that 100% of our operations have achieved ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018 certifications. In the governance space, we updated our Enterprise Risk Framework to enhance the Board of Directors' roles in overseeing ESG matters of the Group including climate risk. Acknowledging the importance of health and safety of our workers, contractors and users of assets we maintain, we took the progressive step to add one of our key material matters, Occupational Health and Safety into the current focus areas that we prioritise. With this inclusion, we now will be prioritising 5 areas our material matters namely Climate Change and Energy, Environmental Management, Human Rights, Supply Chain and Occupational Health and Safety. While we will focus on these matters, we will continue to address the rest of our material matters to drive strategic growth, champion innovation, improve customer satisfaction, empower our communities and do business in an ethical manner.

Building on the momentum delivered by our maiden roadmap, 2024 saw us launching our ESG Roadmap 2.0 a 2 year blueprint that will guide us in the next phase of our sustainability pathway. This comprehensive roadmap contains actions to implement the upcoming National Sustainability Reporting Framework, build a resilient supply chain ecosystem, uphold human rights, strengthen our safety standards and enhance our sustainability culture.

The Zero Capex Programme led by OPUS Energy continues to deliver positive financial and operational impact for our clients. Since its launch, more than 25% of the capital allocated has been utilised to energy efficiency projects. A notable achievement in FY2024 was securing our first green financing facility of RM75 million to finance capital expenditure and operational costs related to our Zero Capex programme. This facility will supplement the capital required to enable the roll-out of RM200 million programme to help our clients transition to a low-carbon economy.

In line with our commitment to promoting a circular economy and resource efficiency, we commercialised our Recycled Asphalt Pavement (RAP) Plant in Tapah, Malaysia. By repurposing road milling waste into eco-friendly road paving materials, this initiative supports sustainable infrastructure development while minimising waste and consumption — and demonstrates that circular economy initiatives can generate both business and environmental benefits.

We also formalised several strategic partnerships to advance sustainability initiatives and energy transition solutions. These included a Memorandum of Business Exploration (MOBE) with Iskandar Investment Berhad (IIB) to support the development of energy-efficient and environmentally conscious urban planning in Johor, and a long-term Energy Performance Contract (EPC) with Boustead DPC Sdn Bhd targeting energy reductions and cost savings. Our collaboration with Yinson Greentech strengthens our commitment to sustainable mobility as we accelerate the adoption of electric vehicles (EVs) in our fleet.

Moving forward, we will continue to enhance our sustainability reporting policies and supplier engagement practices while leveraging our technology solutions to achieve greater reductions in energy consumption and operational costs for ourselves and our clients.

ENHANCING EMPLOYEE ENGAGEMENT

Our diverse workforce is the engine behind our operational excellence and business expansion. Recognising the vital role of an engaged and motivated workforce in strengthening our position in a competitive landscape, we continued to enhance talent development and well-being programmes in FY2024 to foster a high-performance culture.

In response to the Employee Engagement Survey conducted in FY2023, we introduced a more structured approach to townhall meetings with a standardised communications plan and supporting materials to ensure clarity and alignment at all levels of the organisation. At the divisional and departmental levels, workshops and focus group sessions have created more informal spaces for employees to share feedback and build stronger connections.

In May 2024, we launched the "Leadership Connect: One Voice, One Purpose" series, which brought senior leaders together with employees across our business entities through townhall sessions. Designed to foster transparency and share strategic priorities, these engagements strengthened our collective vision while providing employees with direct access to leadership. The introduction of monthly "Edgenta Tuesdays" has promoted interdepartmental collaboration and connectivity through themed events at Menara UEM. In total, over 100 engagement initiatives took place throughout the company in FY2024, from Sports Days to festive gatherings and monthly meetings.

We remain committed to nurturing talent and empowering our people to build a resilient and future-ready team. Our initiatives in leadership development and talent retention were supported by a RM7.7 million investment in training, which delivered 332,644 training hours — a 10% increase from FY2023. A new programme, "People Managers Essentials", has been introduced to enhance people management skills of our line managers, while our performance management framework now has additional feedback mechanisms to improve reviews and career planning.

In parallel, we firmly believe that happy and healthy employees are the foundation of long-term success. In FY2024, our healthcare awareness initiatives, covering topics from non-communicable diseases to commuter safety, benefited 8,718 employees, registering an 80% increase in participation compared to FY2023. Mental health support and work-life balance remain a priority. By offering personalised support through the Edgenta Assistance Program (EAP) and welfare support through the Edgenta Care Society, our goal is to create an environment where our employees can thrive professionally and personally.

SUPPORTING OUR COMMUNITIES

Education, Community Enrichment and Well-Being are three foundational pillars of our social impact strategy. In FY2024, we continued to uplift communities with targeted and meaningful initiatives to promote social inclusion, cultural appreciation and community development:

- **Jalinan Kasih Edgenta Programme:** Celebrated major festivals (Chinese New Year, Ramadan, Hari Raya Aidilfitri, Deepavali, and Christmas) with local communities, reaching thousands of individuals through educational outings, festive meals, financial aid, and essential supplies.
- **Edgenta Riang Ria Back-to-School Initiative:** Supported 180 Asnaf children with school uniforms and essential items.
- **Lost Food Project – Pet Food Rescue Initiative:** Rescued 12,724kg of pet food, preventing 57,000kg of CO_2 emissions and supporting 50 animal shelters.
- **Tree Planting:** Participated in the #OneMillionTreesSG environmental restoration initiative in Singapore, organised a Mangrove Planting event in Selangor, and planted 100 vulnerable tree species in collaboration with University Putra Malaysia (UPM).
- **Recycling & Waste Management:** Collected 2,700kg of recyclables from 3,000 road users along the North-South Expressway and diverted approximately 40% of hospital waste under our portfolio from landfill.

ENSURING GOOD GOVERNANCE

Integrity, ethical conduct, and strong governance are the cornerstones of UEM Edgenta's corporate ethos and strategic direction. In FY2024, we remained steadfast in strengthening our governance framework and enhancing risk management practices to uphold the highest standards of transparency and compliance. The refinement of the Terms of Reference for the Risk, Integrity and Compliance Committee alongside the enhancement of our Business Continuity Management Framework, underscores our unwavering commitment to robust oversight and operational resilience.

Our dedication to accountability was recognised at the Integrity, Governance, and Anti-Corruption Awards (AIGA) 2024, where UEM Edgenta was honoured with the Bronze Award by the Malaysian Institute of Integrity (IIM). This accolade, alongside our ISO37001 Anti-Bribery Management System (ABMS) certification from SIRIM, reaffirms our zero-tolerance stance on corruption and underscores our leadership in ethical business practices across both public and private sectors.

> "Honoured with the Bronze Award by the Malaysian Institute of Integrity (IIM) at the Integrity, Governance, and Anti-Corruption Awards (AIGA) 2024."

Chairman's Statement

Beyond governance, we recognise that a diverse and inclusive workplace is a key driver of long-term business performance. In FY2024, we introduced and strengthened internal policies, including our Gender Diversity Policy and Diversity, Equity & Inclusion (DEI) Statement, reinforcing our commitment to a workplace culture that values equity and respect. To embed these principles, we conducted Human Rights Awareness sessions across all our operating regions in Malaysia. Our commitment to fostering an inclusive and progressive corporate environment was further validated when we received the Gold Award in the DEI Category at The Star ESG Positive Impact Awards.

As we chart our path forward, we remain unwavering in our mission to uphold the highest standards of governance, integrity, and sustainability — ensuring that UEM Edgenta continues to lead with excellence, accountability, and purpose in an evolving global landscape.

LOOKING AHEAD

As we turn our sights to FY2025, we are committed to operational excellence and technology-enabled business transformation to strengthen our culture of innovation and support our sustainable growth strategies.

We take a cautiously optimistic view of the year ahead, recognising the challenges posed by ongoing geopolitical conflicts and their resulting effects on trade and bond markets across the world. We expect the cost of doing business to continue to rise as a result of domestic and foreign policies, including the removal of the petrol subsidy in Malaysia and business compliance costs in different regions that we operate in.

Nevertheless, we remain confident in our core strengths and strategic foresight in navigating this complex environment. We will continue to sharpen our focus on cost management by optimising procurement, enhancing our service delivery and remodelling our business processes to ensure that our operations remain agile, efficient and resilient.

In turn, strengthening our cost structures will support our expansion in emerging growth markets. We will continue to pursue revenue diversification in established markets such as Singapore and Taiwan as well as emerging opportunities in UAE and Saudi Arabia, particularly in real estate and healthcare.

At the same time, our commitment to ESG leadership remains unwavering. We will continue to enhance our procurement practices and reporting frameworks as we integrate ESG considerations into a wider scope of our operations and advance our Net Zero goals in line with regulatory requirements and stakeholder expectations. Through circular economy practices, sustainable waste management and community engagement initiatives, we remain dedicated to creating positive social and environmental impact.

At the forefront of our strategic vision is delivering improved returns to our shareholders. Our disciplined approach to capital allocation and strategic cost management underpins a customer-centric, technology-driven approach that meets evolving market needs and creates long-term value.

ACKNOWLEDGEMENTS

Reflecting on our progress in FY2024 and how it positions us for 2025 and beyond, I am sincerely grateful for the unwavering support of all our key stakeholders. I extend my deepest thanks to our shareholders, partners, clients, employees and communities for your continued trust and commitment. To our management team and Edgenta Stars, your dedication and commitment to excellence ensures that we can achieve remarkable success and create meaningful value even in a challenging environment.

I bid a special farewell to Dato' Mohd Izani Ghani who departed in July 2024 after five years of dedicated service. In his stead, I warmly welcome Datuk Amran Hafiz Affifudin and his significant experience and expertise.

As we look to the future, I am confident that our collective efforts will continue to drive even greater success. With a prudent approach to new market expansion and a relentless focus on operational and resource optimisation, UEM Edgenta will continue to pursue sustainable growth and create meaningful, lasting value for our stakeholders, customers and communities across the world.

TAN SRI DR. AZMIL KHALID
Independent Non-Executive Chairman



> Our effective cost optimisation programme included business process excellence and strategic procurement savings which positioned us competitively in our current markets and provided growth opportunities in emerging markets.

SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer

MD/CEO's Statement

MD/CEO's Statement

Dear Valued Stakeholder,

In FY2024, our strategic vision translated into tangible results, delivering significant value through a much-improved financial performance, an expanded international presence, and a strong track record of wins across our diversified businesses. Throughout the year, we strengthened our global footprint, made substantial strides in cost optimisation, and enhanced our technology assets to drive data-driven service excellence for our partners and customers. Our ability to thrive in a challenging operating environment reflects our commitment to impactful innovation and purposeful transformation.

Our year-on-year (YoY) revenue growth of 5.9% to RM3.0 billion was strongly supported by the continued expansion of our international business. Up to 79% of new contract wins worth RM2.2 billion came from overseas markets in FY2024, underscoring our strong credibility and high value proposition to a growing customer base. Our strategic acquisition of Kaizen in UAE provides a platform for us to scale up the property management value chain in the Middle East. Major healthcare contract renewals in Singapore and Taiwan have reinforced our recurring revenue base, and we are poised to expand into premium hospitality and commercial buildings to unlock new growth opportunities.

> Up to 79% of new contract wins worth RM2.2 billion came from overseas markets in FY2024, underscoring our strong credibility and high value proposition to a growing customer base in Singapore, Taiwan, the Kingdom of Saudi Arabia & UAE.

Overall, profit after tax and zakat (PAT) rose to RM51.8 million, a 72% increase compared to FY2023. Cost optimisation and technology transformation were key enablers of this performance, as we implemented strict budgetary controls, strategic procurement savings, and process automation to drive efficiency while maintaining service excellence.

As a result of these initiatives, we achieved our RM100 million cost savings target under the Edgenta of the Future 2025 (EoTF2025) strategy a year ahead of schedule. Building on this momentum, we have now set an ambitious new target of RM150 million in savings by FY2029, focusing on structural efficiencies to ensure long-term sustainability and optimal resource allocation.

> UEM Edgenta achieved significant milestones across its diverse business portfolio, reinforcing our position as a leading asset management and infrastructure solutions provider. We secured substantial contracts, expanded our international footprint, and demonstrated our commitment to sustainability and innovation.

Achieving Milestone Wins

In FY2024, UEM Edgenta achieved significant milestones across its diverse business portfolio, reinforcing our position as a leading asset management and infrastructure solutions provider. We secured substantial contracts, expanded our international footprint, and demonstrated our commitment to sustainability and innovation.

In Singapore, we secured five-year contracts to provide hospital support services to various hospitals, underscoring our excellent track record and competitiveness in the healthcare support service market. Our operations in the Kingdom of Saudi Arabia successfully secured their first hospital contract, further expanding our footprint in the region.

> We recorded a 40% growth in order book wins in FY2024, contributing to a robust year-end total of RM8.7 billion.

Our successful contract renewal with our major client, Wasl Asset Management Group (WASL) and our strategic acquisition of the Kaizen Group, completed in Q1 FY2024, further strengthened our market position in UAE. Through cohesive integration with our existing operations in UAE and KSA, we look forward to unlocking new opportunities for the Group in the Middle East.

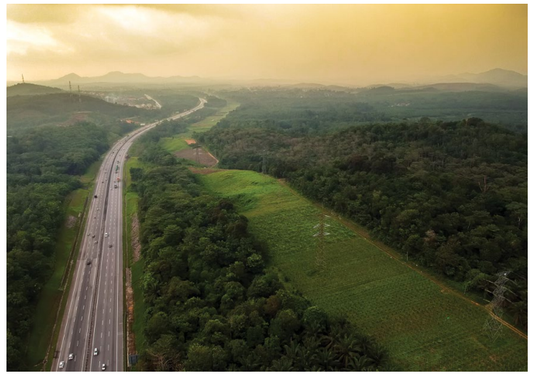
Domestically, our Asset Consultancy division delivered over RM300 million in new wins, including RM52.1 million in Energy Efficiency (EE) contracts, reflecting strong market confidence in our integrated sustainability and infrastructure capabilities. Additionally, alongside our Infrastructure Services division, the division secured new work packages on the Pan Borneo Highway and North-South Expressway projects, continuing to support nation-building projects that advance Malaysia's transportation network.

On the sustainability front, our strategic investments in energy efficiency and technology gained momentum. Under the Zero Capex Programme, OPUS Energy secured a 10-year Energy Performance Contract (EPC) with Boustead DCP Sdn Bhd to deliver long-term operational cost and energy savings. Moreover, over 50% of the RM100 million green capital fund allocated for Peninsular Malaysia was taken up in FY2024, reaffirming our RM200 million commitment to the programme announced in 2023.

These accomplishments reflect our unwavering commitment to operational excellence, strategic growth, and sustainable value creation for our stakeholders.

TRANSFORMING OUR BUSINESS

Under EoTF2025, our transformational journey in FY2024 was driven by a clear strategic intent: to expand our service offerings and deepen market penetration as a technology-enabled, outcome-driven solutions provider. From scaling integrated services to advancing workforce capabilities, we are meeting the demands of today's clients while anticipating the needs of tomorrow's environment.



In Singapore, we strengthened our leadership in hospital portering and housekeeping, serving approximately 90% of public healthcare facilities. To enhance our role in the patient care ecosystem, we expanded into adjacent healthcare support services such as in-meal patient services. In parallel, we continued growing our Integrated Facilities Management (IFM) business beyond healthcare, targeting transportation, commercial, and hospitality sectors where smart and sustainable IFM solutions are in high demand. Our strong track record and high contract renewal rates position us well to capitalise on opportunities in this competitive market.

The successful acquisition of Kaizen in UAE enabled us to scale our property management offerings into a fully integrated model, providing end-to-end property lifecycle solutions. By leveraging Kaizen's presence in high-end residential and commercial assets with our IFM capabilities and proprietary technology, we offer a compelling one-stop solution that combines property management, facilities management services, sustainability consulting, and digital asset management. This comprehensive approach is designed to resonate with needs of commercial township developers across the Middle East.

In KSA, our facilities management, environmental services, and engineering consultancy capabilities are establishing a resilient, efficient IFM operation aligned with the Kingdom's Vision 2030 objectives. With finances and operations stabilised post-MEEM integration, we focused on driving operational efficiency through technology, automation, and workforce development. In FY2024, we advanced the MEEM FM Development Program, emphasising building maintenance, environmental solutions, and engineering consultancy services. Already contributing to our top-line revenue growth, MEEM presents strong potential as a long-term value generator in one of the region's most promising markets.

We continued growing our Integrated Facilities Management (IFM) business beyond healthcare, targeting transportation, commercial, and hospitality sectors where smart and sustainable IFM solutions are in high demand.

MD/CEO's Statement

> Edgenta's Asseto now powers 30 Property & Facilities Management sites, supporting over 2,000 active users.

At the core of our business transformation is Asseto, our proprietary smart asset management platform. In FY2024, we expanded Asseto to 30 Property & Facilities Management sites, including three premium commercial properties, serving over 2,000 active users and bringing the total number of active properties to 19. Asseto integrates Building Condition Assessment (BCA), AI-driven energy efficiency, smart building and smart city readiness, Building Management System (BMS) integration, and a Computerised Maintenance Management System (CMMS). This unified platform enables predictive maintenance, automated workflows, and data-driven performance optimisation, reducing operational costs and enhancing asset longevity and sustainability.

Beyond driving efficiencies and unlocking cost savings, our technology stack delivers intelligent insights that support our transition from a B2B service company to a strategic partner providing high-value advisory capabilities. As we address challenges beyond traditional Facilities Management (FM), our digital enablers reinforce our credibility and meet the evolving needs of clients in an increasingly complex and competitive ecosystem. Our initiatives reflect a commitment to innovation and excellence, ensuring that we continue to meet today's demands while anticipating the future landscape.

OUTLOOK

The nature of assets is evolving, and with it, the role of facilities management (FM) companies. As the built environment adapts to new demands, innovations in property technology, particularly AI-native applications, are setting the foundation for smarter, more adaptable property management solutions. Our focus is to ensure asset owners can fully unlock the value of their properties, whether they are commercial spaces, mixed-use developments, or short-term rental assets. To this end, we are embedding AI and advanced asset management technologies into a seamlessly integrated FM ecosystem.

In healthcare, we continue to see a paradigm shift towards fully outsourced hospital infrastructure management. True innovation in this space goes beyond automation and robotics; it lies in digitising operational processes and building a fully integrated healthcare information system to enhance operational efficiency and, ultimately, the quality of patient care.

Across all sectors, our next phase of growth will be driven by innovation and intelligence. Our ability to extract meaningful insights from asset performance data will define our competitive edge in a fast-moving landscape. We are committed to carrying forward the strong momentum from FY2024, leveraging a solid platform of international expansion, a healthy balance sheet, and a proven track record. A diversified portfolio of businesses with high growth potential in emerging markets is central to our strategic vision, where we are scaling our offerings in line with local demand for innovative IFM and infrastructure solutions.

As Dubai accelerates its development under the 2040 Dubai Urban Master Plan, we are well-positioned to support the city's transition towards sustainable urban centres. Through Kaizen, we have established a strong presence in key districts such as Deira and Bur Dubai, and we are expanding into emerging zones earmarked for mixed-use developments. Our integrated urban management model, encompassing property and community services, smart building operations, and tech-enabled asset lifecycle solutions, is aligned with Dubai's long-term urbanisation and sustainability objectives.

Our commitment to talent development in the Kingdom of Saudi Arabia (KSA) is making a tangible impact on national capability building. In FY2024, we launched the MEEM Facility Management Graduate Training Program to nurture local talent and develop a future-ready, knowledge-based workforce through hands-on exposure and technical skills training. Supported by knowledge transfer from more mature markets via Edgenta Academy, we are playing an active role in KSA's infrastructure and service sector transformation.

Domestically, we remain steadfast in supporting Malaysia's sustainability agenda, aligning our strategies with the National Energy Policy, the National Sustainability Roadmap, and the National Energy Transition Roadmap (NETR). Over FY2023 and FY2024, we were invited to contribute to key national policy frameworks, providing input on climate disclosures and NETR implementation to regulatory bodies such as the Ministry of Natural Resources and Environmental Sustainability and the Securities Commission. Our own decarbonisation journey has accelerated with the launch of our ESG Roadmap 2.0 in FY2024, embedding energy efficiency, clean energy adoption, and circular economy practices into our operations and service offerings. With an interim target to reduce Scope 1 and Scope 2 emissions by 26% by 2030, we are also enhancing supply chain transparency to expand our Scope 3 emissions reporting, reinforcing our commitment to a low-carbon future.

> Edgenta remains committed to Malaysia's sustainability agenda, aligning with the National Energy Policy, National Sustainability Roadmap, and National Energy Transition Roadmap (NETR).

Looking ahead, transforming our Infrastructure Services will be a key strategic focus, moving beyond traditional contract-based models to scalable, sustainability-driven solutions. This includes commercialising circular economy solutions such as Recycled Asphalt Pavement (RAP), where recycled road milling waste is repurposed into eco-friendly pavement materials. As we continue integrating advanced technology across our businesses, we are actively identifying opportunities to enhance our engineering and consultancy capabilities. Building on our foundation in Project Management Consultancy (PMC) and design services, we are moving up in the Engineering, Procurement, Construction, and Commissioning (EPCC) value chain to play a more strategic role in project delivery. By embedding AI-driven design optimisation tools into engineering workflows, we are enhancing compliance, risk management, and lifecycle planning for complex infrastructure projects, positioning ourselves beyond conventional asset management services.

Internally, our talent development frameworks are evolving to meet the demands of a globally mobile, digital-first workforce. By balancing deep industry expertise with fresh perspectives, we are equipping our teams with the skills to operate effectively across complex markets and emerging service lines. In parallel, we are advancing our internal AI innovation agenda to accelerate our transition from process-centric to value-driven operations.

ACKNOWLEDGEMENTS

From statement wins to sustainability initiatives, one common theme runs through our strong performance in FY2024: our exceptional team of Edgenta Stars. While technology enables our transformation, it is our people who bring it to life; innovation only delivers impact when matched by the talent, vision and determination of those who implement it.

On this note, I extend my sincere thanks to every single one of our 17,000+ employees. Our achievements this year would not have been possible without your commitment, resilience and ability to embrace change. Everybody in the business has contributed to the realisation of our international growth vision — and under this vision, we have witnessed a cultural shift towards a more globally-oriented mindset. As a proudly Malaysian company securing and renewing major contracts against local and foreign players in overseas markets, this outlook will sharpen our competitive edge as we pursue new areas of growth and expand our services.

To our clients and partners throughout the supply chain and our wider business ecosystem — thank you for your continued collaboration, and we look forward to continuing to provide sustainable, future-ready solutions. To our shareholders — your continued trust and confidence remains as instrumental as ever to our long-term growth and value creation strategies. To the communities we serve — thank you for your meaningful engagements with our ESG and CSR initiatives as we play our part in advancing the transition to a cleaner, greener future.

As we step into FY2025, we do so with optimism and confidence, driven by our strong track record and forward-thinking approach. Our successes in FY2024 have reinforced our capabilities and reliability, positioning us for even greater achievements ahead. With a clear vision for the future, we remain committed to continuous innovation, business transformation, and delivering sustainable value to our stakeholders. Keeping the end in mind, we strive to create a lasting impact that benefits future generations and contributes to a better, more sustainable world, while staying ahead in an ever-evolving global landscape

SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer



CFO's Statement

The Group delivered a strong financial performance in FY2024, with year-on-year (Y-o-Y) growth across most key metrics. Higher revenue, profitability, and cash flows reflect our disciplined execution, operational resilience, and ability to navigate a dynamic business landscape.

AHMAD FAZRIL FAUZI
Chief Financial Officer

Despite cost pressures from inflation, wage adjustments in key markets, and supply chain uncertainties amid geopolitical tensions, we remained focused on cost optimisation to maximise operational efficiency. At the same time, we expanded our revenue base by capturing new opportunities in international markets, technology-driven solutions, and sustainability services.

Our balanced approach – combining financial discipline with strategic growth – has strengthened margins and improved our balance sheet. With a net cash position of RM225.9 million and a reduced gearing ratio of 0.27x, we ended FY2024 well-positioned to invest in future growth, advance our strategic priorities, and create long-term value for stakeholders.

GROUP FINANCIAL HIGHLIGHTS

We achieved a strong increase in profitability during the year, reflecting our commitment to value creation. Profit after tax and zakat (PAT) rose to RM51.8 million, up 72.0% year-on-year (Y-o-Y). On a normalised basis, excluding exceptional items, PAT more than doubled to RM66.8 million (113.2% Y-o-Y). This growth was driven by an expanding revenue base, high-margin projects from our international expansion, and improved operational efficiency.

Group revenue reached RM3.0 billion in FY2024 (5.9% Y-o-Y), with international business driving a significant proportion of revenue growth. Our overseas operations delivered 79% of our new contract wins in FY2024, worth RM2.2 billion from a total of RM2.8 billion. These promising results demonstrate the successful execution of our global growth strategy and reflect our growing appeal as a trusted solutions partner in emerging markets. The integration of Kaizen Owner Association Management Services L.L.C. and Kaizen AMS Property Supervision L.L.C., our newly acquired property management subsidiaries in UAE has strengthened our order book by contributing a steady pipeline of projects, further enhancing our market presence and supporting our growth trajectory in the region.

Singapore and Taiwan continued to be fundamental drivers of revenue growth in the healthcare solutions segment. A notable highlight was securing over RM900 million in healthcare services contract renewals with Singapore's largest public health provider. Crucially, we are expanding the scope of these contracts while entering adjacent markets such as hospitality and commercial spaces in parallel, exploring new opportunities to add value as an integrated solutions provider.

In Malaysia, new work package wins under the Pan Borneo Highway project and the North–South Expressway lane-widening project in Johor ensured steady domestic contributions. These were complemented by new contracts in energy efficiency (EE) projects for Asset Consultancy, driven by increased client uptake of the Zero Capex Programme following its launch in 2023. In the healthcare sector, meanwhile, the Hospital Cyberjaya contract represented a key breakthrough for our business outside our traditional concession territories.

Alongside revenue growth, we achieved meaningful improvement in our margins, through strict cost management initiatives to mitigate the impact of escalating costs. Through stringent, Group-wide budgetary control, procurement efficiencies and workforce rationalisation, we realised RM41.1 million in operational cost savings in FY2024.

FINANCIAL POSITION AND CASH FLOWS

The top-line growth and focus on financial discipline contributed to a strong cash flow position for FY2024. Net operating cash inflows of RM190.8 million were driven by improved customer collections and tighter cost controls, reducing backlog payments compared to FY2023.

Net investing cash outflows of RM66.7 million supported our international expansion, notably the settlement of the Kaizen acquisition. Meanwhile, net financing cash outflows of RM89.9 million included RM50.7 million in net loan repayments and RM16.6 million in shareholder dividends, reflecting our commitment to returning value to stakeholders while maintaining financial agility.

Earning per Share
6.2 sen ▲
(2023: 3.7 sen)

Dividend per Share
4.0 sen ▲
(2023: 2.0 sen)

Total Assets
RM3.01 billion ▲
(2023: RM2.95 billion)

Net Assets per Share
RM1.93 ▼
(2023: RM1.95)

Net Cash Position
RM225.9 million ▲
(2023: RM152.6 million)

Gross Gearing Ratio
0.27x ▼
(2023: 0.30x)

CFO's Statement

GROUP FINANCIAL PERFORMANCE (RM'million)

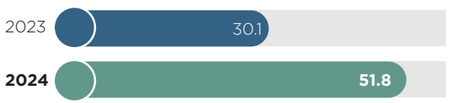
Revenue



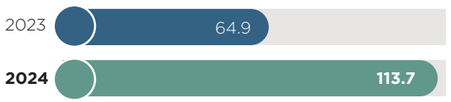
PBT



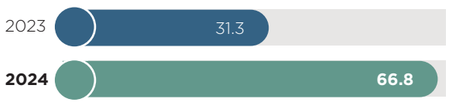
PAT



Normalised PBT*



Normalised PAT*



* Normalised profit excluding:
2024: Staff rationalisation cost (-RM15.0 million)
2023: Staff rationalisation cost (-RM1.6 million) and gain on revaluation of investment property (RM0.4 million)

Correspondingly, our balance sheet strengthened during the year. Total assets increased by RM56.0 million to RM3.01 billion, largely due to higher trade receivables and contract related assets. We recorded a RM58.3 million increase in liabilities with higher project-related payables reflecting ongoing cost commitments. However, this was partially offset by a reduction in borrowings due to loan repayments. Equities and reserves decreased marginally, attributed mainly to foreign currency translation adjustments as the Malaysian Ringgit strengthened against operating currencies across our international subsidiaries. This non-operational impact does not affect the Group's core financial performance.

These results demonstrate our balanced approach to revenue generation and cost optimisation, as we fund our strategic growth with discipline and a long-term view on sustainable shareholder value creation. In line with this, a single-tier interim dividend of 4.0 sen per ordinary share was declared for FY2024, reflecting our strong performance and commitment to rewarding our shareholders.

SEGMENTAL HIGHLIGHTS

The **Healthcare Solutions** division recorded revenue of RM1,611.7 million in FY2024 (5.4% Y-o-Y). Higher ongoing contracts in Singapore and Taiwan contributed to this exceptional performance, supported by operational efficiencies and strategic cost management. We also successfully negotiated contract sum adjustments with our customers to address rising labour costs as a result of the Progressive Wage Model (PWM) in Singapore and minimum wage rises in Malaysian and Taiwan.

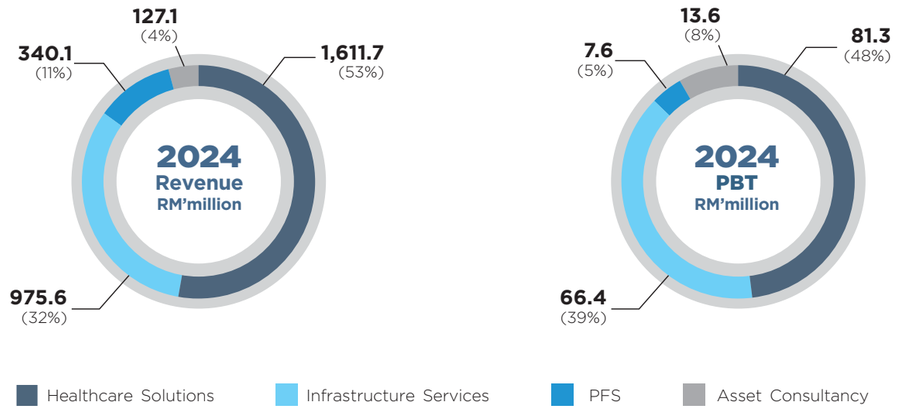
Beyond the healthcare sector, we expanded our reach into adjacent sectors, penetrating the hospitality, retail and transportation industries to deepen our footprint, broaden our order book and unlock new opportunities.

The **Infrastructure Services** division saw a 2.3% Y-o-Y decline in revenue at RM975.6 million in FY2024. However, this was anticipated due to the completion of spillover work orders in early 2023 and the conclusion of major work packages under the Sarawak Coastal Road project. This impact was partially offset by contributions from new contracts secured during the year, including road maintenance projects in Malaysia and orderbook replenishments in Indonesia.

As we continue to diversify beyond our traditional PLUS-linked contracts, these new engagements contribute to a more balanced and resilient portfolio. Additionally, the commercialisation of the Recycled Asphalt Premix (RAP) plant in FY2024 will provide cost and margin benefits in raw materials, establish a product-based revenue stream, and support our circular economy and broader sustainability goals.

In terms of profitability, the division recorded a marginally lower PBT, attributed to lower gross profit margins and an increase in finance costs related to banking guarantees for new projects. Nonetheless, disciplined cost containment contributed to a stable overall performance.





The **Property & Facility Solutions** (PFS) division delivered a promising performance in FY2024, with revenue rising to RM340.1 million (43.3% Y-o-Y). This was driven by newly acquired subsidiaries under Kaizen in UAE and new contract wins in both UAE and the Kingdom of Saudi Arabia (KSA).

Our entry into high-end commercial and residential property management through Kaizen has strengthened our margin profile, supported by cost optimisation initiatives and the discontinuation of loss-making projects. Another key milestone was securing our first hospital facilities management contract in KSA, further expanding our client base.

As PFS transitions from a conventional facilities service provider to an integrated property lifecycle partner, our strong regional presence and growing pipeline position us well for sustained revenue growth and margin expansion.

The **Asset Consultancy** division also recorded strong progress, with RM127.1 million in revenue in FY2024 (42.1% Y-o-Y). This growth was underpinned by an expanding pipeline of infrastructure and sustainability-linked projects.

A key contributor was the continued growth of our Energy Efficiency (EE) business, as OPUS Energy secured multiple EE contracts under the Zero Capex Programme. By year-end, more than 25% of the RM200 million earmarked for this programme had been utilised, a clear signal of the market's confidence in our technology-enabled sustainability solutions and strategic advisory capabilities.

The division achieved higher PBT through gross profit from new projects and internal efficiency initiatives, supported by streamlined cost structures and efficient resource deployment.

CFO's Statement

STRATEGIC COST OPTIMISATION INITIATIVES

In FY2024, our cost optimisation journey reached a significant milestone as we achieved the RM100 million cost savings target under the Edgenta of the Future 2025 (EoTF2025) strategy a year ahead of plan. Acknowledging even greater room for efficiencies, we set a new target of RM150 million in savings by FY2029 – and by end-FY2024, we had achieved RM41.1 million in cost reductions towards this target. These efforts were essential in preserving profitability in a high-cost environment while sustaining value creation across our business.

At the core of our cost management strategy is a Group-wide programme focused on aligning expenditure with value delivery throughout the organisation. In FY2024, this programme established tighter budgetary controls, enhanced oversight by the Budget Spending Committee and more stringent budget transfer protocols across cost centres. At the divisional level, our business units were empowered to analyse cost trends, negotiate vendor terms and manage direct costs — particularly in contractors, materials and outsourced services — to protect their profit margins.

In parallel, we undertook organisational restructuring and right-sizing to ensure our operating model aligns with our current and future business plans. While difficult, these decisions were essential to ensuring our competitive edge as we scale into new markets with leaner, tech-enabled delivery models.

Additionally, we complemented our internal cost saving measures by strengthening our procurement strategy. Efficient procurement operations were co-created with business units to deliver tangible savings; meanwhile, we enhanced our Vendor Development Programme (VDP) in FY2024 with ESG-focused training, addressing core areas such as financial, risk, and human resource management to equip suppliers to meet evolving customer expectations in a sustainability-focused market. Advanced category management further enhanced our procurement practices through strategic sourcing and supplier relationship management, improving spend consolidation.

During the year, we also advanced our financial optimisation agenda through the implementation of Phase 2 of the Treasury Management Centre (TMC). This marked a key step in centralising liquidity management and reducing reliance on external borrowings. Building on the foundational work of the previous phase, we launched our in-house banking arrangement in July 2024, extending internal loan facilities to our domestic subsidiaries to support their working capital needs. This internal funding mechanism allows us to optimise the use of available cash, reduce external financing costs and improve the efficiency of capital deployment throughout the business. The TMC platform also enhances the management of fixed deposits and short-term placements, maximising income on the interest from available funds.

Collectively, our targeted and vigorous efforts to drive financial and operational efficiencies underline our commitment to scalable, sustainable growth that creates long-term value for our company, our customers and our stakeholders.



RM150 MILLION
cost savings target over 5 years (2024 to 2029)

Realised
RM41.1 MILLION **savings in FY2024**



OUTLOOK

Heading into FY2025, we are cautiously optimistic while closely monitoring macroeconomic headwinds that may affect our cost structure and margins. Public sector investment in infrastructure development and sustainability-linked initiatives present new growth opportunities; however, we expect external cost pressures to persist, contributing to ongoing margin compression. Global inflationary trends and supply chain tensions continue to influence material costs. Rising wage floors remain an area of concern for our labour-intensive operations.

In this context, sustained vigilance and strict, strategic cost management responses are critical. To this end, we are expanding our ongoing cost transformation programme to extract greater efficiencies from within the company. Alongside a continued enforcement of budgetary discipline and top-down, bottom-up cost control, comprehensive business reviews and financial and staffing analysis will aim to identify areas for improvement, optimise resource deployment and refine service delivery. Additionally, workflow automation and enhancements to policies and procedures will support process optimisation within Finance and Procurement to maximise purchasing benefits and achieve greater cost savings.

From a Group perspective, we anticipate continued improvements in our operating cash flow, driven by stronger customer collections and enhanced working capital efficiency. Cost optimisation will play a key role in sustaining this cash generation as we optimise our asset utilisation and streamline our working capital to reinforce our ability to invest in future growth. Furthermore, our strengthened cash reserve position and low gearing ratio give us ample headroom to support our business expansion while navigating potential volatility.

> FY2024 was a transformational year, seeing strengthened financial fundamentals and strategic growth, with the Group entering the years ahead focused on cost agility, operational excellence and sustainable value creation in order to deliver returns.

Overall, FY2024 was a transformational year for the Group, as we strengthened our financial fundamentals while capitalising on growth opportunities in emerging markets and adjacent sectors. Maintaining this momentum will require a deep and continued focus on cost agility, operational excellence and prudent capital deployment as we look to further enhance our profitability against our encouraging top-line growth. With a strong balance sheet, expanding tech-enabled capabilities and a growing international portfolio, we look forward to the year ahead and beyond, as committed as ever to deliver service excellence to our customers and sustainable returns to our shareholders.

AHMAD FAZRIL FAUZI
Chief Financial Officer

Our Integrated Approach to Value Creation

To maximise value creation, we follow a structured approach that ensures a comprehensive evaluation of factors affecting our operations, stakeholders, and markets. This integrated approach fosters holistic and inclusive thinking across UEM Edgenta, enabling us to drive sustainable, long-term benefits that extend beyond our business and unlock greater value for all stakeholders.

ASSESS

01 ASSESS AND EVALUATE OUR OPERATING CONTEXT

Our operating environment, shaped by economic, regulatory, environmental, and geopolitical factors, plays a critical role in our ability to create and sustain value. To stay ahead, we continuously monitor these dynamics, identifying key trends and assessing their potential impact on our business.

Refer to Operating Environment & Market Trends on pages 59 to 62.

02 IDENTIFY AND MANAGE RISKS AND OPPORTUNITIES

We identify and monitor risks that could impact our business, ensuring they are effectively managed through our comprehensive risk management framework. At the same time, we assess potential opportunities that can enhance value creation and develop strategic approaches to capitalise on them.

- R1 Strategic Risk
- R2 Operational Risk
- R3 Financial Risk
- R4 Compliance Risk
- R5 People Risk
- R6 Cybersecurity Risk
- R7 ESG Risk

Refer to Key Risks and Mitigation on pages 67 to 71.

03 ENGAGE WITH OUR STAKEHOLDERS

Strong and resilient stakeholder relationships are essential to our success. Through focused engagement, we gain valuable insights into the issues that matter most to them, allowing us to shape our strategies and initiatives in ways that create mutual benefit and foster deeper connections.

- S1 Board of Directors and Employees
- S2 Clients and Partners
- S3 Government and Regulators, Industry and Business Associates
- S4 Shareholders and Investors
- S5 Supply Chain Partners
- S6 Media
- S7 Community

Refer to Stakeholder Engagement & Value Creation on pages 46 to 50.

IDENTIFY

04 DEFINE AND PRIORITISE OUR MATERIAL MATTERS

Our value creation strategy considers 11 material matters that are critical to both our business and stakeholders. These matters are identified through a rigorous materiality assessment process, which incorporates insights from our stakeholders, internal decision-makers, and key market trends.

- M1 Business Ethics
- M2 Innovation and Technology-based Operational Excellence
- M3 Economic Development
- M4 Supply Chain Management
- M5 Climate Change and Energy
- M6 Environmental Management
- M7 Occupational Health and Safety
- M8 Employment Culture
- M9 Customer Satisfaction
- M10 Human Rights Assessment
- M11 Local Community

Refer to Our Material Matters on pages 52 to 58.

FORMULATE

05 REINFORCE OUR SUSTAINABILITY COMMITMENTS

ESG concerns are at the forefront in every market and industry we operate in. When formulating initiatives and action plans, we carefully consider the sustainability landscape, striving to minimise negative social and environmental impacts and, where possible, to capitalise on opportunities for growth and value creation.

Refer to Sustainability at UEM Edgenta on pages 107 to 129.

06 FORMULATE OUR BUSINESS STRATEGY

Guided by our material matters and sustainability commitments, we develop strategies that deliver shared value between our business and our stakeholders. These strategies are aligned with our overarching EoTF2025 vision, which is geared towards transforming UEM Edgenta into a leading Technology-Enabled Solutions Company by 2025.

Refer to Edgenta of the Future 2025 on pages 72 to 75.

07 ALLOCATE OUR RESOURCES

The resources that facilitate our value creation process are categorised into six capitals. These are deployed through our business activities, generating outcomes which deliver value to all our stakeholders.

- Financial Capital
- Plants and Machineries Capital
- Intellectual Capital
- Social and Relationship Resource Capital
- Human Capital
- Natural Capital

Refer to Value Creation Business Model on pages 44 to 45.

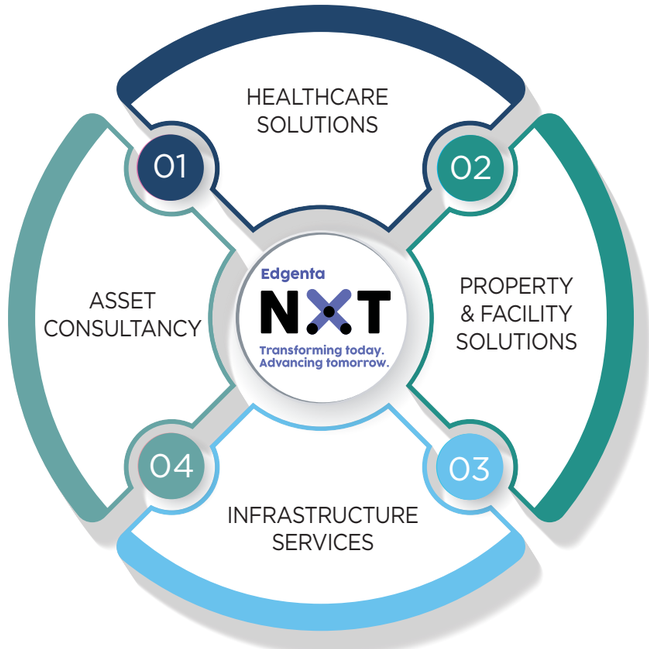
CREATE VALUE

Create Value and Deliver a Positive Impact

Our ultimate goal is to create long-term, sustainable value for the Group as well as our stakeholders. This value creation is tracked through key performance indicators.

08 INTEGRATE INTO OUR BUSINESS MODEL

Leveraging our capitals, our strategies are implemented within our respective business divisions.



Supported by our Core Values

FIRST

FUTURE FOCUSED · IMAGINE NEW WAYS · RESPECT FOR ALL · SOLUTIONING MINDSET · TRUE TO OUR WORD

Refer to Value Creation Business Model on pages 44 to 45.

Value Creation Business Model

VISION

Optimising Assets to Improve Lives.

MISSION

- **Our services, commitment to smarter thinking and improved solutions place us at the forefront of the industry.**
- **We create opportunities for clients and assets that positively influence society.**

CORE VALUES

F FUTURE FOCUSED | **I** IMAGINE NEW WAYS | **R** RESPECT FOR ALL | **S** SOLUTIONING MINDSET | **T** TRUE TO OUR WORD

INPUTS

FINANCIAL

The pool of funds available to us to achieve our strategic objectives and capitalise on growth opportunities. This includes debt, retained earnings, and equity funding.

- Shareholders' funds: RM1.62 billion
- Cash, bank balances, deposits and short-term investments: RM642.4 million
- Net cash position: RM152.6 million
- Total assets: RM2.95 billion

PLANTS AND MACHINERIES

The physical assets used in the creation of our products and provision of services, including buildings, machinery, infrastructure, and equipment.

- Over 1,000 units of cleaning machineries
- One (1) incinerator plant for clinical waste treatment
- Two (2) laundry plants for processing soiled linen and supplying clean linen
- One (1) Asphalt Plant with Recycling Facility
- Revolutionised traffic management plans and emergency works with 3 units of Truck Mounted Attenuator (TMA)
- 6 major machineries for each Pavement Team (11 competent in-house Pavement Teams)

SOCIAL AND RELATIONSHIP

The relationships and networks that we develop with our stakeholders, deepening trust and creating shared value.

- Regular media interviews by leadership
- Active engagement with stakeholders
- 1,275 volunteering hours in various corporate responsibility programmes
- 17 community projects
- Supplier Financing Programme to assist vendor cashflow
- Vendor Development Programme to improve vendor competitiveness

INTELLECTUAL

Our technologies, expertise, organisational knowledge, and other intangible assets that drive innovation and our competitive advantage.

- *UE*Track™ to enhance primary healthcare support services
- RAMS enables remote monitoring and management of roads
- Asseto - next-generation built environment platform designed to integrate asset intelligence, sustainability, and automation
- Pavement Research Centre (PRC) to support growth strategy and sustainability agenda

HUMAN

The experience, skills, and dedication of our workforce, which are key to creating long-term, sustainable growth.

- More than 17,000 employees across 6 countries
- 51% female employees
- Workforce comprised of 30 nationalities
- More than RM7.7 million investment in training
- 86% local hire

NATURAL

Our renewable and non-renewable environmental resources – such as water, air, and land – that we strive to use efficiently and responsibly.

- Launched UEM Edgenta's Net Zero Targets to achieve net zero GHG emissions by 2050
- One (1) Asphalt Plant with Recycling Facility
- Installed solar panels on the roof of Menara UEM
- Sustainability solutions offered to clients
- Various water management initiatives in collaboration with PLUS

ENABLE VALUE-ADDING ACTIVITIES THAT CREATE VALUE FOR OUR STAKEHOLDERS

OUR STRATEGIC PRIORITIES

- Future Focused
- Imagine New Ways
- Respect For All
- Solutioning Mindset
- True To Our Word

SUSTAINABILITY AGENDA

Sustainable Economic Growth

- Business Ethics
- Economic Development
- Supply Chain Management

Minimising Environmental Impact

- Climate Change and Energy
- Environmental Management

Social Value Creation

- Occupational Health and Safety
- Employment Culture
- Customer Satisfaction
- Human Rights Assessment
- Local Community

Core Business Segments









Our Competitive Advantage

KEY MARKET TRENDS



KEY RISKS

- Strategic Risk
- Operations Risk
- Financial Risk
- Compliance Risk
- Cybersecurity Risk
- People Risk
- ESG Risk

GOVERNANCE Supported by strong governance and effective Board leadership

OUTPUTS

Healthcare Solutions

- Preserve the lifespan of more than 43,000 BEMS assets worth over RM1.7 billion
- Manage and maintain more than RM1.5 billion worth of FEMS assets
- Upkeep the cleanliness of over 1.6 million m^2 of facilities area daily

Property and Facility Solutions

- Provide facility management services at over 500 buildings and facilities in Malaysia & UAE
- Saved a total of 458.9 Mwh per annum in electricity

Infrastructure Services

- Manage over RM10 billion worth of infrastructure assets
- RAMS bringing over 1,000 km of expressway and state road assets online
- More than 9,000 km of expressways and roads managed in Malaysia

Asset Consultancy

- Over RM100 billion value of project delivered through OPUS Consultants
- Up to 52% reduction in electricity consumption through our Energy Efficiency Solutions

Technology and Innovation

- Asseto – Over 36,000 assets under management in 30 buildings

Waste and Emissions

- 2,019 tonnes of waste generated, with more than 50% diverted away from landfill

OUTCOMES

FINANCIAL

- Revenue: RM3.05 billion
- RM8.7 billion order book
- New contracts secured: RM2.8 billion
- Shareholders' funds: RM1.61 billion
- 4.0 sen dividend per share single-tier interim dividend
- Net assets per share: RM1.93

PLANTS AND MACHINERIES

- Process over 11 million tonnes of soiled linen annually
- Incinerate more than 6,000 metric tonnes of clinical waste annually
- Approximately 1,000 km of highways covered by TMA
- Lays over 400 km of pavement each year

SOCIAL AND RELATIONSHIP

- Customer Satisfaction Score of 91%
- Projects and community engagements impacted 2,773 underserved communities
- >2,000 suppliers enrolled in VDP programme

INTELLECTUAL

- >4 billion worth of tech-enabled wins since 2021 from platforms such as Asseto, RAMS and *UE*Track™
- Approximately 1,000km of roads managed with RAMS.

HUMAN

- >100 Employee Engagement Initiatives carried out
- Total training hours: 332,644
- Employee voluntary turnover rate: 28.7%
- Lost time incident rate: 0.16

NATURAL

- Scope 1 emissions: 9,220.88 tCO_2e
- Scope 2 emissions: 7,910.55
- Scope 3 emissions: 1,537.70* (*business travel and employee commuting)
- 20 buildings received GBI and LEED accreditations
- RM17.19 million total annual energy cost savings for clients through our EPC projects

ACTIONS TO ENHANCE OUTCOMES

- Expanded our IFM healthcare and commercial businesses in Malaysia, Singapore and Taiwan with more than RM15 million new and renewed contracts.
- Strengthened our presence in Peninsular Malaysia through securing contracts in new states.
- Secured sustainability solutions contracts worth over RM150 million in EPC value.

- Acquisition of KAIZEN Group to enhance our value proposition in the Middle East.
- Continuous investment in upgrading legacy plants and machineries.

- Enhanced healthcare at government and private hospitals.
- Safe and well maintained expressways state roads, and smart buildings.
- Incorporated Health, Safety and Environment system and control in every project.
- Supported client technology and sustainability agendas through our solutions.

- Continuously introduced new, technologically-driven products to the market.
- Drove new sustainability solutions to support the ESG agenda.

- Nurtured a high performing workforce committed to excellence in service and solution delivery.
- Cultivated a positive working environment through engagement and well-being initiatives, supporting work-life integration through Flexible Work Arrangements.

- Implemented sustainability initiatives throughout the organisation in line with our Net Zero targets.
- Developed and commercialised sustainability technologies.

TRADE-OFFS

Our Financial Capital is used to invest in technologies, strategic acquisitions, and fixed assets. Our short-term finances are thus eroded, but this helps other capitals grow in the long run. We minimise the negative impact through careful cost control and vendor management.

Our Plants and Machineries Capital is reinforced by Financial Capital, which is depleted over the short-term. However, Financial Capital will see a medium to long-term return on investment as our plants and machineries are used for profit-generating activities.

Our stakeholder engagement programmes necessitate the short-term depletion of our Financial Capital. However, this investment not only enhances our Social and Relationship Capital but also boosts our Intellectual Capital through brand reputation.

Investment in new technologies will entail a short-term reduction in our Financial Capital. On the other hand, our long-term Financial Capital will be increased as these technologies boost our revenue and operational efficiency.

Our Financial Capital is used to invest in technologies, strategic acquisitions, and fixed assets. Our short-term finances are thus eroded, but this helps other capitals grow in the long run. We minimise the negative impact through careful cost control and vendor management.

The focus of our Natural Capital is on reducing environmental impact, specifically through lowering Scope 1 and Scope 2 emissions. This involves initial investments in cleaner technologies, energy efficiency, and sustainable practices, which may increase short-term operational costs and reduce profitability. However, these efforts lead to long-term benefits such as resource conservation, regulatory compliance, and improved brand reputation. We manage the trade-off by optimising processes, prioritising innovation, and collaborating with stakeholders for sustainable, value-driven outcomes.

Stakeholder Engagement & Value Creation



Engagement Frequency:

- D Daily
- W Weekly
- M Monthly
- Q Quarterly
- Y Yearly
- A Annually
- N As Needed
- B Bi-Yearly
- O Ongoing
- P Periodically
- S Semi-annually

UEM Edgenta engages with a diverse array of stakeholders who both influence and are influenced by our actions. These include our Board of Directors and employees, clients and partners, government bodies and regulators, industry peers and business associates, shareholders and investors, supply chain partners, the media and local communities.

S1 BOARD OF DIRECTORS AND EMPLOYEES

Why We Engage

We engage closely with our Board of Directors to ensure strategic alignment and strong governance across the organisation. Their expertise, oversight, and guidance are essential in shaping long-term decisions, driving corporate responsibility, and maintaining transparency in our operations. The **Board** plays a key role in ensuring that our sustainability efforts are integrated into our overall business strategy, helping us navigate evolving market dynamics and regulatory environments.

Our **employees**, on the other hand, are at the core of our daily operations, driving our success through their expertise, innovation, and dedication. We prioritise engaging with employees to foster a culture of inclusion, continuous development, and well-being. Their feedback is integral to refining our processes, improving performance, and ensuring that our values are reflected in every aspect of the business. Through regular communication and collaboration, we empower our workforce to contribute meaningfully to achieving our strategic objectives and building a positive work environment.

How We Engage

Board of Directors	
Board and Board Committee meetings	P
Board Strategy Sessions	A
Regular announcements on corporate developments, campaigns, and topical updates	N
Announcements by MD/CEO through MD/CEO mailbox	O
Employee	
Regular interactions with line managers	W
Employee digital platforms such as People Connect and Edgenta Connect via Sharepoint, Edgenta Tech and Edgenta Academy	O
Employee engagement survey	P
Employee induction programmes and engagement activities	N
Employee focus group discussions, townhalls, virtual talks, and dialogues	N
LEAP Visits (to allow senior management to meet employees at sites)	P

Key Topics and Concerns Raised

Board of Directors
- Cost optimisation initiative on people-related matters
- Talent Management for Senior Management and Succession Management Updates
- Corporate governance and compliance with new policies
- ESG strategy and sustainability related policies
- Business strategy and growth in a challenging environment
- Business continuity
- Benefits and compensation commensurate with cost of living
- Career development and upskilling

Employee
- Safeguarding the welfare of Edgenta Stars in need
- Expansion of People Managers Training to equip people managers with the right skill sets to lead, engage and develop talents effectively, beyond hiring skills
- Awareness on Human Rights at Workplace
- Pay & benefits driven by the increased costs of living, particularly healthcare costs
- Introduction of 360 feedback for performance
- Enhance leadership communication and transparency in response to EES results

Our Response

Board of Directors
- Launch of Refresh to Grow (R2G) Programme providing a career break to employees in April 2024 and Implementation of Voluntary Separation Scheme (VSS) in October 2024, Productivity Benchmarking.
- Periodic update to Board on Succession Management.
- Provide regular, transparent updates on our ESG matters including ESG roadmap progress, performance scorecard, sustainability initiatives, net zero targets, carbon budgeting, challenges faced and strategies to address material matters.
- Business strategy, growth, and financial performance, along with managing the business pipeline, ensuring continuity and agility, and maximising value in a challenging environment, while identifying and mitigating risks and monitoring potential threats to operations.
- Conduct employee engagement survey.
- Identify top performers and nurture them to ascend to leadership positions.
- Continuing education for all Board members.
- Quarterly updates on amendments to regulatory requirements and media releases on reprimands for awareness.

Employee
- Donation drive and various campaign initiated under Edgenta Care Society providing monetary assistance to those who are in need, while promoting 'giving-back' culture.
- People Essentials for Managers training was further enhanced with five modules.
- Eight awareness sessions on "Understanding of Human Rights at Workplace" were conducted in four key locations across Malaysia.
- Continue to pay merit-based bonus & increments in 2023. Continued adherence to revised minimum wage and other amended Employment Act changes (such as Overtime) and maintaining health benefits for employees and dependents, despite an increase in costs throughout 2023.
- Introduction of check-ins and additional feedback from peers/colleagues were introduced.
- Roll-out of Leadership Connect through a series of townhall sessions across all Edgenta entities, nationwide and international entities, serving to bring together senior leaders to share insights and strategic priorities to promote transparency and alignment.
- Over 100 specific engagement initiatives have been implemented at the divisional and departmental levels to connect with employees at the grassroot level.

Stakeholder Engagement & Value Creation

S2 CLIENTS AND PARTNERS

Why We Engage

At UEM Edgenta, our success hinges on the ability to deeply understand and meet the evolving needs of our **clients** and **partners**. We engage with them to co-create innovative, sustainable solutions that address both current challenges and future opportunities. By maintaining open and transparent communication, we ensure that we are aligned with their strategic goals, enabling us to deliver quality service.

How We Engage	
Regular and ad hoc meetings on a need basis to address issues raised by our clients	N
Customer Satisfaction Surveys	S
Stakeholder Engagement Survey	N
Onsite inspections	N
Industry thought leadership programmes as speaker/representative	N
Industry conferences and exhibitions	N
Marketing materials	O

Key Topics and Concerns Raised

- Project management, service quality, and timely delivery of services
- Business and operational risks
- Compliance with safety requirements
- Assessment of existing equipment and discussions on potential upgrades
- Potential market intervention
- Integration of sustainability and circular economy in business operations

Our Response

- Implementing a project tracking mechanism to monitor progress and ensure timely completion of tasks
- Organising workshops with clients and partners to discuss collaboration opportunities
- Undertaking annual customer satisfaction surveys
- Carrying out regular HSSE inspections and embedding a safety-first culture
- Undertaking contingency planning to mitigate delivery risks
- Exploring automation to reduce costs and boost efficiency

S3 GOVERNMENT AND REGULATORS, INDUSTRY AND BUSINESS ASSOCIATES

Why We Engage

Government and **industry** bodies set the regulatory framework by which we operate. Strong relationships with these authorities therefore enable us to keep updated of regulatory changes, minimising the risk of non-compliance.

How We Engage	
Industry bodies such The Malaysian Asset And Project Management Association (MAPMA) and Asia Pacific Real Assets Associations (APREA)	O
Sustainability networks – CEO Action Network (CAN) and Climate Governance Malaysia (CGM)	O
Regulatory bodies – Bursa Malaysia, Bomba, CIDB, MOF, MACC, MoHR, PERKESO, LHDN, EPF, HRDC	P

Key Topics and Concerns Raised

- Alignment of our services and processes with government regulatory requirements
- Compliance with sustainability reporting requirements
- Adherence with industry frameworks, labour laws (relevant laws) and best practices

Our Response

- Organising regular engagement and dialogue sessions with regulatory bodies
- Participating in industry events and forums to keep updated on the regulatory environment
- Enhancing our sustainability reporting standards and practices
- Integrating ESG throughout our business
- Showcase new innovations, plants, research capabilities and solutions in an effort to share best practices and obtain feedback

S4 SHAREHOLDERS AND INVESTORS

Why We Engage

Our **shareholders** and **investors** contribute the financial capital that fuels our business activities and drives sustainable growth, making their continued support key to achieving our business objectives.

How We Engage	
Annual General Meeting	A
Quarterly Results Briefing	Q
Investor Engagement Group Meetings	N
Sustainability Circles	N
Credit reviews by bankers and lenders	P
Sustainability surveys	P
Rating review by agencies	P

Key Topics and Concerns Raised

- Business performance, strategies, and alignment with investor expectations
- Maximising long-term shareholder value and dividend distribution
- Growth sustainability and business continuity
- ESG compliance and disclosures
- Ability to meet debt obligations
- Ability to meet sustainability targets
- Ability to meet sustainability reporting requirements

Our Response

- Maintaining an active investor relations programme and activities to engage with the investment community
- Providing timely updates on our business, including through quarterly earnings briefings and annual general meetings
- Implementing portfolio enhancement and growth acceleration strategies
- Proactively developing and offering sustainability and technology solutions as a market first-mover
- Committing to our Net Zero pathway and furthering our broader sustainability agenda
- Enhancing the quality of our reporting in annual reports and sustainability statements

S5 SUPPLY CHAIN PARTNERS

Why We Engage

At UEM Edgenta, our **supply chain partners** are integral to the quality, efficiency, and resilience of our operations. We engage closely with our vendors and suppliers to ensure the delivery of high-quality materials and services that meet our rigorous standards and contribute to the success of our projects. By fostering transparent, long-term relationships, we align our goals and collaborate on solutions that enhance operational efficiency, reduce risks, and drive innovation across our value chain.

How We Engage	
UEM Edgenta Vendor Day	N
Vendor engagements and training (including safety training for employees and contractors)	N
Perintis Council Meetings	Q
ESG supplier's surveys	N

Key Topics and Concerns Raised

- Transparent and fair procurement guidelines
- Awareness of ESG practices and knowledge on ESG principles and reporting requirements
- Compliance with all relevant regulations
- Effective cost savings and payment negotiations
- Business development through the Vendor Development Programme (VDP)
- Support that may be offered to them for ESG compliance

Our Response

- Enhancing vendor capabilities via VDP programmes
- Maintaining active engagement with vendors and partners to address their concerns
- Conducting ESG supplier evaluation surveys to assess their ESG awareness and performance
- Conducted Scope 3 Emission workshop for 20 suppliers

Stakeholder Engagement & Value Creation

S6 MEDIA

Why We Engage

The **media** plays a vital role in how UEM Edgenta communicates with the broader public and key external stakeholders. By engaging with media outlets, we are able to raise awareness about our initiatives, share our progress on sustainability efforts, and highlight our commitment to innovation and long-term growth. Media partnerships enable us to effectively tell our story, ensuring that our values and achievements reach a wide audience, from industry peers to local communities.

How We Engage	
Media interviews	N
Corporate website	O
Social Media Platforms	N
Editorial placements	N
Analyst briefings	Q N

Key Topics and Concerns Raised

- Financial performance, growth and business continuity
- Corporate governance and integrity
- Strategic insights and initiatives in growth areas
- Sustainability initiatives and community outreach
- Human rights matters affecting our frontline workers

Our Response

- Providing regular updates to the media through press releases and interviews
- Responding to media enquiries promptly and accurately
- Distributing timely news and updates on our initiatives, strategic insights, and future outlook

S7 COMMUNITY

Why We Engage

At UEM Edgenta, we prioritise close collaboration with **local communities**, recognising that addressing their needs is fundamental to building trust and sustaining our reputation. By actively engaging with these communities, we not only fulfil our social responsibility but also reinforce the social contract that allows us to operate effectively in these areas. Our commitment to their well-being and development strengthens our relationships, fosters goodwill, and ensures that we contribute positively to the places where we live and work.

How We Engage	
Corporate social responsibility (CSR) activities	N
Strategic and ad-hoc meetings, as well as visits to identify opportunities to collaborate on events or projects	N

Key Topics and Concerns Raised

- Reaching out to and empowering underprivileged groups within local communities
- Providing meaningful employment opportunities to job seekers and business growth opportunities to potential vendors
- Considering potential negative impacts on communities caused by our projects and initiatives
- Preserving the wildlife and natural environments impacted by our operations

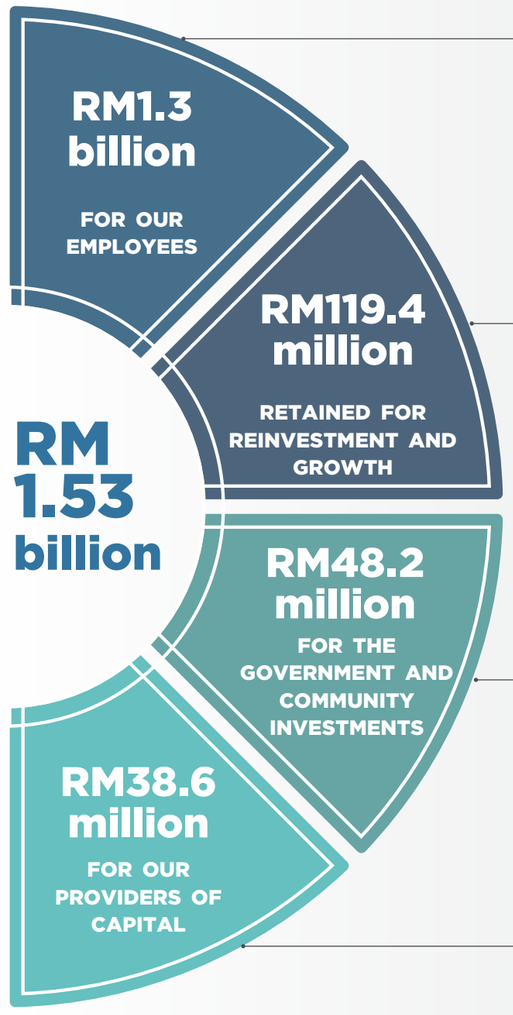
Our Response

- Organising and participating in a wide range of community-based programmes
- Providing employment opportunities to local job seekers and hiring local vendors where possible
- Carefully considering all potential negative community impacts arising from our projects

How We Distribute Value Created

In fulfilling our promise to our stakeholders, we distribute the value we create in ways that are both relevant and meaningful. Beyond financial benefits, stakeholders also receive intangible value through initiatives such as employee upskilling programmes and community engagement efforts, all designed to support a more sustainable future.

The value we created in 2024 was distributed as follows:



86%
Funds that support the growth and advancement of our employees through remuneration and benefits, talent development initiatives, engagement programmes and more

8%
Funds retained within the organisation to strengthen the balance sheet and support reinvestment in growth opportunities

3%
Taxes paid to the governments within our countries of operation or invested in initiatives that benefit local communities, in line with our sustainability agenda

3%
Dividends paid to our shareholders and interest paid for our borrowings

STRATEGIC REVIEW

Our Material Matters

Our material matters represent the issues that are most important to our business and stakeholders, guiding us in developing strategies and initiatives that maximise shared value creation.

Reflecting the importance of sustainability to the organisation, our material matters are identified by shortlisting key matters across the ESG spectrum. These matters are prioritised by assessing each matter's significance to our stakeholders and impact on our business, a process which was last carried out in full during FY2022. In January 2023, we leveraged on the assessment carried out in FY2022 and obtained further input from external stakeholders through interviews and online surveys on the existing list of 11 material matters.

The finalised list of material matters, as presented in this section, forms the focus of our reporting, communications and disclosures both within this report and the Sustainability Statement contained within it.

MATERIALITY ASSESSMENT PROCESS

STEP 1	Review of Previous Materiality Matrix	Review the FY2023 matrix to ensure list of material matters are still relevant to the organisation and the industry as a whole
STEP 2	Analysis of external environment	Conduct desktop review Identify updates in ESG standards, Sustainability Reporting requirements and regulations relevant to industry and operating environment Map updates to relevant material matters
STEP 3	Analysis and alignment with internal environment	Analyse UEM Edgenta's key highlights for FY2024, align material topics with the company's strategic priorities, and evaluate their relevance to long-term sustainability goals, and assessing progress on net-zero targets and ESG leadership
STEP 4	Document Changes and Rationale	Clearly document any shifts in prioritisation Noting rationale behind any changes (E.g., regulatory developments or operational shifts)
STEP 5	Validation	Present findings and justification of materiality approach for FY2024 and validated with ESG Steering Committee

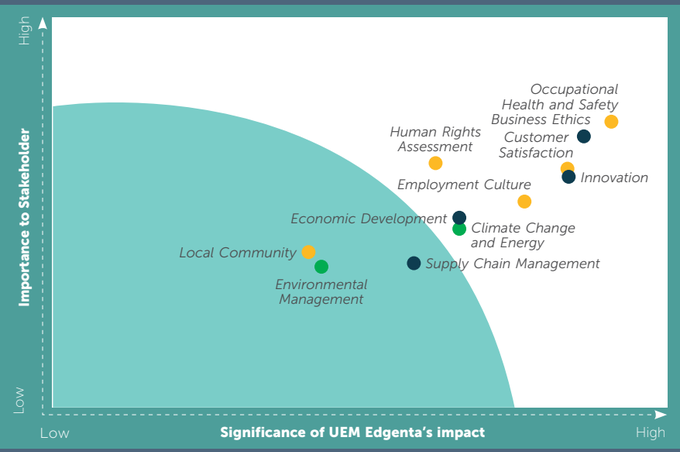
MATERIALITY MATRIX

We reassessed the material matrix in light of our organisation's current focus areas, strategic priorities, and future outlook. We concluded that the material matrix from FY2023 remains relevant for FY2024 and the near-term future. The matrix serves as a reference point, emphasising the relative importance of each issue and ensuring their alignment with the Group's broader strategic and ESG objectives.

Key Takeaways:

We have also included Occupational Health and Safety as one of the areas to prioritise, along with the other four focused areas, Climate Change and Energy, Environmental Management, Supply Chain Management and Human Rights Assessment.

The inclusion of Occupational Health and Safety is a response to regulatory changes such as OSHA Amendment Act and hence we will emphasise on HSSE initiatives in our sustainability journey.



Higher relative importance | Lower relative importance | Environment | Social | Economic

M1: BUSINESS ETHICS

DESCRIPTION

Conducting business ethically by preventing abuse of entrusted power for private gain, remaining compliant with laws and regulations and protecting the Group's and our stakeholders' data from cybersecurity breaches, while incorporating business ethics into our business practices and governance structure

WHY IS IT IMPORTANT

Our reputation and our stakeholders' trust is key to maintaining sustainable growth. Hence, ensuring that we uphold the highest standards of ethical behaviour is essential, especially in our cross-border operations.

Refer to Business Ethics on pages 123 to 124

RISKS

- Financial losses and penalties due to corruption and/or negligence.
- Reputational loss and potential legal liability.

OPPORTUNITIES

- Improving reputation and trust among stakeholders by upholding ethical standards.
- Improving organisational efficiency and minimising leakage by managing corruption risks.

Capitals: 

Stakeholders: S1 S2 S3 S4 S5 S6 S7

UNSDGs: 

OUR RESPONSE

- Adopt a zero-tolerance approach to corruption.
- Conduct regular training to ensure employee awareness of ethical business practices.
- Ensure integrity and ethics are practiced at all levels of corporate leadership.
- Published Anti-Bribery and Anti-Corruption Policy
- Acquired ISO 37001 Anti-Bribery Management System (ABMS)

M2: INNOVATION AND TECHNOLOGY-BASED OPERATIONAL EXCELLENCE

DESCRIPTION

Using technology to transform our processes for enhanced efficiency and reduce costs, and to provide our customers with more effective and technologically-advanced solutions.

WHY IS IT IMPORTANT

The rapid pace of innovation means that we have to strive to keep up or lose our competitive advantage. Utilising new technologies and innovative approaches is also key to providing customers with better experiences and more effective solutions.

Refer to Innovation and Technology-Based Operational Excellence on pages 132 to 134.

RISKS

- Failure to keep up with the latest technological trends leads to inefficiency.
- Inability to compete with disruptive, innovative competitors.

OPPORTUNITIES

- Adopting new technologies and using them to create value.
- Upskilling our employees by training them in the latest technologies.

Capitals: 

Stakeholders: S1 S2 S5

UNSDGs: 

OUR RESPONSE

- Invest in modern digital technologies in critical areas such as cybersecurity and cloud infrastructure.
- Implement automation and agile working methodologies throughout the organisation to further drive innovation and efficiency.
- Drive digital transformation through the Edgenta of the Future 2025 and Edgenta NXT initiatives.

STRATEGIC REVIEW
Our Material Matters

M3: ECONOMIC DEVELOPMENT

DESCRIPTION
Generating economic value from our business activities and sharing this value with local communities through remuneration and local hiring while driving continued market expansion.

WHY IS IT IMPORTANT
Good economic performance leads to financial sustainability, which in turn translates into increased resources that we can use to further accelerate value creation. This value that we create is also inextricably tied to the communities in which we operate, with whom we share the fruits of our success.

Refer to Economic Development on pages 135 to 139.

RISKS
- Insufficient working capital means we are unable to meet our obligations.
- Unfavourable perception leads to loss of trust from other stakeholders.

OPPORTUNITIES
- Leveraging our core competencies and competitive advantage to achieve good economic performance.
- Hiring and nurturing the best talents from local communities as an employer of choice.

OUR RESPONSE
- Prioritise local hiring whenever possible in the countries we operate in, coupled with competitive salary and benefits packages.
- Strategic market expansion in new and existing markets.
- Drive value distribution across our stakeholders.

Capitals: 

Stakeholders: S1 S2 S3 S4 S7

UNSDGs: 

M4: SUPPLY CHAIN MANAGEMENT

DESCRIPTION
Maintaining fair practices across our supply chain while developing local suppliers through purpose-fit programmes such as the Malaysian government's Bumiputera Vendor Development Programme.

WHY IS IT IMPORTANT
A sustainable supply chain provides increased efficiency, reduced costs, and a more resilient business. By strengthening our supply chain through fair, local procurement, we support the stability of our operations and ensure positive outcomes for our business and stakeholders.

Refer to Supply Chain Management on pages 140 to 143.

RISKS
- Supply chain disruptions cause knock-on effects, resulting in operational delays far beyond the initial disruption event.
- Potential risk of corruption and unethical practices in the supply chain.

OPPORTUNITIES
- Building ESG awareness among local vendors.
- Empowering our vendors, especially SME vendors, to grow their business together with us.

OUR RESPONSE
- Commit to sustainable, ethical procurement practices that prioritise local vendors where possible.
- Deploy a Strategic Vendor Management (SVM) framework to better manage vendors throughout the procurement lifecycle, as well as conduct ESG awareness sessions and trainings to upskill them.

Capitals: 

Stakeholders: S2 S4 S5

UNSDGs: 

M5: CLIMATE CHANGE AND ENERGY

DESCRIPTION
Taking concerted climate action by minimising our direct and indirect greenhouse gas (GHG) emissions and reducing energy consumption across our operations.

WHY IS IT IMPORTANT
Climate change, exacerbated by GHG emissions, poses a long-term risk to our operations due to environmental degradation and adverse weather events. Hence, proper tracking of GHGs and energy consumption enables better sustainability compliance and promotes efficient use of energy throughout the organisation.

Refer to Climate Change and Energy on pages 146 to 156.

RISKS
- Financial and reputational damage due to non-compliance with environmental laws.
- Long-term operational disruption due to climate change.

OPPORTUNITIES
- Future-proofing our business operations by being climate change-resilient.
- Setting a strong corporate example and capturing climate-related business opportunities.

OUR RESPONSE
- Launch UEM Edgenta's Net Zero Targets to achieve net zero GHG emissions by 2050, aligning with the International Energy Agency's (IEA) Net Zero Emissions by 2050 Global Pathway.
- Annual reporting of emission data and net zero performance.
- Formulated a net zero monitoring methodology to effectively track and measure our progress towards achieving net zero emissions across our operations.

Capitals: 

Stakeholders: S1 S2 S3 S4 S5 S6 S7

UNSDGs: 

M6: ENVIRONMENTAL MANAGEMENT

DESCRIPTION
Adopting responsible environmental management strategies across waste management, material use and water consumption.

WHY IS IT IMPORTANT
Our responsible consumption of water and materials, coupled with the mindful management of waste, is essential in meeting growing stakeholder expectations for environmental stewardship while safeguarding the broader ecosystem.

Refer to Environmental Management on pages 157 to 163.

RISKS
- Poor control of water and material usage results in inefficiency and increased costs.
- Poor waste management leads to financial and reputational damage from violating environmental regulations.

OPPORTUNITIES
- Enhancing our operational efficiency and decreasing our costs by minimising water and material inputs.
- Decreasing our environmental footprint by reducing waste and implementing proper waste disposal methods.

OUR RESPONSE
- Reduce water and material usage across our business, both in our operations and for our clients.
- Active involvement in waste management as part of our value creation process.

Capitals: 

Stakeholders: S1 S2 S3 S4 S5 S6 S7

UNSDGs: 

STRATEGIC REVIEW
Our Material Matters

M7: OCCUPATIONAL HEALTH AND SAFETY

DESCRIPTION
Actively anticipating, recognising, evaluating, and controlling hazards arising in or from our workplaces that could impair the health and well-being of our employees, including their mental health.

WHY IS IT IMPORTANT
Ensuring a safe workplace is our top priority. Any risks to the health and safety of our employees not only pose the potential for injury and harm but may also expose the organisation to reputational risks.

Refer to Occupational Health and Safety on pages 166 to 175.

RISKS
- Loss of productivity as a result of injury or harm.
- Reputational loss, as well as potential financial loss due to legal action.

OPPORTUNITIES
- Providing a safe, healthy, and conducive workplace to foster a productive, engaged workforce.
- Maintaining our reputation as a safe, trustworthy organisation.

OUR RESPONSE
- Instil a culture of prioritising safety and maintaining constant vigilance over our work environment.
- Constantly uphold compliance with Health, Safety, Security and Environment (HSSE) standards, including ISO 14001 and ISO 45001 standards, ISO 9001:2015, ISO 45001:2018, and ISO 14001:2015 certifications, ISO 22301:2019

Capitals: 

Stakeholders: S1 S2 S3 S4 S5 S6

UNSDGs: 

M8: EMPLOYMENT CULTURE

DESCRIPTION
Ensuring a non-discriminatory and merit-based approach to employment while supporting talent growth and carrying out succession planning.

WHY IS IT IMPORTANT
Emphasising a valued, respected workforce from diverse backgrounds ensures everyone can reach their full potential. This ultimately leads to a more resilient organisational culture and a vast talent pool from which potential leaders can be nurtured.

Refer to Employment Culture on pages 178 to 194.

RISKS
- Reputational risk as a result of discriminatory hiring or working practices.
- Stagnant growth due to lack of new ideas and fresh talent and no new job enrichment/opportunity provided to employee.

OPPORTUNITIES
- Increasing employee engagement in a diverse, vibrant workplace.
- Selecting from a wider talent pool as employer of choice.

OUR RESPONSE
- Embed our HR processes with the FIRST principles promoting non-discrimination, merit advancement, diversity, and inclusion.
- Continuously monitor the composition of our workforce across the dimensions of gender, age, nationality etc.
- Published Diversity, Equity & Inclusion Statement and Gender Diversity Policy.

Capitals: 

Stakeholders: S1 S3

UNSDGs: 

M9: CUSTOMER SATISFACTION

DESCRIPTION
Meeting our customers' quality standards while ensuring their health, safety and data privacy are safeguarded at all times.

WHY IS IT IMPORTANT
Maintaining close relationships with our customers requires a high degree of trust, which depends not only on delivering high-quality products but also on safeguarding their most sensitive interests.

Refer to Customer Satisfaction on pages 176 to 177.

RISKS
- Penalties and project delays as a result of quality shortfalls.
- Reputational risk in the case of a data breach.

OPPORTUNITIES
- Consistently monitoring our quality control to ensure the highest standards.
- Strengthening our data security posture and increasing our technological proficiency.

OUR RESPONSE
- Implementing quality control systems in line with international standards.
- Regular customer surveys and reviews to help us refine our service offerings.

Capitals: 

Stakeholders: S1 S2 S3 S4

UNSDGs: 

M10: HUMAN RIGHTS ASSESSMENT

DESCRIPTION
Actively monitoring and managing human rights matters across our value chain.

WHY IS IT IMPORTANT
By protecting the rights of individuals to be treated with respect and dignity, both within our business and across our supply chain, we uphold ethical business conduct across our operations and ensure our practices adhere to local laws and globally recognised best practices.

Refer to Human Rights Assessment on pages 195 to 196.

RISKS
- Lack of control across our value chain may not only result in rights infringement, but also corruption and other unethical behaviours.
- New regulations obligate cross-border businesses like ours to assess human rights risks across their supply chain.

OPPORTUNITIES
- Uplifting our vendors and building ESG awareness among them.
- Reinforcing our reputation as a responsible employer and business partner.

OUR RESPONSE
- Conducted HRIA assessment, including a gap analysis against the UNGPs, which resulted in recommendations and a roadmap to address six critical issues for employees, five for suppliers, and three related to community investments.
- Conducted human rights awareness sessions and reinforced key policies, including the Code of Conduct, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption Policy (ABAC).

Capitals: 

Stakeholders: S1 S4 S5 S6 S7

UNSDGs: 

STRATEGIC REVIEW
Our Material Matters

M11: LOCAL COMMUNITY

DESCRIPTION
Devising and delivering community engagement initiatives and development programmes that create positive, long-term social impact.

WHY IS IT IMPORTANT
Contributing to the community and prioritising their well-being reflect our core values and strengthen meaningful stakeholder relationships. Through social impact programmes focused on community development, we enhance our reputation and drive positive social outcomes.

Refer to Local Community on pages 197 to 199.

RISKS
- Unfavourable reputation due to lack of impact on local community.
- Lack of engagement and inclusion in the local community may lead to an inability to understand their unique needs.

OPPORTUNITIES
- Enhancing brand reputation and visibility through corporate social responsibility (CSR) programmes.
- Strengthening employee awareness and engagement through creating a positive impact on the community.

OUR RESPONSE
- Actively allocate resources towards community empowerment programmes.
- Encourage active volunteering by employees.

Capitals: 

Stakeholders: S1 S5 S6 S7

UNSDGs: 

Operating Environment & Market Trends

ECONOMIC REVIEW AND OUTLOOK

2024 saw a relative softening of macroeconomic conditions, with inflation easing in most major markets and global growth projected to rise to 3.2%, edging closer to the long-term average. Nevertheless, businesses continued to grapple with supply chain disruptions and volatile energy markets driven by geopolitical instability, while rising raw material and labour costs remained a persistent challenge.

Against this backdrop, our resilient economic and operational performance — marked by robust international expansion and a 70.6% year-on-year increase in Group-wide profit — underscores the effectiveness of our cost optimisation efforts and the strength of our positioning as a Technology-Enabled Solutions Company. The strong performance is driven by the international diversification strategy, cost optimisation effort and tech enabled positioning.

This positions us well to capitalise on sustained growth in the facilities management market. In particular, UAE and Gulf Cooperation Council (GCC) region are forecasted to grow at a compound annual growth rate (CAGR) of approximately 9.0% and 9.5%, respectively, from 2024 to 2030, driven by increased demand for integrated, technology-led services.

Meanwhile, the outlook for our Infrastructure Solutions business remains positive, underpinned by strong momentum in Malaysia's construction sector, which is expected to grow at a CAGR of 8.55% between 2025 and 2030. Record-high foreign direct investment of RM378.5 billion in 2024 and the rapid expansion of high-tech infrastructure, such as data centres, further support this trajectory. Additionally, Indonesia presents a promising long-term opportunity, with infrastructure spending expected to more than double by 2025, alongside major nation-building projects such as the development of Nusantara, the country's new capital.

MALAYSIA

Malaysia is our home country and is the hub of our four business divisions and our workforce. While remaining our core driver of growth, the country's industry, labour and regulatory landscape drives margin pressures that require a cohesive response.

Trends:
- Rise in minimum wage and introduction of mandatory EPF contributions for foreign workers driving cost increase
- Ageing facilities and assets require specific maintenance at mostly higher cost
- Asset replacement model by clients impacting internal initiatives
- Competitive pressure from smaller, localised FM operators
- Potential for increase in energy prices driven by rise in base tariff for electricity
- Increased demand for tech-enabled and sustainable solutions
- Rising regulatory stringencies on environmental practices

Response:
- Optimising costs by implementing mechanisation and automation, streamlining finance processes and rationalising our business structure
- Optimising workforce related costs through right-sizing exercise which involves more stringent hiring controls, benchmarking study and Voluntary Separation Scheme (VSS)
- Investing in technology-driven solutions to drive differentiation in the competitive FM space
- Introducing sustainable FM solutions, including in energy performance and optimisation, design and build, and smart building integration, to help clients on their ESG transitions

STRATEGIC REVIEW

Operating Environment & Market Trends

SINGAPORE

Singapore remains a key operational base for us, anchoring our presence in a mature market with high demand for Change to Facilities Management (FM) services. Our specific focus continues to lie in providing healthcare support solutions for both public and private hospitals, IFM solutions and hospitality services for commercial and/or industrial sectors.

Trends:

- Rising operating costs driven by the Progressive Wage Model, increased qualifying salaries, foreign worker levies, and ongoing inflationary and supply chain pressures
- Persistent nursing workforce shortages, prompting hospitals to outsource non-clinical tasks to improve healthcare delivery
- Tighter regulations on foreign manpower, including reduced quotas and stricter criteria for S Pass and Employment Pass approvals
- Heightened client expectations for enhanced service levels and value-added solutions, often without commensurate increases in contract value
- Intensified competition from both established and emerging FM service providers

Response:

- Strengthening revenue and cost optimisation through bulk purchasing, supplier negotiations, and enhanced inventory management
- Diversifying services to include non-clinical offerings such as concierge services, meal service associates, and patient service associates
- Improving workforce productivity through job redesign, targeted training, right-sizing, and automation
- Continuing to roll out client-centric, tech-enabled solutions tailored to specific needs and expectations
- Expanding business lines through the formation of a subsidiary in the construction sector, focusing on project and R&R works
- Broadening our digital solutions footprint, including by extending our *UE*Track™ platform to the hospitality sector

TAIWAN

In Taiwan, we continue to make headway in providing support services for hospitals, focusing on high-quality service delivery and operational efficiency to maintain competitiveness in a price-sensitive market.

Trends:

- Escalating manpower and non-manpower costs driven by rising minimum wage and inflation
- Highly competitive FM landscape dominated by local players offering lower-cost alternatives
- Market demand for cost-effective, high-quality services requiring operational excellence and efficiency

Response:

- Maintaining strong service delivery through employee training, standardised operating procedures, and ongoing client engagement
- Leveraging *UE*Track™ and other advanced systems to enhance process efficiency and service transparency
- Optimising manpower planning and deploying innovative mechanisation to reduce dependency on manual processes
- Delivering tailored, client-centric solutions aligned to evolving expectations while maintaining cost efficiency
- Regular interaction with long-term clients fosters an environment where constructive feedback can be received and acted upon, leading to continuous improvement

INDONESIA

Our initial venture into Indonesia involved maintenance services for toll roads. We have since broadened our scope in this region, taking on highway construction projects focusing on pavement works.

Trends:

- Rising operating costs due to inflation and manpower scarcity
- Increasingly stringent service standard regulations and demands

Response:

- Strengthened local supply chain and support from local business partner
- Add new business line of service to license
- M&A to participate as Tier 1 contractor
- Partner with local entities to improve market access

UNITED ARAB EMIRATES

UAE continues to be a strategic growth market, with growing demand for smart, sustainable, and end-to-end property management solutions that we are capitalising on through Operon Middle East (OME), our local subsidiary, and Kaizen, our newly acquired property management company with a strong presence in the country.

Trends:

- Increased adoption of smart and IoT-driven technologies in facilities management (FM)
- Strong emphasis on sustainability and net-zero goals in FM
- Shift towards outsourced and fully integrated FM services
- A strong focus on the customer experience journey

Response:

- We have engaged a global customer experience expert to align our strategy with OME's customer journey
- Supporting clients with the development and deployment of integrated IoT-based CAFM platforms, including pilots to demonstrate operational efficiency
- Embedding *UE*Track™ and other technology platforms across client portfolios to enable smarter and more effective service delivery
- Enhancing our sustainability services, including renewable energy technologies and energy management support, through partnerships
- Expanding our go-to-market strategy and diversifying our bidding portfolio to capture growth from clients transitioning to outsourced FM models

STRATEGIC REVIEW

Operating Environment & Market Trends

Key Market Trends

THE KINGDOM OF SAUDI ARABIA

In the Kingdom of Saudi Arabia ("KSA"), our operations are carried out through Edgenta Arabia Limited ("EAL"), a wholly owned subsidiary based in Riyadh, and MEEM Facilities Management Company ("MEEM"), both forming part of UEM Edgenta's international business division. We are dedicated to providing innovative, technology-driven, and sustainable solutions, while also delivering traditional Integrated Facilities Management (IFM) services.

Trends:

- Vision 2030 Projects Driving Demand: Major developments like RUA Al Madinah, Qiddiya, and Red Sea Project are fueling long-term demand for integrated Facility Management (FM) services
- Shift Toward Integrated, Tech-Driven FM: Transition from single services to bundled FM contracts, with increasing use of IoT, AI, automation, and CAFM/BMS systems
- Sustainability and Green Building Focus: Emphasis on energy efficiency, LEED certifications, and environmentally responsible FM practices
- Public-Private Partnerships & Localisation: Growth in FM opportunities via PPPs, with a push to hire and develop Saudi talent in line with labour policies
- Evolving Client Expectations: Rising demand for sector-specific expertise, performance-based contracts, and greater involvement in tenant experience and lifecycle management

Response:

- Aligning with Vision 2030: FM strategies are tailored to support mega projects and national goals, emphasising hospitality, smart cities, and sustainable urban development
- Technology Integration: Core FM services are being enhanced through IoT, BMS, CAFM, AI, and predictive maintenance to drive efficiency and innovation
- Sustainability & ESG Focus: Emphasis on green services, energy audits, LEED certifications, and ESG-driven value propositions aligned with environmental regulations
- Local Capability Building: Strong focus on Saudi workforce development, partnerships, FM academies, and domain-specific expertise to meet regulatory and localisation requirements
- Service Differentiation & Delivery: Shift toward bundled services, performance-based pricing, tenant engagement, and long-term lifecycle management to meet evolving client demands

MACROECONOMIC CHALLENGES

The macroeconomic headwinds faced over the preceding two years have eased during FY2024, giving way to improved global growth and lower inflation. However, trade tensions between the world's leading economies, exacerbated by the policy stance of the current US administration, weighs down the future economic outlook.

LINK TO

Capitals

Stakeholders

S2 S3

Material Matters

M2 M3

Risks

R1 R3

Risk:

- Macroeconomic uncertainty may lead building or facility owners to delay projects, reducing demand and increasing competition
- Increased inflation driven by trade wars and tariffs, leading to reduced margins
- Appreciation of the Ringgit against major currencies could impact our profitability in overseas markets

Opportunities:

- Increase in investment in Malaysia and the Southeast Asia region as a response to global trade tensions, driving growth opportunities
- Growth in demand for technology-led and sustainable solutions provides us with a means to differentiate and drive growth

Response:

- Increasing our presence and investment in growth markets, such as UAE and KSA, through strategic partnerships and acquisitions
- Differentiating ourselves in the Facilities Management (FM) market by integrating cutting-edge technologies and sustainable solutions into our offerings, thereby increasing our value to modern-day customers
- Focusing on cost optimisation through automation and mechanisation, streamlining our finance and procurement processes and rationalising our business structure and workforce
- Rolling out innovative products and services to drive growth in the expanding market for sustainable solutions
- Maintaining our focus on our concessions-based business, which provides stability amidst evolving macroeconomic conditions

OUTLOOK

The global economy is set to continue its gradual recovery in 2025, with the IMF predicting growth of 3.3%, alongside reduced inflation at 4.2%. This should provide a solid base for demand growth and increased investment in infrastructure, which will support our business.

A high level of uncertainty does remain, however, on the future evolution of trade tensions between the US and its key partners. Should the situation deteriorate further, we would expect significant pressure on our margins and a general slowdown in large-scale projects.

Nevertheless, we will continue to mitigate against the impact of macroeconomic shocks by strategically diversifying our business interests across industry and geography, increasing our presence in growth markets such as the Middle East, and investing in technology and sustainability as key differentiators.

STRATEGIC REVIEW

Key Market Trends

THE TRANSITION TO A LOW-CARBON ECONOMY

The momentum for decarbonisation continues to grow, driven by increased regulatory stringency and growing pressure from investors, customers and other stakeholders.

In 2024, Malaysia introduced key environmental regulatory reforms aimed at promoting environmental action. The Environmental Quality (Amendment) Act 2024 significantly increased penalties for offences such as illegal waste disposal and open burning, while the Energy Efficiency and Conservation Act (EECA) 2024, effective from January 2025, mandates large energy consumers to appoint registered energy managers, implement energy management systems, and submit annual reports.

The proposed climate change bill in Malaysia, expected to be tabled in 2025, will further accelerate the urgency for businesses to adopt climate adaptation and mitigation measures. For UEM Edgenta, this could result in new compliance requirements and greater demand for sustainable solutions in infrastructure and energy management.

These developments heighten pressure on leading companies to step up their environmental and climate action agendas.

LINK TO

Capitals

Stakeholders

S2 S3 S5 S6 S4

Material Matters

M5 M6

Risks

R7

Risk:

- Non-compliance with environmental regulations or standards could lead to loss of access to international markets, difficulties in securing renewals and diminished reputation amongst clients
- Failure to address climate-related risks could lead to significant physical impacts, such as stranded assets or damage to premises we occupy
- Additionally, transition risks related to the shift towards a low-carbon economy could result in increased costs, regulatory burdens, and market disruptions, impacting business operations and profitability

Opportunities:

- Growth opportunities in providing solutions that reduce facility owners' environmental impact
- Driving long-term growth by establishing ourselves as an industry leader in sustainability

Response:

- Continuing to reduce our environmental impact through long-term initiatives in emissions, energy, waste and material use reduction
- Supporting our suppliers in transitioning to low-carbon and environmentally friendly practices
- Supporting our clients' low-carbon transitions through purpose-fit solutions such as the Zero Capex Programme, which funds companies seeking to undertake energy efficiency projects with zero upfront cost
- Integrating circular economy solutions into our business, such as our Recycled Asphalt Plant (RAP) in Tapah, which repurposes road milling waste into eco-friendly materials to pave roads

OUTLOOK

With the growing urgency of climate change, we anticipate increased regulatory action around environmental issues in the coming years, both within Malaysia and around the world.

With our proactive investments in reducing our operational impacts, we are well positioned to remain competitive during this transition. Moreover, by integrating sustainability and climate action as a core consideration within our products and solutions, we have aligned environmental impact and business growth – enabling sustainable growth and responsible practices to work in tandem.

As part of our commitment to achieving Net Zero, we are actively measuring our Scope 1 and Scope 2 emissions, and are in the process of developing a comprehensive roadmap to address Scope 3 emissions. We are also taking necessary steps to align with the International Sustainability Standards Board's (ISSB) S1 and S2 climate-related disclosures, ensuring we are prepared for the evolving regulatory landscape and contributing to global climate goals

EVOLVING WORKPLACE CHALLENGES

Building and retaining a high-quality workforce is becoming increasingly complex, driven by evolving employee expectations, rising demand for talent in digital, sustainability, and other critical areas, and a more competitive job market. These challenges are further compounded by rising labour costs, including the increase in Malaysia's minimum wage effective February 2025 and the introduction of mandatory EPF contributions for foreign workers.

These developments call for a well-considered approach to workforce planning, employee engagement, and training — ensuring we meet both immediate and long-term business needs while maintaining cost efficiency.

LINK TO

Capitals

Stakeholders

S1 S3

Material Matters

M8

Risks

R5

Risk:

- An uncompetitive employer value proposition may hinder our ability to attract and retain high-quality talent
- Inadequate or non-compliant employment practices could expose the company to legal risks and reputational damage
- If not properly managed, the increase in minimum wage could place significant pressure on our operating margins

Opportunities:

- Strengthening our reputation as an employer of choice through targeted investments in employee benefits, well-being, training, and development
- Attracting and retaining top talent while building a sustainable pipeline of future leaders for the organisation

Response:

- Promoting holistic employee well-being through a range of wellness programmes
- Future-proofing our workforce with personalised Individual Development Plans, supporting self-directed learning via training modules, mentorship, job rotations, and knowledge-sharing sessions
- Providing targeted training in critical areas such as digital skills and sustainability
- Offering flexible working arrangements to help employees balance professional and personal responsibilities
- Upholding diversity, equity, and inclusion as core values of a productive, engaged, and empowered workplace
- Maintaining open channels for employee feedback and dialogue with management, fostering a culture of inclusion and continuous improvement
- Adhere to new minimum wage order effective February 2025 and managed wage compression to address internal equity

OUTLOOK

Maintain a prudent approach in managing manpower costs while identifying further optimisation opportunities.

Continue investing in skill development and capability enhancement for Edgenta Stars, with a strong focus on engineering talent and AI knowledge.

Continue focused on employee engagement and well-being to create a positive working environment.

STRATEGIC REVIEW

Key Market Trends

THE DIGITALISATION OF EVERYTHING

Emerging technologies such as IoT, AI, and automation have become essential enablers for modern organisations — enhancing operational and cost efficiencies, unlocking new capabilities, and driving differentiation in an increasingly competitive landscape.

To remain competitive and sustain growth across local and international markets, it is critical that we embed these technologies within our products and solutions. At the same time, we must safeguard our digital infrastructure and customer data through strong cybersecurity measures and data privacy protocols.

Risk:

- Inadequate governance of emerging technologies may lead to ethical concerns, potentially damaging our reputation
- Adoption of these technologies expands our digital footprint, increasing exposure to cyber threats and data breaches
- Without corresponding investment in human capital and training, we risk failing to fully realise the value of our technology investments

Opportunities:

- Leveraging data analytics to enhance decision-making across the organisation, driving both financial and strategic gains
- Deploying AI for predictive maintenance to enable more efficient and proactive asset management
- Integrating IoT and AI to create differentiated products and solutions that strengthen our competitive edge
- Reinforcing our positioning and reputation as a Technology-Enabled Solutions Company

LINK TO

Capitals

Stakeholders

S2 S3

Material Matters

M2 M3

Risks

R1 R2 R6

Response:

- Adopting and integrating advanced technologies such as low-code/no-code platforms, robotic process automation (RPA), and generative AI
- Leveraging IoT and real-time monitoring technologies to optimise energy use and minimise environmental impact
- Unlocking new opportunities through Asseto, our proprietary SaaS technology platform
- Continuously enhancing our cybersecurity frameworks to support the integration of advanced technologies and safeguard our digital assets and data

OUTLOOK

As digital transformation advances across industries, our ability to integrate emerging technologies will be a key differentiator in sustaining long-term growth and operational excellence.

At UEM Edgenta, the integration of AI, IoT, and automation into our solutions is not just a strategic advantage but it is a necessity to remain competitive in both our local and international markets.

Looking ahead, we will continue to strengthen our digital capabilities by deepening our investments in cutting edge technologies while enhancing our internal frameworks. The convergence of AI-driven analytics, real-time monitoring and automation will enable smarter decision-making, improved resource efficiency and more resilient business operations.

Through Edgenta NXT, we will foster a culture of innovation and continuous learning with our lineup up subsidiaries and specialities in each sector; Healthcare Support, Infrastructure Solutions, Asset Management and Asset Consultancy. We aim to reinforce our positioning as an engineering and technology enabled solutions company, delivering sustainable, high-value solutions to our clients and stakeholders.

Key Risks and Mitigation

The Group remains vigilant in managing risks and is mindful of the presence of risks in our business decisions and activities. We understand that effective risk management is critical not only to mitigate potential exposures but also to drive the successful achievement of our strategic and business objectives.

Through our risk management process, we systematically identify and manage both inherent and external risks. We go beyond mere compliance by implementing policies, principles, and practices that minimise risk exposure, enhance performance, and provide greater certainty, thereby strengthening stakeholder confidence.

We view risks as opportunities to reinforce our internal controls, compliance procedures, and management strategies. Identified risks are carefully assessed, mapped against their likelihood of occurrence, and evaluated based on their potential impact on UEM Edgenta's operations.

To support this approach, the Group has established a robust risk management framework that governs our risk management practices, enabling the identification, assessment, and mitigation of risks to ensure continued operational resilience. For more detailed information, please refer to pages 245 – 252 in the Statement on Risk Management and Internal Control section of this Annual Report.

The key risks outlined below, while not exhaustive or listed in any specific order of priority, are those we believe could have a significant impact on our business. While these risks have been thoroughly evaluated, the Board acknowledges that the risk landscape is dynamic and constantly evolving. As such, unforeseen or emerging risks, even those that may initially seem minor, have the potential to escalate into significant challenges in the future.

01 STRATEGIC RISK

Description

Strategic risks are fundamental risks associated with decisions made by the Board and Management of UEM Edgenta relating to the Company's objectives and its exposure to a dynamic market environment and evolving industry demands. These risks can significantly influence the Company's business strategy and growth trajectory, potentially hindering the achievement of its objectives if not properly managed.

Such risks arise from the changing market landscape, including industry uncertainties and emerging challenges that could affect various aspects of the business such as strategy execution, performance metrics (e.g., market share and growth), shareholder value and corporate reputation.

Strategic risks often require UEM Edgenta to make informed and calculated decisions to drive business expansion and ensure long-term viability. These risks reflect the inherent challenges and uncertainties associated with pursuing growth while maintaining a competitive edge in the marketplace.

Context

- Our multinational operations exposes UEM Edgenta to a range of risks, i.e., economic volatility, evolving regulatory landscapes, geopolitical dynamics, and diverse social contexts. These factors critically influence our strategic decision-making, planning, and operational execution.
- The operating landscape continued to be competitive with our customers, comprising existing, new and potential, shifting their focus requirements from traditional services requirements to value-adding services encompassing technology integration, performance-based model, and sustainability.
- Clients, particularly those in industries focused on cost-effectiveness, may at times underestimate the value of our services, despite their critical importance. This trend towards service commoditisation leads to heightened competition, where pricing becomes the primary driver, often overshadowing the quality and strategic value we provide.
- Market dynamics continue to exert pressure on our profit margins, making it challenging to expand our revenue stream and sustain a robust and healthy order book.

Mitigation

- Expansion and diversification of revenue streams through the Pan-Malaysia Strategy, regional growth, and entry into new adjacent sectors to broaden our addressable market.
- Committed to developing and deploying innovative technology solutions that transform service delivery in healthcare and infrastructure, with the goal of establishing new industry performance standards and benchmarks of excellence.
- Strategically focused on transforming our technological solutions into scalable, market-ready products that address the dynamic needs of both existing and potential clients. This approach enables us to efficiently adapt to evolving market demands, optimise our product portfolio, and drive sustainable long-term business growth.
- Committed to ongoing cost rationalisation initiatives aimed at driving organisational efficiency, boosting competitiveness, and delivering enhanced value through innovative products and technology solutions.
- Focused on expanding our client base through targeted cross-selling initiatives and the adoption of performance-based contracting models. Additionally, we remain committed to sustaining our existing concession businesses while pursuing growth opportunities.

STRATEGIC REVIEW

Key Risks and Mitigation

02 OPERATIONAL RISK

Description

Operational risk refers to the potential for financial loss due to weaknesses in internal controls, breakdowns in processes, human error, system failures, or external factors. These risks create uncertainties and challenges that a company faces while executing its day-to-day operational activities within the industry.

Context

- Manual and labour-demanding aspects of our operations.
- Prioritising vigilant cost management and enhancing service efficiency to safeguard margins and optimise cash flow.
- Committed to fostering a safety-first mindset and maintaining constant vigilance over our work environment to uphold compliance with Health, Safety, Security and Environment ("HSSE").
- Unanticipated circumstances impacting Edgenta's operations due to factors beyond our control, including inflationary pressures, minimum wages, geopolitical tensions, supply chain disruptions, interest rate fluctuations, and other external variables.

Mitigation

- Continuous enhancement of operational processes and embedding the use of technology and digitisation to improve overall operational efficiency and productivity.
- Proactive cost management initiatives in place to uphold strong fundamentals and safeguard margins amid evolving market conditions.
- Dedicated implementation of occupational HSSE programmes designed to strengthen UEM Edgenta's safety culture and foster a proactive approach to workplace safety, benefiting both our employees and the environment.
- Close monitoring of unanticipated circumstances and their impact with a continuous review of the Group's business strategies to ensure operational resilience and adaptability in the dynamic operating landscape.
- Business Continuity Plans are in place for effective response to enable continuous operations and delivery of critical services in anticipation of any potential business disruption.

03 FINANCIAL RISK

Description

Financial risks are threats that directly impact the Group's financial performance and cash flow stability, with the potential to affect its overall fiscal health and liquidity position.

Context

- Declining margins and profitability driven by increased competition and rising operating costs.
- Delayed payment collection from customers for trade and other receivables, hindering effective cash flow management and liquidity.
- Rising interest rates, reflecting central banks' tightening of monetary policy to address various economic challenges, are impacting the financial landscape.
- Exposure to foreign exchange risk arises from potential fluctuations in exchange rates relative to local currencies, which can impact financial transactions, as well as the value and future cash flows of financial instruments.

Mitigation

- Emphasise cost management and margin preservation through cost optimisation strategies, leveraging on technology, and promoting operational excellence to drive greater work and cost efficiencies.
- Utilise Enterprise Resource Planning ("ERP") to streamline financial data and processes across our companies, improving spending analysis, strategic sourcing and cost control, while improving visibility of expenditures.
- Actively manage credit risk through comprehensive credit evaluations and vigilant monitoring of customer recovery procedures and receivables.
- Continuous monitoring of interest rates by strategically balancing fixed and floating rate debts for effective cost management.
- Employing a natural hedge strategy by securing borrowing in the same functional currency as the anticipated revenue stream from overseas entities.

04 COMPLIANCE RISK

Description

Compliance risks involve the potential for legal violations or failure to adhere to regulatory requirements. Non-compliance can severely impact the Group's operations, resulting in legal penalties, financial consequences, and reputational damage. It also threatens the Group's standing and integrity within the industry and among stakeholders.

Context

- A significant portion of our business, particularly in Healthcare Solutions and Infrastructure Services, comprised of concessions that are subject to rigorous regulatory oversight and a complex framework of rules and regulations.
- Potential exposure to non-compliance and litigation given the geographical diversity of our business and customer base.
- Adherence to good corporate governance practices, regulatory standards, and listing requirements, ensuring integrity is upheld throughout our business operations and activities.
- Any adversity could lead to the suspension of essential authorisations, licenses, or rights. A lack of regulatory certainty poses risks to our operations, reputation, and investment decisions.

Mitigation

- The Group has established service-level agreements and contracts to effectively govern its relationships and agreements with customers, contractors, and vendors.
- Regular assessments are conducted to ensure continuous compliance, with policies and procedures being consistently updated to maintain their adequacy, effectiveness, and relevance.
- Instil a culture of integrity and compliance throughout the organisation, supported by the enforcement of robust internal processes across operations.
- Maintain close collaboration with regulatory bodies to stay abreast of latest legal and regulatory requirements, as well as evolving industry standards and practices.
- Established appropriate whistleblowing channels to provide employees, stakeholders, and the public with a secure avenue to report any actual or suspected malpractice, misconduct, or violations of the Group's policies and procedures.

05 PEOPLE RISK

Description

Securing and nurturing an engaged, talented team with the necessary knowledge, training, skills, and experience is essential to achieving our strategic objectives. Challenges in attracting, integrating, and retaining the right talent may affect UEM Edgenta's long-term growth and performance.

Context

- People are one of the Group's greatest assets and key pillars of success. They are fundamental to executing our strategies and delivering the services and outcomes expected by our customers and stakeholders.

Mitigation

- Established an Employee Value Proposition that offers an exceptional experience in exchange for high productivity and performance. Our strategy focuses not only on attracting the right talent but also on retaining top performers by consistently benchmarking against industry best practices.
- A robust succession planning framework is in place to identify and develop key talents for mission-critical positions, ensuring the continuity of leadership and operational success.
- Edgenta Academy remains committed to offering ongoing training and development programmes designed to upskill and reskill our workforce, empowering them with new skills, knowledge, and expertise to drive the Group's success.

STRATEGIC REVIEW

Key Risks and Mitigation

06 CYBERSECURITY RISK

Description

Cybersecurity risks involve the potential loss of confidentiality, integrity, or availability of critical information, data, or control systems. Such risks can have severe consequences on UEM Edgenta's operational efficiency, reputation, and overall standing.

These risks are closely linked to the Group's expanding footprint in the IT landscape, its ongoing digital transformation, and the increasing dependence on the internet. Additionally, the growing frequency of remote or offsite network access further heightens vulnerability.

Any major infrastructure failure, cyberattack, or security breach could potentially disrupt UEM Edgenta's operational continuity, underscoring the urgent need for robust cybersecurity measures to safeguard its assets and interests.

Context

- Organisation-wide, we see technology as a key enabler and the biggest game changer which will allow UEM Edgenta to productise existing technology solutions, develop digital healthcare solutions, optimise resources, reduce costs, increase productivity, and improve our offerings for better customer and operational outcomes.
- Due to the growing connectivity of our systems, there is an increasing risk of exposure to cyber threats, malicious threats to corporate cloud networks, information security threats, compromised data integrity and privacy, and prolonged disruption of UEM Edgenta's IT ecosystem.

Mitigation

- Ongoing monitoring and enhancement of IT security measures through comprehensive cybersecurity solutions that cover network, application, information, end-user, and data security. This includes strengthening cloud security, monitoring critical information, and implementing security controls such as infrastructure protection via firewalls, endpoint detection and response, vulnerability assessments, penetration testing, and more.
- Regular cybersecurity awareness training and timely updates on emerging threats are provided to all employees, reinforcing the importance of robust cybersecurity practices and keeping them informed of the latest developments in the field.

07 ESG RISK

Description

In recent years, investors have increasingly prioritised Environmental, Social and Governance ("ESG") factors to evaluate the sustainability and risk profile of companies. ESG considerations play a critical role in shaping an organisation's financial performance and long-term shareholder value. Research has shown a positive correlation between robust ESG policies and strong financial outcomes.

ESG risks refer to the uncertainties and potential threats that could hinder the continuous improvement of business strategies, operations, and the long-term availability of resources across our value chain, particularly in relation to ESG issues.

UEM Edgenta's failure to comply with ESG-related standards could result in significant consequences, including revenue loss, market share erosion due to shifting customer preferences, diminished confidence from investors and rating agencies, financial penalties from regulatory bodies, and reputational damage that may lead to negative publicity.

Context

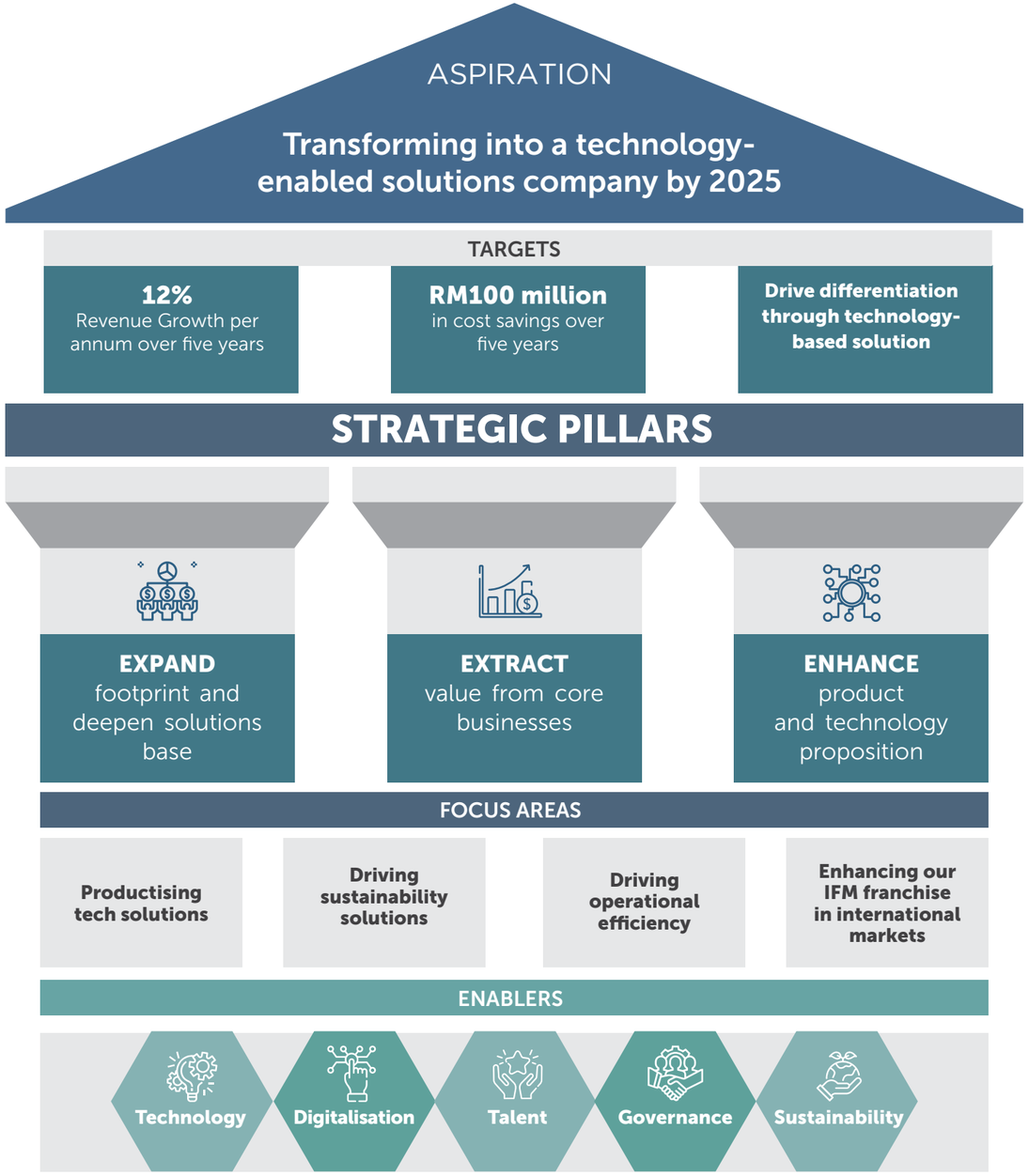
ESG programmes and disclosures have become increasingly crucial, with stakeholders demanding greater transparency on a range of issues, including environmental responsibility, fair labour practices, occupational health and safety, diversity, responsible sourcing of materials, community protection, and strong corporate governance. In response, the Group is firmly dedicated to addressing these ESG matters, continuously upholding and championing these principles as part of its commitment to being a responsible corporate citizen.

Mitigation

- The Group has developed a comprehensive Sustainability Policy, Governance Structure, and Roadmap, which together form a solid foundation for an effective Sustainability Governance framework. This framework actively involves the Board of Directors and senior leadership, ensuring ESG principles and a sustainability-focused ethos are embedded across UEM Edgenta's operations and services.
- Continuous compliance with existing ESG requirements, coupled with proactive monitoring and adherence to any updates or changes in these policies and regulations.
- Regular review assessments are conducted to ensure ongoing ESG compliance, with continuous updates to policies and procedures to maintain their adequacy, effectiveness, and relevance.
- Engage regularly with stakeholders across our value chain to identify and understand key material matters, risks, and threats, enabling us to develop and implement targeted initiatives to mitigate them effectively.
- Ongoing communication and awareness initiatives that promote conscientious and responsible ESG behaviour among employees, clients, and vendors at every level.

STRATEGIC REVIEW

Edgenta of the Future 2025 (EoTF2025)



***The Edgenta of the Future 2025 (EoTF2025)* strategy articulates our transformation roadmap into a technology-enabled solutions company by 2025. It establishes clear priorities to enhance our global competitiveness through the delivery of differentiated solutions, operational cost efficiency, and targeted expansion into new markets and sectors.**

Our commitment to embedding technology and sustainability into the core of our strategic framework remains resolute. At the same time, we recognise the need for continued agility in responding to evolving market conditions and emerging challenges.

Reaching the penultimate year of our EoTF2025 roadmap, we are on track to meet our stated objectives. Nonetheless, we will continue to rigorously assess external dynamics and recalibrate our approach as needed, to ensure we remain on a resilient and sustainable trajectory toward long-term value creation.

OUR KEY FOCUS AREAS

01 Productising tech solutions

Transforming service delivery through technology, our strategy elevates UEM Edgenta into a frontrunner in delivering cutting-edge, productised tech solutions that redefine asset and facilities management. Our technology-powered offerings such as Asseto, RAMS and *UE*Track™ empower clients with a holistic view of their assets and enable them to unlock innovation and optimise efficiency. By harnessing the power of technology integration, we are progressing up the asset management value chain, with our sights set on becoming a leading Smart City facilitator and a Technology-Enabled Solutions Company.

02 Driving sustainability solutions

In line with the global sustainability agenda and energy transition, we have pivoted and expanded our services by offering a comprehensive range of sustainability solutions to our clients, encompassing energy efficiency, green building initiatives, and renewable energy. Our energy efficiency and sustainability solutions cover the end-to-end project and asset lifecycle, including net zero strategy and baselining, engineering solutions, project implementation, sustainable asset management and the execution of innovative contracting models such as Energy Performance Contracting ("EPC") and Green Performance Contracting ("GPC") via the Zero-Capex Programme for clients across various industries, ensuring seamless execution and optimal outcomes.

03 Driving operational efficiency

The asset and facilities management sector is rapidly transitioning from the traditional 'maintain-repair-restore' model to a strategy emphasising preserving the quality of assets and enhancing the ongoing operational efficiency of buildings, communities and cities. This strategic shift is designed to reduce environmental impacts and improve operational efficiency by adopting innovative, technology-driven solutions. By revolutionising client operations with digitalisation, data analytics and IoT integration, we unlock unparalleled operational efficiency, showcasing our capability in steering industries toward intelligent, sustainable growth.

04 Enhancing our IFM franchise in international markets

Through our strategic presence in key markets and harnessing our extensive talent pool, we are setting the pace in IFM and propelling the transformation of expansive infrastructure initiatives beyond traditional boundaries. In the quest to fortify UEM Edgenta's market leadership and ensure enduring growth, our ambition is to develop a sustainable IFM business that embraces technology and sustainability across all markets, not just Malaysia.

STRATEGIC REVIEW

Edgenta of the Future 2025

OUR TRANSFORMATION PILLARS IN DETAIL

01 EXPAND

EXPAND FOOTPRINT AND DEEPEN SOLUTIONS BASE

Goal

12% revenue growth per annum over five years

Strategy

- Growing beyond healthcare in Singapore and Taiwan, including expansion into hospitality and new service offerings such as In-Meal Patient Services and Concierge Services
- Middle East growth through MEEM in KSA securing new contracts beyond MASIC (MEEM's 40% equity owner) and the integration of KAIZEN and Operon Middle East Ltd in UAE
- Pan Borneo market expansion through engineering consultancy services in major infrastructure projects with existing and new clients
- Pivoted Opus into Energy Efficiency Solutions business catalysed by our Zero Capex Financing Programme and Green Financing

Achievements

- 11% Compound Annual Growth Rate (CAGR) since 2020
- New contract wins worth RM2.8 billion in FY2024
- International wins made up 79% of total contract wins in FY2024

02 EXTRACT

EXTRACT VALUE FROM CORE BUSINESSES

Goal

RM100 million in cost savings over five years

Strategy

- Structured and effective cost optimisation programme across the organisation through budget control and procurement savings
- Business process remodel to synergise resources towards operational excellence and cost savings
- Automation and digitalisation improvements to improve productivity and enhancing margins towards meeting client requirements
- Manpower rationalisation and talent retention programme to upskill and retain targeted skill pools for expansion and growth

Achievements

- Achieved five-year cost savings target of RM100 million, a year ahead of schedule
- Realised RM41.1 million in savings in FY2024

03 ENHANCE

ENHANCE PRODUCT AND TECHNOLOGY PROPOSITION

Goal

Drive differentiation through technology-based solutions

Strategy

- World-class solutioning through *UE*Track™ for healthcare support in Singapore and Taiwan and expanded digital solution offerings to the market by strengthening *UE*Track™ product profile
- Enhance operational efficiency and sustainability across diverse sectors through Asseto, a cloud-based computer-aided facility management platform
- Robotics technology to enhance cleaning efficiency and operational sustainability, reducing human labour and promoting environmentally friendly practices across facilities

Achievements

- Almost RM4 billion in tech-enabled wins secured since 2021, with revenue streams from platforms such as Asseto, RAMS and *UE*Track™
- Asseto rolled out to 20 Property & Facility Solutions sites including three premium office development sites with 2,000 active users
- UEMS Singapore engaged Truly Robotics and other equipment companies to participate in proof-of-concept trials in several hospitals, resulting in the purchase of several robots for use within our existing housekeeping business

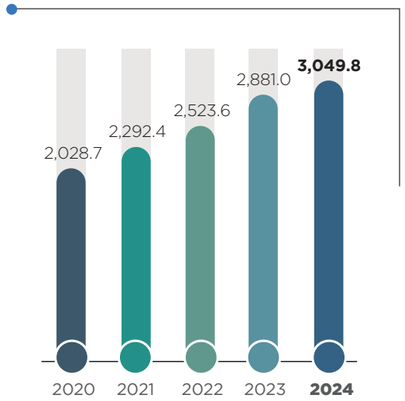
FINANCIAL PERFORMANCE

5-Year Group Financial Summary

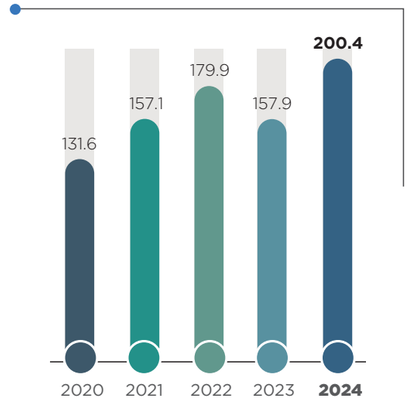
	Financial Year Ended December (RM'million)				
	2020	2021	2022	2023	2024
KEY INFORMATION OF FINANCIAL RESULTS					
Revenue	2,028.7	2,292.4	2,523.6	2,881.0	3,049.8
Earnings before interest, taxation, depreciation and amortisation ("EBITDA")	131.6	157.1	179.9	157.9	200.4
Profit before tax and zakat ("PBT")	46.9	78.6	93.8	63.7	98.3
Profit after tax and zakat ("PAT")	14.4	43.4	45.7	30.1	51.8
Profit attributable to owners of the parent ("PATANCI")	12.9	42.0	45.9	31.1	51.9
KEY INFORMATION OF FINANCIAL POSITION					
Non-current assets	1,235.5	1,205.9	1,171.5	1,132.2	1,110.9
Current assets	1,571.9	1,649.2	1,607.1	1,760.7	1,846.3
Assets of disposal group classified as held for sale	–	–	90.1	61.4	53.1
Total assets	**2,807.4**	**2,855.1**	**2,868.7**	**2,954.3**	**3,010.3**
Share capital	268.1	268.1	268.1	268.1	268.1
Reserves	297.5	313.7	336.9	377.5	329.8
Retained earnings	935.1	954.0	975.9	973.7	1,009.5
Shareholders' funds	1,500.7	1,535.8	1,580.9	1,619.3	1,607.4
Non-controlling interests	8.6	3.5	3.1	5.0	14.6
Total equity	1,509.3	1,539.3	1,584.0	1,624.3	1,622.0
Non-current liabilities	398.6	147.9	423.8	389.7	381.5
Current liabilities	899.5	1,167.9	857.7	939.3	1,006.0
Liabilities of disposal group classified as held for sale	–	–	3.2	1.0	0.8
Total liabilities	1,298.1	1,315.8	1,284.7	1,330.0	1,388.3
Total equity and liabilities	**2,807.4**	**2,855.1**	**2,868.7**	**2,954.3**	**3,010.3**
SHARE INFORMATION					
Earnings per share (sen)	1.5	5.1	5.5	3.7	6.2
Dividend per share (sen)	–	3.0	4.0	2.0	4.0
Net assets per share attributable to owners of the parent (RM)	1.80	1.85	1.90	1.95	1.93
Net tangible assets per share (RM)	0.94	1.01	1.06	1.09	1.05
FINANCIAL RATIOS					
Current ratio (times)	1.7	1.4	1.9	1.9	1.8
Liquidity ratio (times)	0.8	0.5	0.7	0.7	0.6
Gearing ratio (times)	0.3	0.3	0.3	0.3	0.3
EBITDA as a percentage of revenue (%)	6	7	7	5	7
PBT as a percentage of revenue (%)	2	3	4	2	3
PBT as a percentage of total equity at year end (%)	3	5	6	4	6
PATANCI as a percentage of shareholders' funds at year end (%)	1	3	3	2	3

5-Year Group Financial Highlights

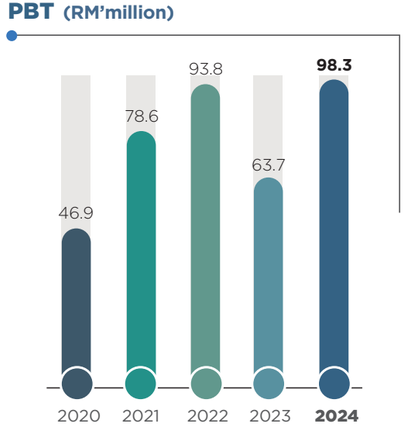
REVENUE (RM'million)



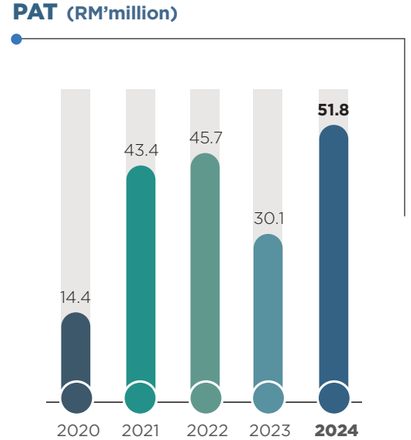
EBITDA (RM'million)



PBT (RM'million)



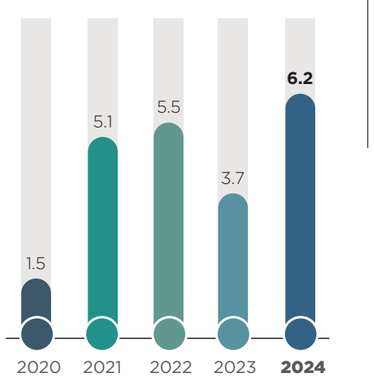
PAT (RM'million)



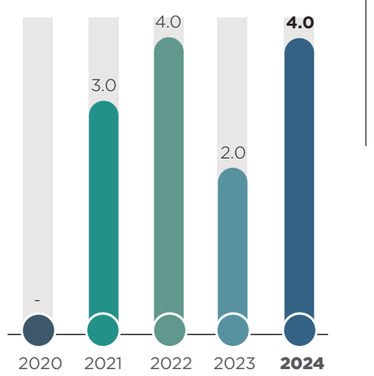
FINANCIAL PERFORMANCE

5-Year Group Financial Highlights

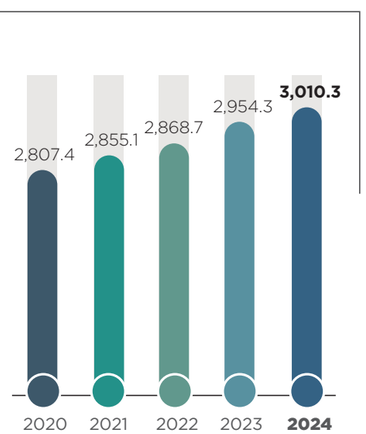
EARNINGS PER SHARE (In Sen)



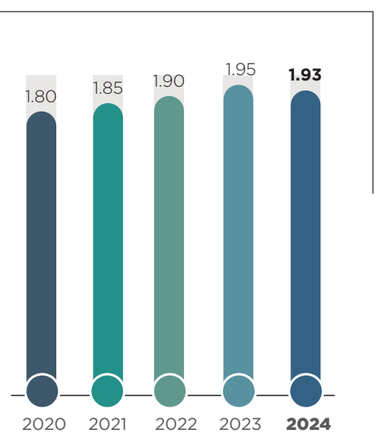
DIVIDEND PER SHARE (In Sen)



TOTAL ASSETS (RM'million)

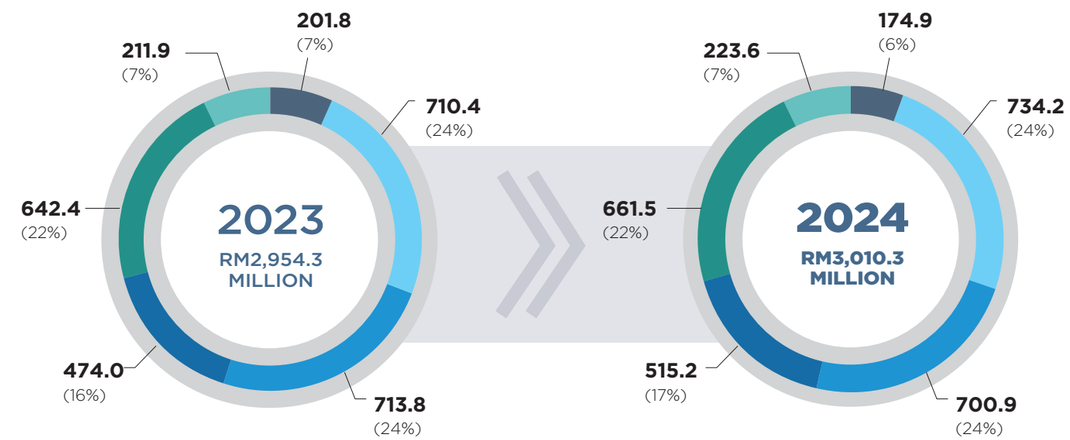


NET ASSETS PER SHARE (In RM)



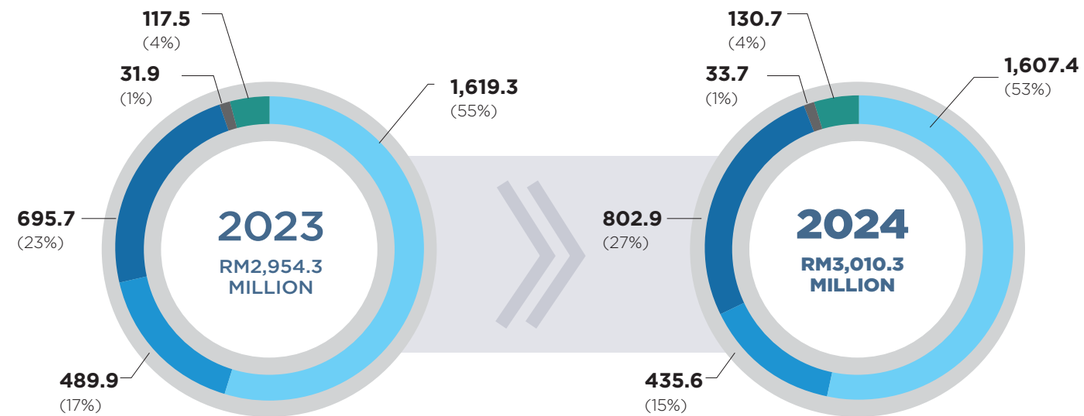
Simplified Statements of Financial Position

TOTAL ASSETS (RM'million)



- Property, plant and equipment, investment properties and right-of-use assets
- Intangible assets
- Trade and other receivables
- Contract-related assets
- Cash, bank balances, deposits and short term investment
- Others

TOTAL EQUITY AND LIABILITIES (RM'million)

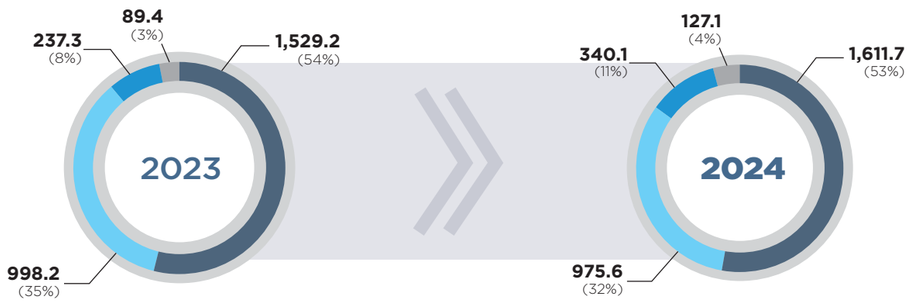


- Shareholders' funds
- Borrowings
- Trade and other payables
- Contract liabilities
- Others

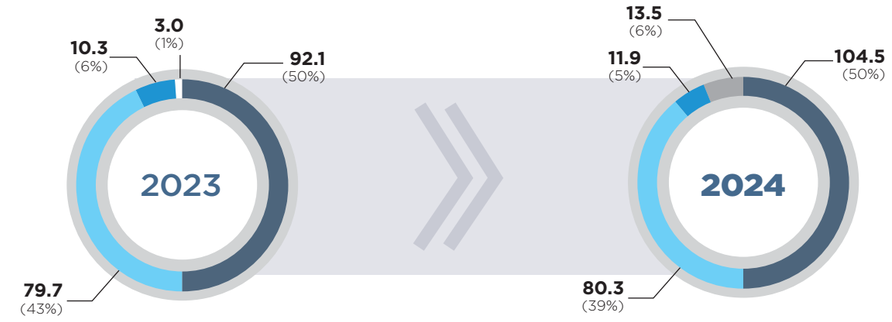
FINANCIAL PERFORMANCE

Group Segmental Analysis

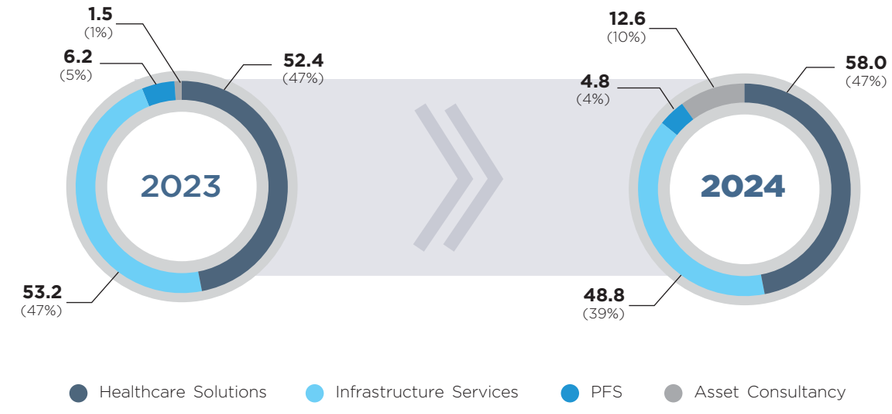
REVENUE (RM'million)



EBITDA (RM'million)



PAT (RM'million)

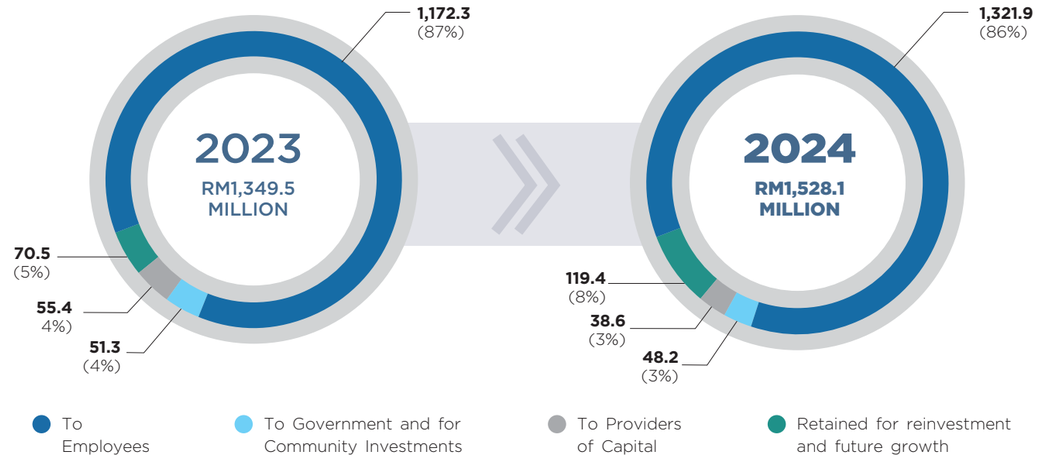


Statement of Value Added

VALUE ADDED	2023 RM'million	2024 RM'million
Revenue	2,881.0	**3,049.8**
Interest income	7.1	**7.0**
Other income	0.3	**0.5**
Operating costs	(1,538.9)	**(1,529.2)**
Value added available for distribution	1,349.5	**1,528.1**

VALUE DISTRIBUTION	2023 RM'million	2024 RM'million
To Employees		
Employee costs	1,172.3	**1,321.9**
To Government and for Community Investments		
Taxation and zakat	51.0	**47.9**
Community investments	0.3	**0.3**
To Providers of Capital		
Dividend paid to shareholders	33.3	**16.6**
Interest paid	22.1	**22.0**
Retained for reinvestment and future growth	70.5	**119.4**
Value added available for distribution	1,349.5	**1,528.1**

Distribution of Value Added



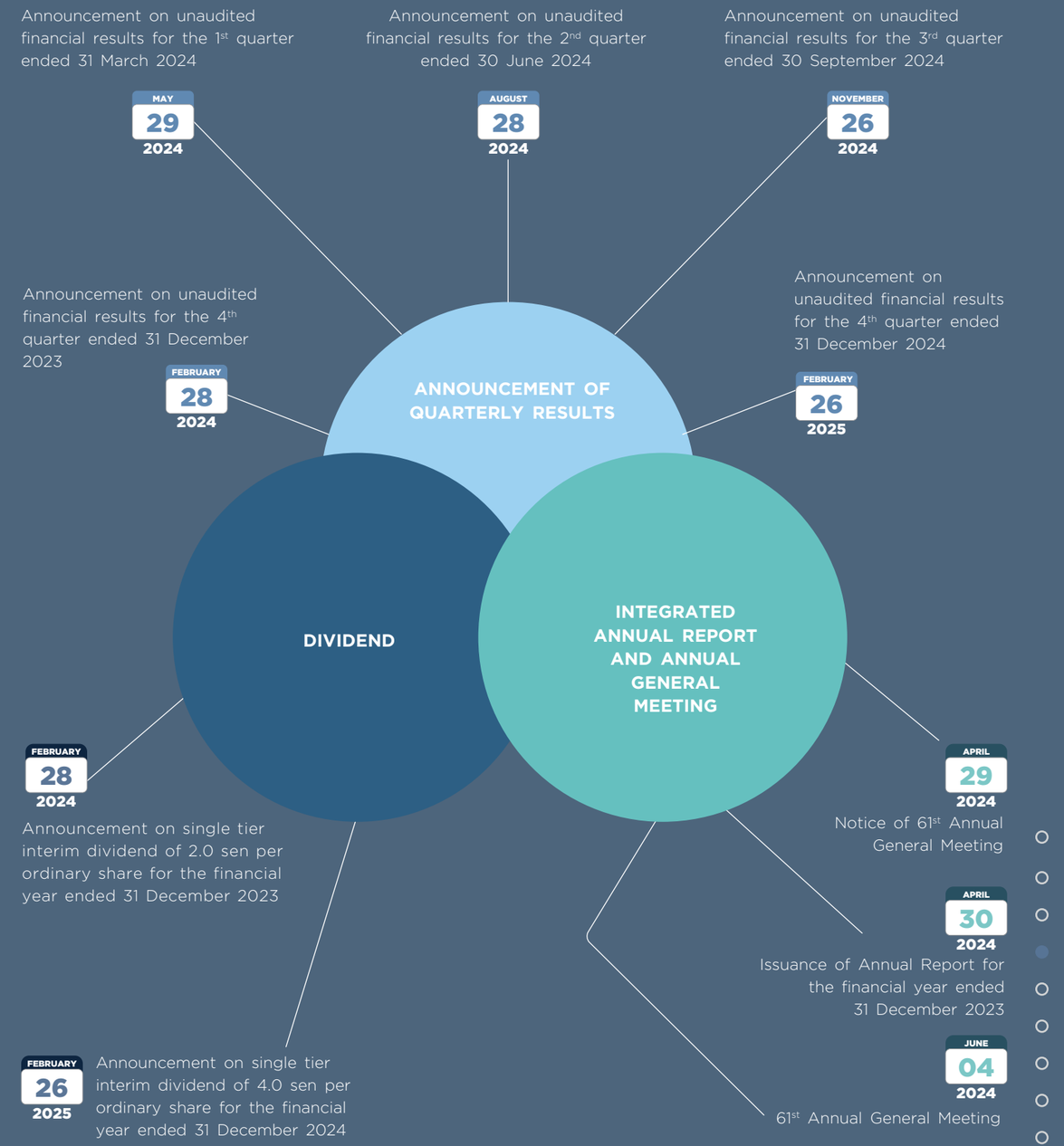
FINANCIAL PERFORMANCE

Group Quarterly Financial Performance

	Financial Year ended 31 December 2024 (RM'million)				
	Q1	Q2	Q3	Q4	Full Year
Revenue	677.6	759.5	793.2	819.5	3,049.8
Gross profit	82.2	99.7	98.6	117.4	397.9
Other income	8.5	6.5	5.5	19.1	39.6
Operating expenses	(66.1)	(78.3)	(77.9)	(97.6)	(319.9)
EBITDA	43.5	48.2	45.5	63.2	200.4
Profit before tax and zakat	19.6	23.9	22.2	32.6	98.3
Profit after tax and zakat	10.2	12.8	10.4	18.4	51.8
Profit attributable to owners of the parent	9.8	12.6	10.2	19.3	51.9
Earnings per share (sen)	1.2	1.5	1.2	2.3	6.2

	Financial Year ended 31 December 2023 (RM'million)				
	Q1	Q2	Q3	Q4	Full Year
Revenue	631.8	719.3	721.1	808.8	2,881.0
Gross profit	79.3	97.4	89.0	74.6	340.3
Other income	6.7	10.4	7.9	8.9	33.9
Operating expenses	(60.6)	(81.4)	(72.6)	(81.0)	(295.6)
EBITDA	44.0	45.3	44.8	23.8	157.9
Profit before tax and zakat	22.4	22.0	18.0	1.3	63.7
Profit after tax and zakat	10.8	12.5	5.2	1.6	30.1
Profit attributable to owners of the parent	10.9	12.5	5.1	2.6	31.1
Earnings per share (sen)	1.3	1.5	0.6	0.3	3.7

Financial Calendar



FINANCIAL PERFORMANCE

Investor Relations

ANALYST AND MEDIA BRIEFINGS

Financial Results	Date of Announcement	Date of Briefing
UEM Edgenta FY24 Results	26 February 2025	27 February 2025
UEM Edgenta 3Q24 Results	26 November 2024	27 November 2024
UEM Edgenta 1H24 Results	28 August 2024	29 August 2024
UEM Edgenta 1Q24 Results	29 May 2024	30 May 2024
UEM Edgenta FY23 Results	28 February 2024	29 February 2024

IR EVENTS

No	Events	Date
1	Engagement with Urusharta Jamaah Sdn Bhd	10 January 24
2	Engagement with Principal and Public Mutual	15 January 24
3	Rakuten Webinar (live on Facebook and YouTube)	30 January 24
4	RHB Retail Webinar	7 February 24
5	Engagement with Khazanah Nasional Berhad	13 March 24
6	Engagement with Areca Capital	19 March 24
7	Engagement with Urusharta Jamaah Sdn Bhd	29 March 24
8	Small group engagement with Principal and Phillip Capital Management Sdn Bhd	29 March 24
9	Fortune 500 Press Release	20 June 24
10	Meeting between Khazanah and Opus team	9 July 24
11	Meeting with Areca Capital	1 August 24
12	Meeting with UOB Asset Management	8 August 24
13	Engagement with Public Investment Fund (PIF) of Saudi Arabia wholly owned Subsidiary	9 February 25
14	Engagement in MASIC Annual Investment Forum	9 February 25
15	Meeting with Sojitz APAC (Investment holdings organisation)	13 February 25
16	Engagement with Expo City Dubai	26 February 25

DIVIDEND DECLARED

2024	2023	2022
4 sen	2 sen	4 sen

RETURN TO SHAREHOLDERS

2024
33.3 million

Return provided to shareholders more than **RM966 million** over the past 11 years.

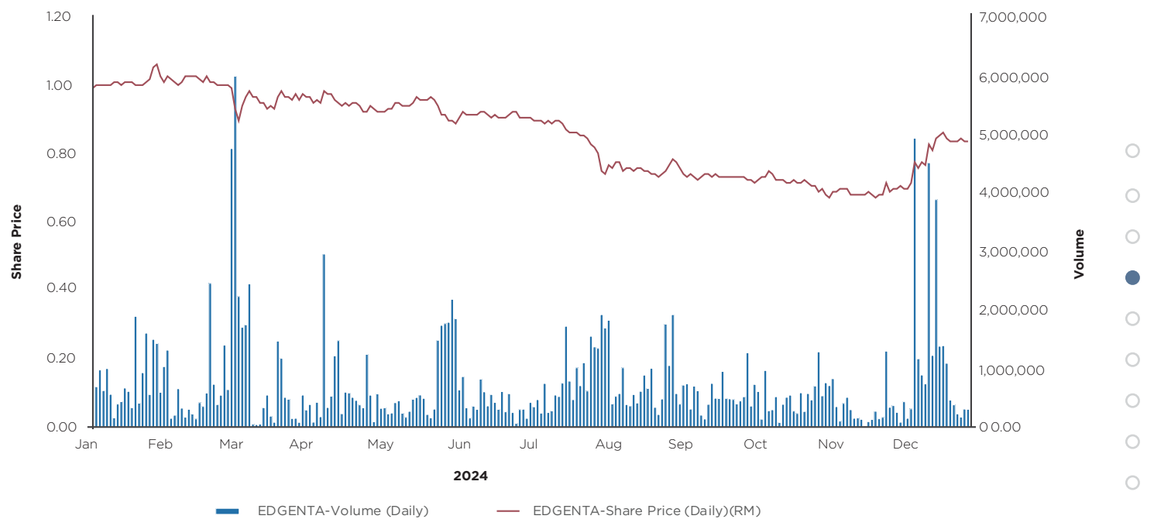
Dividend payout ratio: **2024 – 64%**

RESEARCH COVERAGE

Research House	Call	Target Price
RHB Research	BUY	RM1.04
Beating Expectations; Maintain BUY		

Note: As at 27 February 2025 (post Full-Year FY2024 results announcement)

SHARE PRICE MOVEMENT AND VOLUME TRADED



BUSINESS REVIEW

HEALTHCARE SOLUTIONS

WHO WE ARE AND WHAT WE DO

Our Healthcare Solutions division is a leading provider of healthcare support services, delivering integrated facility management across more than 250 facilities in Malaysia, Singapore, and Taiwan.

Our expertise spans:

- Facility and Biomedical Engineering Maintenance Services – Preserving infrastructure, assets, and systems longevity for seamless operations.
- Linen & Laundry Services – Supplying and processing linen to support daily hospital needs and ensure patient comfort.
- Cleansing Services and Healthcare Waste Management Services – Upholding stringent hygiene protocols and safe healthcare waste treatment and disposal practices.
- Sustainability Programme and Energy Management – Reducing environmental impact, improving energy efficiency, and promoting long-term resources conservation while maintaining operational effectiveness.
- Portering Services and Hospital Aide Services – Ensuring the smooth operation of healthcare facilities through efficient support in non-clinical and administrative operations for enhanced overall patient experience.

Our valued services to client is characterised by innovative mindset in implementing technologies such as robotics, the Internet of Things (IoT), and data analytics. This digital-centric approach enables informed decision-making, driving continuous improvements to our operations.

Healthcare Solutions is at the forefront of hospital support services emphasising on sustainable efforts to reduce the environmental impact. We are committed in embedding the ESG principles, rigorously pursuing the sustainability adoption and promoting social responsibility. As a leader in sustainability initiatives, we have achieved significant milestones through energy performance contracting, retrofitting projects, the installation of solar photovoltaic systems, and the implementation of energy management standards. Our efforts also include enhancing indoor air quality systems and establishing robust waste management programmes that have substantially reduced waste.



BUSINESS ENVIRONMENT

Healthcare Solutions continues to strengthen its leadership in hospital support services across Malaysia, Singapore, and Taiwan through strong financial and operational performance. With a focus on sustainability, technology-driven innovation, and an efficient patient-centric model throughout our deliverables. Our commitment to environmental sustainability and advanced healthcare solutions ensures we remain at the forefront of the industry.

KEY FOCUS AREAS

- **Facility Engineering Maintenance Services (FEMS)**
- **Biomedical Engineering Maintenance Services (BEMS)**
- **Cleansing Services (CLS)**
- **Healthcare Waste Management Services (HWMS)**
- **Linen & Laundry Services (LLS)**
- **Facilities Management Services (FMS)**
- **Sustainability Programme**
- **Energy Management and Certification**
- **Portering Services**
- **Hospital Aide Services**

BUSINESS PERFORMANCE REVIEW

KEY INITIATIVES	ACHIEVEMENTS
Contract extension and renewals	• Awarded with HSS Concession Interim 3+1+1 years for 32 hospitals
New business growth	• Secured 1 new facility, which is Pusat Darah Wilayah Utara, under the HSS Concession Supplemental Agreement with MOH • Secured 5-year HSS contract for Hospital Cyberjaya (RM123 million) • Awarded MINDEF CWMS contract for Peninsular Malaysia (RM3.2 million) • Secured multiple CLS contracts, including Aurelius Hospital Alor Setar, Pantai Hospital Ampang, Pantai Hospital Batu Pahat, Sunway Medical Centre Damansara, and Sunway Medical Centre Penang • Implemented Sopeonow for KPJ Kajang • Secured additional private healthcare waste after the processing system upgrades in Kamunting Incinerator Plant
Existing contract rate revision	• Completed contracts improvement and rate revision implementation for private healthcare waste clients.
Operational performance improvements	• Cost optimisation initiatives, which include improvements in CLS Overtime cost, HWMS contractor cost, and reductions of consumable cost for CLS, HWMS, LLS, and KIP
Building Organisational Capability and Training	• Strategic Business Growth and Diversification beyond Healthcare Solutions • Established a subsidiary under the construction sector for new business expansion and to optimise cost structures • Ventured into new service types such as premium concierge services, meal service associates, and hospitality stewarding
Expansion of Digital and Tech Ecosystem in Singapore & Taiwan	• Renewed 64 contracts and secured 17 new healthcare wins despite a highly competitive and price-sensitive market in Taiwan • In Singapore, focused on expansion into non-healthcare sectors such as education (INSEAD), hospitality (Pullman) and commercial buildings (One Raffles Place) • Outstanding Contract Wins & Renewals - Secured 316 contract wins and renewals, totalling S$539.29 million in new order book value across Singapore and Taiwan

BUSINESS REVIEW

Healthcare Solutions

CHALLENGES / MITIGATION

Challenges	Mitigation Actions	Results
• Rising staff costs due to minimum wage increase	Review and redesign jobs specifications to evolve with the wages increase and re-skilling staff competencies	• Increased productivity through multi-talented and specialised staff facilitate the workforce optimisation with minimal disruptions
• Increasing cost of sales for maintenance and consumables	Sub-contracts revision, utilisation of internal subject matter experts, and improvement of procurement and inventory processes	• Improved cost efficiency and strengthen specialised staff capability
• Uncompetitive clinical waste service rates for private healthcare	Revision of clinical waste service rates	• Increased competitiveness in the private healthcare sector
• Profitability challenges in Asset Management Services (AMS) at Hospital Tunku Azizah (HTA)	Exit from HTA AMS Operations	• Successfully concluded the exit agreement with Konsortium ProHAWK Sdn Bhd

OPPORTUNITIES

- Optimise service delivery to enhance efficiency, improve data accuracy, and reduce costs.
- Expand into private healthcare markets to diversify revenue streams beyond government contracts.
- Leverage pooled procurement with other concession companies to achieve economies of scale and cost reduction through collective bargaining power with suppliers.

2024 ACHIEVEMENTS

Key Financial & Business Highlights

Revenue (RM million)

RM1,611.7
2024

RM1,529.2 (2023) | +5.4% Variance

EBITDA (RM million)

RM104.5
2024

RM92.1 (2023) | +13.4% Variance

PBT (RM million)

RM81.3
2024

RM62.8 (2023) | +29.6% Variance

Sustainability Highlights

Achieved **Green Building Certification and Sustainability Awards** for the Ministry of Health.

LEED Certifications:
- Platinum: Hospital Teluk Intan
- Gold: Hospital Sultanah Bahiyah, Hospital Pulau Pinang, Hospital Tuanku Fauziah.

MyCREST Certifications:
- **5-Star:** Hospital Taiping, Hospital Kampar, Hospital Sungai Bakap.
- **4-Star:** Hospital Gerik, Hospital Kuala Kangsar, Hospital Balik Pulau.
- **3-Star:** Hospital Selama, Hospital Changkat Melintang, Hospital Batu Gajah, Makmal Kesihatan Awam Ipoh, Hospital Yan, Hospital Sik, Hospital Jitra.

Penarafan Hijau Jabatan Kerja Raya (PHJKR)
Certification for Hospital Parit Buntar.

Energy Management Gold Standard (EMGS) 3-Star Certification awarded to Hospital Jitra, Hospital Selama, and Hospital Bukit Mertajam.

Awarded with the **Anugerah Pencapaian Cemerlang MyCREST** oleh CIDB QUEST (2024) for Hospital Seberang Jaya and Hospital Seri Manjung and the **Healthcare Without Harm South-East Asia 2024 – Climate Commitment Recognition (2024)** for Hospital Bukit Mertajam.

Awards & Recognition

42nd MSOSH Award:
- Gold Class 1: Hospital Kulim, Hospital Taiping
- Gold Class 2: Hospital Seberang Jaya

Successfully retained 2024 certifications:
- ISO 9001:2015 (Quality Management Systems)
- ISO 13485:2016 (Medical Devices – Quality Management Systems)
- ISO 14001:2015 (Environmental Management Systems)
- ISO 45001:2018 (Occupational Health and Safety Management Systems)

Certificate of Recognition in **Biomedical Engineering Services** by the National Advisory Council for Biomedical Engineering (NACBE), Ministry of Health (MOH) Malaysia.

OUTLOOK AND PROSPECTS

The upcoming minimum wage increase to RM1,700 per month, effective February 2025, will add financial pressure to our operations. However, our cost-saving initiatives and operational efficiency measures will help mitigate these impacts and sustain profitability.

We remain committed to maximising workforce productivity, enhancing automation in operational processes, and strengthening cost optimisation measures. By continuing to drive efficiency and leveraging technology-driven solutions, we will ensure sustainable growth while maintaining service excellence in healthcare support operations.

BUSINESS REVIEW

Healthcare Solutions

DID YOU KNOW?

Edgenta Healthcare Solutions, a leading provider of non-clinical hospital support services across Malaysia, Taiwan, and Singapore, offers a wide range of services, from hospital-aides support, hygiene services including cleaning, linen supply and healthcare waste management to facility and biomedical engineering maintenance.

As a **trusted partner**, we help healthcare institutions in government and private sectors unlock peak efficiency in their facilities and assets for better patient-care impacts.





Incineration capacity of more than 10,000 MT annually.

Kamunting Incinerator Plant (KIP) has the capability to convert waste into energy, generating over 79,000 tonnes of steam annually.

Steam produced by the waste heat system from KIP is channelled to the LLS Plant for washing, drying and ironing processes. The produced steam can treat more than 5,000 mT soiled linen per annum.



UEMS provides cleaning services to 42 private hospitals and 36 public hospitals across Peninsular Malaysia. The cleansing services team comprises 4,600 personnel, supporting approximately 7,200 beds in the private healthcare sector and 11,000 beds in the public healthcare sector.

BUSINESS REVIEW

PROPERTY & FACILITY SOLUTIONS



WHO WE ARE AND WHAT WE DO

Property & Facility Solutions (PFS) has evolved beyond traditional building maintenance to become a strategic partner to asset owners, delivering end-to-end lifecycle management for buildings.

Through a data-driven and technology-enabled approach, we integrate sustainability principles and intelligent building solutions to optimise asset performance, enhance operational efficiency, and reduce costs. By leveraging advanced cloud-based systems, IoT-enabled monitoring, and predictive analytics, we empower clients to make informed decisions and ensure long-term asset value.

Our commitment to environmental, social, and governance (ESG) standards is embedded across our service offerings. From energy-efficient retrofits to achieving green building certifications, we support clients in meeting sustainability goals while enhancing occupant well-being and productivity.

With a focus on service excellence and innovation, we deliver value-driven solutions that align with industry best practices, regulatory requirements, and evolving market demands.



BUSINESS REVIEW

Property & Facility Solutions

BUSINESS ENVIRONMENT

The facility management market remains highly competitive, with numerous Grade 1 contractors under the Construction Industry Development Board (CIDB) classification, leading to increased competition in pricing and service offerings.

Additionally, regulatory changes, including the increase in minimum wage and Sales and Service Tax (SST), have placed further cost pressures on businesses, requiring greater operational efficiency and cost management strategies.

KEY FOCUS AREAS

- **Smart, Tech-Enabled Solutions**
- **Sustainable Building Management**
- **Green Building Certifications**
- **Tenant Attraction & Retention**
- **Market Positioning**
- **Value Creation for Stakeholders**

BUSINESS PERFORMANCE REVIEW

KEY INITIATIVES	ACHIEVEMENTS
• Leveraging sustainability and technology to drive new business growth. • Ensuring service excellence by meeting KPIs and SLAs without deductions. • Enhancing revenue and profitability through operational efficiency and cost optimisation.	• Secured 5 new GBI-retrofitting and building technology contracts worth RM16 million. Menara Pernas, PTT Tower 1, Menara UEM, MOF Tower Building. • Consistently achieved GBI Platinum recertification for a Government Client over three consecutive terms, with continuous credit point increases. • Maintained a minimum of 90% KPI/SLA compliance across multiple client sites, preventing any service scope deductions. • Generated approximately RM21.3 million in Variation Order (VO) in 2024, improving profitability and mitigating the impact of the minimum wage increase and SST.
• To deepen our international footprint, localisation and regulatory requirements necessitate strategic workforce planning, investments in talent development. • Committed to enhancing service delivery and sustainability across its operations while continuing to expand its impressive portfolio in the region.	• Secured our first hospital contract with the state-of-the-art Olayan Long Term Acute Care & Rehabilitation Hospital. Establishing our presence in healthcare facilities management with one of the region's fastest-growing markets effectively positions us to support a sector that is central to the Kingdom's Vision 2030 transformation agenda. • Reappointed, securing a formal contract for Deira Zone 1 and Deira Zone 2 on a 4+2-year basis within the WASL Portfolio. • Secured new contract to manage the Burj Daman project in Dubai with an office building achieving LEED Gold Certification, marking it as one of the first LEED-certified assets managed by Operon in UAE. • Secured AED 189.5 million of Total Value of Awarded in New Contracts.

CHALLENGES / MITIGATION

Challenges	Mitigation Actions	Results
• System interoperability remains a challenge, as integrating diverse systems from different manufacturers increases complexity and compatibility issues.	• Adoption of open protocols and standards to improve interoperability across systems from different manufacturers.	• Seamless integration across devices and systems from different vendors, enhancing system efficiency.
• The shortage of skilled facility management professionals poses difficulties in effectively managing sustainable buildings equipped with advanced building technology systems.	• Manpower development programmes to provide training and certification for energy managers and green building facilitators. • Strategic technology partnerships with Edgenta NXT and RDM Asia to support workforce upskilling.	• A skilled workforce capable of maintaining green and sustainable building operations, supported by trained professionals.
• Meeting client expectations for service delivery continues to be a challenge.	• Consistent follow-ups to ensure compliance with service level agreements (SLAs) and key performance indicators (KPIs).	• All sites achieved at least the minimum SLA/KPI requirement with no penalties or service scope deductions.
• Rising material costs and minimum wage increases place constant cost pressure on operations, necessitating cost optimisation strategies.	• Strengthening cost control measures, including overtime management and optimised shift arrangements, to mitigate rising costs.	• Improved profitability and cost control, helping to offset the impact of rising material costs and wage increases.

OPPORTUNITIES

- Growing demand for smart and green building solutions.
- Malaysia's Net Zero goals under the National Energy Transition Roadmap (NETR) drives demand for sustainable facility management.
- RM4 billion investment in green and smart government buildings by 2030.
- The facilities management industry is shifting towards sustainability.

BUSINESS REVIEW

Property & Facility Solutions



2024 ACHIEVEMENTS

Key Financial & Business Highlights

Revenue (RM million)

RM340.1
2024

RM237.3	+43.3%
2023	Variance

EBITDA (RM million)

RM11.9
2024

RM10.3	+15.4%
2023	Variance

PBT (RM million)

RM7.6
2024

RM6.4	+19.8%
2023	Variance

OUTLOOK AND PROSPECTS

Looking ahead, technology will be a key enabler in shaping the future of sustainable building management. The increasing emphasis on energy efficiency and green building certifications presents opportunities to further integrate innovation into our offerings.

We will continue to leverage advancements in BIM, IoT, AI, and machine learning technologies to enhance asset tracking, predictive maintenance, real-time monitoring, and energy optimisation. This will enable us to deliver real impact to our customers and stakeholders.

We remain committed to staying ahead of industry developments, proactively adopting cutting-edge technologies and strengthening our capabilities to meet the evolving needs of our clients as well as the operating landscape.

DID YOU KNOW?

UEM Edgenta's PFS uses cutting-edge technology to create smarter buildings. Their Asseto Platform by Edgenta NXT leverages big data and IoT to optimise both occupant well-being and asset performance. With the capability to help companies transition to eco-friendly operations with green building solutions, UEM Edgenta's PFS are helping companies improve on their **sustainability scorecard.**





UEM Edgenta does facility management services at more than **500** buildings in Malaysia & UAE.



Edgenta achieves a reduction of 10% to **52%** of annual electrical energy savings for the systems we replace and optimise.



Edgenta has implemented energy efficiency solutions at over **20 GBI** and **Leed Certified Buildings** across Malaysia



Edgenta had achieved energy savings of more than 38.4 million kWh, equivalent to RM16.6 million in cost savings.

BUSINESS REVIEW

ASSET CONSULTANCY

WHO WE ARE AND WHAT WE DO

Our Asset Consultancy division, represented by OPUS Consultants, is a market leader in engineering, project, and asset management consultancy. We also serve as a one-stop provider of energy efficiency and sustainability solutions, driving transformative outcomes for nations and communities.

With a team of over 400 professionals and more than three decades of proven expertise, we have successfully delivered projects valued at over RM100 billion, shaping critical infrastructure across roadways, bridges, railways, and the built environment. Our capabilities extend across industrial, commercial, education, healthcare, retail, government, township and property development, and hospitality sectors.

We provide end-to-end expertise, ensuring seamless project execution and sustainable asset performance:

- Engineering & Technical Consultancy
- Project Management Consultancy
- Asset Management Consultancy
- End-to-End Sustainability Solutions

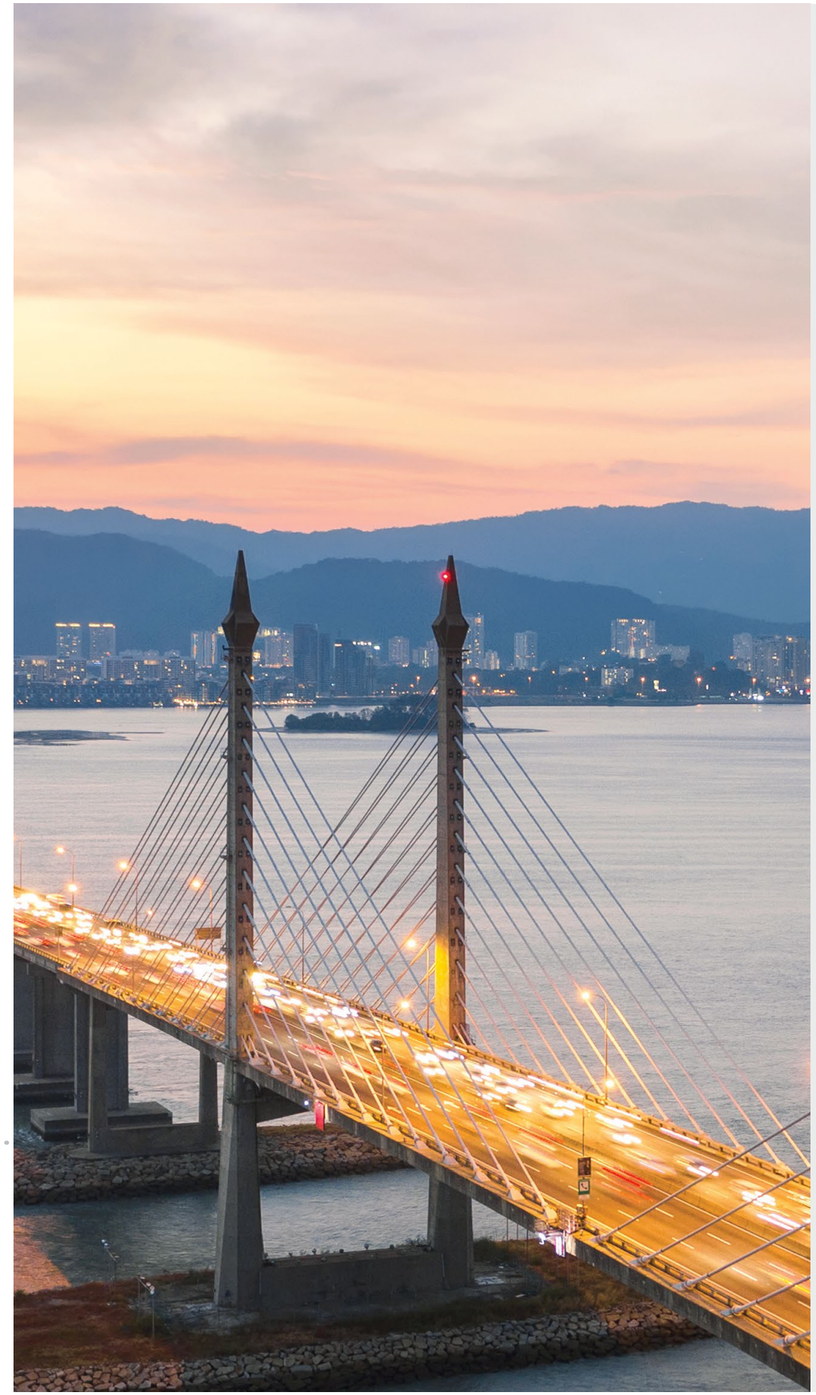
In response to evolving industry demands and global sustainability goals, we have expanded our focus to deliver comprehensive sustainability and energy efficiency solutions. Through cutting-edge strategies, we empower clients with:

- Net-zero roadmaps & green building initiatives
- Energy Performance Contracting (EPC) & Green Performance Contracting (GPC) under the Zero-Capex Programme
- Innovative capex funding models that remove capital barriers to green adoptions and energy-efficient upgrades

By integrating advanced technologies and sustainable engineering practices, we are redefining infrastructure development. Our commitment to environmental stewardship and operational excellence ensures that we deliver future-ready, high-impact solutions — creating lasting value for clients, stakeholders, and society at large.

KEY FOCUS AREAS

- **Operational Excellence**
- **Strategic Partnerships**
- **Market Expansion**
- **Financial Performance & Growth**
- **Sustainable Innovation**



BUSINESS ENVIRONMENT

In 2024, OPUS Consultants demonstrated resilience and agility, successfully seizing opportunities while adapting to industry shifts. As a trusted leader in engineering, project and asset management consultancy, along with energy efficiency and sustainability solutions, we remain committed to delivering innovative, high-impact solutions for long-term growth.

Key Trends & Growth Drivers

- Infrastructure Sector Growth – The government's Public-Private Partnership (PPP) Masterplan 2030 is unlocking RM78 billion in private investments, creating opportunities for OPUS to strengthen its position at the forefront of national infrastructure projects.
- Sustainability & Green Transition – Policies such as the National Energy Transition Roadmap (NETR) and Energy Efficiency and Conservation Act (EECA) are driving demand for sustainable infrastructure, reinforcing OPUS' expertise in green retrofitting and energy solutions.
- Digital Innovation – Advanced technologies such as BIM, IoT-driven asset management, and AI analytics are reshaping the industry. OPUS continues to invest in these innovations to enhance efficiency, optimise performance, and deliver superior value.

Competitive Edge & Market Positioning

Amid rising competition and evolving industry demands, OPUS is reinforcing its leadership by expanding into high-growth sectors and integrating cutting-edge digital solutions. Backed by strong policy support from the National Energy Policy (NEP) and PPP Masterplan 2030, we are well-positioned to capitalised new opportunities and drive industry advancements.

Optimistic Outlook & Commitment to Growth

Malaysia's economy remains resilient, supported by sustained infrastructure investments, increasing foreign direct investment, and a strong national commitment to green technologies. With a clear strategic direction, continued investment in innovation, and a proven track record, OPUS is well-positioned to drive the future of sustainable infrastructure, creating long-term value for investors, clients, and stakeholders.

BUSINESS PERFORMANCE REVIEW

KEY INITIATIVES	ACHIEVEMENTS
Enhancing Engineering, Project and Asset Management Consultancy Capabilities	• Secured over RM300 million in order book, including Johor Third Lane Widening, Jalan Sultan Tengah, RECODA Stage 2, and ELITE Highway PMC. • Secured RM10.1 million in specialised services, expanding offering in Modular PMC, BCA, geotechnical services, BIM, and dTIMS. • Strengthened data-driven asset lifecycle management through a strategic partnership with Deighton, leveraging advanced analytics to optimise asset performance, extend lifespan, and drive cost efficiencies.
Accelerating Growth in Energy Efficiency and Sustainability	• RM52.1 million order book contribution via OPUS Energy secured under zero capex programme. • Expanded into Sarawak, submitted RM35.2 million in proposals, with RM12 million pending LOA. • Enhanced brand presence through participation in over 10 industry events and speaker engagements.

BUSINESS REVIEW

Asset Consultancy

CHALLENGES / MITIGATION

Challenges	Mitigation Actions	Results
Margin compression	• Optimised pricing models and value differentiation strategies.	• In 2024, secured over RM300 million in order book, strengthened OPUS competitive position.
Clients' financial constraints to adopt green practices	• Promoted the innovative Zero-Capex model to ease clients' upfront financial burden, increasing accessibility to green solutions and accelerating the adoption of sustainable practices through energy efficiency and green retrofits initiatives.	• Achieved RM52.1 million in fund utilisation, increasing sustainability adoption.
Limited access to international market	• Foster strategic partnership. • Formed joint venture i.e. OPUS-HSS JV for international expansion.	• Strengthen market presence and expanded project pipeline.
Increased Environmental Regulations and Compliance	• Leveraged on various national policies, regulatory frameworks and sustainability standards e.g NETR, EECA.	• Enhanced market credibility and strengthening market position in energy efficiency and green infrastructure
Limited resources capacity and costs escalation	• Optimised resources and project workflows for efficiency.	• Improved both operational output and profitability. Achieved 82% staff utilization rate.
Changes in client's contracting model and scope of PMC	• Introduced Modular PMC and tailored solutions to meet diverse client requirements, enhancing flexibility, efficiency, and project scalability.	• Increased cost-effectiveness and strengthened client engagement.

OPPORTUNITIES

- Broaden market scope through strategic partnerships in emerging markets like East Malaysia.
- Position OPUS as a market leader in energy efficient and green retrofits solutions across industries.
- Explore international expansions in high-growth regions such as the Middle East and Southeast Asia.
- Lead the development of green infrastructure solutions aligned with evolving regulatory frameworks, driving sustainable growth and compliance.
- Capitalise on demand for modular PMC in large infrastructure projects, particularly in the public sector and new developments.
- Continue scaling operations and adopt digital tools like BIM and IoT, enabling more efficient use of existing resources.

2024 ACHIEVEMENTS

Key Financial & Business Highlights

Revenue (RM million)

RM127.1
2024

RM89.4 2023 | +42.1% Variance

EBITDA (RM million)

RM13.5
2024

RM3.0 2023 | Over +100% Variance

PBT (RM million)

RM13.6
2024

RM2.3 2023 | Over +100% Variance

Sustainability Highlights

Sustainability & ESG Efforts
– Focused on driving awareness through industry engagements and knowledge-sharing sessions on energy efficiency, renewable energy, and carbon footprint reduction, contributing to both operational and client-side sustainability goals.

Carbon Emissions Reduction
– Continued efforts to reduce carbon footprint across client projects, supporting Malaysia's net-zero emissions target by 2050.

Zero Capex Programme
– Achieved 26% Zero-Capex fund utilisation vs RM200 million earmarked for the programme, demonstrating the growing adoption of energy efficiency solutions.

Awards & Recognition

Won the prestigious **BEM-ECP Safety, Health and Environmental Excellence Award (BESHEXA)** – A bi-annual award presented to Engineering Consultancy Practice (ECP) members in Malaysia with proven Safety & Health and Environmental (SHE) performance.

OUTLOOK AND PROSPECTS

OPUS Consultants is building on strong momentum as we strengthen our leadership in Malaysia's infrastructure and engineering sectors. As global trends shift towards sustainability, digitalisation and energy efficiency, we are seizing these opportunities to provide impactful solutions that drive long-term value for our clients and stakeholders.

We continue to solidify our position as a trusted leader in engineering, project management and asset management consultancy, while scaling up our capabilities as Malaysia's largest and leading Energy Services Company (ESCO). Our integrated energy solutions play a pivotal role in national and regional development, positioning us as a key enabler of sustainable infrastructure transformation.

Our aim is to be a one-stop solutions provider, offering comprehensive expertise across the entire project lifecycle — from planning and design to implementation, optimisation, and asset management. This integrated approach not only enables us to deliver enhanced value and cost efficiency for our clients but also provides a competitive edge in a dynamic market.

We are expanding our offerings in green building retrofits, energy optimisation, and low-carbon solutions, helping clients reduce their environmental impact and operating costs while meeting evolving regulatory and ESG expectations. These efforts are not just technical upgrades but essential enablers of sustainable development, driving both environmental and economic benefits.

To maintain our competitive edge, we are investing in key technologies such as Building Information Modelling (BIM), smart asset management platforms and advanced energy analytics. These tools enhance our project execution capabilities, optimise asset lifecycle performance and strengthen our position in a performance-driven, technology-focused market.

Our growth strategy combines strengthening our domestic presence with selective expansion into high-growth international markets. Domestically, we are deepening our presence in East Malaysia, where infrastructure development aligns with national priorities. Internationally, we are targeting growth in Southeast Asia and the Middle East, regions where our integrated, sustainable engineering solutions are in high demand and reinforcing our leadership in sustainable infrastructure.

Looking ahead, we are confident that OPUS Consultants is not only positioned for growth but for lasting impact. With a highly capable and purpose-driven team, solid partnerships, and a clear strategic vision, we are focused on delivering consistent growth, driving sustainable progress, and ensuring long-term shareholder value.

BUSINESS REVIEW
Asset Consultancy

DID YOU KNOW?

UEM Edgenta through OPUS Consultants, were involved with Pan Borneo Highway Sarawak Phase 1 involving 786km

OPUS Consultants was appointed as the Independent Consulting Engineer (ICE) to provide professional technical consultancy and advisory services involving:





Constructions of **115 bridges** and 56 pedestrian bridges to ensure accessibility and safety



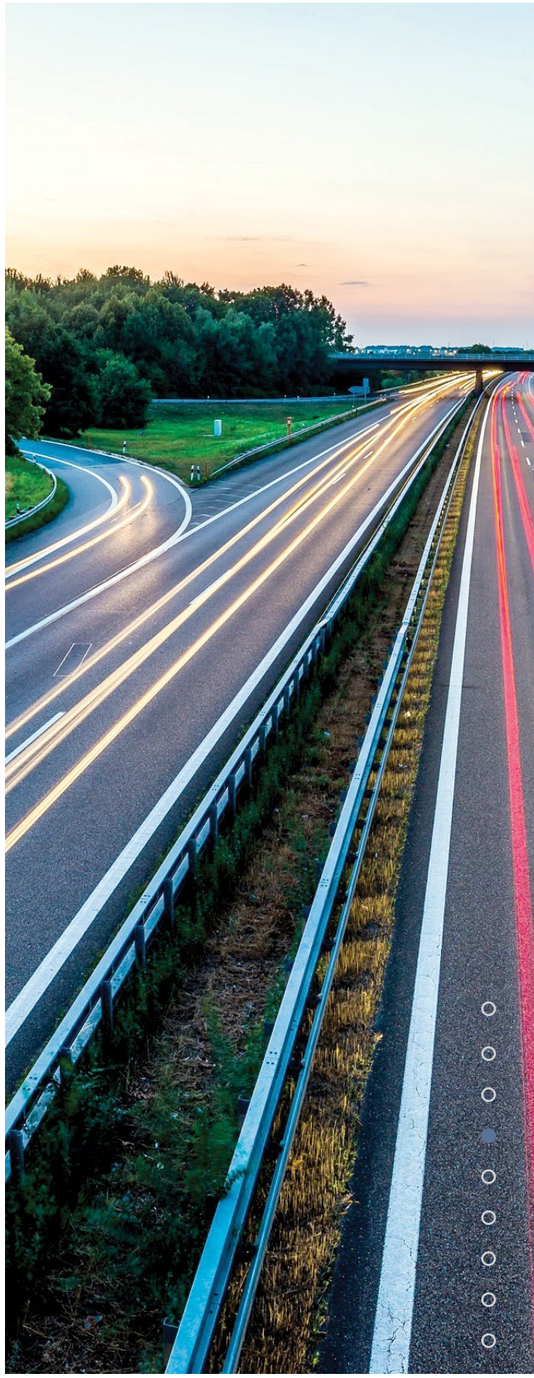
2,080 drainage culverts to manage water flow effectively.

3,700 junctions and 202 P-turns, creating a more connected network within Sarawak.



BUSINESS REVIEW

INFRASTRUCTURE SERVICES



WHO WE ARE AND WHAT WE DO

Edgenta Infrastructure Services is Malaysia's leading infrastructure maintenance specialist, with over 35 years of expertise in highway maintenance. We provide innovative and reliable solutions across network maintenance and pavement services, ensuring operational excellence through advanced technologies and process enhancements.

Our services extend beyond expressways to include state and rural roads, rail as well as airports. With a deep understanding of client needs, we deliver tailored solutions that optimise infrastructure performance.

Our core service offerings include:

- Network Maintenance – Ensuring road safety and longevity by optimising infrastructure through input-based, output, or performance-based models for efficient asset management.
- Pavement Products & Services – Providing sustainable, high-performance pavement solutions through a comprehensive Pavement Maintenance (CPM) methodology for optimal pavement care.
- Traffic & Safety Management – Enhancing road safety through proactive traffic management strategies.
- Environmental & Material Testing – Ensuring compliance with environmental and project standards.
- Pavement Research – Driving innovation in new asphalt mixes and pavement design .
- Road Asset Management Systems (RAMS) – Leveraging data analytics for smarter infrastructure asset management.

BUSINESS REVIEW

Infrastructure Services

BUSINESS ENVIRONMENT

The infrastructure sector is undergoing a transformation driven by mechanisation, automation, and digitalisation. The adoption of IoT and smart technologies is enhancing operational efficiency, while sustainable and eco-friendly materials are becoming industry priorities.

Safety remains a key focus, with continuous innovations improving risk management and compliance. As the industry evolves, leveraging technology and sustainable practices will be essential to maintaining a competitive edge.

KEY FOCUS AREAS

Strengthen Delivery & Profitability

Maintain market dominance, strengthen supply chain and mechanisation

Market Expansion & M&A Growth

Beyond concession and strategic partnership exploration

Sustainable Infrastructure

Prioritise resilience, efficiency, and long-term sustainability while embracing ESG principles and leveraging technologies

BUSINESS PERFORMANCE REVIEW

KEY INITIATIVES	ACHIEVEMENTS

Maintain market dominance through secured businesses	• Implemented mechanisation and automation initiatives
	  • Deployed mechanised scrubber and mopping automation
	  • Introduced robot cleaner at NSE Seremban RSA
	  • Premium scenting POC at selected RSA along NSE
	• Enhanced HSSE skills and compliance among subcontractors through targeted HSSE intervention programmes
	• Successfully completed the development of the RAMS mobile application
	• Collaboration between CIMA, PLUS and Edgenta on new jersey barrier project to enhance highway safety, reduce cross-bound accidents, and ease traffic congestion

Ensure top-notch service delivery and quality	
Broaden service portfolio and global expansion	• Explore partnership with specialist contractors to broaden service offerings • Reinitiate exploration on strategic collaboration with local company in Indonesia to strengthen market presence
Securing revenue for recycled asphalt products	• Expanded commercialisation of recycled asphalt products
Enhance current ESG initiatives	• Enhanced recycled asphalt material composition from 30% to 50%. Completed R&D stage and progressing to trial and commercialisation • Continue raising staff awareness on best practices at work, such as conserving electricity, reducing fuel consumption (e.g., no car idling), and other sustainability measures • Continue pavement rehabilitation initiative within Zoo Negara compound

CHALLENGES / MITIGATION

Challenges	Mitigation Actions	Results
Non-Compliance Among Subcontractors	• Increase contractor engagements • Improve HSSE skills • Implement HSSE intervention programmes • Enforce consequence management	• Improved contractor star ranking
Operational Cost Pressures	• Optimise fixed cost structure • Implement technology-driven operational improvements	• Improved cost efficiency • Increased productivity and efficiency
Stricter Government Regulation	• Enhance operational processes via Implementation of IoTs and technology	• Improved compliance and response time

OPPORTUNITIES

- Regional Expansion – Leverage infrastructure growth in Indonesia, Thailand, Vietnam, and the Philippines to strengthen market presence.
- Mechanisation & Automation – Enhance efficiency and productivity through automation and advanced technologies.
- Sustainability Integration – Embed eco-friendly materials and sustainable practices into projects.
- Digital Transformation – Adopt smart technologies to modernise road asset management and infrastructure solutions.
- Safety Enhancements – Improve service offerings through advancements in safety technology.

BUSINESS REVIEW

Infrastructure Services

2024 ACHIEVEMENTS

Key Financial & Business Highlights

Revenue (RM million)

RM975.6
2024

RM998.2 2023 | -2.3% Variance

EBITDA (RM million)

RM80.3
2024

RM79.7 2023 | +0.7% Variance

PBT (RM million)

RM66.4
2024

RM68.0 2023 | -2.4% Variance

Sustainability Highlights

ESG Training & Awareness

- **726** staff completed ESG e-learning.
- **72** Infra Perintis Contractors briefed on ESG principles.

Sustainable Operations

- PoC for electric vehicles (EVs) introduced in operations.
- **New operational guidelines** to reduce electricity consumption.
- **Waste segregation** campaigns actively conducted.
- **30,000+ tonnes** of recycled asphalt deployed on the PLUS Highway.

CSR & Community Engagement

- Zoo Negara pavement rehabilitation
- Beach cleaning & mangrove tree planting
- Buka Puasa with Rumah Permata Hati orphans
- Bubur Lambuk distribution at RSA Sg Buloh
- Gotong-royong at MARS (tahfiz)
- Mangrove tree planting at Taman Paya Bakau Sijangkang
- Beach cleanup at Pantai Batu Laut

Awards & Recognition

PLUS MYRSA Meritus Champion – Section N6, N4 & C4 (2024)

Majlis Perbandaran Kajang – **'Amat Bersih' 5-Star Rating**

CIDB SCORE – 5-Bintang for Edgenta PROPEL Berhad and Edgenta Infrastructure Services Sdn Bhd

Malaysian Society For Occupational Safety & Health (MSOSH) Occupational Safety & Health (OSH) Awards 2024 **– Gold Class 2 Award Winner**

OUTLOOK AND PROSPECTS

Malaysia's infrastructure sector is set for significant transformation under the 13th Malaysia Plan (2026–2030), with a strong emphasis on sustainable development and technology integration. Investments in semiconductors, automotive, renewable energy, and road infrastructure will drive economic growth and job creation.

Key road and highway projects, such as the WISE Highway, Pan Borneo Highway, Sarawak-Sabah Link Road Phase 2 and upgrades to major expressways, will enhance connectivity and spur demand for advanced road maintenance and infrastructure services. Additionally, planned expansions and rehabilitation of rural and urban road networks will require innovative maintenance solutions to support economic corridors and improve accessibility.

These developments will increase demand for sustainable and technology-driven infrastructure solutions, aligning with the company's commitment to operational excellence, mechanisation, and automation. By leveraging smart technologies, sustainable materials, and process efficiencies, the company is well-positioned to meet evolving industry requirements while strengthening its market presence.

DID YOU KNOW?

Infrastructure Services maintains over 9,000km (approximately 21,700 lane-km) of expressways and roads in Malaysia.

Infrastructure Services offers industry-leading expertise in highway maintenance and pavement services.

From strategic planning to innovative solutions, all back by over 35 years of experience across various infrastructure sectors.





Maintains 1 billion sqm of grass annually, that's equivalent to **120,000** football fields!



Laying over **400km** of roads annually, we specialise in pavement rehabilitation using our proven Comprehensive Pavement Maintenance (CPM).

Pavement Research Centre – RnD centre to innovate new pavement solutions.

The R&D team focuses on developing advanced asphalt mixes through research, technology, and innovation. By tackling pavement engineering challenges, we enhance durability, efficiency, safety, and sustainability.

We collaborate with Nippon Road (Japan) to advance asphalt recycling, particularly using high percentages of Reclaimed Asphalt Pavement (RAP). This partnership drives sustainable road solutions through joint research, technology exchange, and implementation.





SUSTAINABILITY AT UEM EDGENTA

SUSTAINABILITY AT UEM EDGENTA

At UEM Edgenta, sustainability is a fundamental aspect of our operations and solutions. Guided by UEM Edgenta's Sustainability Framework, we focus on three core pillars—Sustainable Economic Growth, Minimising Environmental Impact, and Social Value Creation—alongside robust sustainability governance and 11 material matters defined in 2022. These material matters are reviewed annually to ensure their continued relevance, reinforcing our commitment to responsible and transparent sustainability practices.

During the reporting period, we were guided by our Two-Year Sustainability Roadmap, which outlines our aspiration to grow our business sustainably. This roadmap serves as a blueprint for embedding sustainability deeper into our business practices, ensuring that our initiatives create lasting environmental and social impact while driving economic resilience.

UEM Edgenta's Sustainability Framework is deeply integrated with our Edgenta of the Future 2025 (EoTF 2025) strategy, which focuses on expanding our footprint, strengthening solutions, and leveraging technology to enhance operational efficiency. By aligning sustainability with business growth, we drive innovation in areas such as energy management, emissions reduction, and resource optimisation.

UEM EDGENTA'S SUSTAINABILITY FRAMEWORK

OUR VISION | Optimising Assets to Improve Lives

OUR MISSION

- Our services, commitment to smarter thinking and improved solutions place us at the forefront of the industry.
- We create opportunities for clients and assets that positively influence society.

OUR STRATEGY — Edgenta of the Future 2025 (EoTF2025)

- **EXPAND** footprint and deepen solutions base
- **EXTRACT** value from core businesses
- **ENHANCE** product and technology proposition

OUR MATERIAL MATTERS

Governance

- M1 Business Ethics

Sustainable Economic Growth

- M2 Innovation and Technology-based Operational Excellence
- M3 Economic Development
- M4 Supply Chain Management

Minimising Environmental Impact

- M5 Climate Change & Energy
- M6 Environmental Management

Social Value Creation

- M7 Occupational Health & Safety
- M8 Employment Culture
- M9 Customer Satisfaction
- M10 Human Rights Assessment
- M11 Local Community

PRIORITISED UN SDGS

3 GOOD HEALTH AND WELL-BEING · 5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH · 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE · 13 CLIMATE ACTION

Sustainability at UEM Edgenta



Dear stakeholders,

As we close the financial year 2024, I am proud to share the significant progress UEM Edgenta has made in advancing our sustainability agenda. We remained steadfast in our commitment to sustainable business practices, guided by our core pillars of Sustainable Economic Growth, Minimising Environmental Impact, and Social Value Creation, with Governance as the overarching pillar.

Our commitment to sustainability is reflected in our progress on our ESG roadmap. I am pleased to share that UEM Edgenta has successfully delivered various initiatives under our maiden 2-Year Sustainability Roadmap which we implemented in 2022. This marks a significant milestone in our journey toward becoming a more sustainable and resilient organisation. The roadmap has provided us with a clear, strategic framework, enabling us to align our operations with the evolving expectations of our stakeholders and regulators. Well aligned with the EoTF 2025, the roadmap has guided us through key initiatives, driving tangible progress and has set the stage for even greater achievements in the years to come. This accomplishment reinforces our unwavering commitment to sustainability and further strengthens our resolve to build a future that benefits both our business and the communities we serve.

The Economic, Environment, Social and Governance (EESG) Framework has been the cornerstone of our first 2-Year Sustainability Roadmap, guiding the integration of sustainability practices across our business. This comprehensive approach drives positive impact not only within our operations but also throughout our value chain and the services we deliver. By aligning our efforts with this globally accepted framework, we ensure UEM Edgenta remains at the forefront of accountability and transparency, fostering trust with our stakeholders.

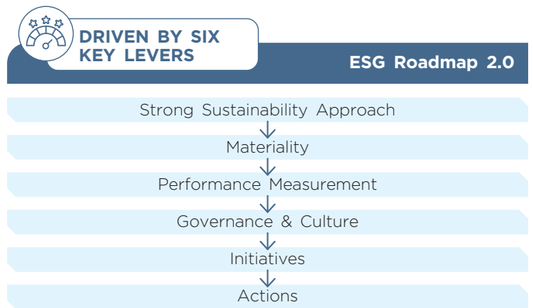
In 2024, we made significant strides in enhancing the governance pillar of our EESG framework. Our sustainability disclosures saw continued improvements in both transparency and quality, with our reporting expanding from 60 sites in 2023 to more than 70 sites in 2024. This increased scope ensures greater clarity and accuracy, reflecting our commitment to robust and reliable sustainability reporting. We also took a step further in strengthening the integrity of our data by subjecting our 2024 sustainability statement to a limited assurance exercise led by our internal audit team. Notably, the scope of the assurance expanded from four in 2023 to seven sustainability indicators in 2024, providing even greater confidence in our data's accuracy and our ongoing dedication to continuous improvement.

Additionally, we enhanced our Risk Management Framework ("RMF"), providing the Board of Directors with greater oversight of sustainability and climate-related risks, thereby ensuring stronger governance around these critical areas. We also strengthened the enforcement of our Anti-Bribery and Anti-Corruption (ABAC) and Whistleblowing Policies to reinforce our commitment to doing business with the highest ethical standards. In 2024, we hosted various activities, such as integrity awareness engagements, knowledge sharing sessions and capacity building initiatives designed to engage our stakeholders and strengthen anti-corruption efforts throughout the organisation. Additionally, we formalised the Adoption of Restriction on the Political Involvement Policy to uphold ethical business conduct and safeguard our commitment to integrity in all aspects of our operations.

To facilitate the Board to undertake increased governance responsibility, we made significant investment in deepening the Board's understanding of sustainability matters. To this end, our Board completed 229.5 hours of learning, with 13 hours focused on ESG topics and 216.5 hours on business sustainability. This commitment ensures our leaders are well-equipped to make informed decisions on matters like climate targets and ESG governance processes. The training enabled more impactful discussions on sustainability, strengthening the Board's role in guiding the company toward a future that aligns with our values.

These actions that we undertook during the implementation of our initial sustainability roadmap, led to an uplift in external recognition, Our FTSE4Good score rose from 1.9 in 2021 to 3.2 in 2024 as a result of various initiatives.

To build on the momentum created, in 2024, the we launched our ESG Roadmap 2.0 – a continuation of our sustainability journey for an additional two years. The roadmap is built around 6 pillars namely a strong sustainability approach, materiality, performance measurement, governance & culture, initiatives and actions that can deliver our sustainability goals and reporting & communications. Our commitment to address the impact of our business on the climate is highlighted in the blueprint, focusing on mitigating impact of climate change, while assessing and managing the physical and transition risks of climate change to future-proof our business.



As we enter the final year of EoTF 2025, our transformation journey remains a driving force in strengthening business resilience and future readiness. The steady execution of EoTF 2025 has enabled us to navigate market challenges, broaden our revenue streams, and accelerate the adoption of technology-driven, higher-margin services. This progress sets a solid foundation for sustainable growth, reinforcing our commitment to operational excellence and long-term value creation.

SUSTAINED ECONOMIC GROWTH

At UEM Edgenta, we believe that sustained economic growth is the foundation of long-term success and resilience. Our commitment to fostering a thriving, sustainable economy goes beyond financial performance—it's about creating lasting value for our stakeholders, communities, and the environment. I am of the firm view that the company's robust fundamentals, expanding international footprint and encouraging financial performance last year are strong components that can create long term growth and value for Edgenta.

In 2024, UEM Edgenta achieved revenue growth across all of our business segments, including our international businesses. We completed the acquisition of KAIZEN, which enhanced our AI-powered smart facilities management capabilities in UAE. Additionally, UEMS Group achieved RM1 billion in revenue in FY2024, as a result of combined revenues of UEMS Singapore and EdgentaUEMS Taiwan. This is the first time that the UEMS Group revenue surpassed RM1 billion. Furthermore, the renewal of the WASL Zone 1 and 2 contracts in UAE increased our market share of the UAE facilities management space.

Through the services we offered to our clients, we have delivered impact. FY2024 saw impressive growth across all our business segments, including international offices. Our energy management initiatives have helped our customers realise annual savings of approximately 38.8 million kWh of energy from assets we manage. This is equivalent to savings of approximately RM17.16 million in energy bills from 2017. I am proud to note that OPUS Energy and Property and Facilities Solutions (PFS) business have helped to achieve and maintain 20 Green Building certifications. Our Property and Solutions business successfully renewed a GBI Platinum rating for a Government Client.

We leveraged on our track record and capital strength to offer long term sustainable energy efficiency solutions to our clients in markets we operate. When we launched our Net Zero targets in 2023, we also rebranded our OPUS business as our sustainability arm positioning OPUS Energy as a key provider of solutions to support our clients' decarbonisation pathways. We allocated RM200 million through this subsidiary to finance sustainability projects through our flagship Zero CAPEX programme enabling building and asset owners to implement green retrofitting and energy-efficiency upgrades without upfront investment.

Sustainability at UEM Edgenta

This funding approach makes sustainability more accessible while lowering carbon emissions and operational costs. I am extremely pleased to note that in less than 2 years of launch, OPUS Energy has grown into a market leader position serving clients in Peninsular Malaysia and East Malaysia, having disbursed more than 50% of the RM200 million capital we set aside to fund energy transition for our clients. Given our track record in delivering these energy solutions and the existence of a strong sustainability framework, we are proud to announce that OPUS Energy is in the process of securing a green financing facility of up to RM75 million from RHB Bank to finance capital expenditure and other expenses in relation to Green Projects for our clients. This green instrument reduces the capital cost for our Zero CAPEX programmes.

2024 also saw us supporting our supply chain partners in various ways. Through our Vendor Development programme, we profiled our key suppliers based on their ESG practices and awareness. The result was used immediately to identify suppliers who requires capacity building to enhance their knowledge in sustainable procurement practices. We ran a pilot programme where we identified more than 20 of these suppliers and provided training on GHG emission calculation methodology with the intent to conduct supplier screening and compute Scope 3 data in our value chain.

We also saw an increased take-up rate in our HSBC Supplier Financing Programme, supporting vendors with more accessible financing options and promoting responsible business practices across our supply chain. I am pleased to note that we strengthened the Supplier Financing Programme with HSBC Amanah Malaysia Bhd, leading to a 30% increase in take-up rate in 2024 compared to 2023. This has benefited G1 contractors by accelerating payments and improving our suppliers' cash flows.

In alignment with one of the key pillars of EoTF 2025, we continued our digital transformation journey in 2024. A key highlight was the continued scaling of Asseto, UEM Edgenta's cloud based platform offering predictive maintenance, asset lifecycle management and sustainability solutions. We increased the coverage of the platform. From 35,000 assets managed through the platform in 2023 at 15 sites, Asseto now manages more than 36,000 assets from 30 sites, allowing us to collect a larger pool of data providing more accurate asset statistics and real time visibility on assets we manage.

As we navigate increasingly competitive markets, we continue to adapt by forming strategic partnerships with international and local players, enabling us to meet global and local demands and enhance our competitive edge. Supplier and SME empowerment remains a key focus, as we actively support local entrepreneurs and integrate social enterprises into our supply chain to drive inclusive growth. We expanded OPUS Energy's footprint in asset management and energy efficiency solutions through a partnership with HSS Engineering, combining asset management expertise with engineering and project management capabilities. We are also expanding our order book, building resilience in our operations and workforce, and repositioning our healthcare business beyond the concession business. With an ongoing focus on energy efficiency and the rollout of our Asseto platform, we will continue to help our clients embrace technology to future-proof their business. Looking ahead, we will remain dedicated to our core pillars, creating long-term value while continuing to lead by example in sustainable business practices.

OUR COMMITMENT TO CLIMATE ACTION AND ENVIRONMENTAL STEWARDSHIP

We are cognisant of relevant climate and environmental-related risks that UEM Edgenta is exposed to, alongside their potential impacts. We remain deeply committed to addressing climate and environmental risks and their impact on our business. We undertook various activities during the year and achieved key milestones in addressing our climate change and energy as well as environmental management material matters.

Our net zero targets that we announced in 2023 form the core part of our climate change and environmental management action plan. We announced our commitment to reduce operational greenhouse gas emissions by 26% by 2030 and achieve net-zero emissions by 2050 aligning with the International Energy Agency's (IEA) Net Zero Emissions by 2050 Global Pathway. In the short term, we aim to reduce our emission by 18.45% between 2023 and 2028. Our decarbonisation strategy focuses on energy efficiency, renewable energy adoption, and fleet electrification, reinforcing our role in advancing environmental stewardship, supporting clients in meeting their sustainability goals, and contributing to Malaysia's broader sustainability agenda. In the second year of our Net Zero pathway, we made tangible progress in reducing our emissions footprint. Our Scope 1 emissions decreased to 9,220.88 tCO_2e from a revised baseline of 10,509.03 tCO_2e, driven by efforts to optimise fuel consumption within our fleet and refrigerant use at our plants. Scope 2 emissions stood at 7,910.55 tCO_2e against a revised baseline of 7,471.09 tCO_2e. Although this is a slight increment from our revised baseline it still reflects our efforts to optimise energy consumption. This includes initiatives such as targeted energy conservation measures, including adjusting air conditioning and lift operations on Fridays at our headquarters, along with the installation of energy-efficient LED lighting. Driven by these combined efforts, this year we surpassed our Net Zero targets once again, reducing emissions by 4.72% in Scope 1 and 2 emissions from the revised baseline exceeding the annual reduction target of 3.69% in both Scope 1 and Scope 2 emission. We also reduced our carbon intensity per revenue earned between 2023 and 2024 given our improved business performance. We took the step to revise our baseline to include emission from entities we acquired in the Middle East ensuring our calculation process aligned with our net zero monitoring methodology and GHG emission protocols. The net zero monitoring methodology is a process we established in 2024 in accordance with the IEA, GHG protocols and industry best practices.

Moving forward, we will develop a roadmap to collect Scope 3 data, develop a supply chain engagement plan to facilitate measuring our emission in our value chain and continue to monitor the progress of our net zero targets.

On the environmental management front, I am proud to share that we operationalised our maiden Asphalt Plant with Recycling Facility in Tapah, Malaysia in 2024 utilising recycled premix pavement materials for the repair and maintenance of the PLUS highway that we manage. This plant will enable us and our clients to reduce milling waste that will otherwise ordinarily get sent to landfills. I am also equally excited to share that we collaborated with our sister company CIMA and client PLUS to develop GreenGuard, a precast concrete New Jersey Barrier produced from green concrete to separate lanes of traffics on PLUS highways. This initiative, which meets stringent safety requirements and benefits the environment, is another project that reflects our commitment to better manage waste in our operations while protecting the safety of our workers and road users. Looking ahead, we are assessing the feasibility of building more asphalt plants with recycling facility in other parts of Malaysia for better milling waste management. We are also taking active steps to consolidate data on waste in our operations and at sites we manage to produce a comprehensive waste footprint and thereafter design plans to better manage waste and promote recycling initiatives.

BUILDING OUR SOCIAL VALUE AND SUSTAINABILITY CULTURE

In 2024, UEM Edgenta continued its strong commitment to the health, safety, and well-being of our employees through a series of targeted initiatives. Our focus areas included employee wellness, road safety, and performance monitoring, all aimed at fostering a healthier workforce and reinforcing a safety culture across the organisation.

We placed particular emphasis on enhancing well-being through initiatives designed to prevent non-communicable diseases, reduce absenteeism, and promote both physical and mental health. We also prioritised road safety, with programmes like the 'Selamat Destinasi' initiative and defensive driving courses. I'm pleased to share that 8,718 employees successfully completed these trainings in 2024, an 80% increase from the previous year.

These efforts have not only contributed to a healthier and safer workforce but have also strengthened our safety culture, creating lasting value for both our people and the company

ESG principles are also deeply ingrained in our culture. We believe that nurturing the right mindset, skills, and culture is key to driving our sustainability journey and achieving our long-term objectives. In 2024, our focus remained on empowering our employees through continuous learning and development to keep pace with emerging challenges. This commitment is evident in the progress of the Individual Development Programme (IDP), which allows us to assess competencies, identify areas for growth, and provide tailored learning opportunities. Through this initiative, we ensure that our employees are well-equipped to support our operational efficiency and sustainability goals. This year, I am pleased to note that our staff collectively accumulated more than 330,000 learning hours as part of their ongoing development. As part of our commitment to attracting and retaining top talent, we recognize the importance of workplace flexibility, by offering Flexible Work Arrangements including working from home option, which enhance employee satisfaction and well-being but also strengthens our ability to build a diverse and high-performing workforce. This initiative reflects our commitment to protecting employee welfare and creating a positive working environment, while aligning with global shifts towards greater workplace flexibility.

Guided by our Sustainability Roadmap, we undertook our first Human Rights Impact Assessment (HRIA) study in 2024 to better understand how our operations affect the rights of our employees, suppliers, and broader stakeholder groups. The study provided valuable insights into potential human rights risks across our business activities, including labour practices, workplace conditions, and supply chain operations. These findings will serve as the foundation for developing our Human Rights Policy in the year ahead, strengthening our commitment to upholding fair, safe, and dignified working conditions throughout our value chain.

FORGING AHEAD AND CALL TO ACTION

Looking ahead, UEM Edgenta is focused on driving sustainable growth by strengthening its core business in domestic markets and expanding into high-growth regions like the Middle East. Building on the successful acquisition of KAIZEN Group in UAE and the further integration of MEEM in Saudi Arabia, the company will leverage its expertise in integrated facilities management, energy efficiency, and green building services to add value to the real estate and healthcare sectors. Innovation and sustainability will remain central to its strategy, with a focus on enhancing digital capabilities, improving energy performance, and advancing net zero emissions goals.

My call to action is clear and impactful: let us collectively embrace collaboration and accountability to drive meaningful change. Whether you are an employee, supplier, investor, business partner, or policymaker, your role is integral to shaping our sustainability future. For employees, this means embedding ESG principles into every action and actively seeking innovative solutions that align with our sustainability objectives. As we gear up to align with the National Sustainability Reporting Framework (NSRF) requirements, each contribution strengthens our readiness to uphold transparency and accountability in our sustainability journey. Suppliers and business partners are encouraged to adopt responsible practices throughout their operations, as your efforts directly influence our shared value chain. Investors play a crucial role in supporting organisations that prioritise long-term sustainability over short term profits. Policymakers and regulators, meanwhile, have the opportunity to create an environment that rewards sustainable practices and fosters innovation. By working together, with a shared commitment to sustainability, we can maximise our collective impact and build a future that balances economic growth, environmental responsibility, and social well-being.

Syahrunizam Samsudin
Managing Director/Chief Executive Officer

Sustainability at UEM Edgenta

UEM EDGENTA'S SUSTAINABILITY JOURNEY

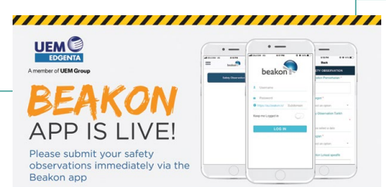
2017

UEM Edgenta issued the first Sustainability Statement within its Integrated Annual Report



2018

- The establishment of "Goal Zero" to reduce fatality in operations
- Launched a new web-based platform named BEAKON, an HSSE Management Information system that includes an e-reporting system that can be used by employees to highlight and report safety observations and incidents at their workplace



2019

Installed asset monitoring sensors and Global Positioning System ("GPS") trackers that enables us to track the performance of chillers and ambulances throughout the hospitals that we serve

2020

- Recorded FTSE4Good rating of 1.9
- Launch of EoTF 2025
- Launched Covid 19 careline



2021



- Completed installation of 14 units Field Hybrid ICU facilities which increase the ICU beds to 140 units nationwide
- The Pavement Research Centre ("PRC") team successfully developed up to 10 new innovative pavement mixes
- Recorded FTSE4Good rating of 2.5
- Recognised by the Malaysia Book of Records (MBOR) for the fastest construction of the FHyICU building during COVID-19 pandemic

2022



- Launch of Maiden Two-Year Sustainability Roadmap
- Enhanced Material Matters
- Integrated ESG in the corporate scorecard and business units' KPI
- Achieved FTSE4Good Rating of 3.1
- Established our Digital Command and Contact Centre in Singapore to centralise and integrate digital information captured through various *UE*Track™ programme
- Won the Institution of Engineers Malaysia ("IEM") Award 2022 (Asset Management - Industries Category) for our contributions to the local engineering industry

2023

- Engaged external Stakeholders to enhance our Material Matters, fostering collaboration and improved outcomes.
- Launch of Net Zero Targets (Scope 1 and Scope 2)
- Conducted the first Internal Assurance exercise on selected ESG Data
- Increased Sustainability Data points under reporting from 25 sites to 60 sites
- Enhanced Sustainability Policy
- Maintained FTSE4Good Rating at 3.1
- Repositioned OPUS Energy as provider of Sustainability Solutions
- Obtained the ISO 37001: 2016 Anti-Bribery Management Systems certification
- Secured the prestigious The Star ESG Impact Awards on Energy Efficiency (Gold), Renewable Energy (Silver) and The Star ESG Impact Awards on Good Health, Well-being (Silver) and Talent Management (Silver)

2024



- Completed the first Human Rights Impact Assessment
- Developed Net Zero Monitoring Methodology
- Achieved FTSE4Good rating of 3.2
- Increased sustainability data points from 60 to more than 70 locations
- Completion of acquisition of KAIZEN Group
- Developed and launched ESG Roadmap 2.0
- 2nd Year of Completing Internal Audit Exercise on Sustainability Statement
- UEMS Singapore achieved the Sustainability Net Zero Organisation with Gold Plus status
- Obtained ISO22301: 2019 Business Continuity Management Systems (BCMS)

Sustainability at UEM Edgenta

OUR SUSTAINABILITY ROADMAP

As we conclude our maiden Two-Year Sustainability Roadmap, we have achieved significant progress through the successful implementation of various initiatives. The two-year roadmap (FY2022 - FY2024) was created using a comprehensive and inclusive approach, incorporating insights from stakeholders through various workshops and considered the material matters crucial to both our business operations and stakeholders. This process defined six sustainability pillars to guide our journey and shape our sustainability initiatives and milestones. The six key pillars are: approach, materiality, performance measurement, governance and culture, initiatives and actions, and reporting and communication. Through the roadmap, we have evolved into a more sustainable organisation, strengthened sustainability elements in our operations and ecosystem, and improved our FTSE4Good rating from 1.9 (2021) to 3.2 (2024). We have also been able to realise new opportunities, driving innovation and enhancing our competitive edge. To date, approximately 70% of the recommended initiatives outlined in the roadmap have been completed, and the remaining initiatives will serve as the foundation for Roadmap 2.0.

Two Year Sustainability Roadmap Key Milestones

	2022-2023
Approach	Initiated a strategic Two Year Sustainability Roadmap to guide our efforts Enhanced and communicated Sustainability Policy to align internal and external stakeholders with our goals
Materiality	Conducted a detailed materiality assessment to identify 11 key material matters. Identify four focused material matter area and appoint champions for each of the focused material matters Appointed focused material matters champions to lead initiatives Set up focus groups with data owners to discuss focused material matters
Performance Measurement	Developed Scope 1 and Scope 2 Emissions Inventory Embark on GHG Emission inventory for Scope 3 for Business Travel and Employee Commuting Total recordable incident rate is 1.1 Environment: Piloted Carbon Budgeting as part of Annual Operating Plan (AOP) process Environment: Develop ESG KPI for all Business Units and Corporate Support units Organised 7 ESG webinar and workshops
Governance and Culture	Strengthened our ESG governance with an enhanced Terms of Reference (“TOR”) Closely monitor the implementation of targets and KPIs across the organisation Launched ESG Awareness Month and self-paced ESG training
Initiatives and Actions	Execute survey suppliers for ESG suppliers profiling Organised Human Rights Awareness Roadshow Organised ESG knowledge sharing session with vendors and business partners during Vendor Day Piloted the use of Green Energy Tariffs (GET) from TNB to offset emissions from our hard-to-abate sources. Organised Emission Calculation based on GHG Protocol training
Reporting and Communication	Organise Data Gaps workshop for data owners Enhanced Sustainability Statement reporting according to Bursa Guidelines, GRI and FTSE4Good Indicators Disclose Bursa’s 10 common material matters

	2023-2024
Approach	Launched the Sustainability Roadmap 2.0 for the period 2024 to 2026
Materiality	Conducted an annual review of the Material Matrix to include external stakeholders’ input Identify additional focused material matters
Performance Measurement	Developed a Net Zero Monitoring Methodology Continued embedding ESG KPI in the corporate scorecard Net Zero Targets announced and exceeded first year annual target of 3.69% (FY2023: 4.04%) Achieve carbon reduction of 1967.3 tonnes co2e in the two year period Initiated inventory for selected categories for Scope 3 emission Inventory Total Recordable Incident rate 1.2
Governance and Culture	2nd year of ESG Awareness month and organised ESG Immersion Month and ESG self-paced training Formalised ESG department Sustainability Governance established Recorded 22,464 hours for employees on ESG Learnings in 2024
Initiatives and Actions	Segmentised suppliers to prepare for Scope 3 emission inventorisation Maximised the capacity of Incineration Plant Zero CAPEX Programme through Sustainability Arm, OPUS Energy Enhance *UE*Track™ for better tracking Tree Planting Recycling total 1.32 tonnes (from 2022-2024) from own operations Offered Sustainability Services to clients and increased asset classes managed Human Rights Impact Assessment exercise Trained more than 20 suppliers in Scope 3 workshop
Reporting and Communication	Digitised emission calculation and continued to report according to Bursa’s requirements Alignment with TCFD reporting through TCFD Roadmap and preparation for ISSB S1 and S2 Sustainability Data Assurance by Internal Audit on selected Indicators Increased number of data collection locations from 25 sites to more than 70 sites

ESG Roadmap 2.0

Building on the strong foundation built through our first roadmap, we have developed Roadmap 2.0 to guide our future priorities and further embed sustainability into our operations. This second blueprint serves as a testament of our commitment to strengthening our sustainability approach and embedding ESG principles more deeply into our business. The roadmap builds on the foundation of ESG Roadmap 1.0 and is structured around six sustainability pillars: Approach, Materiality, Performance Measurement, Governance and Culture, Initiatives and Action, and Reporting and Communication. Aligned with our EoTF 2025 vision, which is our vision to sustain the Company’s growth and create value for our clients, shareholders, and other key stakeholders, ESG Roadmap 2.0 outlines our sustainability journey from 2024 to 2030, setting the direction for long-term value creation.

The phased implementation of ESG Roadmap 2.0 will support the integration of sustainability into our business strategies and operations. Each business division will play a key role in this process through the development of Net Zero plans, embedding ESG-related KPIs into performance scorecards, and strengthening internal controls for data monitoring. These efforts will enable us to drive operational improvements while enhancing accountability across the organisation.

Key initiatives under ESG Roadmap 2.0 will focus on enhancing climate action, promoting human rights, and advancing sustainability governance. As part of our climate strategy, we will enhance emissions monitoring by piloting shadow carbon pricing and introducing emissions intensity metrics, aligning with ISSB requirements under the National Sustainability Reporting Framework (NSRF). Recognising the importance of Scope 3 emissions, we will develop a Scope 3 Roadmap to measure and track emissions across our value chain.

Our commitment to human rights will be reinforced through the development of a Human Rights Policy to be guided by the findings of our Human Rights Impact Assessment (HRIA). We will engage with our supply chain to promote ethical labour practices, assess the feasibility of a national living wage policy, and build internal capabilities in sustainability assurance through upskilling initiatives.

Sustainability at UEM Edgenta

SUSTAINABILITY GOVERNANCE

Sustainability is deeply embedded within our corporate structure, starting with the tone from the top and cascading across all levels of the organisation. This integrated approach reinforces our commitment to responsible business practices, ensuring accountability, transparency, and ethical conduct while aligning with global sustainability standards.

2024 Performance Overview

Percentage of operations assessed for corruption-related risks

56%

2024

In 2024, we revisited our CRA and expanded the coverage to include our overseas operations by adopting a phased approach which is scheduled for completion in 2025

Number of confirmed incidents of corruption and action taken

0

2024

Number of whistleblowing lodgements

15

2024

* Please refer to the Corporate Integrity and Ethical Business Conduct section (CIEBC) on pages 265-271 for further details

Our Policies and Statement

- Sustainability Policy
- Environmental Policy
- Code of Conduct for Employees and Directors
- Code of Conduct for Business Partners
- Conflict of Interest Policy & Director's Conflict Monitoring
- Restriction on Political Involvement Policy
- Gender Diversity Policy
- Diversity, Equity and Inclusion Statement

A full list of policies can be found at https://www.uemedgenta.com/about-us/corporate-governance.

Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/policies

0

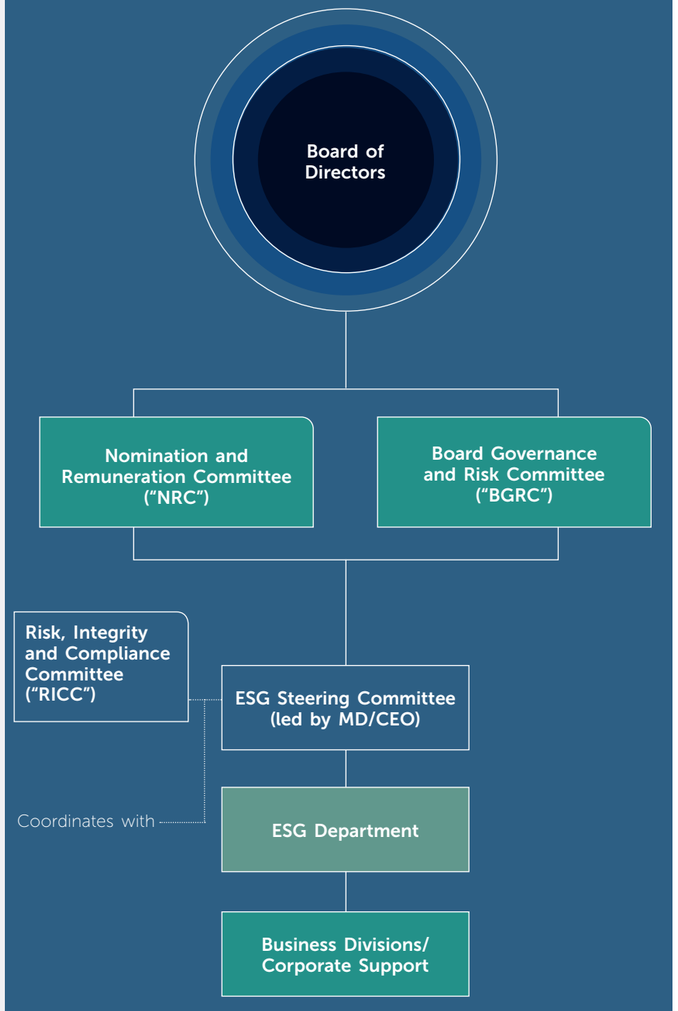
2024

Disclosure of cost of fines, penalties or settlements in relation to corruption

0

2024

Governance Structure and ESG Accountability



Sustainability at UEM Edgenta

The Board of Directors at UEM Edgenta continues to demonstrate strong leadership in advancing Edgenta's sustainability agenda which it overseas through the Board Governance and Risk Committee (BGRC). In this capacity the Board strives to ensure that the company adheres to high standards of ethics, socially responsible behaviour and sustainability initiatives in accordance with the company's core values. ESG is now a permanent agenda item at quarterly Board meetings, enabling regular updates and discussions on progress, performance, and areas requiring improvement. Sustainability considerations including climate change have been central in Board decisions and considerations, ensuring the environmental and social impacts of operations, investments, and supply chain practices are properly evaluated.

Roles and Responsibilities

Board of Directors

Shapes and oversees the Group's sustainability strategy, monitors ESG targets and performance, ensuring alignment with corporate objectives through the Company's corporate scorecard, which integrates key ESG metrics.

Board Governance and Risk Committee (BGRC)

Supports the Board of Directors by overseeing the sustainability efforts and reviews the material sustainability risks and opportunities as well as sustainability issues in the overall planning, performance, and long-term strategy of the Company.

Nomination and Remuneration Committee (NRC)

Reviews performance against established corporate scorecard including ESG.

The NRC also review and makes recommendation to the Board of Directors on ESG KPIs and achievements on Corporate Scorecard.

Risk, Integrity and Compliance Committee (RICC)

Provide oversight, direction, and counsel over key risk areas of the Group, including but not limited to strategic, operational, information technology, sustainability, legal, financial, insurance, integrity, compliance, and business continuity management.

ESG Steering Committee

A committee, chaired by the MD/CEO and comprising C-suite executives and select senior management, regularly reviews sustainability initiatives, performance, and action plans. The committee provides guidance and recommendations to the BGRC and Board for further consideration.

ESG Department

Leads the execution of ESG initiatives according to ESG roadmaps or strategies, and in alignment with the Bursa Malaysia's Sustainability Reporting Guidelines, Global Reporting Initiative (GRI) Standards, and other regulatory frameworks and relevant rating standards.

Through the Corporate Strategy and Planning division, the ESG department supports the MD/CEO to discharge his role to oversee ESG matters and practices in the company.

Business Divisions (BUs) & Corporate Support

Works in collaboration with the Group ESG Team to implement sustainability initiatives and activities.

SUSTAINABILITY RISK MANAGEMENT

At UEM Edgenta, robust governance and ESG accountability are fundamental to our commitment to responsible business practices. UEM Edgenta is committed to proactively managing climate-related risks and opportunities through a structured and forward thinking approach. Our Board provides strategic oversight, ensuring sustainability remains a core focus in decision-making, risk management, and long-term value creation.

This year, the Board continues to actively evaluate sustainability matters including climate related risks and opportunities across current and future projects. Regular progress updates on ESG initiatives, as outlined in our roadmap, are presented at Board meetings, ensuring alignment with our net-zero targets and the continuous enhancement of our monitoring methodologies. To maintain the effectiveness of our sustainability strategies, we regularly review and refine our ESG policies and practices. We are currently developing a Group-wide ESG Manual to standardise ESG-related processes, fostering greater transparency and accountability across our operations.

Sustainability and ESG considerations, including climate change, are firmly embedded in UEM Edgenta's governance and decision-making processes. The Board supported by the BGRC, plays a critical role in reviewing the company's governance and compliance matters with regards to risk, governance, compliance and sustainability matters (including climate change) to ensure alignment with the Company's long term strategy. In considering sustainability risks, the BGRC ensures the company's approach to risk management is comprehensive and aligned with both business objectives and sustainability goals.

The BGRC provides oversight by reviewing a risk dashboard on a quarterly basis enabling consistent performance reviews, progress updates, and the identification of areas requiring improvement. Responsibility for ensuring compliance with local and international regulatory requirements lay with the respective business operations. The company utilises a robust risk management methodology to assess, mitigate, and manage sustainability risks, including those related to climate change.

Strategies are in place to safeguard UEM Edgenta against the adverse effects of climate change while positioning the company to capitalise on emerging sustainability opportunities. The launch of OPUS Consultants as Edgenta's Energy Solutions in 2023 well places us to capture opportunities that we identify through this robust climate risk management procedure.

Before undertaking new business ventures, we conduct Project Risk Assessments as part of our due diligence process to ensure that climate-related risks are factored into investment and operational decisions. The Risk, Integrity & Compliance Department (RICD) plays a key role in facilitating the risk monitoring process, ensuring that risks are identified and effectively managed across both strategic and operational levels. As part of its ongoing efforts, UEM Edgenta has begun identifying climate-related risks and opportunities in alignment with the TCFD and in preparation for the upcoming ISSB S1 and S2 standards.

This includes actively monitoring physical risks associated with the assets the company owns, such as flooding, extreme heat, and soil movement, all of which present potential threats to operations.

Upon identifying such risks, UEM Edgenta takes immediate action to reduce possible losses and implement effective adaptation strategies to protect its assets and operations. In addition to physical risks, the company is evaluating transition risks linked to climate change, including potential impacts from regulatory changes, carbon taxes, and evolving environmental policies, which could influence business operations and financial stability. To support its climate risk management strategy, UEM Edgenta has introduced a carbon budgeting process designed to track and reduce emissions in line with its net-zero goals. This initiative also considers the effects of changing energy prices and other transition-related risks.

Ethical conduct and integrity are deeply embedded in UEM Edgenta's business operations, reflecting our commitment to safeguarding stakeholder interests and promoting responsible business practices. This commitment extends to addressing risks related to bribery and corruption that is supported by the establishment and implementation of robust Anti-Bribery and Anti-Corruption (ABAC) measures that align with national anti-corruption efforts. In 2024, we further advanced this agenda through initiatives such as implementation of integrity awareness session, e-learning module and increase employee engagement through Integrity Day programme.

In 2024, UEM Edgenta integrated Corruption Risk Assessment (CRA) processes into its Risk Management Framework and Procedure, strengthening its approach to identifying and addressing corruption-related risks. Reinforcing the company's zero-tolerance stance on corruption and bribery, this enhancement ensures that integrity remains uncompromised while driving high standards of performance across all operations. The CRA process enables the systematic identification, assessment, and evaluation of corruption risks, with a particular focus on high-risk areas.

Corruption risks are effectively managed through robust internal controls, including policies, procedures, and governance frameworks such as the Anti-Bribery and Anti-Corruption Policy (ABAC), the Code of Conduct, Discretionary Authority Limits (DAL), as well as training and awareness programmes. In addition to existing controls, any identified risks are further addressed by developing and implementing additional risk mitigation plans. These plans are regularly monitored and reviewed to ensure their timely completion, relevance, and effectiveness.

In order to uphold the highest standards of integrity and governance, we have established quarterly risk, integrity, and compliance monitoring and reporting process embedded into our governance oversight. By embedding strong governance structures and ethical business practices, we reinforce our commitment to sustainability while safeguarding stakeholder trust.

Moving forward, UEM Edgenta is fully committed to aligning with international sustainability reporting standards. In the coming years, the company will focus on developing a comprehensive Climate Policy, implementing carbon shadow pricing, and further enhancing its Risk Management Framework (RMF) to ensure full alignment with the ISSB S1 and S2 standards.

Sustainability at UEM Edgenta

SUSTAINABILITY-LINKED KPIS

At UEM Edgenta, sustainability is embedded in our governance structure through a comprehensive approach that integrates ESG principles into goal setting, resource allocation, and performance measurement.

In 2024, ESG factors remained integrated into the Corporate Scorecard, shaping sustainability target-setting, resource allocation, and performance evaluations across the organisation. Sustainability-linked KPIs were established at both corporate and business unit levels, providing a clear framework to drive accountability and ensure alignment between business strategy and sustainability priorities.

Sustainability is embedded into our investment decisions, operational strategies, and supply chain management. Recognising the importance of incentivising performance, sustainability-linked KPIs have been incorporated into performance evaluations and reward structures. The Board, in partnership with the NRC, evaluates the Group's sustainability performance against established KPIs. These sustainability-linked KPIs are cascaded from the top down, and the results of the corporate scorecard are used to determine the bonus payments of our employees, including senior management. ESG considerations are also embedded in the Board's annual evaluation process, which reviews the effectiveness of Board roles, responsibilities, and overall performance. Supporting these efforts, the ESG Steering Committee, chaired by the (MD/CEO), provides direction and oversight on sustainability initiatives across the Company.

Additionally, ESG is a core evaluation criterion in the Board Evaluation Assessment, reinforcing the alignment of governance roles and responsibilities with sustainability commitments. The Board dedicates significant time to addressing key ESG matters, including overseas business expansion, Net Zero targets, HSSE progress, and human rights and supply chain sustainability. Demonstrating its continued commitment to ESG, the Board actively participates in workshops, seminars, and expert-led sessions to remain abreast of emerging ESG trends, best practices, and their implications for business operations. To strengthen their understanding of sustainability risks and governance excellence, the Board have collectively undertaken training on ESG and Business Sustainability.

Board diversity, competency development, and continuous education are also key priorities. The Board, with recommendations from the NRC, observes gender diversity, age and skills. Expertise gaps are identified through Board Effectiveness Assessment. As of 28 August 2024, the Board has adopted a Gender Diversity Policy, reinforcing its commitment to inclusive governance and well-rounded leadership.

Continuous learning remains a fundamental aspect of UEM Edgenta's ESG journey. Regular education and awareness initiatives, including workshops, seminars, and expert-led consultations, ensure that leadership stays informed on evolving sustainability trends, regulatory developments, and global best practices. Company-wide training programmes further embed sustainability within our corporate culture, ensuring that ESG considerations are embraced across all levels of the organisation. Through these concerted efforts, UEM Edgenta remains committed to fostering transparency, accountability, and long-term sustainability for all stakeholders.

Sustainability and ESG Capacity-Building Programmes

Board of Directors	229.5 HOURS
Edgenta Stars (Webinars & Workshops)	22,464 HOURS

MATERIAL MATTERS

At UEM Edgenta, our initiatives are driven by key material matters, including upholding business ethics and fostering innovation for operational excellence. We are committed to economic development, responsible supply chain management, and addressing climate change and energy challenges. Our efforts in environmental management, occupational health and safety, and fostering a positive employment culture ensure sustainable growth. We further consider customer satisfaction, human rights assessment, and support for the local community. These priorities shape our initiatives, guide our commitment to long-term sustainability, and help mitigate potential risks. For more information, please refer to our Material Matters section in the Integrated Annual Report (IAR).

STAKEHOLDER ENGAGEMENT

As we continue our sustainability journey, we fully acknowledge the critical role our stakeholders play in aligning our approach and performance with our ESG objectives. Through ongoing, open, and transparent two-way communications, we stay attuned to their feedback and expectations, while also sharing vital updates on our sustainability progress. With the valuable input from our stakeholders, we are able to strengthen the foundation of our sustainability strategy and business priorities, enabling us to better address their needs and deliver greater long-term value. The stakeholders we actively engage with include the Board of Directors and Employees, Clients and Partners, Shareholders and Investors, Government and Regulators, Industry and Business Associations, Supply Chain Partners, Community, and the Media. Additionally, we have also engaged with union members under the Government, Regulators, and Industry and Business Associations category. For more details on our stakeholder engagement, please refer to the Stakeholder Engagement section on pages 46-50.

CLIMATE RISKS & OPPORTUNITIES

As part of its ongoing efforts, UEM Edgenta has begun identifying climate-related risks and opportunities in alignment with the TCFD recommendations. This includes actively monitoring physical risks associated with the assets the company owns, such as flooding, extreme heat, and soil movement, all of which present potential threats to operations. Upon identifying such risks, UEM Edgenta takes immediate action to reduce possible losses and implement effective adaptation strategies to protect its assets and operations. In addition to physical risks, the company is evaluating transition risks linked to climate change, including potential impacts from regulatory changes, carbon taxes, and evolving environmental policies, which could influence business operations and financial stability. To support its climate risk management strategy, UEM Edgenta has introduced a carbon budgeting process designed to track and reduce emissions in line with its net-zero goals. This initiative also considers the effects of changing energy prices and other transition-related risks. Furthermore, sustainability and climate risk assessments are conducted for new projects to ensure alignment with responsible business practices and the company's broader sustainability objectives. In an effort to maintain oversight, the BGRC reviews the company's risk profile on a quarterly basis, ensuring that sustainability risks, including climate-related challenges, are consistently monitored and addressed. As part of its annual review, UEM Edgenta also conducted a thorough evaluation of its materiality matrix, confirming that climate change, energy, and environmental management remain critical among the company's 11 material risk matters. Looking ahead, the company will place greater emphasis on health and safety, also prioritise Occupational Health and Safety of its employees and stakeholders.

As Malaysia progresses towards a low-carbon economy, UEM Edgenta is exposed to transition risks that could impact business operations. Regulatory changes, including the introduction of a carbon tax in 2026, are expected to influence operating costs, particularly in energy-intensive sectors such as healthcare support, infrastructure maintenance, and property management. Rising energy prices may further add pressure on cost structures. Meanwhile, shifting market demand towards low-carbon and sustainable solutions underscores the need for continuous innovation in energy efficiency, digital solutions such as the Asseto platform, and sustainable infrastructure practices to enhance business resilience and future readiness.

While climate change presents various risks, it also creates opportunities that drive our growth strategy. The increasing demand for sustainable asset solutions enables us to expand our energy efficiency and sustainable infrastructure services through OPUS Consultants and our digital asset management platform, Asseto by Edgenta NXT. Our acquisitions of KAIZEN Group and MEEM Facility Management strengthen our presence in the Middle East, better positioning us to offer digital solutions that enhance operational efficiency and climate resilience for new clients. This aligns with the region's climate ambitions under Saudi Vision 2030 and the Saudi Green Initiative, creating new avenues to grow our business while supporting the transition to a low-carbon economy. Additionally, sustainability-linked loans provide favourable financing terms, enabling us to accelerate investments in low-carbon projects that advance our long-term sustainability goals.

PHYSICAL RISKS	IMPACTS	CLIMATE-RELATED OPPORTUNITIES
Short Term – Medium Term **Natural Disasters** • Flooding **Medium Term – Long Term** **Global Warming** • Rising temperatures in the markets where we operate **Natural Disasters** • Landslides, storms and soil erosion in our operations	• **Operational Challenges** – Potential infrastructure damage to our assets (e.g. Kamunting Laundry and Incineration Plant, Asphalt Plant, etc.) could disrupt service delivery – Disruption in supply chain – Disruption in energy supply – Safety issues for workforce particularly frontliners – Environmental pollution – Water contamination – Reputational damage • **Cost Increase** – Cost incurred for repair works and cost to engage subcontractors to continue performing disrupted services – Increase cost from higher insurance premium	**Products and Services** • Infrastructure services offered to clients • Capitalising on our energy efficiency solutions to maximise on energy consumption and leverage on renewable energy sources • Environmental assessment study • Infrastructure maintenance services • Cleaning of water systems • Offering of Energy Audits and advisory on green building certifications

Sustainability at UEM Edgenta

TRANSITION RISKS	IMPACT	OPPORTUNITIES
Short Term – Medium Term **Energy Prices** Increasing energy prices	**Cost Increase** Incur additional energy costs in operations Costs to retrofit and upgrade infrastructure like chillers in order to optimise energy consumption	**Energy Transition** Explore Green Transportation & infrastructure for our operations and potentially for our clients **Energy Efficiency solutions** Zero CAPEX programme
Medium Term – Long Term **Regulatory** • Increasing regulatory requirements and policies • Adoption of Carbon Tax in 2026	**Cost Increase** Non-compliance fines and penalties and carbon tax **Market Demand and Shifts in Customer Preference** Non-compliance will result in reputational damage as clients will prefer service providers that comply with all regulatory requirements	**Stakeholder Engagement** • Building relationships through engagement and knowledge sharing session • Offer our Zero CAPEX programme to our clients to fund their energy transition plans **Capacity Building** • Ability to create awareness and prepare the organisation for the regulatory compliance • Provide training to internal and external stakeholder on transition risk
Medium Term – Long Term **Financial Risks** • Lenders increase interest rate • Increased cost of operations	**Cost Increase** Lenders will assess climate risk and sustainability performance and potentially increase UEM Edgenta's cost of lending Reduction in overall margin as financing costs increase Cost of rising insurance premium **Market Demand and Shifts in Customer Preference** Non-compliance will result in reputational damage as clients will prefer service providers that comply with all regulatory requirements	**Green Financing** • Sustainability-linked loans offer favourable financing terms **Business Model** • Zero CAPEX will help our clients who are in their energy transition plans to manage Capex and cashflows
Short Term – Medium Term **Markets** • Changes in market demand from traditional facility management to smart/optimum facility management	**Loss of Revenue** Clients will prefer asset and facilities management companies that provide climate solutions	**Markets** • Increasing demand for OPUS Consultants' specialisation in sustainable asset solutions • Development of Climate Solutions application and dashboard
Medium Term – Long Term **Markets** Investors may shift toward companies with that integrated environmental, social, and governance (ESG) and smart facility management, potentially devaluing companies seen as non-compliant with sustainability goals	**Loss of Revenue** Investors and shareholders may divest company	**Markets** • Included in Sustainability Indexes

CLIMATE RISK MANAGEMENT PROCEDURE

The Board plays a central role in overseeing sustainability and climate risks, recognising their potential impact on UEM Edgenta's business resilience. It recognises climate change as a relevant risks and opportunities and through the BGRC, reviews and approves climate-related risks, mitigation, and opportunities on a quarterly basis. This ensures that strategies are in place to safeguard UEM Edgenta against the adverse effects of climate change while positioning the company to capitalise on emerging sustainability opportunities. Before undertaking new business ventures, we conduct Project Risk Assessments as part of our due diligence process to ensure that climate-related risks are factored into investment and operational decisions.

Physical climate risks such as flooding, storms, landslides, and soil erosion pose potential disruptions to our assets and operations, such as our incinerator, laundry plant, research centre, and RAP plant. These risks can impact service delivery, increase operational costs, and affect profit margins, particularly in our highways maintenance business.

The Risk, Integrity & Compliance Department (RICD) plays a key role in facilitating the risk monitoring process, ensuring that risks are identified and effectively managed across both strategic and operational levels.



Why It Matters?

Integrity and ethics are fundamental to our governance and sustainability commitments, ensuring the long-term value creation for our stakeholders. By maintaining the highest standards of ethical conduct, we uphold the interests of our employees, customers, investors, and the communities we serve. This unwavering commitment strengthens stakeholder trust, enhances corporate accountability, and reinforces our leadership in sustainable business practices. Failing to address business ethics may lead to damage in reputation, losing stakeholder trust, and facing legal or financial consequences that could undermine our long-term sustainability goals.

What is Our Approach?

At UEM Edgenta, business ethics and integrity form the cornerstone of our corporate governance framework. We are steadfast in our commitment to upholding ethical business practices, ensuring transparency, accountability, and compliance with national and international regulatory standards. Our comprehensive Anti-Bribery and Anti-Corruption policy (ABAC) measures are designed to align with national anti-corruption initiatives, reinforcing our zero-tolerance stance against bribery and unethical conduct. Details of these governance measures are disclosed in the Corporate Integrity and Ethical Business Conduct (CIEBC) on pages 253 to 259 of this Annual Report.

To further strengthen our governance framework, we have incorporated Corruption Risk Assessment (CRA) processes into our Risk Management Framework and Risk Management Procedure. The CRA process systematically identifies, assesses, and evaluates corruption-related risks across all business operations. High-risk areas are proactively managed through rigorous internal controls, including the Anti-Bribery and Anti-Corruption Policy (ABAC), Code of Conduct, Discretionary Authority Limits (DAL), and targeted training and awareness programmes. Additionally, risk mitigation plans are continuously developed, monitored, and refined to enhance their effectiveness and ensure operational integrity.

Governance oversight is a key component of our ethical business approach. Risk, integrity and compliance initiatives implemented throughout the Group is periodically reported and escalated through the structured governance oversight, with the BGRC providing strategic oversight. Management committees prepare the organisation for regulatory changes, including the Risk, Integrity and Compliance Committee (RICC) and the Business-unit Risk, Integrity and Compliance Committee (BRICC), play a critical role in reinforcing compliance and risk management practices across all levels of the organisation.

Compliance with regulatory requirements is a shared responsibility across business operations and process owners, ensuring adherence to both local and international laws. Our Risk, Integrity & Compliance Department (RICD), operating as the second line of defence, has established the UEM Edgenta Compliance Framework to embed robust monitoring mechanisms across the company. Periodic dashboard reporting to the Board ensures continuous compliance monitoring and accountability. Further details on our compliance framework and key initiatives are disclosed in the CIEBC statement and the Statement on Risk Management and Internal Control (SORMIC) on pages 245 to 252 of this Annual Report.

In 2024, we revisited our Corruption Risk Assessment (CRA) and expanded its coverage to include our overseas operations by adopting a phased approach, which is scheduled for completion in 2025. The increase in whistleblowing reports highlights the enhanced trust and effectiveness of our rebranded 'SPEAK UP' channel. Among the reported cases, 15 were substantiated, prompting swift and decisive action, including thorough investigations, corrective measures, policy enhancements, and targeted training. These proactive steps reinforce our commitment to integrity, accountability, and a culture of transparency across the organisation.

* this section refers to CIEBC page 253

Sustainability at UEM Edgenta

BUSINESS ETHICS

DISCLOSURE	2021	2022	2023	2024
Percentage of operations assessed for corruption-related risks	100%	100%	100%	56%*
Number of confirmed incidents of corruption and action taken	0	0	0	0
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/policies	0	0	0	0
Disclosure of cost of fines, penalties or settlements in relation to corruption	0	0	0	0
Number of whistleblowing lodgements	3	1	5	15

**inclusion of international businesses for Corruption Risk Assessment (CRA)*

Value Creation in 2024

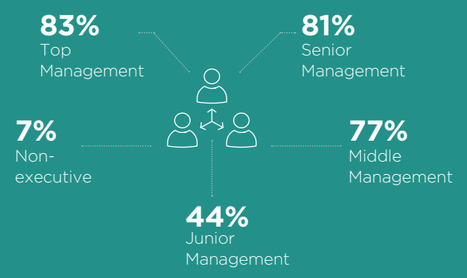
We are cognisant that continuous education and awareness are critical in fostering a strong ethical culture and mitigating risks related to bribery and corruption. To reinforce our commitment to ethical business practices, we have implemented comprehensive training programmes, including awareness session and targeted engagements such as our Integrity Day event, which serve as key platforms to educate employees on corruption prevention and ethical decision-making.

Our e-learning platform provide employees with essential knowledge on risk management and corporate integrity, ensuring they are well-equipped to navigate ethical challenges in their daily operations. These training modules include:

- UEM Edgenta Code of Conduct – Reinforcing the ethical principles that guide employee behaviour and decision-making.
- ABAC Guideline – Providing clear directives on preventing and addressing bribery and corruption risks.
- Code of Conduct for Business Partners – Sets ethical expectations for business partners such as suppliers, contractors, and consultants.
- Fundamentals of Risk Management – Enhancing employees' ability to identify, assess, and mitigate business risks.

By integrating these structured learning initiatives into our corporate framework, we strengthen our risk-aware culture, ensuring that ethical business practices remain at the core of our operations.

Percentage of employees who have received training on Anti-Bribery and Anti-Corruption (ABAC) by employee category



Outlook

Looking to the future, UEM Edgenta is focused on advancing its commitment to sustainability and ethical governance through a series of strategic initiatives. Our Risk, Integrity & Compliance Department (RICD) has developed a three-year Strategy Roadmap aligned with EoTF 2025, focusing on integrity, resilience, and a winning culture to strengthen sustainability governance. As part of this roadmap, we have introduced the Edgenta Integrity Plan (EIP) 2025-2027, aligning with the National Anti-Corruption Strategy (NACS), ensuring ethical business conduct while integrating sustainability.

CONTRIBUTING TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)



SDG 3
Good Health and Well-being

Linked SDG Targets

Target 3.4: Reduce by one third the premature mortality from non-communicable diseases (NCDs) through prevention, treatment, and promotion of mental health and well-being

Target 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

Achievements and Contributions

ISO Certifications Maintained: Successfully retained ISO 9001:2015, ISO 45001:2018, and ISO 14001:2015, demonstrating compliance with global standards in quality, occupational health and safety, and environmental management.

Expanded HSSE Manual (2024): Enhanced to include waste management, effluent discharge, on-site scheduled waste storage, fatigue risk management, and corporate security.

Commitment to Employee Well-being: UEM Edgenta undertook initiatives in 2024 to enhance workplace health, safety, and well-being.

Key Focus Areas: Employee wellness, road safety, and performance monitoring.

Selamat Destinasi Initiative: Targets a 20% annual reduction in commuting incidents (based on 2023 data) while improving road safety awareness and worker commuting safety.

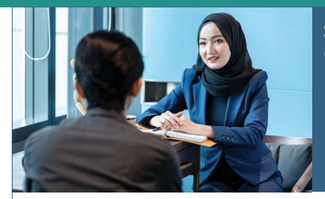
HSSE Intervention Programme (HIP) for Contractors: Implemented to enhance safety culture among contractors.

Physical Project Wellness Programmes: BeFit, Daily Taiso, and Physical Fitness Boot Camp – Assess fitness levels, promote physical well-being, and encourage healthy workplace habits through regular exercise and proper nutrition.

Industry Recognition: Won awards at the Malaysia Technology Expo (MTE) 2024: Sustainable Development Goals International Innovation Awards and Expo (SDG IIAE) for the Edgenta Workplace Wellness Initiative (Health & Well-being).

Material Matter M7 M10

Relevant Stakeholders S1 S5



SDG 5
Gender Equality

Linked SDG Targets

Target 5.1: End all forms of discrimination against all women and girls everywhere

Target 5.4: Ensure women's full and effective participation and equal opportunities

Achievements and Contributions

Gold Award in DEI: UEM Edgenta received the Gold Award in Diversity, Equality, and Inclusivity (DEI) at The Star ESG Positive Impact Awards 2024.

Recognition for Key Initiatives:

- **Human Rights Impact Assessment** – Strengthening ethical and responsible business practices.
- **Bring Women Back to Work Programme** – Supporting women's re-entry into the workforce.
- **Capacity-Building Efforts** – Empowering employees at all levels through training and development.

Commitment to Gender Diversity:

- **51% of the total workforce** comprises women.
- **More than 30% of senior and middle management positions** are held by women.
- **30% of Board members** are women, enhancing diversity in governance and decision-making.
- **Developed a Gender Diversity Policy** for employees and Board members to promote inclusivity and equity.

Material Matter M8

Relevant Stakeholders S1

Sustainability at UEM Edgenta

CONTRIBUTING TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)



SDG 8
Decent Work and Economic Growth

Linked SDG Targets

Target 8.5: Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

Target 8.6: Substantially reduce the proportion of youth not in employment, education or training

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

Target 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

Achievements and Contributions

Green Financing for Sustainability:
- OPUS Energy is in the process of securing up to RM75 million in green financing facility to support the OPUS Zero CAPEX programme, empowering clients to kickstart their sustainability journey.

Employee Development & Learning:
- Continued Individual Development Plan (IDP) to support employee learning, development, and career growth.
- Total Staff Training Hours in 2024: 332,644 hours.

Supplier & Vendor Support:
- 30% increase in take-up rate for the Supplier Financing Programme (SFP) with HSBC Amanah in 2024 (compared to 2023).
- Continued Vendor Development Programme (VDP) to strengthen supplier capabilities.
- Trained over 20 suppliers on ESG principles and emission calculation methodologies.

Labour & Union Engagement:
- Continued engagement and recognition of the National Union of Hospital Support, Allied Services, and Government Agencies.

Material Matter

M3 M4 M9 M11

Relevant Stakeholders

S1 S2 S5



SDG 9
Industry, Innovation and Infrastructure

Linked SDG Targets

Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

Achievements and Contributions

Enhancing Sustainability & Energy Solutions:
- Edgenta NXT advanced its Sustainability and Energy Solutions in 2024.
- Edgenta PROPEL, in collaboration with CIMA and PLUS, developed the GreenGuard New Jersey Barrier (NJB) to enhance road safety and sustainability.
- Traffic cone sleeves reduce waste from new production, extend the cone's lifespan, and enhance sustainability.

Digital Asset Management Innovation:
- Expanded the Asseto platform under Edgenta NXT, offering improved asset management capabilities.
- Introduced Asseto Insights to enhance decision-making through work-order data analytics.

Sustainable Infrastructure Development:
- Established Asphalt Plant in Tapah, with a total investment of approximately RM18 million over three years.
- Integrated a Recycling Facility to repurpose milling waste, reducing the use of virgin materials and minimising waste.

Material Matter

M2

Relevant Stakeholders

S1 S2 S4 S5

CONTRIBUTING TO UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)



SDG 13
Climate Action

Linked SDG Targets

Target 13.2: Integrate climate change measures into national policies, strategies and planning

Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

Achievements and Contributions

Environmental & Sustainability Initiatives:
- UEM Edgenta Mutual Aid Disaster Relief Programme (Environment & Natural Resources).
- Asphalt Plant with Recycling Facility: Supporting sustainable infrastructure (Environment & Natural Resources).
- Marine Conservation Initiative: "From Shore to Sea" (Environment & Natural Resources).
- Trees for Tomorrow: Commitment to ecological balance (Environment & Natural Resources).

Sustainability Certification:
- UEMS Singapore achieved Sustainability Net Zero Organisation (SNZO) Gold Plus Status, awarded by the Singapore International Facility Management Association (SIFMA).

Green Transportation Transition:
- Added 3 EV cars, 1 EV van, and 1 EV scooter to the fleet as part of the shift to sustainable mobility.

Net Zero Progress & Carbon Footprint Monitoring:
- Second year of monitoring Net Zero targets, with a reduction of 4.72%.
- Expanded carbon footprint reporting sites from 60 to over 70, including Middle East offices, for a more holistic emissions assessment.

Tree-Planting Initiatives:
- UEMS Singapore participated in the #OneMillionTreesSG programme, planting 10 trees in collaboration with the National Parks Board (NParks) to create a positive environmental impact.

Material Matter

M5 M6

Relevant Stakeholders

S1 S2 S4 S5 S6 S7

Sustainability at UEM Edgenta

DRIVING SUSTAINABILITY THROUGH PARTNERSHIPS

UEM Edgenta collaborates with leading organisations across industries to advance sustainability, enhance operational efficiency, and support its Net Zero agenda. These partnerships drive innovation, knowledge sharing, and market expansion.



Energy Transition

- Continued partnership with **Yinson GreenTech** to promote electric vehicle (EV) adoption, including leasing EVs for UEM Edgenta's business units and knowledge-sharing sessions during ESG Immersion Month.
- Signed a Memorandum of Business Exploration with **Boustead Properties Bhd** to explore collaboration opportunities aimed at promoting energy transition solutions for Boustead existing or future property portfolios and property management.
- Remain engaged in discussions and events organised by **The Malaysian Asset Management Association (MAPMA)**, aiming to collaborate with members to improve standards in asset and project management across diverse industries in Malaysia.



Sustainability Knowledge & Industry Collaboration

- Supported the **CEO Action Network** in hosting six sustainability knowledge-sharing webinars in 2024 to drive ESG best practices.
- Partnered with **Earth Finance Inc.** on Net Zero initiatives, including a Scope 3 workshop and the development of a Net Zero Monitoring Methodology.
- Engaged with the **Asia Pacific Real Assets Association (APREA)** to gain real estate industry insights and leverage sustainability guidelines for best practices.
- OPUS International partnered with **Swinburne University** to bridge industry and academia, supporting Sarawak's transformation into a sustainable innovation hub and accelerating workforce development in the region.



Sustainable Infrastructure & Circular Economy

- Our Infrastructure division, **CIMA,** and **PLUS** collaborated to develop GreenGuard, a precast concrete New Jersey Barrier (NJB) made from green concrete, meeting stringent TL5 safety requirements.
- Expanded Opus International footprint in asset management and energy efficiency solutions through a partnership with **HSS Engineering**, combining asset management expertise with engineering and project management capabilities.



Financial Sustainability & Supplier Support

- Strengthened the Supplier Financing Programme with **HSBC Amanah Malaysia Bhd,** leading to a 30% increase in take-up rate in 2024 compared to 2023. This has benefited G1 contractors (JKR Johor project) by accelerating payments and improving cash flow.
- UEM Edgenta, via OPUS Energy, is in the midst of securing RM75 million in green financing facility to further its Zero CAPEX Programme, which is aimed at assisting clients with jumpstart their sustainability journey.



Expanding Digital & Asset Management Services

- OPUS International's partnered with **Deighton Associates Limited** grants us exclusive rights to expand the Deighton Total Infrastructure Management System (dTIMS), an asset lifecycle analytics tool, across Singapore, Indonesia, and the Philippines.

Sustainable Economic Growth



AREAS DISCUSSED

Innovation and Technology-Based Operational Excellence

Economic Development

Supply Chain Management

Products and services purchased locally

99.6%

Sustainable Economic Growth

INNOVATION AND TECHNOLOGY-BASED OPERATIONAL EXCELLENCE

WHY IS IT IMPORTANT?

Operational excellence, powered by innovation and technology, is crucial for enhancing efficiency, sustainability and services, driving resource efficiency and sustainable outcomes. By integrating smart solutions, we enhance infrastructure performance, improve service reliability, and create positive impacts on public safety and community well-being. This commitment to innovation enables us to improve cost efficiency, enhance market competitiveness, and adapt to evolving industry demands. As a result, we reinforce our long-term economic resilience, positioning UEM Edgenta for sustainable growth while creating lasting value for our stakeholders and the communities we serve. Failing to prioritise innovation and technological advancements could result in operational inefficiencies, decreased competitiveness, and the inability to meet evolving market and regulatory demands. Without continuous improvement through smart solutions, UEM Edgenta risks falling behind industry trends, which could erode cost-effectiveness and hinder long-term sustainability. This would impact not only our financial performance but also our ability to create value for stakeholders and contribute to community well-being, ultimately affecting our reputation and economic resilience.

WHAT IS OUR APPROACH

Edgenta NXT, the technology commercialisation arm of UEM Edgenta, delivers end-to-end tech solutions for internal and external stakeholders. Our focus includes:

- Smart Asset & Facility Management: Supporting commercial buildings, education campuses, and healthcare facilities.
- Sustainability Solutions: Building Management Systems (BMS), energy management, and IoT deployment.
- Smart City Integration: Enabling seamless urban infrastructure management.
- Geographic Expansion: Active presence in Malaysia, UAE, and Singapore.
- Ecosystem Growth: Partnering with solution providers to enhance value for clients.
- Sustainable Impact: Tech-enabled solutions for energy optimisation and environmental monitoring.

UEM Edgenta's 2024 innovation and operational excellence strategy was anchored in a comprehensive, three-pronged digital framework focused on strengthening core capabilities, reimagining technology delivery, and reinventing business models. Spearheaded by the Digital, Technology, and Innovation (DTI) department in collaboration with Edgenta NXT, the company advanced key initiatives that leveraged technology to enhance sustainability and drive operational efficiency. This involves establishing a resilient foundation through cybersecurity, cloud modernisation, and optimised IT procurement. It also emphasises agility and innovation by leveraging automation and digital tools to meet evolving business needs. Additionally, the strategy supports the transition to performance-based models through data-driven solutions, AI adoption, and technology commercialisation via platforms such as Asseto.

To ensure alignment between business objectives and sustainability goals, UEM Edgenta fosters early collaboration between operational and technology teams during strategic planning. By optimising resource utilisation, the company ensures cost-effective technology investments that maximise returns and enhance operational impact. Additionally, UEM Edgenta is committed to continuous development, strengthening digital literacy and technical expertise through comprehensive training programmes that equip its workforce to adapt to an evolving industry landscape.

We also uphold industry best practices and globally recognised standards to maintain operational excellence, resilience, and sustainability. Our commitment to secure and efficient development processes is reinforced through DevOps and Agile methodologies, enabling adaptive and customer-focused project delivery. IT service management is continuously enhanced through the Information Technology Infrastructure Library (ITIL) to improve operational efficiency. Additionally, our cybersecurity framework is fortified by the Zero Trust Framework and the National Institute of Standards and Technology (NIST) Guidelines, ensuring comprehensive protection against emerging digital threats. In line with this, we have obtained the following ISO certifications:

ISO 22301	Business Continuity Management System (BCMS) to safeguard resilience and preparedness against disruptions.
ISO 9001	Guaranteeing consistent service delivery and operational excellence through a robust Quality Management System.
ISO 14001	Supporting sustainable practices and minimising environmental impact via an Environmental Management System.
ISO 45001	Ensuring a safe, healthy, and secure workplace under an Occupational Health and Safety Management System.

Aligned with EoTF2025, UEM Edgenta advanced the modernisation of its core infrastructure in 2024, strengthening cybersecurity protocols, enhancing cloud operations, and optimising IT procurement processes. The company accelerated the adoption of advanced technologies such as Artificial Intelligence (AI), and the Internet of Things (IoT) to deliver agile, data-driven solutions while transitioning towards performance-based business models. Collaboration between operational and technology teams was strengthened to ensure digital initiatives were closely aligned with business objectives. A key highlight of this digital transformation journey was the continued scaling of Asseto, UEM Edgenta's cloud-based platform offering predictive maintenance, asset lifecycle management, and sustainability-driven features. From 20 sites in 2023, the application was installed at 30 sites in 2024, enabling us to aggregate more data and equip clients with real-time visibility into asset performance, thereby facilitating data-driven decision-making and improving operational outcomes.

Supporting these advancements, the Core Technologies Production Team has fortified cybersecurity, reinforced cloud infrastructure, and optimised IT procurement, while the Development & Enablement Teams have harnessed AI, IoT, and Oracle-driven solutions to drive operational efficiency. Through Edgenta NXT, the company has expanded Asseto and introduced EnergyAI, Asseto IoT, Asseto BMS & Asseto Insights, transforming its technology capabilities into marketable SaaS products and developing scalable solutions that enhance UEM Edgenta's competitive edge.

Across its international operations in Singapore, Taiwan, UAE, and Saudi Arabia, UEM Edgenta has continued to drive digital automation to optimise hospital support services through the deployment of *UE*Track™. This digital solution has streamlined critical functions such as bed cleaning, patient transport, and robotic workflows, enhancing operational efficiency and service delivery. In Taiwan, the company has further advanced its digital capabilities with the introduction of the HSSE Gen AI Compliance Chatbot, which strengthens regulatory compliance, facilitates training, and streamlines incident reporting. Additionally, an AI-powered customer engagement chatbot has improved response times and elevated the overall client experience. Complementing these efforts, UEM Edgenta has digitalised training records and administrative processes across its regional operations, while also implementing real-time cybersecurity monitoring and centralised compliance automation.

WHAT VALUE WAS CREATED IN 2024?

UEM Edgenta's commitment to innovation is deeply integrated with its sustainability ambitions. Recognising the growing pressure from rising electricity tariffs and the government's Net Zero agenda, the company has taken proactive steps to enhance energy efficiency across its own operations and client facilities. By leveraging advanced technologies and in-depth energy management expertise, UEM Edgenta conducts comprehensive assessments to identify opportunities for reducing consumption and improving cost efficiency. Beyond internal efforts, the company empowers its clients to achieve their sustainability goals through digital solutions like Asseto and Asseto Insights, platforms that provide greater real-time visibility into asset performance, enabling data-driven decision-making and contributing to improved operational outcomes.

1. Asseto: A next-generation built environment platform designed to integrate asset intelligence, sustainability, and automation. It connects critical systems across facilities, providing real-time insights into asset performance, maintenance, energy consumption, and operational efficiency. Asseto enables data-driven decision-making, optimised maintenance strategies, and seamless management of large-scale infrastructure.
2. EnergyAid: AI-powered energy optimisation platform with IoT-linked dashboards and automated efficiency controls.
3. HazardWatch: IoT-based hazard detection for proactive responses to security, gas, and fire risks.
4. AssetWise: BMS platform for real-time sensor-based building control to improve efficiency, safety, and comfort.
5. EcoTouch: Environmental monitoring for air, water, and noise quality, providing actionable insights.

Furthermore, the integration of AI, IoT, Generative AI, and digital automation increased productivity, optimised workflows, and accelerated the delivery of software solutions. These innovations, supported by a resilient cloud infrastructure and robust cybersecurity framework, not only enhanced UEM Edgenta's operational agility but also reinforced its market competitiveness, positioning the company as a leading provider of performance-based, technology-driven solutions. Building on this foundation, Edgenta NXT continues to enhance its offerings, providing clients with automation, intelligence, and seamless management across their built environments. Key features include:

Automated Case Creation: Pre-filled complaint templates streamline issue reporting, reducing manual data entry.

Seamless Work Order Management: Mobile-first task creation with image uploads, configurable SLAs, and automated approvals.

Advanced Analytics & Reporting: Real-time insights on asset performance, lifecycle management, agent efficiency, and key operational metrics.

Enhanced Search & Filtering: Powerful search functionality across all modules for quick access to relevant data.

Customizable Notification Matrix: Clients can tailor alerts based on frequency, priority, and recipient preferences, ensuring timely actions.

This enhanced functionality enables clients to optimise efficiency, reduce downtime, and make data-driven decisions, ultimately improving overall operational excellence.

R&D INVESTMENT

Our focus has been on enhancing product adoption through compelling collateral and feature development embedded within COGS. As the platform scales, we recognise the transformative potential of generative AI and will allocate resources to integrate it into our innovation strategy, driving greater efficiency and value creation.

KEY SUCCESSES

- Expanded market reach into hospitals, property developers, leisure & hospitality, and telecommunications.
- Strengthened positioning as a technology enabler for smart and sustainable buildings.

CHALLENGES

The company navigated several challenges, particularly the need to strengthen digital literacy across teams and improve the efficiency of technology spending. In response, UEM Edgenta introduced extensive training initiatives and applied a strategic approach to tech budgeting, ensuring investments delivered both value and cost efficiency.

A major hurdle was strengthening digital maturity and proficiency across technology and business teams, as gaps in digital skills hindered productivity and limited growth opportunities. To tackle this, the company introduced extensive training programmes to enhance employees' capabilities, equipping them to effectively leverage emerging technologies.

Sustainable Economic Growth

Another challenge was aligning operational companies (OpCo) with technology teams, where a disconnect between digital initiatives and business priorities created operational challenges. By engaging the tech team early in strategic planning, UEM Edgenta ensured that digital initiatives were seamlessly integrated with operational objectives.

Other than that, many Malaysian companies were in the early stages of digitalisation, creating client digitalisation gaps that required significant onboarding support. This was addressed through structured training and data preparation guidance before integrating with Asseto, ensuring a seamless adoption process.

Additionally, optimising technology expenditures was essential to eliminating financial waste while maximising return on investment (ROI), leading the company to adopt a strategic, ROI-focused approach to ensure efficient and responsible resource allocation. These efforts enable UEM Edgenta to continuously enhance its digital capabilities, foster collaboration, and drive financial efficiency, reaffirming its commitment to sustainable economic growth.

In 2024, our innovations have driven meaningful progress in both digital transformation and operational efficiency, delivering impactful results for our customers and teams. The launch and expansion of the Asseto platform under Edgenta NXT has provided our customers with benefits such as assets' life extension, energy monitoring, optimisation and savings as well as valuable data and trends on staff, asset and facility performance for smarter decision-making. In addition, real-time data-driven dashboards have empowered our teams with the visual analytics needed to make more strategic and informed choices. To complement these advancements, our embrace of Low-Code/No-Code platforms, SaaS tools, and Generative AI has allowed us to accelerate application development, increasing agility and responsiveness to business demands. Our efforts in data centre optimisation have improved efficiency, reduced costs, and further strengthened our commitment to sustainability.

AWARENESS CAMPAIGNS

This year, we launched several awareness campaigns aimed at boosting digital proficiency and enhancing organisational security, with a focus on developing a more tech-savvy and security-conscious workforce. The Generative AI Awareness programme played a central role in educating employees on the potential of Generative AI, enabling them to harness its capabilities for innovation and greater productivity. Through the Citizen Analytics campaign, we introduced teams to data literacy and analytics tools, providing them with the skills to make informed, data-driven decisions. To strengthen our cybersecurity efforts, we conducted a Phishing Simulation, which helped employees better identify and address phishing threats. These initiatives are helping shape a more digitally capable workforce while reinforcing our commitment to maintaining a secure, responsible digital environment across the organisation.

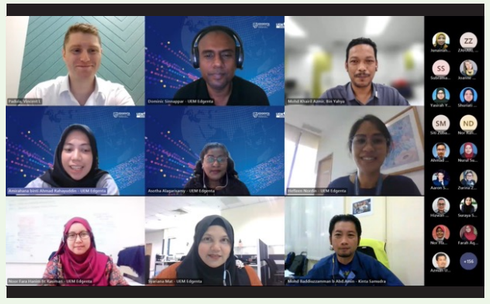
Internal ESG awareness sessions

"How I Save the World with My EV Car, a Little Every Day"

Recycling Your Smartphones

"Employee-led recycling initiative with donations to IPC Recycling Centre"

CYBERSECURITY RISK KNOWLEDGE SHARING



The Risk, Integrity & Compliance Department (RICD) hosted an insightful webinar on Cybersecurity Risk, held on 5th September 2024, which drew participation from over 210 Edgenta Stars.

They had the pleasure of welcoming Mr. Vincent Padula, Underwriting Manager of Cyber and Technology at Chubb Insurance, as their esteemed guest speaker. Mr. Padula shared his expertise on several key aspects, including emerging trends in cyber incidents, the incident response process, underwriting perspectives, and the common vulnerabilities organisations face from cyber-attacks. His session highlighted the critical need for businesses to fortify their cybersecurity measures and strengthen their business resilience to safeguard against these evolving threats.

The webinar concluded with a lively and engaging Q&A session, where participants had the opportunity to explore recent developments in Cyber Risk and Business Resilience. Among the discussions was the high-profile CrowdStrike incident, which served as a relevant case study on the impact of cyber-attacks on organisations.

OUTLOOK

With a focus on agile and adaptive operations, UEM Edgenta is well-positioned to maintain its leadership in the industry, continually improving efficiency and ensuring sustainable growth through its commitment to operational excellence and technological advancement.

Committed to continuous innovation in energy optimisation by integrating AI, IoT, and energy-efficient processes. With rising energy tariffs, businesses are incentivised to adopt smarter consumption strategies, positioning NXT as a key partner in reducing operational costs and environmental impact while ensuring peak efficiency.

ECONOMIC DEVELOPMENT

WHY IS IT IMPORTANT?

UEM Edgenta is committed to creating economic value by strengthening its core business operations and expanding into new markets to drive both economic and social progress. We prioritise sustainable economic development, ensuring that growth is balanced with environmental and social responsibility.

Failing to focus on sustainable economic development could lead to stagnation in core business operations and missed opportunities for growth in emerging markets. Without a balanced approach that integrates environmental and social responsibility, UEM Edgenta risks damaging its long-term competitiveness, damaging stakeholder trust, and falling short of evolving regulatory and market expectations. This could ultimately hinder our ability to contribute to broader societal progress, limit value creation, and undermine our reputation as a responsible corporate entity.

WHAT IS OUR APPROACH?

UEM Edgenta's commitment to fostering economic and social progress is reflected in its efforts to strengthen core operations while unlocking new growth opportunities. The company drives long-term economic impact by expanding into strategic markets, optimising costs, and creating employment opportunities for local communities. This integrated approach ensures that its business growth translates into broader value for the regions in which it operates.

MARKET EXPANSION

UEM Edgenta strengthened its presence in the Middle East with the successful acquisition of a 60% stake in KAIZEN Group, a leading tech-enabled Asset Management Service provider based in UAE. This strategic move is fast-tracking UEM Edgenta's vision to curate an integrated real estate services platform. Further value will be unlocked by bringing UEM Edgenta's smart buildings and sustainability solutions to meet the increasing sustainability focus in Dubai and the wider Middle East market.

Complementing this, 2024 also saw further progress in the integration of MASIC's MEEM for Facilities Management Company (MEEM), acquired in 2023 through Edgenta's wholly owned subsidiary, Edgenta Arabia Limited ("EAL"). The MEEM acquisition expanded our integrated facilities management footprint in the Kingdom of Saudi Arabia, leveraging MEEM's track records with our partner, MASIC's real estate properties into other commercial building sectors including healthcare. Additionally, the carbon footprints of both companies have been incorporated into Edgenta's net zero emissions baseline, to produce a more holistic carbon management for our business.

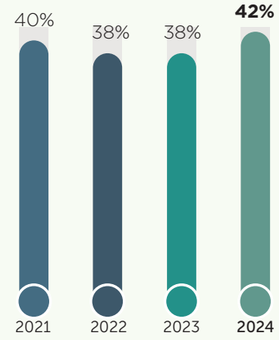
ASSET CLASS EXPANSION

UEM Edgenta has strengthened its presence in Singapore across the hospitality, commercial housekeeping, and industrial services sectors. In 2024, UEMS Singapore secured new hospital support services contracts with several government hospitals, collectively valued at nearly RM1.0 billion over five years. Further expanding its reach, UEMS Singapore reinforced its position in the hospitality sector by securing housekeeping contracts with Conrad Hotels, Pullman Singapore Hill Street, and Resorts World Sentosa. In the education sector, the company continued its partnership with INSEAD Asia Campus. These strategic wins enabled UEMS to support both public and private sectors in meeting the rising demand for healthcare and housekeeping services post-COVID-19, while driving revenue growth from international markets.

LOCAL HIRING, LOCAL CONTENT AND REMUNERATION

UEM Edgenta placed a strong emphasis on local hiring across the markets where it operates, aiming to uplift the economic well-being of local communities. By sourcing talent from within these regions, the company fostered community engagement and contributed to developing local expertise. Our commitment to fair remuneration is in line with governmental wage regulations, supporting both minimum and progressive wage policies. In the Saudi market, we have not only adhered to these standards but have also gone beyond industry expectations by employing more than 50% local content, surpassing the national average of 45%. This approach helped ensure that the economic benefits of its operations directly contributed to local communities.

Revenue generated from international markets (%)



Sustainable Economic Growth

TALENT DEVELOPMENT THROUGH SKILLS AND TRAINING

We introduced several initiatives to empower local talent, including the Graduate Trainee Programme (GeT) in Malaysia, equipping graduates with job-relevant skills, and the MEEM Facility Management Graduate Training Programme in Saudi Arabia, which enrolled eight promising graduates to build expertise in facilities management. Additionally, OPUS International and Swinburne University of Technology Sarawak campus collaborate to advance Sarawak's talent development and capacity building.

We also implemented targeted development programmes to strengthen leadership capabilities and technical expertise, including the UEM-INSEAD Senior Leadership Development programme, the Facility Managers Development programme, which provides pathways to Certified Facility Management Manager (CFMM) certifications by CIDB and Professional Masters qualifications, and the Executive Education programme for senior leadership, designed to hone practical leadership skills and strategic networking opportunities while offering professional qualification pathways. The People Manager Essentials programme further supports talent development by equipping people managers with the skills to lead, engage, and nurture their teams effectively.

TARGETED BUSINESS DEVELOPMENT AND PRODUCT DIVERSIFICATION

We continue to collaborate with strategic partners to address emerging market demands by leveraging its diverse service offerings. In 2024, the company remained committed to business expansion, achieving higher revenues and international market growth through tech-enabled contract wins, which accounted for 70% of new contracts. This aligns with the EoTF2025 strategic focus on driving growth through innovation, reinforcing UEM Edgenta's ambition to evolve into a globally recognised Malaysian company.

MARKET DIVERSIFICATION AND INTERNATIONAL EXPANSION

The company continues to broaden its regional presence, intensifying efforts to expand into adjacent sectors such as manufacturing and hospitality. By diversifying its market footprint, UEM Edgenta is strengthening its resilience in an evolving economic landscape, positioning itself as a key player in the global asset management and infrastructure solutions industry.

WHAT VALUE WAS CREATED IN 2024?

In 2024, UEM Edgenta focused on economic value creation through strategic enhancements in facilities management, reinforcing its commitment to community development, market growth, and the expansion of new asset classes. The company pursued key initiatives to enhance value creation and distribution, ensuring long-term economic and environmental benefits.

ASPHALT PLANT WITH RECYCLING FACILITY – SUSTAINABLE INFRASTRUCTURE INVESTMENT

A major milestone was the establishment of the Asphalt Plant in Tapah, with a total investment of approximately RM18 million over the past three years, the bulk of which was allocated in 2023 for the plant setup. This facility integrates a Recycling Facility, repurposing milling waste into Recycled Asphalt Pavement (RAP), reducing the consumption of virgin materials while minimising waste.

The plant not only contributes to sustainable infrastructure development but also generates economic activity in the surrounding area. Commercial operations commenced in Q4 2024, with the plant supplying PLUS as its main client, along with other industry players.





ADAPTATION TO ECONOMIC CHALLENGES

Cost Optimisation

During 2024, Edgenta also underwent an exercise to optimise its portfolio and operations to improve profitability. We faced several economic challenges impacting our global operations, value creation, and financial sustainability. Elevated costs, including manpower wages, operational expenses, and infrastructure investments, continue to place pressure on margins. At the same time, intense market competition has led to pricing constraints, requiring the company to innovate while striving to maintain profitability. The labour market dynamics, characterised by workforce shortages, high turnover, and absenteeism, further challenge service delivery efficiency.

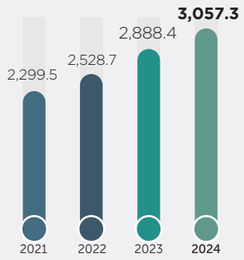
To address these challenges, the company reduced its cost base via business process excellence, procurement process improvements and reduction in selling, general and administrative expenses. Revenue protection measures have been introduced to shield earnings from liquidated damages, clawbacks, and billing discrepancies, ultimately optimising financial performance. In parallel, the company has implemented cost optimisation initiatives, focusing on strict cost reduction, control, and avoidance strategies to minimise unnecessary expenditures. Furthermore, proactive contract management plays a crucial role in safeguarding contract sums, ensuring that regulatory changes and macroeconomic shifts, such as inflationary cost pressures, are carefully negotiated. These resulted in margin preservation and enhancement, supplemented by cost savings optimisation programme which drove a leaner organisation, and improved efficiency to create an agile workforce.

UEM Edgenta's economic activities in 2024 generated strong value, driving revenue growth and strengthening its international presence, with 79% of new contract wins secured from overseas markets. This progress aligns with the company's EoTF2025 strategic pillar of reorientation, which focuses on expanding beyond domestic markets. The company's successful entry into adjacent sectors, such as manufacturing, hospitality, and education, further diversified its revenue streams, contributing to sustained growth and enhancing its market position. These positive outcomes were underpinned by UEM Edgenta's broader financial contributions, including taxes and Corporate Social Responsibility (CSR) efforts, which supported public services, infrastructure development, and community programmes across its operating regions.

Sustainable Economic Growth

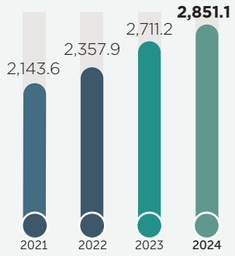
Direct economic value generated

Revenue and other income
(RM million)

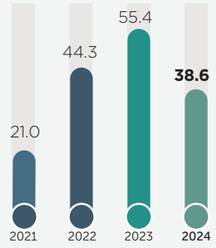


Direct economic value distributed

Operating costs, employee wages and staff benefits (RM million)



Payments to providers of capital
(RM million)



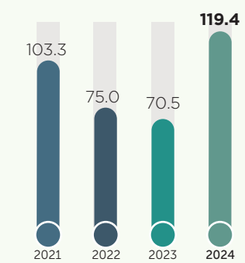
Direct economic value distributed

Payments to Government
(RM million)

Community investments
(RM million)

Direct economic value retained

Direct economic value generated less economic value distributed
(RM million)

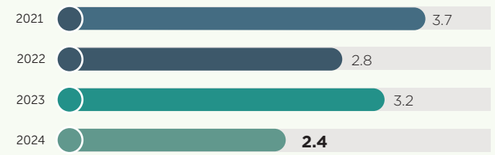


To return value to our employees, we contribute towards their retirement plans through both Defined Contribution Plan and Defined Benefit Plan.

Defined Contribution Plan
(RM million)



Defined Benefit Plan
(RM million)





Defined Contribution Plan:

The Group provides post-employment benefit plans, making fixed contributions to separate entities or funds as required by the employment laws of each country. These contributions are contractually defined, and the Group holds no further legal or financial obligation if the funds lack sufficient assets to cover employee benefits for the current and past financial years. Pension liabilities are determined based on a contractual rate applied to employees' salaries, as outlined in their employment agreements.



Defined Benefit Plan:

The company makes voluntary contributions to the pension scheme for eligible employees, beyond what is mandated by national employment laws. These pension assets and liabilities are evaluated annually by an independent actuary. Pension liabilities are determined based on the actuarial present value of benefits, which become payable when employees meet specific conditions, such as retirement age, a predetermined length of service, or death. The valuation considers factors such as estimated salary increases, discount/inflation rates, and mortality rates.

This voluntary pension scheme is currently implemented in several UEM Edgenta subsidiaries, including Edgenta Mediserve Sdn. Bhd., EdgentaUEMS Taiwan, Edgenta Arabia Ltd., and MEEM Facility Management Company (MEEM).

WHAT IS OUR OUTLOOK?

Looking ahead, UEM Edgenta remains focused on driving sustainable growth by strengthening its core business in domestic markets, expanding its revenue base beyond concession contracts, and unlocking new opportunities in high-growth regions such as Singapore and the Middle East. Following the successful acquisition of KAIZEN Group in UAE and the continued integration of MEEM in Saudi Arabia, the company will leverage its expertise in integrated facilities management, energy efficiency, and green building services to deliver value across the real estate and healthcare sectors. Innovation and sustainability will continue to underpin its business operations, with a particular focus on enhancing digital capabilities, improving energy performance, and advancing its net zero emissions commitments. On the social front, Edgenta will continue to work towards meeting at least the minimum wages levels in markets it operate.

Sustainable Economic Growth

SUPPLY CHAIN MANAGEMENT

WHY IS IT IMPORTANT?

Suppliers play a crucial role in UEM Edgenta's pursuit of operational excellence. Their actions directly affect our product quality, cost efficiency, and sustainability goals. Identifying and managing ESG risks within our supply chain is vital for maintaining operational resilience and minimising potential disruptions. A well-managed supply chain allows us to remain agile in the face of unexpected challenges, ensuring consistent service delivery to our clients. Additionally, our influence extends beyond our own operations to include our suppliers. By aligning them with our sustainability objectives, we can strengthen our positive environmental and social impact, fostering industry-wide advancement and encouraging sustainable practices throughout the supply chain. Failing to effectively manage and address ESG risks within our supply chain could lead to significant disruptions, such as delays, increased costs, or compromised product quality. This could damage UEM Edgenta's ability to meet client expectations, erode customer trust, and ultimately harm our competitive position in the market. Additionally, if we do not align our suppliers with our sustainability goals, we risk weakening our environmental and social impact, hindering our ability to drive industry-wide progress and potentially damaging our reputation. In the absence of a well-managed supply chain, UEM Edgenta may also become vulnerable to regulatory scrutiny and face legal or financial consequences for non-compliance with emerging sustainability standards.

WHAT IS OUR APPROACH?

Anchored by its Strategic Vendor Management Framework (SVMF), UEM Edgenta fostered strong partnerships with suppliers while ensuring alignment with its procurement standards. The company continued to emphasise responsible supply chain practices, prioritising ethical sourcing, local vendor development, and sustainability across its procurement decisions.

Building on these efforts, we continue to prioritise robust supply chain management, emphasising ethical procurement practices, local vendor support, and sustainability in our sourcing decisions. This includes a series of initiatives aimed at improving governance, enhancing stakeholder engagement, and ensuring greater transparency in monitoring practices.

In 2024, we established an ESG Management Framework designed to develop vendor potential and drive enhancements that will elevate ESG maturity levels. This framework will unlock further opportunities for value creation, strengthening our sustainability efforts across the supply chain.

While we have yet to implement environmental and social criteria comprehensively, our business units (BUs) have started gathering relevant screening criteria for their suppliers, which became part of their ESG Key Performance Indicators (KPIs) for 2024. The input from these efforts will be provided to the Group Procurement and Contract Management (GPCM) department for further integration.

Our first step in this process has been to engage with our suppliers and partners, raising awareness about our ESG goals. This year, we organised a total of 23 hours of ESG awareness engagements, including 6 hours specifically dedicated to emissions and data collection with our suppliers and partners.

Internally, we developed an ESG Framework that allows us to assess and identify the maturity levels of our suppliers through a survey. The results of this survey will inform the development of a targeted supplier engagement plan, ensuring that our partners are aligned with our long-term ESG objectives.

WHAT VALUE WAS CREATED IN 2024?

Throughout 2024, we focused on fortifying our supply chain capabilities through key initiatives such as the Vendor Development Programme (VDP), which included expanding training on ESG principles to equip vendors with the knowledge needed to meet evolving sustainability standards, governance and ethics. Recognising the importance of capacity building, we partnered with two training providers to offer free training for vendors. These sessions covered critical business areas, including Financial Management, Sales & Marketing, HR Management. By equipping vendors with essential skills, we aim to enhance their operational resilience and sustainability performance. We onboarded 9 new suppliers into our VDP and assessed 78 strategic and critical vendors through an ESG survey. This survey allowed us to classify vendors based on their ESG understanding and performance, providing critical input for the development of a Supply Chain Engagement Plan which we will develop in 2025.

Our Syariah-compliant Supplier Financing Programme (SFP) developed in collaboration with HSBC Amanah saw a 30% increase in uptake compared to 2023, with G1 contractors making up the majority. This programme offers collateral-free financing to suppliers for better cash flow and reduced business costs, enabling the G1 contractors to accelerate their payments.

Scope 3 Workshop with Suppliers

As part of our efforts to promote sustainability across the supply chain, UEM Edgenta conducted a pilot exercise in 2024 with more than 20 key suppliers to assess their ESG practices, understanding of GHG emissions reporting and availability of Scope 3 emissions data. The exercise provided insights into the current maturity of our supply chain, serving as a foundation for future initiatives to enhance ESG performance and address Scope 3 emissions. The suppliers were also given training on key ESG areas such as GHG accounting to enhance their understanding of carbon footprint and the effects of their business on the environment.

GPCM Recycling Initiative

Beyond supplier training, we took meaningful steps to embed sustainability into our procurement processes. The Group Procurement and Contract Management (GPCM) Department, in collaboration with the Healthcare Support Services Division, launched a condemn linen recycling initiative at several hospitals to promote textile waste reduction. Additionally, we strengthened green procurement by working with business units to implement bulk purchase agreements, optimising logistics and reducing transportation costs from suppliers to site facilities.

E-Procurement Portal

To enhance transparency and accountability, we introduced an E-Procurement Portal in UEMS Singapore, which includes supplier ESG monitoring. This digital platform enables more efficient tracking of suppliers' sustainability performance, ensuring that ESG considerations remain integral to procurement decisions. Through these initiatives, we continue to create long-term value by embedding ESG principles across our supply chain.



Sustainable Economic Growth

Type of suppliers engaged

Local suppliers (%)

2024	2023	2022	2021
98.70	98.47%	99.20	99.73

Number of local suppliers

2024	2023	2022	2021
1978	1871	1737	1113

Proportion of spending on local suppliers (%)

2024	2023	2022	2021
99.60	98.88	99.40	99.95





WHAT IS OUR OUTLOOK?

UEM Edgenta is focused on enhancing its procurement practices to support a more sustainable and responsible supply chain. Based on the supplier survey conducted in 2024 to assess ESG readiness among our suppliers, we will be focusing on conducting additional training and awareness sessions to strengthen their understanding of ESG standards and our plans to introduce sustainability practices in our value chain including future ESG screening approaches. The survey results will also be used to conduct comprehensive ESG Risk Profiling and Assessments, allowing us to categorise suppliers into different groups. We will prioritise suppliers who already have strong environmental and social policies in place, while also work to build capacity among those who lack such practices. We will closely monitor supplier performance and develop tailored action plans to ensure that all suppliers align with our ESG practices and policies.

In the medium term (2026–2027), UEM Edgenta intends to introduce a Supplier Code of Conduct and establish formal screening processes, integrating environmental and human rights considerations into vendor evaluations. Over the long term, the company will work towards enhancing visibility on supplier emissions, including Scope 3 data, to strengthen environmental oversight within its supply chain. These efforts reflect UEM Edgenta's steady progress in embedding sustainability into its procurement practices, ensuring alignment with evolving stakeholder expectations and industry standards.

Minimising Environment Impact



AREAS DISCUSSED
Climate Change and Energy
Environmental Management

We manage

20 assets with Green Building Index ("GBI") and 29 Hospitals with Green Building certifications

In total, Scope 1 and 2 emissions reduced from our revised baseline year by

4.72%

Minimising Environmental Impact

CLIMATE CHANGE AND ENERGY

WHY IS IT IMPORTANT?

As an organisation engaged across diverse business segments, we remain deeply conscious of climate change, our commitment to embracing it, and its impact on our business. Climate change poses a substantial risk, as it has the potential to disrupt the balance of our business ecosystem and give rise to other far-reaching impacts. Natural disasters such as floods and landslides may increase the cost of our operations and disrupt our supply chains. In response, the pursuit of Net Zero drives our efforts to lower emissions across our operations. The proposed introduction of a carbon tax by 2026 by the Malaysian government further reinforces the need to accelerate our decarbonisation journey.

We have embedded climate considerations into our business strategies, with a clear focus on reducing our environmental footprint and mitigating climate-related risks. Our approach extends beyond our internal operations to supporting our clients in enhancing the sustainability of their business assets. To uphold this ambition, we have established comprehensive policies that reflect our commitment in embracing climate change and addressing its impact on our business, while ensuring that our business partners and procurement activities adhere to the same high standards.

In support of this, we leverage our risk management framework to systematically identify and manage climate-related risks. These risks include flooding, shifting weather patterns, evolving climate regulations, carbon tax implications, and the impact of rising energy costs on business operations.

Beyond risk mitigation, our risk assessment process also enables us to capitalise on emerging opportunities. These include delivering energy efficiency solutions to clients, providing preventive maintenance services for critical assets, accessing green financing options, supporting the development of green infrastructure, and driving organisation-wide awareness on the long-term implications of climate change.

Failure to address climate change and energy-related risks may lead to UEM Edgenta facing increasing operational costs due to the rising frequency of natural disasters, such as floods and landslides. These could disrupt both our operations and supply chains. Additionally, the lack of proactive decarbonisation effort could result in non-compliance with evolving regulations, including the upcoming carbon tax regulation that will be imposed by the Government of Malaysia, leading to financial penalties and reputational damage. Our failure to act could also undermine our long-term competitiveness, as stakeholders and investors increasingly prioritise sustainability and climate resilience in their decision-making processes.

WHAT IS OUR APPROACH?

In 2023, we reaffirmed our commitment to mitigating climate change and reducing greenhouse gas (GHG) emissions, establishing our Net Zero Targets, which include achieving net zero GHG emissions by 2050. From 2023 to 2028, our decarbonisation strategy primarily focuses on energy efficiency solutions, green transportation, and green building initiatives. In the short term, we aim to reduce carbon by 18.45% (year-on-year by 3.69%) for Scope 1 and Scope 2 until we hit our medium term target of 26% cumulative reduction in Scope 1 and Scope 2 by 2030, and in the long term we aspire to reach net zero by 2050 by tapping more into renewable energy sources and finally using carbon credits to offset our remaining hard-to-abate emissions. Our climate goals are aligned with the International Energy Agency's (IEA) Net Zero Emissions by 2050 Global Pathway. We also reinforced our commitment to integrating Task Force on Climate-related Financial Disclosures (TCFD) recommendations into our reporting structure.

As climate related risks are becoming increasingly important to our investors and regulators, we have started integrating Task Force on Climate related Financial Disclosures (TCFD) recommendations into our reporting framework and have further started the process to assess how the upcoming IFRS's implementation of S1 and S2 requirements can be mainstreamed in our financial reporting process.

OUR DECARBONISATION STRATEGY

At UEM Edgenta, we remain steadfast in our commitment to addressing climate change, recognising its profound impact on global ecosystems, economies, and societies. Guided by our Net Zero Strategy and the principles of the FTSE4Good Environmental, Climate, and Carbon (ECC) framework, we have adopted a proactive strategy to minimise our environmental footprint and contribute to global decarbonisation efforts. This commitment drives us to embed sustainability into every facet of our operations, ensuring that environmental stewardship becomes an integral part of our business resilience and growth.

We are committed to meeting our Net Zero Targets by rigorously collecting and monitoring Scope 1 and Scope 2 emissions data across the UEM Edgenta Group, including our international offices. This ongoing initiative ensures we stay aligned with our climate goals, providing a foundation for meaningful change.

With that in mind, we incorporate our decarbonisation strategy into both our annual carbon budgeting and financial planning processes, aligning it with our ESG Key Performance Indicators (KPIs). Our decarbonisation strategy focused on key areas such as Green Materials, Energy Efficiency, Green Transport, Green Building, Clean and Renewable Energy, and Carbon Removal and Offsetting.



In 2024, we advanced our decarbonisation journey by addressing Scope 3 emissions through a pilot exercise to establish an emissions inventory across previously unreported categories. We engaged over 25 key suppliers in a dedicated Scope 3 workshop, gaining critical insights into both upstream and downstream emissions within our supply chain. This initiative represents a vital first step towards the comprehensive integration of Scope 3 emissions into our Net Zero roadmap.

Given our commitment in managing climate change, we have been invited to provide input to public policies on climate and environment. Between 2023 and 2024, UEM Edgenta was invited by bodies such as the Securities Commission Malaysia ("SC") and the Ministry of Natural Resources and Environmental Sustainability ("NRES") to provide input on climate disclosures and the implementation of Malaysia's National Energy Transformation Roadmap.

Minimising Environmental Impact

SHORT-TERM TARGETS (2023–2028)

In the short term, we aim to achieve an annual reduction of **3.69%** or (18.45% by 2028) in Scope 1 and Scope 2 emissions, cumulatively reducing emissions through:

01 **Energy Efficiency Initiatives:** optimisation lighting systems for improved energy performance and HVAC optimisation

02 **Green Transport Measures:** Adoption of electric vehicles and fuel-efficient logistics. Building of EV Charging Infrastructure in our premises. To date, we have Piloted 3 EV cars, 1 EV scooter and 1 EV van

03 **Adopting renewable energy** increase the use of solar panels at our premises and sites

By implementing these "low-hanging fruit" solutions, we will achieve targeted reductions while building momentum toward our medium-term goals.

MEDIUM TERM TARGETS (2028–2030)

In the Medium Term, we are targeting a **26%** cumulative reduction in emissions by 2030. This goal will be supported by initiatives such as:

- **Increasing** the use of green materials in our operations and projects
- **Scaling** up the adoption of clean and renewable energy sources
- **Developing** innovative solutions for carbon removal and offset to counter residual emissions
- **Green Building projects:** Introducing energy-saving systems in our facilities

LONG-TERM TARGETS (2030 – 2050)

To achieve Net Zero, we will be scaling up all 6 Levers of our decarbonisation strategy and using Carbon Removal to offset our hard-to-abate emissions.

Energy Efficiency
LED Retrofitting: Expansion of LED retrofitting and AI sensors

Green Transport
EV Transition: Scale up the usage of green transportation and the installation of EV charging infrastructure.

Green Building
Increase sites with green building certification.

Green Materials
Environmentally friendly fuel such as green natural gas and biofuel to operate our plants.

Clean and Renewable Energy
Solar Panels: Expansion of usage of solar panels and solar thermal in operations.

Carbon Removal and offsets
Exploration of carbon removal, CCUS technology and offset.

2023 — 2028 — 2030 — 2050

Minimising Environmental Impact



UEM Edgenta has established policies, frameworks, and obtained certifications to address climate change and reduce greenhouse gas (GHG) emissions, demonstrating its commitment to sustainability and alignment with global environmental standards.

The UEM Edgenta Sustainability Policy serves as the cornerstone of our commitment to environmental responsibility, outlining clear strategies to reduce resource consumption, enhance energy efficiency, and monitor GHG emissions across all levels of operations. This policy emphasises the integration of sustainability principles into business processes, ensuring that environmental considerations are embedded in decision-making. A key focus is on achieving Net Zero targets, addressing Scope 1 and Scope 2 emissions, while expanding efforts to include Scope 3 emissions. Additionally, the policy aligns with global and local reporting standards, including the Bursa Malaysia Sustainability Reporting Guidelines and FTSE4Good Index requirements, reinforcing UEM Edgenta's commitment to transparent and accountable sustainability practices. We have also enhanced our Risk Management Framework (RMF) to integrate climate-related risks, with the Board having oversight on addressing physical and transition risks.

In 2024, we expanded our emissions monitoring capabilities to include newly acquired locations, ensuring they align with our Group sustainability goals. We introduced ESG KPIs and cascaded our Sustainability Policy across these sites, fostering a culture of environmental responsibility. Beyond internal efforts, UEM Edgenta has actively contributed to sustainability policy development, participating in a consultation paper on sustainability disclosure and, through OPUS Energy, providing input to climate disclosures and the implementation of Malaysia's National Energy Transition Roadmap (NETR) launched by the Ministry of Economy of Malaysia (MOE). Additionally, our involvement in Climate Governance Malaysia (CGM) underscores our commitment to sustainability practices while driving meaningful industry advancements.

Inculcating Culture through Engagements

EMBEDDING SUSTAINABILITY CULTURE FOR A GREENER FUTURE – ESG IMMERSION MONTH

Organised in the month of October 2024, we aimed to deepen the collective understanding of Environmental, Social, and Governance (ESG) – Immersion Month 2024 issues while embedding sustainable practices across the organisation. The launch was organised at our learning centre, UELC with BGRC Chairman as key note speaker as well as representatives from sister companies to discuss the immersion of ESG culture in GLCs. The highlight of the event includes EV Knowledge Sharing by Yinson GreenTech and EV test drive for all attendees.

Activities throughout the month



- Scope 3 workshop with suppliers to provide knowledge on GHG emission calculation and collect pilot Scope 3 data from suppliers
- GHG Training for Healthcare Division to explain GHG methodology and explore ways to reduce Scope 1 and Scope 2 emissions at our healthcare plants



- "Wasted" Movie Premier to showcase effects of waste from operations on the environment



- Clothes Buffet Exchange to inculcate circularity in daily lifestyle habits of Edgenta Stars. Staff offered usable clothes to colleagues for continued use to reduce waste and money on new clothes



- Ride and Click Competition to encourage Edgenta Stars to car pool and use public transportation

Inculcating Sustainability Culture



Awareness & Campaigns

- Energy Saving Initiative at Menara UEM: Implemented a Friday shutdown at Menara UEM to save energy. Reduction of 101.9 mWh of electricity
- Minimising equipment and machinery idling (Infrastructure Services and PFS)
- Mapping and adoption of Fuel Efficient Routes (OPUS)



Awareness & Campaigns

- Continued to Offer ESG Self Pace Course to all Edgenta Start to promote ESG knowledge acquisition



Trainings and Capacity Building

- Organised a Sustainability Reporting workshop to collect data for FY2023 reporting
- Organised a workshop on Sustainability Strategy for the formulation of Edgenta's ESG Roadmap 2.0



Engagement Session with Other Stakeholders

- Conducted an ESG Awareness session at respective business sites
- Held discussions on strategies to reduce fuel consumption and lower carbon emissions for company vehicle drivers

Minimising Environmental Impact

WHAT VALUE WAS CREATED IN 2024?

UEM Edgenta made significant strides in addressing climate change and reducing greenhouse gas (GHG) emissions through internal sustainability initiatives. Key internal efforts included implementing energy-saving strategies at Menara UEM and other site offices to optimise electricity consumption, transitioning to green vehicles to lower petrol usage and Scope 1 emissions, and retrofitting facilities with energy-efficient LED lighting, significantly cutting energy consumption. We also launched ESG Immersion Month to further promote sustainability initiatives and embed environmental awareness across the organisation.

Building on our efforts of helping clients kickstart their sustainability journey, we extended our climate risk management expertise beyond our own operations to benefit our clients. As a trusted leader in asset management and infrastructure solutions, we remained committed to empowering our partners and clients to achieve their climate objectives and reduce their environmental footprint.

Beyond cost efficiencies, we also supported our key client, the Ministry of Health Malaysia ("MOH"), in advancing their sustainability efforts by securing green building certifications for several hospitals under our care, including Hospital Seberang Jaya, Hospital Seri Manjung, and Hospital Bukit Mertajam.

Healthcare Services have helped MoH achieve energy savings **worth 12.9 million in 2024**, contributing significantly to operational cost reduction and environmental impact mitigation. Additionally, HSS supported MoH in implementing **sustainable waste management practices**, enabling healthcare facilities to achieve a **minimum 5% waste reduction**. These collaborations underscore HSS's ability to deliver comprehensive and impactful sustainability solutions that drive measurable results for its clients

MAXIMISING VALUE FOR OUR CLIENTS

Our commitment to delivering sustainable value extends beyond cost efficiencies, as we actively support clients in advancing their sustainability goals. This included assisting our key client, the MOH, in securing green building certifications for several hospitals under our care, such as Hospital Seberang Jaya, Hospital Seri Manjung, and Hospital Bukit Mertajam.

Energy efficiency remained a core focus, with several energy-saving initiatives implemented to help clients reduce their carbon footprint. These included chiller system optimisation, installation of motion sensors to regulate lighting based on occupancy, and retrofits with energy-efficient LED lighting, resulting in tangible reductions in energy consumption and operational costs.

Our healthcare and property businesses, Operon Middle East (OME) and UEMS Singapore, utilised occupancy sensors and IoT technology to optimise energy use by automatically adjusting lighting and air conditioning based on real-time usage. Meanwhile, our Infrastructure Services business integrated IoT solutions to ensure effluent water compliance at client sites, improving operational efficiency while reducing environmental impact.

In supporting green building certifications, OPUS Energy enabled clients to achieve 20 Green Building certifications through comprehensive energy efficiency measures and renewable energy adoption. PFS further demonstrated leadership in sustainable facility management by earning a Platinum rating for GBI recertification at a Government Client's asset. We also facilitated the transition to green mobility infrastructure, with Kaizen Asset Management installing EV charging stations at client sites to promote the adoption of electric vehicles.

Additionally, PFS embedded circular economy practices by incorporating sustainable materials, such as recycled ceiling panels, eco-friendly air conditioner coil cleaning chemicals, and sustainably sourced timber for garden facilities. By embedding sustainability across our operations and client solutions, we continue to deliver long-term value, empowering our partners to meet their climate objectives and supporting the transition to a low-carbon future.

CHALLENGES

The total energy savings for our clients in Malaysia is 38.8 million kwh, which is equivalent to RM17.19 million. While we made notable progress in 2024, our decarbonisation journey was not without its challenges. Inflationary pressures and rising operational costs compelled us to recalibrate certain carbon reduction initiatives, deferring their execution to the medium- and long-term. Concurrently, capacity constraints, particularly in niche technical domains, highlighted gaps in internal expertise and human resources.

Recognising the need to mitigate these risks, we adopted a multi-pronged approach, deepening strategic collaborations, investing in workforce upskilling, and engaging subject matter experts, to ensure the continued advancement of our climate commitments and operational resilience.

RE-BASELINING OUR CALCULATIONS

In 2024, we rebased our emission baseline that we set in 2022 largely as a result of mergers and acquisitions of KAIZEN and MEEM that we undertook in the Middle East, which added to our GHG inventory. Previously in 2022, UEMS Singapore was excluded from our emissions calculations due to the unavailability of data. In addition to including UEMS Singapore into our Scope 2 calculations, we increased reporting sites from 25 in 2022 to more than 70 in 2024, setting our new baseline for 2022 to 17,980.11 t CO_2e (previous baseline was 17,577 tCO_2e), a 2.29% increase from our previous baseline.

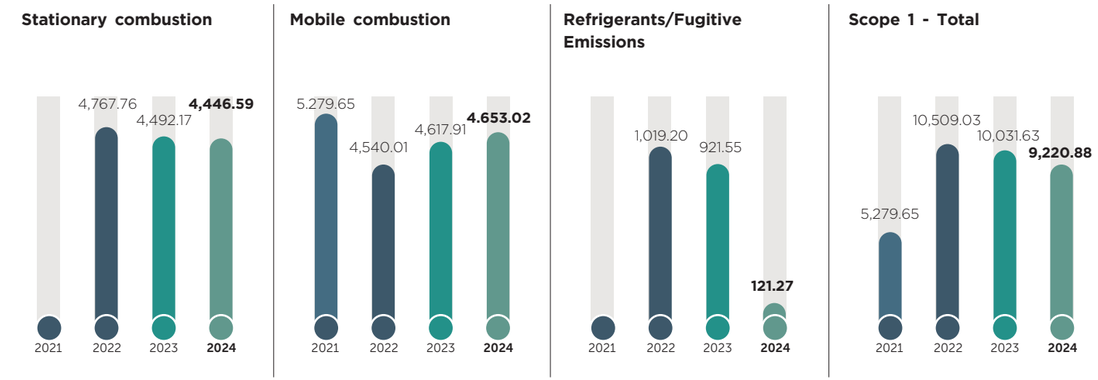
MITIGATING EMISSIONS

In 2024, we achieved a carbon emission reduction of 17,126.22 metric tonnes (tCO2e), which represents a 4.72% decrease, surpassing our annual target of a 3.69% reduction.

In 2024, we emitted 9,220.88 tCO_2e of Scope 1 emissions, a decrease of 8% from 2023, despite an increase in our vehicles owned. This was largely due to our optimisation of asset lifespan, resulting in lower frequency of refrigerant usage.

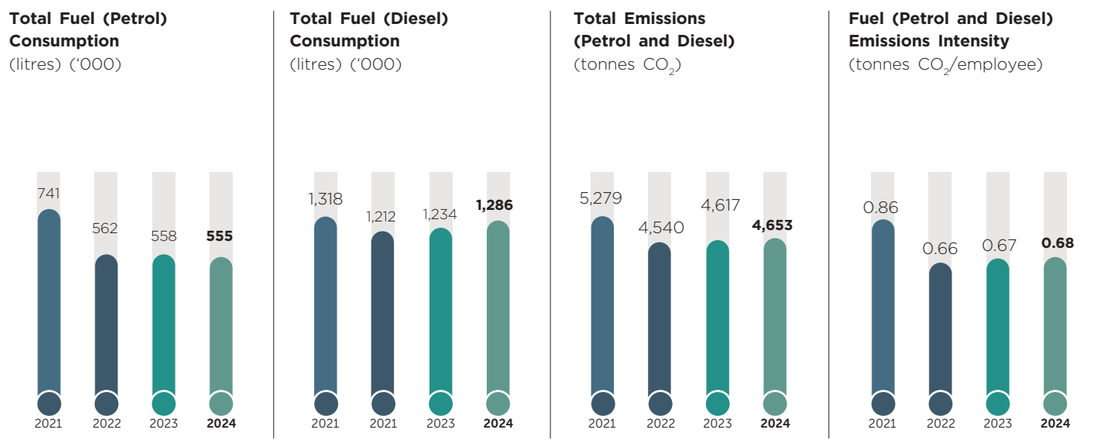
Scope 1

Scope 1 Emissions by Category



Combustion Emission and Consumption Data (Fuel in litres and Tonnes CO_2):

Vehicle Fleet



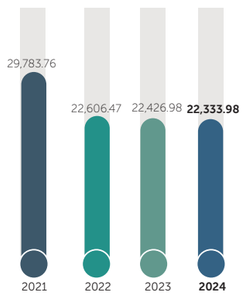
Trend Analysis:
Increase in emission due to increase in number of vehicles in operations.

Minimising Environmental Impact

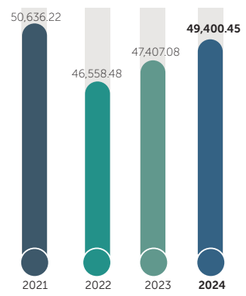
Scope 1 Combustion Emission and Consumption Data in gJ and Tonnes CO_2

Vehicle Fleet

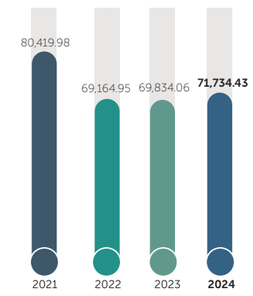
Total Energy (Petrol) Consumption (gJ)



Total Energy (Diesel) Consumption (gJ)

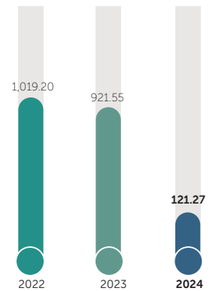


Total Energy (Petrol and Diesel) Consumption (gJ)



Refrigerants

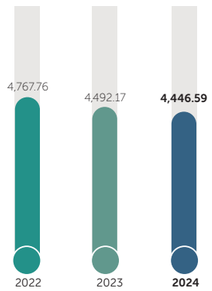
Refrigerants Total Emissions (tonnes CO_2)



Trend Analysis:
Decrease in emission due to lower discharge of refrigerant from healthcare and optimisation of asset life span requires less refrigerant discharge

Natural Gas

Natural Gas Total Emissions (tonnes CO_2)



The decrease in Natural Gas emission is due to ongoing operational efficiency initiatives

In 2024, UEM Edgenta consumed 71,734.43 GJ of energy, mostly originating from the use of petrol and diesel for our vehicle fleet. We maintained our commitment to driving sustainability with our clients by continuing to optimise energy efficiency across the facilities we manage. Leveraging our EnergyAid and AssetWise platforms—designed as Energy Optimisation Dashboards and energy-saving tools—we implemented these solutions across multiple sites. This enabled us to achieve notable reductions in energy consumption and operational costs, further strengthening our support for clients in meeting their sustainability objectives.

Scope 2

Our Scope 2 emissions result from purchased electricity. In 2024, we saw a 5% increment in absolute Scope 2 emissions from the previous year due to our acquisition of KAIZEN and further integration of MEEM, which added to the number of sites reported.

This year we have begun disclosure of market-based Scope 2 emissions to take into account our reductions based on GETs in addition to location-based emissions, which denote our actual electricity use from the grid.

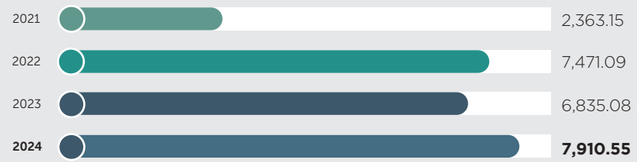
To improve Scope 2 disclosures, we have begun computing our market-based emissions in 2024. Market-based figures account for renewable energy certificates (RECs) purchased and green power contracts signed during the financial year, while location-based emissions are based on the average emissions of the local power grid.

Trend Analysis:
Increase in emission due to more disclosure from MEEM, UELC usage increased in 2024 and 10 additional locations added into 2024 disclosure.

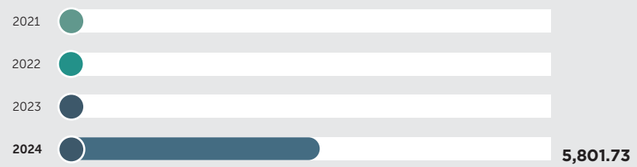
Location based consumption ▾ kWh



Total Scope 2 (tCO_2) (Location based): Purchased electricity + heat and steam



Total Scope 2 (tCO_2) (Market based): Purchased electricity + heat and steam



Managing our Scope 1 and Scope 2

Our Scope 1 emission was 9,220.88 tCO_2e against a revised baseline of 10,509.03 tCO_2e while our Scope 2 emission was 7,910.55 tCO_2e against a revised baseline of 7,471.09 tCO_2e. In total, Scope 1 and 2 emissions reduced from our revised baseline year by 4.72%. This reduction was driven by a series of targeted measures, including lowering fuel consumption, optimising refrigerant usage at our plants to extend asset lifespan, reducing energy consumption at our headquarters through partial shutdowns on Fridays, and the increased use of LED lights in our offices. This institutionalised approach to energy efficiency in operations was based on carbon footprint assessments. Additionally, we advanced our transition to a low-carbon fleet by adopting electric vehicles (EVs) and harnessing solar energy where feasible. While we achieved notable reductions, a slight increase in energy consumption was observed due to the growth in business activities.

Minimising Environmental Impact

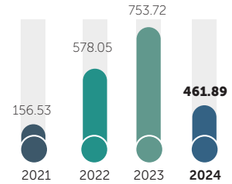
Scope 3

In 2024, there was a slight 3.2% increase in our Scope 3 emissions due to employee commuting. On the other hand, we have reduced emissions from business travel and our upstream leased assets. Understanding the significance of addressing Scope 3 emissions, we launched a pilot programme in 2024, involving 20 key suppliers in a Scope 3 Workshop to promote awareness and collaboration. This initiative marks an essential step toward building a comprehensive Scope 3 emissions inventory and developing targeted reduction strategies across our value chain.

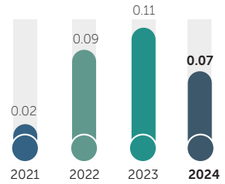
Trend Analysis:
The increase in employee commuting is due to inclusion of two additional entities, MEEM and EAL office.

Category 6: Business travel

Absolute emissions (tCO_2e)

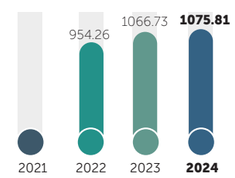


Intensity (tCO_2e per employee)



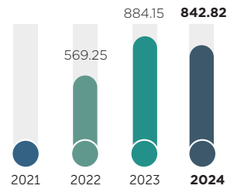
Category 7: Employee commuting

Absolute emissions (tCO_2e)



Category 8: Upstream Leased Asset

Absolute emissions (tCO_2e)



OVERALL PERFORMANCE

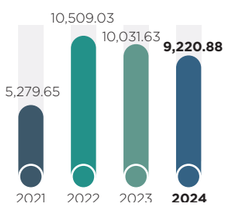
Our Scope 1 and 2 emissions in addition to selected Scope 3 categories totalled to 19,511.94 tCO_2e. In 2024, we recorded an overall emissions reduction of 848.68 tCO_2e or 4.72% against an annual target of 3.69% reduction in Scope 1 and 2 emissions. Compared to our revised baseline year, our Scope 1 and 2 emissions decreased by 4.72%.

Total Scope 1, 2 and selected Scope 3 categories emission FY2024

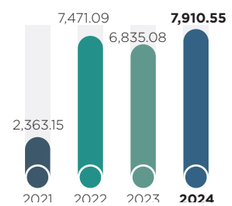
19,511.94 tCO_2e

*we recorded emissions **reduction of 4.72%** against an annual target of 3.69%*

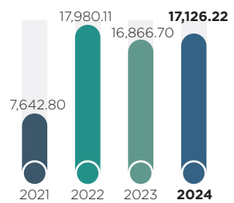
Total Emissions Scope 1
(tonnes Co_2e)



Total Emissions Scope 2
(tonnes Co_2e)



Total Emissions Scope 1 & 2



WHAT IS OUR OUTLOOK?

Looking ahead, we aim to strengthen our environmental policies by developing a comprehensive Climate Policy that expands our focus beyond carbon emissions to encompass pollution control, water stewardship, and broader environmental management. This policy will guide our ongoing efforts to mitigate climate risks, safeguard natural resources, and contribute to a more resilient and sustainable future. Additionally, we have enhanced our reporting frameworks by incorporating recommendations by the Task Force on Climate-related Financial Disclosures (TCFD) and transitioning to ISSB S1 and ISSB S2. under the National Sustainability Reporting Framework (NSRF), ensuring transparency, accountability, and alignment with global best practices.

Our business units and operations have taken proactive steps by establishing Sustainability Committees to drive sustainability initiatives across the organisation. Additionally, we are committed to exploring green transport solutions, expanding their use, and greening our buildings with sustainable LED lighting. In the medium term, we will be producing our Scope 3 emissions roadmap which guide the organisation in tracking emissions across our supply chain.

ENVIRONMENTAL MANAGEMENT

WHY IS IT IMPORTANT?

At UEM Edgenta, an effective environmental management system is fundamental to our commitment to corporate responsibility and long-term sustainability. As stakeholder expectations evolve and societal demands intensify, we have placed increasing emphasis on integrating environmental considerations into our decision-making processes. Recognising the interconnectedness between our operations and the broader ecosystem, our approach goes beyond business performance. We are deeply committed to responsible resource management and contributing to the well-being of the communities we serve, aligning our efforts with the global call for sustainable development. Failure to address our environmental management material matter would compromise our longstanding commitment to sustainability and corporate responsibility. It could damage the trust and confidence of our stakeholders, while exposing us to greater operational risks and inefficiencies. As environmental expectations from society and regulators grow, neglecting to fully integrate these considerations into our decision-making processes could result in missed opportunities to lead in innovation and responsible resource management. Moreover, inaction would not only threaten the ecosystems we are interconnected with but also undermine our ability to enhance the well-being of the communities we serve.

WHAT IS OUR APPROACH?

In 2024, UEM Edgenta continued to embed responsible environmental management practices across its business operations, reflecting our broader commitment to reducing ecological impact. Our approach centred on minimising pollution, conserving resources, and advancing waste management efforts, with an emphasis on improving resource efficiency and lowering our environmental footprint.

Key initiatives included supporting hospital clients in adopting rainwater harvesting systems to reduce water consumption, promoting responsible usage through water awareness campaigns, and initiating pilot data collection from suppliers on water, energy, and waste to enhance supply chain transparency and accountability. Strengthening our resilience to environmental risks was also a priority, with risk assessments conducted to evaluate the potential for surface water flooding across our plants and operational sites. While no significant threats were identified, these assessments enable us to remain proactive, ensuring that we are prepared to implement mitigation measures when necessary.

UEM Edgenta's Environmental Management Systems were underpinned by key policies and frameworks, including our Sustainability Policy and Environmental Policy, which provided clear direction on waste reduction, water conservation, and emissions management. In line with regulatory requirements, we complied with the Department of Environment's Standard Operating Procedures (SOPs) for the proper handling of scheduled waste, including e-waste and effluents from linen and laundry plants, ensuring all disposal and treatment processes were carried out safely and responsibly. Our scheduled waste management approach covers the proper handling, labelling, packaging, storage, transportation, and disposal of various types of waste, including e-waste, industrial and sewage effluent, and bottom ash from our clinical waste incineration operations. Each disposal process is meticulously tracked and recorded in the DOE online inventory portal, ensuring full transparency and regulatory compliance.

To uphold the highest environmental standards, we appointed accredited third-party laboratories to conduct monthly testing on sewage and industrial effluent discharged into water bodies, ensuring strict adherence to DOE requirements. Complementing these regulatory measures, we also advanced waste management practices by focusing on data collection, waste separation, awareness campaigns, knowledge-sharing sessions, and research and development (R&D) on pavement materials using recycled content. All these processes are carried out under the supervision of our HSSE team, in alignment with our HSSE Policy and Sustainability Policy.

WHAT VALUE WAS CREATED IN 2024?

At the operational level, various green initiatives were implemented, including the recycling of electronic waste (e-waste), the use of environmentally friendly materials like sustainable timber and ceiling panels made from recycled materials, and the installation of LED lighting in key areas. Driven by our commitment to excellence and sustainability, our efforts throughout the year led to notable achievements, earning us esteemed accreditations and industry recognition.

Minimising Environmental Impact



Accreditation and Recognition

- (Healthcare Solutions Services) Hospital Seberang Jaya – Anugerah Pencapaian Cemerlang **MyCREST** oleh **CIDB QUEST Award (2024)**
- (Healthcare Solutions Services) Hospital Seri Manjung – Anugerah Pencapaian Cemerlang **MyCREST** oleh **CIDB QUEST Award (2024)**
- (Healthcare Solutions Services) Hospital Bukit Mertajam – Healthcare Without Harm SouthEast Asia 2024 – **Climate Commitment Recognition (2024)**
- (Healthcare Solutions Services) **Recognition by Kloth Cares for Fabric Recycling Efforts**
- (Healthcare Solutions Services) **LEED CERTIFICATIONS (4 Hospitals)**
- (Healthcare Solutions Services) **MyCREST CERTIFICATIONS (13 Hospitals)**
- (Healthcare Solutions Services) **PHJKR CERTIFICATIONS (1 Hospital)**
- (**Energy Management Gold Standard (EMGS) 3-Star Certification** awarded to 3 Hospitals)



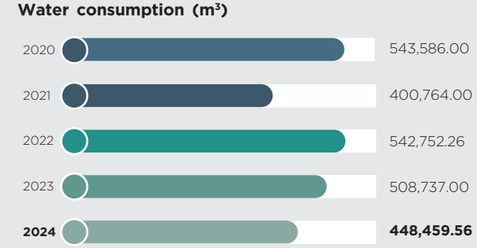
WATER MANAGEMENT

As a Group, we consumed 448,459.56 m3 of water in 2024. We undertook water conservation efforts by introducing water-saving stickers in washrooms and pantries across our facilities, reducing our water consumption at our headquarters at Menara UEM from 1,178 m^3 to 822 m^3 representing roughly a 30% reduction.

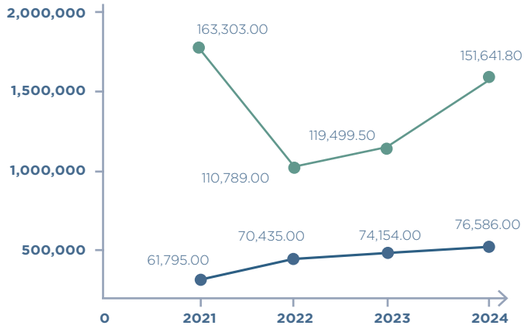
Other than that, we continued our Rain Water Harvesting Programme, ensuring sustainable water management across our facilities. This initiative supports the company's efforts to reduce reliance on potable water sources and optimise resource utilisation.

For our clients, we ensure that wastewater discharge meets compliance requirements by utilising IoT sensors to monitor operations.

Water consumption (m^3)



Disclosure of water (effluent) discharge: [EPR10]



- Location: Kuala Ketil Laundry Plant (KKLP)
- Location: Kamunting Laundry & Incinerator Plant (KLIP)



Minimising Environmental Impact

Responsible Waste Management

As a Group, UEM Edgenta generate 2,019.63 metric tonnes of waste. UEM Edgenta continued to strengthen its waste management and recycling efforts in 2024, both within its operations and in collaboration with clients. As part of our internal sustainability initiatives, we installed a reverse vending machine or KLEAN machine at Menara UEM to encourage recycling and reduce waste. Between January and August 2024, this initiative led to the collection of 7,965 PET bottles and 2,061 aluminium cans, resulting in 641 kg of CO_2e emissions avoided across 1,770 recycling sessions. This reflects our ongoing commitment to promoting responsible waste management and environmental stewardship.

Waste generated from operations (metric tonnes)	2022	2023	2024
Waste generated	567.45	1,498.97	2,019.63
Hazardous waste generated	512.41	724.54	595.28
Waste diverted from disposal	10.60	604.93	1,058.5
Waste directed to disposal	556.85	894.04	961.14
Disclosure of three years of waste recycled	0.05	0.63	0.64

Beyond our own operations, we managed 6,602.28 metric tonnes of waste on behalf of our clients through our Healthcare Services, Infrastructure Services, and Property & Facilities Solutions (PFS) divisions. Additionally, we ran a recycling campaign through Edgenta Infrastructure Services, engaging 3,000 road users at selected PLUS Rest & Service Areas along the North-South Expressway, resulting in the collection of 2,700 kg of recyclables. These efforts collectively demonstrate our proactive approach to supporting a circular economy while helping clients reduce their environmental footprint.

Waste Managed for Clients (metric tonnes)	2022	2023	2024
Waste Managed For Edgenta's Clients	16,435.95	67,114.11	6,602.28
Waste Directed to Disposal	15,652.64	20,398.30	5,426.32
Hazardous waste	12,921.31	5,508.83	5,376.92
Non-Hazardous Waste	2,730.93	15,010.75	49.4
Waste Diverted from Disposal	4,582.45	46,715.22	1,175.96

We continued to advance our waste management and recycling efforts in 2024, building on the progress made through our Sustainable Waste Management Programme (SWMP), which has been in place over the past few years. The successful community-based waste management programme delivered notable achievements, resulting in approximately 40% of waste being diverted from landfills for Hospital Jitra. In our Infrastructure Services business, which supports the PLUS highway, we have embedded recycling and reconditioning practices into our operations. Road furniture, such as corrosive or damaged guardrails, undergoes reconditioning or recycling processes. If the guardrails are structurally sound but corroded, they are sent to vendors for re-galvanising, where a fresh layer of zinc is applied to extend their lifespan. If the guardrails are beyond repair, they are sent to recycling facilities, where the metal is melted and repurposed into new products, reducing waste and minimising environmental impact. Additionally, sleeves on traffic cones are used to extend their lifespan, further reducing waste. In 2024, we strengthened our recycling collaboration with PLUS at their Rest & Service Areas, successfully recycling a total of 2,700 kg of waste. A significant step was taken with the commercialisation of the Asphalt Plant in Tapah, Malaysia, which enabled the recycling of road milling waste into environmentally friendly road pavement materials, further contributing to our goal of reducing environmental waste. The Asphalt Plant commenced operations in the fourth quarter of 2024 selling pavement materials to PLUS and various housing developers.

Our Property & Facility Solutions (PFS) business drives a series of recycling campaigns to manage general waste. This programme covers the entire waste lifecycle, from collection to responsible disposal. We manage a wide range of materials, including textiles, paper, and electronic waste, sourced from both office and household settings. All waste is disposed of through registered waste collectors, ensuring strict regulatory compliance. To optimise recycling costs, we apply competitive pricing strategies for each waste category. Additionally, we collaborated with Group Procurement and Contract Management (GPCM) Department to introduce green procurement practices, such as a bulk purchase agreement, which reduced logistics costs from suppliers to site facilities. We also encouraged the recycling of pre-loved items through our partnership with IPC Recycling Centre, enabling the repurposing of usable goods.

Our UEMS Singapore operations reinforced recycling culture through internal awareness campaigns and visual reminders at waste collection points, encouraging responsible waste disposal among employees. We also collaborated with licensed vendors to ensure the proper disposal of scheduled waste, adhering to all regulatory requirements and enhancing our overall waste management efficiency.

MATERIALS

Building on our commitment to sustainability, our Infrastructure Services continued to champion the circular economy using sustainable materials, reinforcing our dedication to minimising environmental impact across all areas of our business.

In 2024, the PRC developed three new variations of Asphalt Mix Pavement, focused on utilising hot & cold recycling and warm mix asphalt technologies, hence expanding its solutions to meet diverse infrastructure demands. This complements the existing 12 variations of Asphalt Mix Pavement, designed specifically to withstand heavy traffic conditions and cater to various project requirements.

RESURFACING OF ZOO NEGARA PAVEMENT

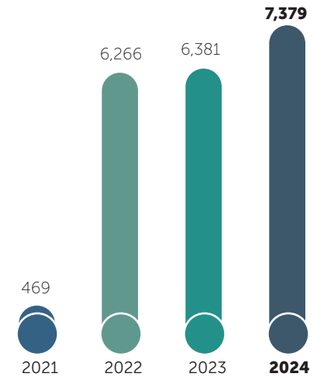
Between 2023 and 2024, the Infrastructure Division has refurbished more than 3000 m^2 of pavement roads in Zoo Negara.

Sustainable New Jersey Barrier

A collaboration between PLUS, CIMA, and EIS led to the development of GreenGuard, a precast concrete New Jersey Barrier (NJB) designed with sustainability in mind. Fabricated using green concrete, GreenGuard meets stringent TL5 safety requirements and is intended to replace existing guardrail to enhance safety along PLUS Highway. This innovative solution minimises the risk of out-of-control vehicles crossing into opposing traffic lanes. GreenGuard is engineered to reduce CO^2 emissions by an impressive 60% compared to construction of conventional barriers, achieving a harmonious balance between environmental responsibility, cost efficiency, and technical performance.

In 2024, UEM Edgenta continued its commitment to sustainability by focusing on reducing paper consumption across its operations. In comparison to last year, the company demonstrated a 29% reduction in the consumption of A4 reams. These reductions align with the company's efforts to minimise its environmental impact and promote paper conservation, supported by initiatives such as digitalisation and awareness campaigns across its facilities.

Paper Consumption



Our Infrastructure Services business began installing Mcfill oil filters in its fleet of 30 one-ton lorries starting in 2023. These filters have extended the oil change interval from 5,000 km to 20,000 km, resulting in an annual savings of 630 litres of engine oil. This effort contributes to the company's broader goal of reducing resource consumption and minimising waste in its operations, supporting both environmental and operational efficiency.

EdgentaUEMS Taiwan prioritised the use of sustainable materials and solutions in its operations in 2024. The company focused on procuring raw materials and products with environmental certification labels, ensuring that sustainability was embedded throughout its supply chain.

EdgentaUEMS Taiwan continued to embrace sustainable practices by using FSC (Forest Stewardship Council)-certified paper for its Edgenta UEMS Times Magazine. In addition, UEMS Singapore utilised cleaning detergents that carry Singapore Green Label certifications, further reducing its environmental impact and promoting the use of eco-friendly products across its operations.

Minimising Environmental Impact

CONSERVATION OF THE ENVIRONMENT

UEM Edgenta remained committed to environmental conservation in 2024 through several impactful initiatives aimed at restoring natural habitats and mitigating climate change. The company has also engaged in broader environmental conservation activities such as mangrove planting and beach clean-ups, fostering a culture of sustainability within the company and the wider community. As part of the #OneMillionTreesSG initiative by NParks Singapore, UEMS Singapore planted 10 trees to contribute to environmental restoration and enhance green spaces in the region. In addition, we organised a Mangrove Planting event in Taman Rekreasi Paya Bakau Kampung Sijangkang, Teluk Panglima Garang, where 20 saplings were planted to help restore the vital coastal ecosystem.

Further promoting environmental stewardship, we launched the Adopt-a-Plant Programme, encouraging employees and local communities to participate in caring for plants, fostering a deeper connection to nature. A Beach Cleaning event was also held at Pantai Batu Laut, Tanjung Sepat, where volunteers worked together to clean up the coastline, reducing waste and protecting marine life.

Fabric Recycling at Menara UEM

In 2024, UEM Edgenta's efforts towards sustainability were further demonstrated through the recycling of 717.7 kg of fabric at Menara UEM. This initiative highlights our commitment to reducing waste and promoting a circular economy within our operations.

The Group Procurement and Contract Management ("GPCM") department with the Healthcare division recycled 3,252 kg of condemned linen at Hospital Bahagia Ulu Kinta.



Healthcare Solutions Services Division

Our Healthcare Solutions Services Division also made significant strides in sustainability. At Hospital Tunku Azizah in Kuala Lumpur, we successfully recycled hazardous waste, ensuring that materials were disposed of responsibly and in compliance with environmental regulations. Additionally, we collaborated with the Department of Environment (DOE) Wilayah Persekutuan Kuala Lumpur (WPKL) to mark Earth Day 2024, engaging in various environmental initiatives.

As part of our ongoing environmental commitment, we conducted a Voluntary Monitoring of Environmental Mainstreaming Tools at site locations to assess and improve sustainability practices. We also celebrated Healthcare Earth Day 2024, reinforcing our dedication to promoting green practices within the healthcare sector.

HSSE Initiatives

Our HSSE efforts included the continuation of forest preservation activities at Ayer Hitam, Puchong, where we partnered with UPM and the Puchong Community to plant 100 trees of critical species. This initiative aims to preserve local biodiversity while actively contributing to the conservation of natural resources.





WHAT IS OUR OUTLOOK?

While we achieved notable successes in 2024, our journey was not without its challenges. Looking ahead, we are committed to strengthening and scaling our environmental efforts across all business units and our supply chain. In the near term, we will accelerate the transition to electric vehicles (EVs) within our fleet and enhance the commercialisation of our Asphalt Plant, expanding its capacity to drive circular practices in road maintenance. Supporting this transition, we plan to invest in EV charging infrastructure at strategic operational sites to facilitate the broader adoption of low-carbon transport solutions.

Over the medium term, we are prioritising the development of our Scope 3 emissions reduction roadmap, recognising that supply chain emissions constitute a significant portion of our environmental impact. This will involve comprehensive supplier engagement to gather accurate emissions data, promote sustainable procurement practices, and encourage suppliers to align their environmental performance with UEM Edgenta's climate objectives. Concurrently, we will refine our water and waste management strategies, with a particular focus on reducing water consumption across operational sites and improving waste tracking mechanisms to reduce emissions from disposal processes.

Our long-term vision is to embed circular economy principles and global best practices in environmental stewardship into our operations. We will explore the deployment of advanced waste reduction technologies and energy-efficient solutions, ensuring our infrastructure and asset management services remain at the forefront of sustainability. Strengthening collaborations with both local and international partners will remain central to our approach, as we work collectively to drive sector-wide progress towards a low-carbon, resource-efficient future.

Social Value Creation



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OCCUPATIONAL HEALTH AND SAFETY

WHY IS IT IMPORTANT?

UEM Edgenta strives to demonstrate its unwavering commitment to the health, safety, and well-being of its employees, contractors, and stakeholders, with the overarching goal of achieving zero incidents, occupational illnesses, environmental harm, and legal non-compliance. Creating and maintaining a safe workplace is not just a responsibility, it is a fundamental commitment that underpins our ability to achieve operational excellence. By fostering a culture of safety, we provide the protection needed to navigate the physical and operational challenges of our industry, ensuring the overall well-being of everyone involved in our work. Failure to prioritise and address health and safety concerns can have serious consequences for our organisation. Neglecting safety standards not only exposes individuals to unnecessary risks but also jeopardises our operational efficiency and reputation.

The impact of occupational accident or health incidents can result in costly legal liabilities, regulatory penalties, and increased insurance premiums. Moreover, it can damage employee morale, leading to reduced productivity and higher turnover rates. Ultimately, failure to uphold our commitment to safety can undermine the trust of our employees, vendors, and suppliers, impacting long-term sustainability and business success. Addressing these concerns proactively is not just a regulatory requirement; it is a strategic necessity for our continued growth and stability.

WHAT IS OUR APPROACH?

HSSE GOVERNANCE STRUCTURE

The Board holds ultimate responsibility for Health and Safety leadership, conducting regular oversight, assessments, and discussions on related matters each quarter. The MD/CEO serves as the designated Board representative, providing strategic leadership and direction in managing HSSE initiatives and compliance.

Designation	Roles and Responsibilities
HSSE Committees	Established at each operational site. The committee meets periodically through monthly meetings and weekly (ad-hoc) meetings when deemed necessary to deliberate and act upon any occupational health and safety issues.
Quarterly Perintis Council	Meetings are held for contractors to discuss and bring forth any health and safety related issues to the committee. Besides, to lead the day-to-day monitoring of our HSSE performance.
Head of Operational Excellence & HSSE	• Develop an annual HSSE plan which is aligned with objectives and targets of the Group at addressing HSSE • Provide key and consistent communication on our HSSE related objectives, targets and plans • Identify and assess key HSSE Critical Positions for Technical Authorities • Compile, review and submit HSSE related performance data to each business division • Implement and maintain an HSSE assurance plan for each business division • Establish and ascertain the competency of independent leads on HSSE audit • Identify and form the members of the HSSE audit team

UEM Edgenta places the utmost importance on creating a safe, secure, and sustainable environment for employees, partners, and stakeholders. By prioritising health and safety, we aim to cultivate a workplace that fosters trust, motivation, and resilience, ultimately enhancing our overall performance and organisational culture. Our strategy revolves around a proactive commitment to safeguarding human well-being, minimising environmental impact, and maintaining compliance with all legal and regulatory requirements. We believe that a secure and supportive workplace not only reduces risks but also empowers our people to perform at their best without concern for potential hazards.

Goal Zero

To achieve our ambition of Goal Zero—eliminating workplace incidents, illnesses, environmental harm, and non-compliance—we emphasise continuous improvement in our HSSE culture. This commitment is underpinned by our comprehensive Quality, Health, Safety, Security, and Environment (QHSSE) Policy, which serves as the cornerstone of our efforts. We successfully maintained ISO 9001:2015, ISO 45001:2018, and ISO 14001:2015 certifications, reflecting our adherence to global standards in quality, occupational health and safety, and environmental management.

We strive to embed responsible behaviours throughout our operations and engaging all levels of the organisation in advancing these priorities. We have implemented a robust Occupational Health and Safety Management System aligned with the Occupational Health and Safety Act 1994, Environmental Quality Act 1974, Factories and Machineries Act 1967, Fire Services (BOMBA) Act 1988 and its regulations as well as other relevant HSSE legal requirements, industrial code of practice and guidelines alongside international standards. Our HSSE Manual has been further strengthened with additional sections focusing on environmental compliance, fatigue management, road safety, and operational safety.

Emergency preparedness and response systems are key components of our approach, complemented by training programmes that encourage environmental awareness and sustainable practices. We have embedded the "12 Life Saving Rules" across our operations to minimise the risk of serious injuries and fatalities. Our hazard identification and risk management framework include methodologies such as Hazard Identification, Risk Assessment, and Risk Control (HIRARC), Job Hazard Analysis (JHA), and Ergonomic Risk Assessment (ERA), enabling us to mitigate risks associated with live traffic, working at heights, and fatigue-related incidents. To ensure the effectiveness of these measures, we rely on a team of qualified professionals, including Safety and Health Officers (SHO), Site Safety Supervisors (SSS), certified Environmental Professionals in Scheduled Waste Management (CEPSWAM), Ergonomic Trained Persons, and Occupational Health Doctors (OHD), who conduct thorough reviews in line with their respective areas of expertise.

We continuously refine our processes to meet global standards and uphold best practices, ensuring our people and partners can contribute to a safer and more sustainable future. By integrating health and safety principles into every aspect of our operations, we reinforce our commitment to delivering high-quality services while prioritising the physical and emotional well-being of our workforce.



Social Value Creation

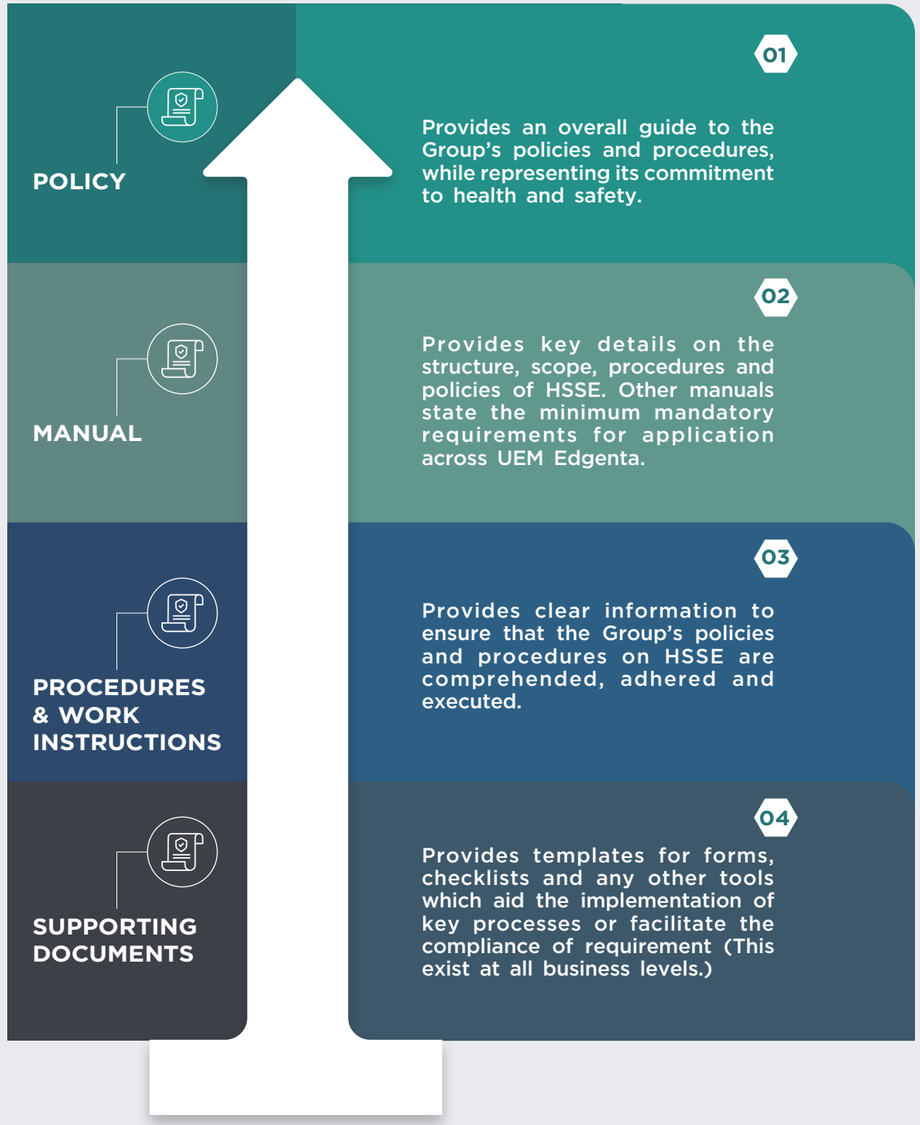
HSSE Manual Structure

The HSSE Manual sets the minimum mandatory requirements to ensure all UEM Edgenta personnel comply with established procedures, standards, and safety measures, fostering a safer and more resilient work environment for all.

QHSSE POLICY

- Compliance with statutory and regulatory requirements.
- Incorporate HSSE performance into employees' Key Performance Indicators ("KPIs").
- Mandates contractors adhere to HSSE standards in line with the organisation's policy.

For more information on our QHSSE Policy, see the link.



Awards and Recognition

UEM Edgenta

- MTE SDG 2024 – UEM Edgenta Mutual Aid Disaster Relief Programme (Environment & Natural Resources Category)
- MTE SDG 2024 – Paving the Way: UEM Edgenta's Recycled Asphalt Plant (Environment & Natural Resources)
- MTE SDG 2024 – From Shore to Sea: UEM Edgenta's Journey in Marine Conservation (Environment & Natural Resources)
- MTE SDG 2024 – Edgenta Workplace Wellness Initiative (Health & Well Being)
- MTE SDG 2024 – Trees for Tomorrow: UEM Edgenta's Commitment to Ecological Balance (Environment & Natural Resources)

Healthcare

- ISO 13485:2016 Medical Devices – Quality Management Systems
- National OSH Award 2024: Qualified semi-final
- 42nd MSOSH OSH Award 2024 – Gold Class 1 and 2

Infrastructure Services

- ISO 39001:2012 Road Traffic Safety Management Systems
- MSOSH - GOLD Award South Region Office
- MTE SDG 2024 – Edgenta Infrastructure Services Traffic and Road Safety Management Initiative (Health & Well Being)

Asset Consultancy

- Board Engineers Malaysia (BEM) - Engineering Consultancy Practice (ECP) Safety, Health and Environmental Excellence Award (BEMSHEXA) 2024

2024 Performance Overview

UEM Edgenta and **100%** of its Business Units have obtained the following certification:

- **ISO 9001:2015** Quality Management Systems
- **ISO 14001:2015** Environmental Management Systems
- **ISO 45001:2018** Occupational Health and Safety Management Systems
- **OHSAS 18001** certification
- Fatalities **3**
- Work related injury TRIR **1.2**
- **2025 targets**
  - Zero Fatality
  - Total Recordable Case Frequency (TRCF) **1.0**

Social Value Creation

WHAT VALUE WAS CREATED IN 2024?

Training on Health and Safety Standards

- Mandatory HSSE e-learning completion rate
  92.25%
- Number of employees completed the mandatory OHS e-learning modules
  8,718
- Number of training programmes for employees on occupational health and safety
  229
- HSSE Capability Assessment 2024
  152 submitted and approved under the HSSE Contractor Assessment (HCA) programme.
- Number of Perintis Contractors 2024
  35
- BeFit Programme 2024 (7 Battery Test)
  82 participants

In line with UEM Edgenta's ongoing commitment to safeguarding the health, safety, and well-being of its employees, the company undertook a series of targeted initiatives throughout 2024. These efforts aimed to create lasting value by promoting a healthier workforce and embedding a strong safety culture across the organisation. Key focus areas include employee wellness, road safety, and performance monitoring, reflecting UEM Edgenta's proactive approach to workplace health and safety.

As part of this commitment, UEM Edgenta placed particular emphasis on enhancing employee well-being through health initiatives aimed at preventing non-communicable diseases (NCDs), reducing sickness-related absenteeism, and promoting both physical and mental health. The company also emphasised road safety and safe commuting practices, launching programmes like the "Selamat Destinasi" initiative and defensive driving courses. This year, 8,718 employees successfully completed these trainings, reflecting an increase of 80% compared to 2023.

The company's commitment to safety was further demonstrated by its response to reported incidents, with a detailed incident investigation and corrective action process in place to identify causes and prevent recurrence. UEM Edgenta also continued to provide employees with access to healthcare through medical cards and third-party administrator support, ensuring that all employees, including direct contract workers and their dependents, received adequate medical assistance.

These efforts have significantly contributed to fostering a healthier workforce and reinforcing the company's safety culture. UEM Edgenta's HSSE performance is assessed annually and integrated into the corporate scorecard, where key indicators such as fatalities, lost-time injuries, medical treatment cases, first aid cases, and property damage incidents are tracked. Fatalities and high-potential incidents are thoroughly reviewed and reported to top management.



Initiative	Outcome
Selamat Destinasi	Aims to achieve of 20% annual reduction in commuting incidents (based on 2023 data) while enhancing road safety awareness and promoting better visibility and commuting safety for workers.
Road Safety – Project Edtube, DDT & Safe Riding (Awareness talk by Perkeso)	Ensure staff are equipped with defensive driving skills for safe travel, enhances the company's reputation through exemplary staff driving behaviour and promotes a culture of prevention.
Fundamental HSSE Risk Assessment Approach	Establishes a standardised approach to risk management, equipping participants with consistent methods to identify, evaluate, and mitigate workplace risks effectively.
HSSE Intervention Programme (HIP) for contractors	Aims to bridge the gap in HSSE Capability Assessment (HCA) for 1-star contractors, ensuring they are equipped to enhance their HSSE performance when working with the company.
Watermelon Project	Aims to prevent incidents through on-site HSSE compliance while developing highly competent HSSE personnel with enhanced skills, knowledge, attitudes, and behaviours.
NCDs Management	Promotes a healthy workplace, enables early identification and prevention of NCDs, and supports employees in maintaining optimal physical and emotional health.
Sickness Absenteeism Intervention Programme	Aims to reduce overall sickness absenteeism (out-patient medical leave), facilitate early detection of chronic illnesses with timely specialist referrals, and lower medical expenses for the organisation
Physical Project Wellness – BeFit, Daily Taiso and Physical Fitness Boot Camp	Aim to assess individual physical fitness levels, cultivate physically fit employees, and foster a healthy workplace environment through regular exercise and healthy dietary practices.
Emotional Wellness Programme	Equips the organisation with effective prevention and problem-solving solutions, enabling employees to develop competencies for managing work-related stress, improving work performance, and boosting overall business productivity.
Prioritise your Emotional Well-Being	Physical consultations by a registered psychiatry medical practitioner as part of the Mental Health Consultation Session.

Social Value Creation

UEM Edgenta marked a key step forward in enhancing disaster management capabilities by forming a partnership with the Fire & Rescue Department of Malaysia (JBPM). The collaboration was made through a Memorandum of Understanding (MoU) to establish the Mutual Disaster Relief Team, underscoring a shared commitment to improving Malaysia's disaster preparedness and response.

At the event, Edgenta was represented by En Razman Ismail, Chief People Officer of UEM Edgenta, alongside Andrew Raj, who also received special recognition for his pivotal role in driving the partnership.

Through this collaboration, UEM Edgenta will work with JBPM to develop disaster response guidelines, deliver specialised training to volunteer teams, and conduct emergency simulations to bolster readiness.







2024 Performance

In 2024, the Group experienced a surge in business activities, presenting new challenges for the HSSE department, particularly with the rise in highway traffic following the pandemic. Despite these demands, the team demonstrated resilience and adaptability, identifying room for improvement to develop competent personnel and foster a culture of excellence.

Working towards Goal Zero, we aim to reduce our Total Recordable Incident Rate (TRIR) from 1.4 to 1.2 through proactive safety measures and continuous monitoring. To reinforce our risk management framework, we are aligning with the latest amendments to the Occupational Safety and Health Act (OSHA) 1994 (Amendment 2022) to ensure enhanced compliance and workplace safety, emphasising a systematic and structured methodology for identifying, evaluating, and controlling workplace risks. Our key initiatives focus on developing comprehensive training modules to enhance workforce capabilities, with a strong emphasis on supervisors and middle managers, who are crucial in implementing effective risk controls.

Simultaneously, we are implementing targeted training programmes to strengthen the understanding and application of Job Hazard Analysis (JHA) processes. These efforts focus on integrating JHA practices into daily operations, including toolbox talks and the Permit to Work (PTW) system, ensuring that risk management is embedded in routine activities. Together, these initiatives reflect our commitment to operational excellence, regulatory compliance, and the safety and well-being of our workforce.

OVERALL PERFORMANCE

Number of training programmes for employees on occupational health and safety			Number of all employees and workers covered by an occupational health and safety management system			Number of work-related ill health		
229 (2024)			3,653 (2024)			0 (2024)		
152 (2023)	255 (2022)	- (2021)	3900 (2023)	3195 (2022)	3493 (2021)	0 (2023)	0 (2022)	0 (2021)
Number of work related injuries for workers			**Total recordable incident rate (TRIR)**			**Number of work related injuries for employees**		
27 (2024)			1.2 (2024)			74 (2024)		
13 (2023)	12 (2022)	15 (2021)	1.2 (2023)	1.1 (2022)	1.6 (2021)	72 (2023)	48 (2022)	82 (2021)
Lost Time Incident Rate (LTIR)			**Number of Employees trained on Health and Safety Standards**					
0.16 (2024)			8,718 (2024)					
0.15 (2023)	0.18 (2022)	0.21 (2021)	1,738 (2023)	3,026 (2022)	9,841 (2021)			

Social Value Creation

OHS Data for Employees 2024

Lost Time Incident Frequency Rate for employees — **1.0**

2021	2022	2023
2.7	2.6	1.0

Rate of work related injuries for employees — **1.7**

2021	2022	2023
2.7	2.6	1.8

Total Number of Hours Worked (Employees) — **44,307,643.25**

2021	2022	2023
30,318,387.88	22,828,022.24	40,137,241.2

The number and rate of high-consequence work-related injuries (excluding fatalities) (employees) — **0**

2021	2022	2023
0	0	0

Number of work-related employee fatalities, over last 3 years — **0**

2021	2022	2023
0	1	0

OHS Data for Workers 2024

Lost Time Incident Frequency Rate for workers — **0.5** (2024)

2021	2022	2023
0.5	0.4	0.4

Rate of work-related injuries for workers — **0.7**

2021	2022	2023
0.5	0.3	0.4

Total Number of Hours Worked (Workers) — **40,426,024**

2021	2022	2023
31,011,996	22,294,821	36,456,584

The number and rate of high-consequence work-related injuries (excluding fatalities) (workers) — **0**

2021	2022	2023
0	0	0

Number of work-related fatalities for workers — **0**

2021	2022	2023
0	1	2

Total Number of Work related Fatalities (employees and workers) — **3**

2021	2022	2023
0	2	2



WHAT IS OUR OUTLOOK?

Looking ahead, Edgenta remains committed to enhancing its occupational health and safety practices by revisiting the basics of safety, reinforcing compliance, and improving consequence management. This commitment we will uphold as we continue our journey towards Goal Zero—zero incidents, illnesses, environmental harm, and non-compliance. While this ambition is central to our operations, we acknowledge that our progress has not been without challenges. Incidents along the way have underscored the critical need for continued improvement and vigilance in embedding safety across every aspect of our work.

In 2025, the company will focus on further strengthening its HSSE management system, with an emphasis on refining policies, procedures, and employee training programmes. We will focus on HSSE compliance programmes, contractor safety management, and health initiatives covering both physical and mental well-being. Additionally, we will revisit the fundamentals of safety, reinforce compliance, and strengthen consequence management to drive accountability across all levels.

Our Operational Excellence & HSSE department leads this work, emphasising risk assessments, emergency response plans, employee training, and ongoing monitoring and improvement. In the short term, we are intensifying efforts to further strengthen our HSSE management system, focusing on refining policies, procedures, and training programmes to ensure consistent application across our operations. These steps are crucial as we work to close the gaps identified from past incidents.

Over the medium term, we aim to build a proactive HSSE culture, with leadership engagement driving this agenda. Top management will champion safety initiatives through open communication, regular briefings, and active participation, embedding a safety-first mindset across the organisation.

For the long term, we remain committed to our Goal Zero objective, understanding that it is an ongoing journey. Achieving zero incidents, illnesses, environmental harm, and non-compliance requires continuous improvement, proactive risk management, regular audits, and the integration of advanced technologies to further enhance safety performance.

Our past challenges have only strengthened our resolve. We continue to learn, adapt, and drive a culture where safety is embedded in everything we do, ensuring a safer, healthier, and more sustainable working environment for all.

Social Value Creation

CUSTOMER SATISFACTION

WHY IS IT IMPORTANT?

Customer satisfaction is a key aspect of our success, serving as the foundation for building lasting partnerships and driving business growth. We recognise that fostering strong, long-term relationships with our clients extends beyond delivering services as it requires earning their trust through consistently meeting their expectations. By actively listening, responding swiftly to concerns, and adapting our solutions to match their evolving needs, we ensure our customers feel valued and supported.

Neglecting to prioritise customer satisfaction can have significant negative repercussions for our organisation. If we fail to consistently meet client expectations, it can lead to a breakdown in trust, damaged relationships, and ultimately a loss of business. Unsatisfied customers are more likely to seek alternatives, which can result in a decline in revenue, market share, and reputation. Moreover, negative customer experiences can spread quickly through word-of-mouth and social media, impacting our brand image and deterring potential clients. Without a focus on customer satisfaction, our ability to foster lasting partnerships and drive sustainable business growth would be severely compromised, hindering both short-term success and long-term stability.

WHAT IS OUR APPROACH?

UEM Edgenta takes a holistic, client-focused approach to delivering exceptional customer satisfaction and operational excellence. By promoting proactive communication and continuous improvement, the company regularly conducts Customer Satisfaction Surveys (CSS) based on contractual requirements to gather and analyse customer feedback. These insights help in customising solutions, aligning services with client expectations, and identifying the root causes of dissatisfaction. Immediate corrective actions are then implemented to address concerns and prevent recurrence, ensuring a seamless and responsive customer experience.

Our Business Units leverage customer feedback as a critical tool for continuous improvement through a structured and actionable approach:

Action Plans Based on Feedback:

1. Each section develops targeted action plans to address areas with the lowest scores, ensuring focused improvements where needed most.

Effective Communication and Relationship Building:

2. Feedback is used to foster strong client relationships by ensuring clear, effective communication and building rapport with clients.

Knowledge Sharing:

3. High-performing regions or sections are identified, and their best practices are shared across teams to enhance overall service quality.

Quarterly Client Engagement Programmes:

4. Regular client engagement initiatives are conducted to maintain a continuous feedback loop and ensure alignment with client expectations.

Constructive feedback is systematically broken down, and findings are shared with respective sites to verify, plan, and implement corrective actions. Continuous monitoring helps track trends and measure the effectiveness of these actions, while the 80/20 rule is applied to efficiently manage multiple feedback points. Additionally, stakeholder engagement is integrated into CSS intervention plans to enhance collaboration. To benchmark customer satisfaction performance, UEM Edgenta establishes Minimum Service Level Agreements (SLAs), incorporating both internal benchmarks and external client criteria to ensure alignment with industry standards and client expectations.

WHAT VALUE WAS CREATED IN 2024?

We believe that customer satisfaction is the foundation of the trusted partnerships we build and nurture over time. Our commitment to understanding and meeting client needs has played a vital role in securing contract renewals, driving organic growth, and strengthening long-term relationships with both existing and new clients.

To this end, we have embedded customer-centric practices into our daily operations. Customer Satisfaction Survey (CSS) intervention plans, coupled with regular stakeholder engagement sessions and active leadership involvement, have helped us stay closely connected with our clients. Apart from that, we actively monitor retention rates, repeat engagements, contract renewals, and new business wins as part of our approach to fostering customer loyalty. These insights are complemented by the close working relationships our site management teams cultivate with clients, in coordination with our headquarters. Through ongoing dialogue, we ensure concerns are addressed promptly and service enhancements are introduced to better align with client expectations.

Recognising that customer experience is also a differentiator in a competitive market, we have introduced structured initiatives like the Service Ambassador Programme (SAP), developed in partnership with Edgenta Academy. SAP empowers our frontline teams to take ownership of client experience, ensuring consistency in service quality across all sites while driving improvements in CSS ratings.

Satisfied clients have also opened doors to new growth opportunities. By consistently delivering exceptional results and fostering strong working relationships, we have successfully expanded our service offerings through cross-selling and upselling, while also gaining new business through client referrals. Notably, our continued growth in the Middle East has been driven by the confidence our clients place in us, built on our global credentials and unwavering commitment to service excellence. In 2024, this trust was reaffirmed when our largest government-owned client renewed our contract, a testament to the value we create together.

> Our presence in the Middle East market since 2022 was built and predicated around agendas and global credentials. We place high importance in our relationship with our clients and our clients gain confidence based on our deliverables. We have put tremendous efforts in maintaining our performance including investing in the enhancement of CAFM systems and increasing our workforce to support our clients. As a result, in 2024, our biggest government-owned client has renewed our contract, and hence reinforced the fact that customer satisfaction has further strengthen the trust ecosystem.

Our approach in upholding a good customer satisfaction has been translated into both an overall good Customer Satisfaction Survey ("CSS") in the year 2024 across our operating companies and have enabled us to retain our current customers.

Customer Satisfaction Score: 91%
2023 (89%)

WHAT IS OUR OUTLOOK?

UEM Edgenta is committed to managing and enhancing customer satisfaction through a structured approach. In the short term, we will continue to gather client feedback, address concerns on a case-by-case basis, and implement corrective actions while closely monitoring outcomes. Over the medium term, we expect the Service Ambassador Programme to drive measurable improvements by 2025, supported by post-training assessments to evaluate its impact and refine interventions where necessary. In the long term, our focus will be on leveraging data-driven insights and advanced technologies, such as Machine Learning and AI, to elevate service standards, enhance client value, and strengthen long-term business retention.

To further elevate customer satisfaction, UEM Edgenta plans to strengthen the Service Ambassador Programme, implement FM competency intervention plans, introduce dashboard reporting for real-time client insights, and integrate ESG initiatives to deliver greater value across its operations. We will also be leveraging advanced technologies and automation solutions to provide personalised service enhancements, streamline communication and proactively address customer needs. The implementation of real-time feedback systems and performance analytics will allow us to swiftly identify areas for improvement, ensuring we consistently exceed customer expectations and foster long-term relationships. As such, we are upskilling our teams through targeted training programmes.

Remaining informed about market trends, customer preferences, and emerging technologies is a priority. To achieve this, we will invest in staff training to ensure employees understand customer expectations and are empowered to make customer-centric decisions. Additionally, we will focus on continuous innovation by developing new products and services, leveraging cutting-edge technologies, and forming strategic partnerships. By streamlining processes, enhancing customer support, and personalising interactions, UEM Edgenta aims to deliver exceptional customer experiences at every touchpoint.

Social Value Creation

EMPLOYMENT CULTURE

WHY IS IT IMPORTANT?

Our workforce is the foundation of our success, and when employees feel valued and respected, they become key drivers of excellence. By prioritising their mental, physical, and social well-being, we cultivate a culture built on trust, inclusion, and equal opportunity, empowering every individual to thrive and reach their full potential. This commitment not only helps us attract and retain top talent but also enhances motivation and productivity, creating a positive impact across the organisation.

Failing to prioritise a positive employment culture can lead to significant challenges within our organisation. If employees do not feel valued or respected, it can result in low morale, decreased motivation, and reduced productivity. A negative work environment can also contribute to higher turnover rates, making it difficult to retain top talent and maintain continuity. Additionally, a lack of focus on inclusion, well-being, and equal opportunity can foster disengagement and undermine collaboration, ultimately hindering innovation and overall performance. Without a strong, supportive employment culture, our ability to attract skilled individuals, sustain long-term growth, and achieve operational excellence would be severely compromised.

WHAT IS OUR APPROACH?

Since its introduction in 2021, FIRST has served as our guiding set of principles when engaging with both internal and external clients, as well as stakeholders. It reflects the character, commitment, and culture that define Edgenta, shaping the way we work and interact with those around us. Guided by these principles the company' has fostered a workplace where respect, integrity, and service excellence are paramount. In this regard, we have established task forces, committee and focus groups to proactively address specific challenges and oversee the implementation of key initiatives. These dedicated teams ensure we remain agile and responsive, driving progress on targeted issues while strengthening our ability to adapt to evolving business needs.

Our performance management approach goes beyond measuring outcomes as we focus on embedding our values into the core competencies of every employee. This ensures that excellence is driven not only by results but also by the way we work and uphold our shared principles. We have fostered a distinct Edgenta identity, one that celebrates unity while respecting the diversity of our people across different markets. This inclusive environment allows us to harness varied perspectives, driving innovation and growth.

To keep our employees informed and engaged, we actively communicate company updates, goals, and achievements through multiple platforms, including email, town halls, roadshows, social media channels such as Instagram and LinkedIn, our website, and both formal and informal meetings at all levels of the organisation. Recognising the importance of employee voice in shaping our future, we have implemented structured and unstructured channels to ensure that every team member is heard. These include the Employee Engagement Survey, Idea Bank, and Internal Customer Satisfaction Survey, alongside daily work discussions and meetings across various levels. As part of Edgenta's culture, we encourage employees to raise their ideas and opinions freely, fostering an environment where everyone feels empowered to contribute to our shared success.

WHAT IS VALUE CREATED IN 2024?

In 2024, our teams demonstrated resilience and adaptability in the face of workforce constraints. Our leaders effectively navigated this challenge by working creatively and driving greater efficiency, enabling us to meet both our financial and sustainability targets.

We also broadened our employee engagement efforts, notably expanding the Annual Management Dialogue to include our regional offices, fostering stronger alignment and encouraging cross-market collaboration. At the same time, we continued to prioritise the development of our people, maintaining investments in learning and development programmes to ensure employees are equipped with the necessary skills to perform and grow within the organisation.

Employee Training & Awareness

At UEM Edgenta, we are deeply committed to supporting the professional growth of our employees through a comprehensive range of development programmes, leadership training, and learning opportunities. These initiatives are designed to equip individuals with the skills and knowledge required to excel in their current roles while preparing them for future career advancement.

Our targeted development programmes cater to different levels within the organisation. The UEM-INSEAD Senior Leadership Development Programme is a flagship initiative aimed at enhancing the strategic and leadership capabilities of our senior leaders, delivered in partnership with INSEAD. We also offer Facility Managers Development Programmes, which provide pathways to industry-recognised certifications such as the Certified Facility Management Manager (CFMM) by CIDB, and a Professional Master's qualification, ensuring our technical experts stay at the forefront of industry standards. Complementing these is the Executive Education Programme, which focuses on practical leadership skills and strategic networking, with opportunities to obtain professional qualifications. Additionally, the People Manager Essentials Programme is designed to equip managers with the necessary skills to lead, engage, and develop their teams effectively.

To encourage personalised development, we introduced Individual Development Plans (IDP) in 2023, empowering employees to take ownership of their growth journey. These plans are supported by a variety of interventions, including coaching, job rotations, shadowing, mentoring, and project participation, enabling employees to build relevant skills and gain cross-functional exposure.

Beyond structured programmes, we provide access to certification training to enhance technical expertise and professional credentials. Employees can also leverage self-paced e-learning platforms, allowing them to develop new competencies at their convenience and at a pace that suits their schedules.

Average training hours per employee, by gender	2024	2023	2022	2021
Male	15.24	16.45	20.78	21.12
Female	24.01	18.13	17.50	31.77
Total number of training hours provided to employees				
Male	166,647.06	137,698.08	161,950	60,963
Female	165,997.30	164,196.63	151,948.5	34,253
Total training hours by employee category				
Top Management	373	690	829	741
Senior Management	6,504	6,406	8,398	8,376
Middle Management	13,202	10,603	13,324	11,487
Junior Management	52,940	37,589	56,387	43,918
Non executive	258,364	246,658	39,894	30,693
Average training hours per employee by employee category				
Top Management	19.61	28.63	48.79	53.94
Senior Management	30.82	28.52	49.99	52.57
Middle Management	33.59	25.42	46.35	44.92
Junior Management	31.95	21.73	48.13	36.23
Non executive	16.59	16.41	19.73	14.17
Total training Hours on Employee Development				
	332,644	301,895	313,899	95,216

Average cost of training per employee (RM)

4,642.13 2024

2023	2022	2021
4373.91	**1,040.61***	**1,044***

* For Edgenta MY only

Approved Training Budget (RM million)

7.76 2024

2023	2022	2021
6.72	**6.72**	**N/A**

Training Budget & Utilisation Budget

72% 2024

2023	2022	2021
77%	**-**	**-**

Total Spent on Training and Education

5,564,853.26 2024

2023	2022	2021
5.16mil	**-**	**-**

% of employees who received training

99% 2024

2023	2022	2021
73%	**-**	**-**

Number of Employees trained on Health and Safety Standards

8,718 2024

2023	2022	2021
77%	**-**	**-**

No of Hours of Technical & Functional Training

304,474.26 2024

2023	2022	2021
18418.5	**N/A**	**N/A**

No of Hours of Soft Skill Development Training

26,968.65 2024

2023	2022	2021
216,196	**N/A**	**N/A**

Employee Training Hours -

Internal

299,786.98 2024

2023	2022	2021
274,738.64	**N/A**	**N/A**

External

32,857.38 2024

2023	2022	2021
27,156.07	**N/A**	**N/A**

Employees Receiving Regular Performance and Career Development Reviews

100%* 2024

2023	2022	2021
100%**	**100%**	**100%**

* 90% for OME, 32% for UEMS MY
** 85% for OME, 25% for UEMS MY

Number of Employee Upskilling Programme

2,178 2024

2023	2022	2021
2,246	**N/A**	**N/A**

1. 2021 & 2022 data covers UEM Edgenta MY only
2. 2023-2024 covers group wide data excl. KSA

Social Value Creation

EMPLOYEE WELL-BEING

INITIATIVES TO PROMOTE WORK-LIFE BALANCE AMONG EMPLOYEES

We are cognisant that fostering work-life balance is essential to supporting the overall well-being and performance of our employees. To this end, we have introduced several initiatives aimed at enhancing both their professional and personal lives. Our Flexible Working Arrangement (FWA) allows employees to manage their work schedules more effectively, enabling them to better balance their professional responsibilities with personal commitments. We also prioritise physical health and recreation through our Sports & Recreational Club, alongside HSSE-led initiatives that promote an active and healthy lifestyle. These programmes encourage employees to engage in sports, fitness activities, and wellness campaigns, contributing to their physical and mental resilience.

Recognising the importance of providing support in times of need, the Edgenta Care Society was established to assist employees facing hardships due to unforeseen calamities or financial challenges. In 2023, Edgenta Care Society disbursed RM16,912 to aid 10 colleagues, while in 2024. RM27,677 was disbursed for 17 colleagues. Additionally, our Employee Assistance Programme (EAP) offers confidential physical and mental health consultations, providing employees with access to professional support when they require guidance on health-related or personal matters.

Children Excellence Award

Total Recipients	Total Disbursed
19	RM9,700

Study Grant

Total Recipients	Total Disbursed
27	RM215,000

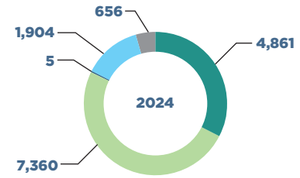
To celebrate the achievements of our employees' families, we introduced the Children Excellence Award, which recognises the academic accomplishments of employees' children. This year, a total of 19 recipients were awarded, with a total disbursement of RM9,700. We also offer Study Grants to support employees' children pursuing their education, ensuring that financial limitations do not hinder their academic growth. A total of 27 recipients benefited from the Study Grant, with a total amount of RM215,000 disbursed. Together, these initiatives reflect UEM Edgenta's holistic approach to employee well-being, creating a workplace where individuals feel valued, supported, and empowered to thrive both professionally and personally.

UEM Edgenta upholds the rights of its employees to union representation, fostering a fair and inclusive workplace. As of 3 April 2023, 2,559 employees under UEMS Malaysia fall within the scope of union representation, granting the union the mandate to advocate for their collective interests on employment terms and working conditions. While not all employees are registered union members, this group represents the potential union numbers recognised by the union. We continuously engage with union representatives to promote transparent dialogue and ensure that employee voices are heard.



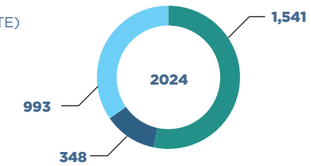
Total Number of Employees* (by Region)

Number of permanent employees



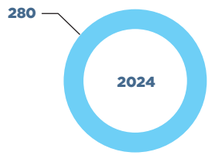
	2023	2022	2021
Malaysia	5,499	5,604	3,418
Taiwan	7,330	6,561	–
Saudi Arabia	–	–	–
Singapore	1,810	1,405	–
UAE	306	265	–

Number of temporary employees (head count/FTE)



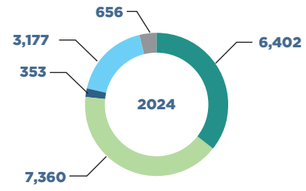
	2023	2022	2021
Malaysia	1,350	1,123	547
Taiwan	–	–	–
Saudi Arabia	14	–	–
Singapore	930	1334	–
UAE	–	–	–

Number of non-guaranteed hours employees (head count/FTE)



	2023	2022	2021
Malaysia	–	–	–
Taiwan	–	–	–
Saudi Arabia	–	–	–
Singapore	204	184	–
UAE	–	–	–

Number of full-time employees (head count/FTE)



	2023	2022	2021
Malaysia	6,849	6,726	3,965
Taiwan	7,330	6,561	–
Saudi Arabia	14	–	–
Singapore	2,944	2,923	–
UAE	306	265	–

There are no part time employees between 2021 and 2024 in all regions.

Note:
1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide. (Indonesia headcounts included in MY data).

Malaysia
Taiwan
Singapore
UAE
Saudi Arabia

Social Value Creation

Number of new hires

	2024	2023	2022	2021
	1,031	1,237	1,177	292
	3,295	3,510	3,028	–
	88	12	1	–
	4	1	0	
	1,699	1,415	1,411	–
	306	86	63	–

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

New hires by nationality

	Local:	International
2021	292	–
2022	5,359	321
2023	5,452	809
2024	5,351	1,054

* Local means citizens of respective country

Ratio of basic salary and remuneration (male to female) 2024

	2024
Top Management	1.17:1
Senior Management	1:1
Middle Management	1:1
Junior Management	1.1:1
Non-Executive	1:1

1. The data is for Edgenta MY (Excluding UEMS MY And International Business)
2. Based on Median

Number of New Hires, by Gender

Male

2,912 2024

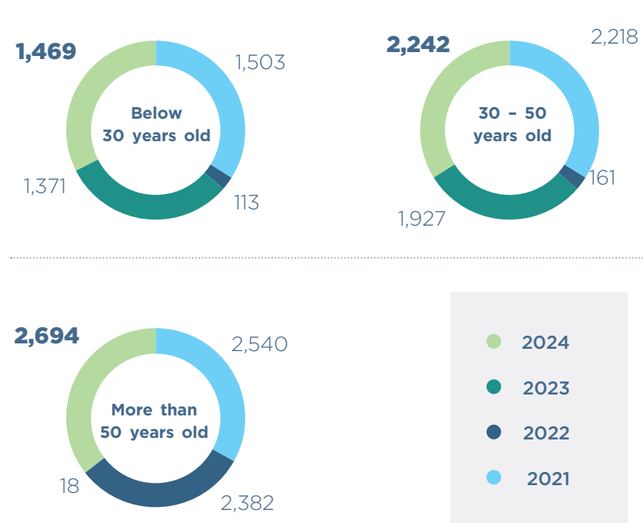
2023	2022	2021
3,038	2,507	200

Female

3,493 2024

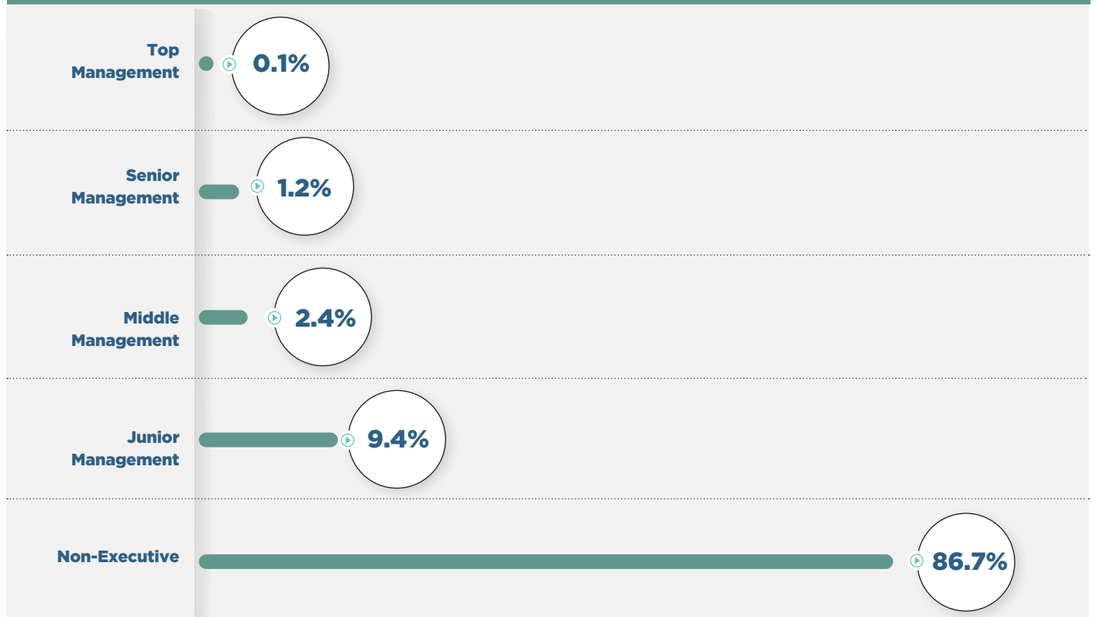
2023	2022	2021
3,223	3,173	92

Number of New Hires, by Age Group



1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Breakdown of employees by employee category (2024)



Breakdown of Employees by Gender (Headcount & %)

Permanent

Male

6,719 (45%) 2024

2023	2022	2021
6,756 (45%)	6,187 (45%)	2,457 (72%)

Female

8,067 (55%) 2024

2023	2022	2021
8,189 (55%)	7,648 (55%)	960 (28%)

Temporary

Male

1,947 (65%) 2024

2023	2022	2021
1,540 (67%)	1,534 (62%)	430 (78%)

Female

935 (35%) 2024

2023	2022	2021
754 (33%)	923 (38%)	118 (22%)

Non-Guaranteed Hours

Male

108 (39%) 2024

2023	2022	2021
82 (40%)	72 (39%)	0 (0%)

Female

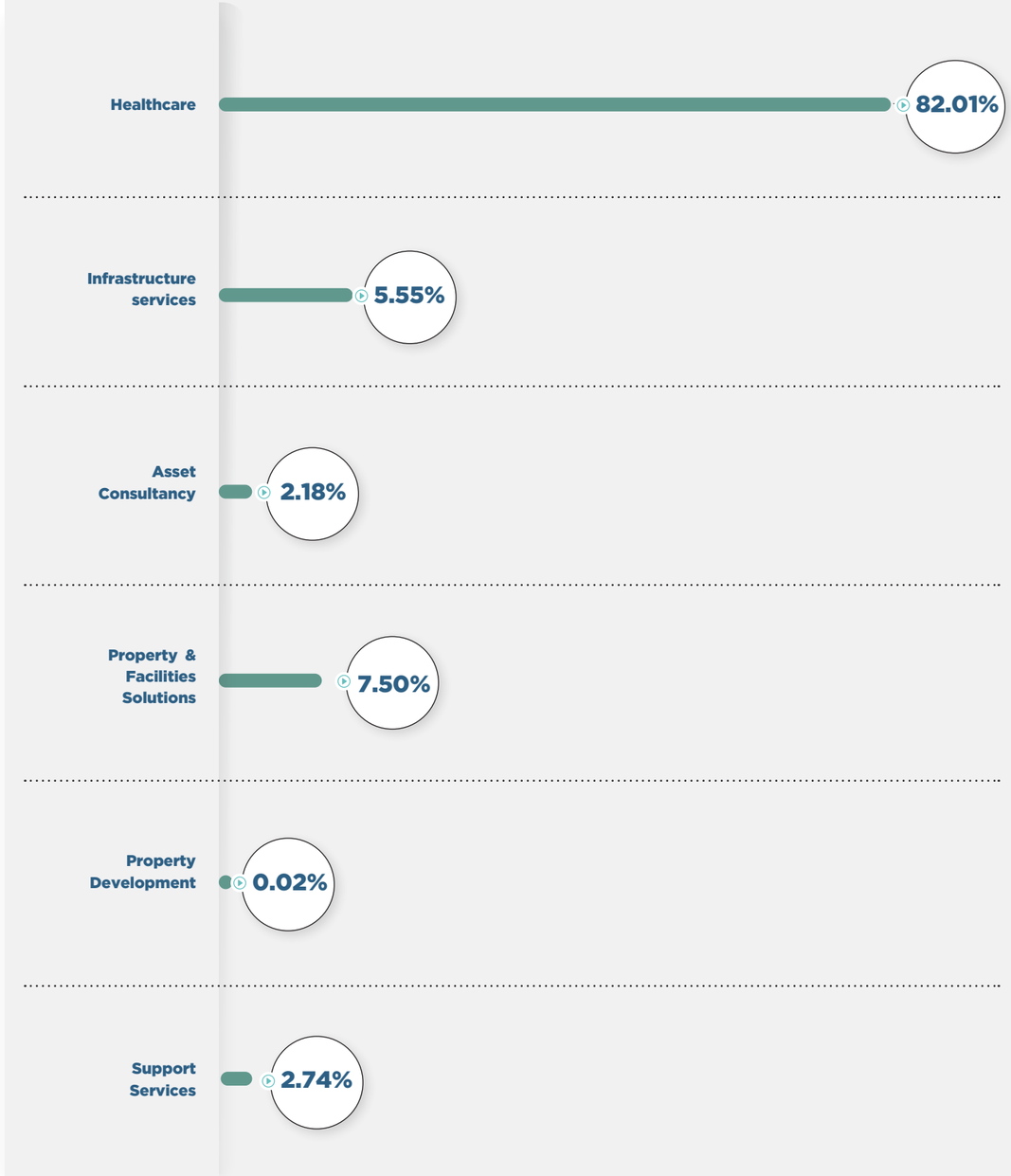
172 (61%) 2024

2023	2022	2021
122 (60%)	112 (61%)	0 (0%)

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

Breakdown of Employees by Division (2024)



Breakdown of Employees by Ethnicity (Group-wide Operations)



Breakdown of Employees by Nationality

Taiwanese	41.0%
Malaysian	37.7%
Singaporean	10.5%
Others	7.9%
Chinese	1.5%
Indian	1.4%

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

Breakdown by Employment Status

18%* Contract — Permanent **82%**

Breakdown of Employees by Position (Headcount & %)

Top Management

Male		Female
17 (77%)	**2024**	**5 (23%)**
14 (78%)	2023	4 (22%)
13 (72%)	2022	5 (28%)
12 (80%)	2021	3 (20%)

Senior Management

142 (63%)	**2024**	**83 (37%)**
142 (61%)	2023	90 (39%)
130 (60%)	2022	85 (40%)
99 (61%)	2021	62 (39%)

Middle Management

303 (69%)	**2024**	**137 (31%)**
279 (69%)	2023	125 (31%)
292 (72%)	2022	111 (28%)
190 (72%)	2021	74 (28%)

Junior Management

1,016 (60%)	**2024**	**679 (40%)**
1,058 (60%)	2023	696 (40%)
1,020 (61%)	2022	653 (39%)
785 (64%)	2021	443 (36%)

Non-Executive

7,296 (47%)	**2024**	**8,270 (53%)**
6,885 (46%)	2023	7,829 (55%)
6,338 (45%)	2022	8,150 (54%)
1,801 (78%)	2021	496 (22%)

* Include Temporary and Non-Guaranteed Hours Employees

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Breakdown of Directors by Gender

Male — **70%** 2024

2023	2022	2021
70%	**60%**	**60%**

Female — **30%** 2024

2023	2022	2021
30%	**33%**	**40%**

Breakdown of Directors by Age Group

Below 30			Between 30-50			Above 50		
		0% 2024			**3 (30%)** 2024			**7 (70%)** 2024
0% 2023	**0%** 2022	**0%** 2021	**2 (22%)** 2023	**2 (20%)** 2022	**1 (11%)** 2021	**7 (78%)** 2023	**7 (78%)** 2022	**8 (89%)** 2021

Breakdown of Employees by Age Group

Below 30 years old

Male — **1,509 (65%)** 2024

2023	2022	2021
1,457 (65%)	**1,394 (65%)**	**421 (69%)**

Female — **816 (35%)** 2024

2023	2022	2021
779 (35%)	**760 (35%)**	**188 (31%)**

30 – 50 years old

Male — **4,178 (56%)** 2024

2023	2022	2021
4,134 (55%)	**3,722 (56%)**	**1,848 (73%)**

Female — **3,239 (44%)** 2024

2023	2022	2021
3,343 (45%)	**2,964 (44%)**	**671 (27%)**

More than 50 years old

Male — **3,087 (38%)** 2024

2023	2022	2021
2,787 (36%)	**2,677 (35%)**	**618 (74%)**

Female — **5,119 (62%)** 2024

2023	2022	2021
4,943 (64%)	**4,959 (65%)**	**219 (26%)**

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

Breakdown of Employees by Age Group

Below 30 years old | 30 – 50 years old | More than 50 years old

Top Management

Below 30 years old			30 – 50 years old			More than 50 years old		
0 (0%) 2024			9 (41%) 2024			13 (59%) 2024		
0 (0%) 2023	0 (0%) 2022	0 (0%) 2021	11 (61%) 2023	9 (50%) 2022	8 (53%) 2021	7 (39%) 2023	9 (50%) 2022	7 (47%) 2021

Senior Management

Below 30 years old			30 – 50 years old			More than 50 years old		
1 (0.1%)* 2024			130 (58%) 2024			94 (42%) 2024		
0 (0%) 2023	0 (0%) 2022	0 (0%) 2021	152 (66%) 2023	131 (61%) 2022	94 (58%) 2021	80 (16%) 2023	84 (39%) 2022	67 (42%) 2021

Middle Management

Below 30 years old			30 – 50 years old			More than 50 years old		
20 (5%) 2024			308 (70%) 2024			112 (25%) 2024		
10 (2%) 2023	3 (1%) 2022	2 (1%) 2021	302 (75%) 2023	289 (72%) 2022	186 (70%) 2021	92 (23%) 2023	111 (28%) 2022	76 (29%) 2021

Junior Management

Below 30 years old			30 – 50 years old			More than 50 years old		
251 (15%) 2024			1103 (65%) 2024			341 (20%) 2024		
276 (16%) 2023	282 (17%) 2022	248 (20%) 2021	1204 (75%) 2023	1096 (66%) 2022	775 (63%) 2021	274 (16%) 2023	295 (18%) 2022	205 (17%) 2021

Non-Executive

Below 30 years old			30 – 50 years old			More than 50 years old		
2053 (13%) 2024			5867 (38%) 2024			7,646 (49%) 2024		
1,950 (13%) 2023	1,945 (14%) 2022	359 (16%) 2021	5,508 (39%) 2023	5,173 (37%) 2022	1,456 (63%) 2021	7,277 (48%) 2023	7,049 (50%) 2022	482 (21%) 2021

* Disclosed as 0% in Bursa Performance Table due to rounding purposes.
1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Senior Management

1. Local Communities mean locally hired in the respective country
2. Female in technical positions are calculated based on total number of employees in Senior Management
3. Data is for Malaysia office only

	2021	2022	2023	2024
No. of Senior Management are Local Communities	161	205	213	**201**
Female in Technical Position (%)	19%	21%	23%	**19%**

Employee Turnover

Total number and rate of employee turnover during the reporting period, by age group, gender and region.

Total turnover
7,429 (40.9%) 2024

2023	2022	2021
6,381 (38.8%)	6,266 (38.8%)	469 (11.6%)

1. Total no. of turnover for 2021 excludes international data as it is not readily available.
2. 2021 excludes UEMS MY
3. UEM Edgenta's definition of "turnover" considers total voluntary turnover only
4. Overall turnover rate = total attrition divided by average number of employees for the year

Overall turnover rate (voluntary + involuntary)
40.9% 2024

2023	2022	2021
37.4%	38.8%	11.6%

2024 TOTAL TURNOVER, BY GENDER

Voluntary turnover

Male			Female		
2,397 2024			2,813 2024		
2,072 2023	2,137 2022	182 2021	2,744 2023	2,979 2022	76 2021

Non-Voluntary turnover

Male			Female		
1,002 2024			1,217 2024		
787 2023	674 2022	186 2021	778 2023	474 2022	25 2021

Voluntary & Non-Voluntary turnover

Male			Female		
3,399 2024			4,030 2024		
2,859 2023	2,811 2022	368 2021	3,522 2023	3,453 2022	101 2021

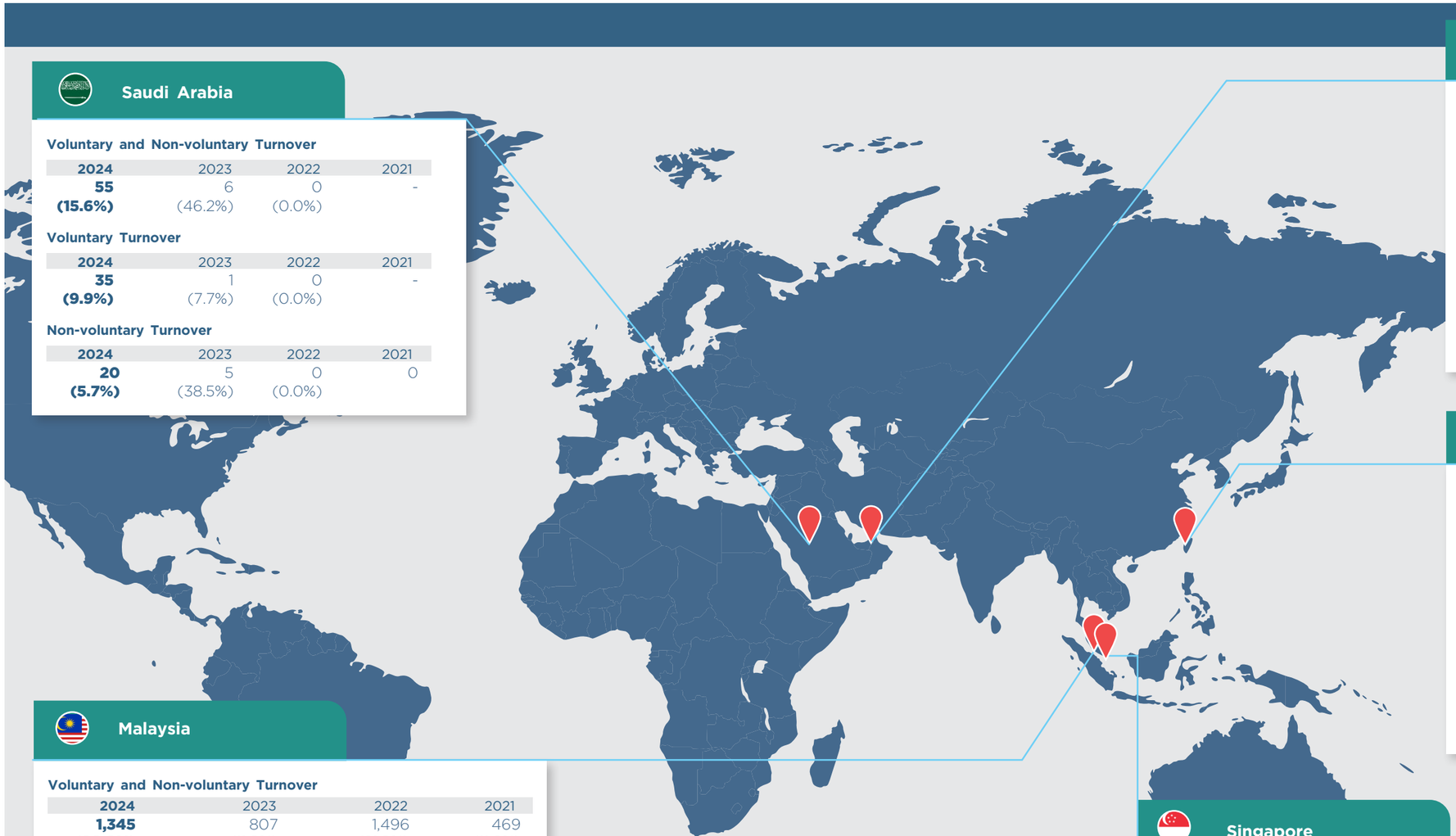
TOTAL TURNOVER, BY EMPLOYEE CATEGORY

Top Management			Senior Management			Middle Management		
3 2024			36 2024			111 2024		
5 2023	5 2022	5 2021	37 2023	38 2022	40 2021	87 2023	75 2022	40 2021

Junior Management			Non-Executive		
341 2024			6,938 2024		
309 2023	115 2022	94 2021	5,837 2023	269 2022	171 2021

1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation



Saudi Arabia

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
55	6	0	-
(15.6%)	(46.2%)	(0.0%)	

Voluntary Turnover

2024	2023	2022	2021
35	1	0	-
(9.9%)	(7.7%)	(0.0%)	

Non-voluntary Turnover

2024	2023	2022	2021
20	5	0	0
(5.7%)	(38.5%)	(0.0%)	

UAE

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
141	52	24	-
(21.5%)	(18.3%)	(10.2%)	

Voluntary Turnover

2024	2023	2022	2021
95	46	21	-
(14.5%)	(16.2%)	(8.9%)	

Non-voluntary Turnover

2024	2023	2022	2021
46	6	3	-
(7.0%)	(2.1%)	(1.3%)	

Taiwan

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
4230	3937	3153	-
(57.3%)	(55.7%)	(51.3%)	

Voluntary Turnover

2024	2023	2022	2021
3,204	3183	2876	-
(43.4%)	(45.1%)	(46.8%)	

Non-voluntary Turnover

2024	2023	2022	2021
1026	754	277	-
(13.9%)	(10.7%)	(51.3%)	

Malaysia

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
1,345	807	1,496	469
(20.2%)	(11.9%)	(21.9%)	(11.6%)

Voluntary Turnover

2024	2023	2022	2021
579	419	950	258
(8.7%)	(6.2%)	(13.9%)	(64%)

Non-voluntary Turnover

2024	2023	2022	2021
766	388	546	211
(11.5%)	(5.7%)	(8.0%)	(5.2%)

Singapore

Voluntary and Non-voluntary Turnover

2024	2023	2022	2021
1,658	1,579	1,591	-
(52.6%)	(54.5%)	(54.7%)	

Voluntary Turnover

2024	2023	2022	2021
1,296	1,167	1,269	-
(41.1%)	(40.3%)	(43.7%)	

Non-voluntary Turnover

2024	2023	2022	2021
362	412	322	-
(11.5%)	(14.2%)	(11.1%)	

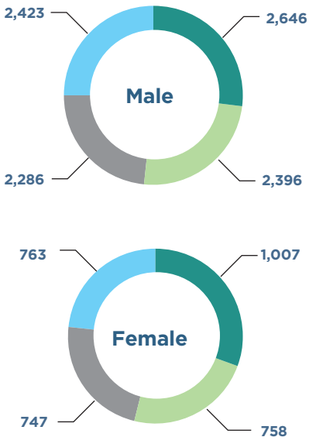
1. 2020 & 2021 data covers UEM Edgenta MY only.
2. 2022-2024 data covers group-wide.

Social Value Creation

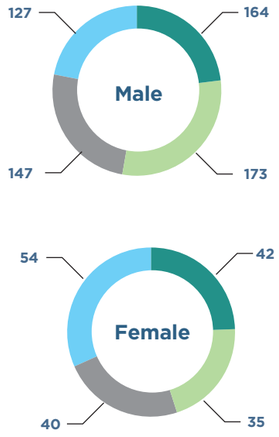
Parental Leave*

2024 2023 2022 2021

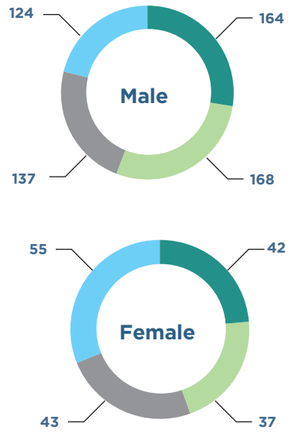
Total number of employees who were entitled to parental leave



Total number of employees that took parental leave



Total number of employees who returned to work in the reporting period after parental leave ended



Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work

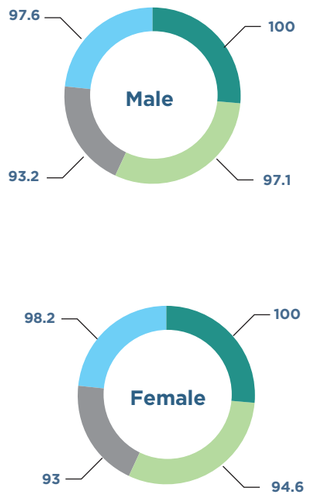
141 (80%) 2024

2023	2022	2021
82 (40%)	72 (39%)	0 (0%)

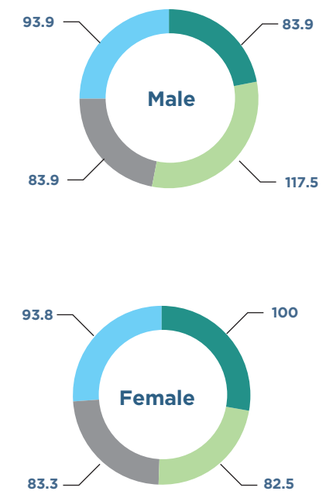
35 (20%) 2024

2023	2022	2021
122 (60%)	112 (61%)	0 (0%)

Return to work rates (%)



Retention rates



Note: All data covers UEM Edgenta MY only

The following benefits are standard for full-time employees of the organisation but are not provided to temporary or part-time employees. This list represents the minimum requirements:

	2021					2022					2023					2024						
	MY	SG	TW	UAE	KSA	MY	SG	TW	UAE	KSA	MY	SG	TW	UAE	KSA	MY	SG	TW	UAE[1]	UAE[2]	KSA[3]	KSA[4]
Life Insurance	✓		✓	✓		✓	✗	✓	✓		✓	✗	✓	✓	✗	✓	✗	✓	✓	✗	✗	✗
Health care	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disability and invalidity coverage	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗
Parental leave	✓		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Retirement provision	✓		✓	✗		✓	✗	✓	✗		✓	✗	✓	✗	✗	✓	✓	✓	✗	✗	✗	✗
Stock ownership	✗		✗	✗		✗	✗	✗	✗		✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗

Note: Taiwan – Life insurance only applicable for Non-Operatives

[1] UAE – OME
[2] UAE – Kaizen (NEW)
[3] KSA – EAL/RHQ
[4] KSA – MEEM(NEW)

In September 2023, UEM Edgenta published its Diversity, Equity, and Inclusion (DEI) Statement on the company website, affirming our commitment to encouraging equality, fostering diversity, and eliminating any form of discrimination across our workforce. This was followed by the introduction of our Gender Diversity Policy in August 2024, which focuses on advancing gender equality at all levels of the organisation. Both policies reflect our belief that a diverse and inclusive workplace drives innovation, enhances decision-making, and strengthens business performance.

Complementing these commitments, we published our Human Rights Impact Assessment Report in May 2024, which evaluates our current practices and identifies potential areas for improvement. To ensure these principles are integrated into our daily operations, we have embedded DEI and human rights considerations into key Human Resource Administration (HRA) processes, including recruitment SOPs and rewards management frameworks. These efforts collectively reinforce our commitment to building a workplace where fairness, respect, and equal opportunities are at the heart of everything we do.

Social Value Creation

WHAT VALUE WAS CREATED IN 2024?

To ensure employees are heard and that their feedback influences decision-making, UEM Edgenta maintains a range of both structured and unstructured channels. Initiatives like the Employee Engagement Survey (EES), the Idea Bank, and the Internal Customer Satisfaction Survey provide valuable insight into employee sentiments and ideas. These feedback mechanisms help inform strategies to address any concerns and enhance the workplace culture. The company's focus on inclusivity is also evident in its DEI statement, which was published in 2023 and demonstrates a clear commitment to fostering a diverse and equitable workplace.

In response to employee feedback, new initiatives were introduced in 2024 to enhance employee engagement and team collaboration. Various engagement activities were implemented across the organisation, ranging from sports days and festive gatherings to more structured events like Edgenta Tuesdays, a monthly event aimed at connecting employees across departments. The company also placed a strong emphasis on recognising employee contributions through formal recognition programmes, which were refined in response to feedback gathered through the EES.

In 2024, UEM Edgenta introduced several key employee engagement initiatives that have positively impacted productivity and individual performance. These initiatives include the "Leadership Connect: One Voice, One Purpose" series, launched in May 2024, which brought senior leaders together through townhall sessions across all entities to share strategic priorities and foster transparency. Over 100 engagement initiatives were implemented at the divisional and departmental levels, such as Sports Day, festive gatherings, and monthly meetups, to strengthen connections at the grassroots level, with KPIs established to ensure alignment with broader engagement goals.

The introduction of "Edgenta Tuesdays" in 2024, a monthly event where departments take turns hosting activities at Menara UEM, promotes continued connectivity and communication, especially with the implementation of Flexible Work Arrangements (FWA). Furthermore, "Bring Your Children to Work Day" reflects the company's commitment to supporting employees' families by offering them a chance to share their work environment with their children. These initiatives have played a crucial role in fostering a more connected, engaged, and productive workforce.

Our commitment to transparency is reflected in the introduction of various new engagement initiatives that ensure employees' feedback is valued and taken seriously. A dedicated programme for people managers offers a platform to address challenges in managing employee expectations and resolving issues. As part of our enhanced performance management framework, the "Additional Feedback" feature was introduced, allowing employees to provide or request feedback from colleagues across the organisation. This feedback is visible to line managers and can be used as a valuable reference in performance reviews and career development discussions.

Apart from that, through the Edgenta Assistance Programme (EAP), we remain committed to supporting the mental health and well-being of our employees. The programme offers access to professional support services, including psychologist and physician consultations, ensuring employees have the necessary resources to manage their mental health. Additionally, employees are encouraged to participate in health and well-being seminars to further promote overall wellness. Targeted mental health assessments are also conducted, with follow-up consultations provided to address individual needs, reinforcing our ongoing commitment to employee health and well-being. Continuous effort to ensure more employees are trained as Mental Health First Aiders to ensure support is available to recognise and provide initial responses to various mental health problems.

WHAT IS OUR OUTLOOK?

UEM Edgenta's employee engagement strategy is built on short, medium, and long-term goals. In the short term, our focus is to address employee feedback effectively, based on the 2023 Employee Engagement Survey (EES) results. In response to employee feedback, we hold regional Annual Management Dialogues (AMD) to strengthen communication and transparency between employees and management, particularly at site level, alongside established whistleblowing channels. We also encourage work-life balance through flexible work arrangements and company community events. We have enhanced our engagement strategies in 2024 by incorporating insights from focus groups and action plans, and we will continue to translate these into measurable KPIs across corporate, divisional, and departmental levels throughout 2025.

In the medium term, we will continue introducing relevant initiatives, guided by benchmarking studies and employee feedback. For the long term, our goal is to allocate resources for sustainable initiatives that promote employee well-being and growth. We plan to invest further in learning and development, offer fair compensation, especially for operations and frontline employees, and aspire to meet the national living wage. Additionally, we will develop leadership capabilities with structured engagement initiatives and tracking mechanisms to ensure successful implementation.

To promote inclusivity and diversity, we have rolled out a Diversity, Equity & Inclusion (DEI) Statement, introduced a Gender Diversity Policy, and are embedding DEI principles into our HR practices. We have also published a Human Rights Impact Assessment (HRIA), which will guide the development of a Human Rights Policy in 2025.

In recognition and rewards, we are evolving to cater to diverse employee preferences through individualised benefits and flexible spending accounts. We also plan to expand spot recognition and non-monetary rewards, ensuring our programmes remain relevant and effective in fostering engagement.

HUMAN RIGHTS ASSESSMENT

WHY IS IT IMPORTANT?

At UEM Edgenta, we uphold the fundamental principles of human rights, ensuring they apply universally, regardless of individual differences. As a responsible business, we are committed to adhering to human rights laws and standards across our operations, supply chains, and business partnerships. We strive to ensure that our external stakeholders share our dedication to fair labour practices, ethical treatment of communities, and respect for human dignity. This commitment is embedded in our core values and remains a fundamental aspect of our corporate identity.

Failing to uphold human rights standards can have serious and far-reaching consequences for our organisation. Violating human rights can lead to legal repercussions, including fines and sanctions, and damage our reputation in the eyes of customers, partners, and the wider public. It can also result in the loss of business partnerships and disrupt supply chains if our stakeholders do not share our commitment to fair practices and ethical treatment. Additionally, failing to respect human dignity and fair labor practices can lead to unrest within our workforce and communities, undermining trust, employee morale, and overall productivity. A disregard for human rights would not only tarnish our corporate identity but could also threaten our long-term sustainability and growth.

WHAT IS OUR APPROACH?

In 2024, UEM Edgenta recorded **zero incidents** of human rights violations.

HUMAN RIGHTS IMPACT ASSESSMENT

UEM Edgenta has made human rights a priority across its operations, guided by the UN Guiding Principles on Business and Human Rights (UNGPs). In 2024, the company conducted a Human Rights Impact Assessment (HRIA), covering its employees, supply chain, and community investment initiatives. This assessment serves as a key step in identifying human rights impacts and shaping future policies, including the development of a Human Rights Policy expected in 2025. Additionally, we are committed to upholding our employees' right to freedom of association and collective bargaining.

The HRIA also involved a gap assessment against the UNGPs, resulting in recommendations and a roadmap to address six salient issues for employees, five for suppliers, and three for community investments. To further embed human rights across its business, UEM Edgenta conducted human rights awareness sessions in 2024 and reinforced policies such as the Code of Conduct, Whistleblowing Policy, and Anti-Bribery and Anti-Corruption (ABAC) Policy. Additionally, the HRIA aims to inform and guide UEM Edgenta's subsidiaries and international operations on human rights due diligence (HRDD) processes, ensuring ongoing assessment of human rights impacts as part of its core business practices.

UEM Edgenta maintains a zero-tolerance stance towards all forms of exploitation, including child and forced labour. The company's approach is guided by the Employment Act, with the latest amendments effective from 1 January 2023, which prohibit forced labour practices, in alignment with International Labour Standards. With respect to fair wages, UEM Edgenta's HR practices adhere to the Employment Act, ensuring compliance with the minimum wage requirements and other relevant regulations. The company also aspires to meet the national living wage standard as part of its long-term commitment to fair compensation.

To uphold human rights and labour standards, UEM Edgenta has established several key policies and frameworks, including the Code of Conduct, Code of Conduct for Business Partners, Anti-Bribery & Anti-Corruption (ABAC) Policy, Whistleblowing Policy, Diversity, Equity & Inclusion Statement, Gender Diversity Policy, and the Notice on Sexual Harassment. The company safeguards whistleblower confidentiality to foster a safe and secure working environment.

On a day-to-day basis, human rights-related responsibilities are integrated into the company's HR operations. Human Resource Business Partners (HRBPs) work closely with the Industrial Relations (IR) team to address any potential human rights violations. To prevent, mitigate, and address human rights concerns, UEM Edgenta conducts ongoing human rights awareness sessions, emphasising management's zero-tolerance position on any violations.



Social Value Creation

WHAT VALUE WAS CREATED IN 2024?

UEM Edgenta made significant strides in enhancing its human rights and labour practices, fostering a more inclusive, respectful, and transparent workplace. Key initiatives included a series of Human Rights Awareness sessions conducted across all regions in Malaysia, ensuring employees at all levels understood their rights and the company's expectations. Additionally, the Senior Leadership Team underwent dedicated human rights training, reinforcing leadership's role in championing these principles.

The company also engaged a HRIA consultant to guide its human rights due diligence efforts. Several policies were introduced or strengthened, including the rollout of the Sexual Harassment Notice, Diversity, Equity & Inclusion (DEI) Statement, and Gender Diversity Policy, further embedding fair and equitable practices within the organisation.

UEM Edgenta remains on track with the commitments outlined in its HRIA Report and Roadmap, published in May 2024. Progress continues steadily, ensuring that the company addresses the report's findings and drives meaningful improvements across its operations.

WHAT IS OUR OUTLOOK?

We remain committed to strengthening its approach to human rights, with a clear roadmap for the short, medium, and long term:

Short Term (2025):

A company-wide briefing will be conducted to share the outcomes of the Human Rights Impact Assessment (HRIA), highlighting key focus areas. Ongoing human rights awareness and sharing sessions will continue to reinforce understanding across all levels of the organisation.

Medium Term:

The publication of the HRIA report will serve as a comprehensive assessment of UEM Edgenta's current human rights practices and identify potential areas for improvement. The implementation of the HRIA report recommendations will serve as a comprehensive assessment of UEM Edgenta's current human rights practices and identify potential areas for improvement.

A formal Human Rights Policy will be developed, guided by the HRIA findings. This policy forms the foundation for embedding human rights principles into the company's operations and decision-making processes, while ensuring alignment with the company's broader sustainability objectives.

Long Term:

Conduct more detailed human rights impact assessments across our operations and supply chain to identify any potential risks or areas for improvement. By doing so, we strive to ensure that our practices align with global human rights standards, mitigating risks, and fostering a positive impact on both local communities and the environment. This proactive approach will help us make informed decisions and strengthen our commitment to ethical human rights practices. Additionally, we will perform due diligence on human rights within our supply chain to verify that our partners adhere to the same high standards that we want to uphold to. To further reinforce this commitment, we may require all suppliers, contractors, and business partners to comply with our human rights policies through our enhanced Code of Conduct for Business Partners. This will ensure that our values are upheld at every stage of our operations and throughout our business relationships, promoting fairness, respect, and dignity across all levels of our supply chain.

By strengthening leadership capabilities, investing in inclusive engagement strategies, and maintaining a robust framework for human rights due diligence, UEM Edgenta is well-positioned to foster a thriving and empowered workforce in the years to come.

LOCAL COMMUNITY

WHY IS IT IMPORTANT?

At the heart of our operations lies a strong commitment to the communities and neighbourhoods we serve, recognising our responsibility to support and uplift them. We understand the impact of our business activities and value the role communities play in shaping our initiatives. Through our community support programmes, we actively engage with stakeholders, including investors and employees, fostering trust and meaningful connections. By embracing this mutual relationship, we remain dedicated to enhancing social well-being, strengthening community bonds, and contributing to long-term development, ultimately building social capital and a sense of belonging.

Neglecting our responsibility to engage with and support local communities can lead to strained relationships and a loss of trust with key stakeholders. Without active involvement, our business may be perceived as disconnected from the needs of the communities in which we operate, potentially harming our reputation and credibility. Failing to contribute to the social well-being of these communities may result in missed opportunities for collaboration, community-based innovations, and long-term development. Additionally, it could lead to increased social tensions, reduced employee morale, and opposition from local groups, which may hinder our ability to operate effectively. Ultimately, neglecting community engagement undermines our sustainability efforts, limits the growth of social capital, and impacts the positive legacy we aim to create.

WHAT IS OUR APPROACH?

UEM Edgenta reaffirmed its commitment to empowering local communities through comprehensive corporate social responsibility (CSR) initiatives. Anchored in our sustainability pillars—Economic Growth, Environmental Impact, and Social Value Creation—our approach focused on three core areas: Education, Community Enrichment and Well-being, and Environmental Stewardship.

We aim to create lasting positive impacts in the communities where we operate by driving socio-economic development while promoting environmental and social well-being. Our strategy balances shareholder value with responsible business practices, in line with our EoTF2025 vision. This framework enables us to better understand community needs and develop targeted strategies to address future challenges and opportunities.

Additionally, our approach aligns with the 12th Malaysia Plan (12MP) 2021–2025, which emphasises sustainable development across economic, social, and environmental dimensions. As a responsible corporate citizen, we remain committed to contributing to Malaysia's sustainable development goals, reflecting our dedication to long-term national progress.



Social Value Creation

POLICIES, CERTIFICATIONS, AND FRAMEWORKS SUPPORTING COMMUNITY DEVELOPMENT

To guide and strengthen our community contributions, we have policies that emphasise creating socio-economic value while safeguarding environmental and social well-being. These policies align with our EoTF2025 vision and support our role in advancing the objectives of the 12MP. Together, these frameworks ensure our initiatives drive meaningful, sustainable development for the communities we serve.

VALUE CREATION IN FY2024

SAVING ANIMALS, SERVING COMMUNITY

UEM Edgenta participated in the Petz Charity Fun Run 2024 to raise funds for the Society for the Prevention of Cruelty to Animals (SPCA) and other animal shelters. We also sponsored an additional RM40,000 for the SPCA's Potong Royong Campaign to control the stray animal population through neutering.

UEM Edgenta also renewed its support for wildlife and biodiversity, with ongoing contributions to Zoo Negara Malaysia, where we continued our sponsorship of two Aldabra Giant Tortoises and extended our care to a giraffe named Mas Kira. These efforts align with our environmental commitment, reinforcing our dedication to the preservation of wildlife.

One of the key highlights of our animal welfare initiatives was the Surplus Animal Food Rescue Pilot Project, where we sponsored RM45,000 to rescue 12,724 kg of pet food, benefiting over 50 animal shelters and providing meals for nearly 171,000 cats and more than 8000 dogs. This initiative not only supported animal well-being but also contributed to environmental sustainability by preventing the release of 57,000 kg of CO_2 emissions.

COMMUNITY ENRICHMENT & WELL-BEING

Through our "Jalinan Kasih Edgenta" programme, we are dedicated to sharing the joy of festive seasons with underserved communities across Malaysia. This initiative exemplifies our commitment to creating positive social value and fostering meaningful connections with those in need. In 2024, we extended our support to various communities through a series of engagements aligned with key festive periods:

Chinese New Year:
We celebrated with 28 underprivileged and orphaned children at House of Love, Klang, where Edgenta volunteers refurbished the home's library, installed a new washing machine, and contributed financial aid. The children were also treated to lunch, ang pows, and a lion dance performance.

Aidilfitri:
As part of Jalinan Kasih Edgenta Aidilfitri, we celebrated with 20 orphaned children from Pusat Jagaan Darul Sakinah, Petaling Jaya during our Corporate Hari Raya Open House. The children enjoyed a festive meal with our volunteers and received duit raya as a token of joy.

Ramadhan:
During the holy month, we provided food assistance and hosted Iftar gatherings, reaching over 2,490 individuals:

- Surau Ashabul Kahfi, Dungun, Terengganu: Food aid was distributed to 50 Asnaf recipients.
- Masjid Al-Ikhlasiah, Lembah Pantai: Iftar and food aid were extended to 350 recipients, including 50 school children from Asnaf and B40 households.
- Masjid Saidina Umar Al-Khattab, Bukit Damansara: Iftar for 300 individuals.
- Pusat Jagaan Darul Sakinah, Petaling Jaya: Iftar with 40 Asnaf children, Polis DiRaja Malaysia, and Zayan FM.
- Masjid Abdullah Fahim SPU, Kepala Batas: Food aid to 50 Asnaf recipients.
- Menara UEM: 500 packs of bubur lambuk were shared with internal employees.
- Overhead Bridge Restaurant, Sungai Buloh: 1,000 packs of bubur lambuk distributed to highway users.
- PLUS Infaq Ramadhan Programme: 700 highway users received food aid at Overhead Bridge Restaurant, Sungai Buloh.

Deepavali:
In collaboration with Jabatan Kebajikan Masyarakat (JKM), we hosted 35 underprivileged families for a festive shopping spree at Mydin Hypermarket, Subang Jaya. Our volunteers, together with JKM representatives, supported families in purchasing essential items for their Deepavali celebrations.

Christmas:
We brought festive cheer to 20 children from Victory Shelter Home with an educational outing to Zoo Negara Malaysia. The children explored various animal exhibits, prepared meals for tortoises sponsored by Edgenta, and enjoyed a wildlife show. Each child received a school bag to support their preparations for the new school year.

EDGENTA RIANG RIA BACK-TO-SCHOOL: SUPPORTING YOUNG FUTURES

As part of our commitment to empowering local communities, we have our Edgenta Riang Ria Back-to-School initiative. This programme provided school uniforms and essential items to support 180 Asnaf children in the Lembah Pantai community, helping them prepare for the new school year with confidence.

This initiative is a core part of our Corporate Responsibility (CR) framework, reflecting our ambition to give back to the communities where we operate and make a lasting, positive impact on the lives of those around us.

Disclosure	2023	2024
Operations with local community engagement, impact assessments, and development programmes (no.)	19	17
Total investment/contributions for community initiatives (RM)	RM308,666.35	RM230,072.05
Number of community members reached through CSR programme	2218	2773
Number of NGO partnerships	28	8
Number of employees participating in CSR programme	360	255
Volunteering participation rate (number of volunteers/number of employees)	0.02%	0.01%
Number of hours volunteered per employee	5	5
Number of total hours volunteered	1,800	1,275
Infrastructure investments and services	6	3
Total amount invested in the community where the target beneficiaries are external to the listed issue (RM)	RM101,205	RM127,000
Number of beneficiaries of the investment in communities	2,218	2,773
Number of operations with local community engagement, impact assessments and development programmes	19	17

OUTLOOK FOR FY2025

Looking ahead, UEM Edgenta remains steadfast in our commitment to uplifting marginalised and underserved communities through sustainable, long-term initiatives. Our focus will continue to centre on education, community development, well-being, and environmental stewardship, ensuring that our efforts deliver lasting value to the communities we serve.

We will strengthen partnerships and deepen engagement with local stakeholders, working collaboratively to drive positive social and environmental change. This approach aligns with our support for Malaysia's national sustainability goals, reinforcing our role as a responsible corporate citizen dedicated to shaping a more inclusive and resilient future.



GOVERNANCE

Corporate Information

BOARD OF DIRECTORS

TAN SRI DR. AZMIL KHALID
Independent Non-Executive Chairman

SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer

DATUK AMRAN HAFIZ AFFIFUDIN
Non-Independent Non-Executive Director
(Appointed on 19 July 2024)

DATO' GEORGE STEWART LABROOY
Independent Non-Executive Director

ROWINA GHAZALI SETH
Independent Non-Executive Director

JENIFER THIEN BIT LEONG
Independent Non-Executive Director

MOHD ASRUL AB RAHIM
Non-Independent Non-Executive Director

NURUL IMAN MOHD ZAMAN
Non-Independent Non-Executive Director

DATO' DR. OMAR ABD HAMID
Independent Non-Executive Director

SIMON KUA CHOO KAI
Independent Non-Executive Director

DATO' MOHD IZANI GHANI
Non-Independent Non-Executive Director
(Resigned on 19 July 2024)

AUDIT COMMITTEE

SIMON KUA CHOO KAI
Chairman

MOHD ASRUL AB RAHIM
Member

DATO' DR. OMAR ABD HAMID
Member

NOMINATION AND REMUNERATION COMMITTEE

ROWINA GHAZALI SETH
Chairperson

DATUK AMRAN HAFIZ AFFIFUDIN
Member
(Appointed on 19 July 2024)

DATO' GEORGE STEWART LABROOY
Member

DATO' MOHD IZANI GHANI
Member
(Resigned on 19 July 2024)

BOARD INVESTMENT COMMITTEE (Ad-hoc Board Committee)

DATUK AMRAN HAFIZ AFFIFUDIN
Chairman
(Appointed as Chairman on 19 July 2024)

MOHD ASRUL AB RAHIM
Member

SIMON KUA CHOO KAI
Member

DATO' MOHD IZANI GHANI
Chairman
(Resigned as Chairman on 19 July 2024)

BOARD TENDER COMMITTEE

JENIFER THIEN BIT LEONG
Chairperson

MOHD ASRUL AB RAHIM
Member

DATO' DR. OMAR ABD HAMID
Member

BOARD GOVERNANCE AND RISK COMMITTEE

DATO' GEORGE STEWART LABROOY
Chairman

ROWINA GHAZALI SETH
Member

JENIFER THIEN BIT LEONG
Member

NURUL IMAN MOHD ZAMAN
Member

COMPANY SECRETARY

CHIEW SIEW YUEN
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Tel : +603 7890 4700
Fax : +603 7890 4670
Email: bsr.helpdesk@boardroomlimited.com

PRINCIPAL BANKERS

Ambank Berhad
Bank Islam Malaysia Berhad
CIMB Bank Berhad
CTBC Bank Co., Limited
DBS Bank Limited
HSBC Amanah Malaysia Berhad
Malayan Banking Berhad
RHB Bank Berhad

PRINCIPAL SOLICITORS

Abdullah Chan & Co.
Rahmat Lim & Partners
Raja Darryl & Loh
Shearn Delamore & Co.

STOCK EXCHANGE LISTING

Main Market of Bursa Malaysia Securities Berhad
Stock Name/Code: EDGENTA/1368
Stock Sector: Industrial Products & Services

BOARD OF DIRECTORS



01 DATO' DR. OMAR ABD HAMID
Independent Non-Executive Director

02 DATUK AMRAN HAFIZ AFFIFUDIN
Non-Independent Non-Executive Director

03 JENIFER THIEN BIT LEONG
Independent Non-Executive Director

04 MOHD ASRUL AB RAHIM
Non-Independent Non-Executive Director

05 SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer

06 TAN SRI DR. AZMIL KHALID
Independent Non-Executive Chairman

07 ROWINA GHAZALI SETH
Independent Non-Executive Director

08 DATO' GEORGE STEWART LABROOY
Independent Non-Executive Director

09 SIMON KUA CHOO KAI
Independent Non-Executive Director

10 NURUL IMAN MOHD ZAMAN
Non-Independent Non-Executive Director

Board of Directors' Profile

Our Integrated Report provides cross-references to our suite of reporting publications:



TAN SRI DR. AZMIL KHALID
Independent Non-Executive Chairman

Experiences

Tan Sri Dr. Azmil began his career with a United Kingdom company, Tarmac National Construction. Upon his return to Malaysia, he worked for Trust International Insurance and Citibank NA.

He was the President and Chief Executive Officer of both The AlloyMtd Group and AFA Prime Berhad (formerly known as ANIH Berhad) from April 2011 to August 2017. He joined MTD Capital Bhd in 1993 as General Manager of Corporate Planning and held the position of Group Managing Director and Chief Executive Director in March 1996 before assuming the position as Group President and Chief Executive Officer of The MTD Group from April 2005 to April 2011. He was also the President and Chief Executive Officer of MTD Capital Bhd's listed subsidiary namely, MTD ACPI Engineering Berhad and was also the Chairman of MTD Walkers PLC, a foreign subsidiary of MTD Capital Bhd listed on the Colombo Stock Exchange in the Republic of Sri Lanka.

He is the Chairman of the Board of Reach Energy Berhad, Elridge Energy Holdings Berhad and Cenviro Sdn. Bhd.

Board Committee Membership

- Nil

Qualification(s)

- Doctorate of Science (Honorary), University of Hertfordshire, England
- Master of Business Administration, California State University, Dominguez Hills, United States of America
- Bachelor of Science in Civil Engineering, University of Hertfordshire, England, and Northrop University, Los Angeles, United States of America

Present Directorship(s) in other Public Companies

- Reach Energy Berhad (Listed Company)
- Sapura Industrial Berhad (Listed Company)
- Elridge Energy Holdings Berhad (Listed Company)
- AFA Prime Berhad (formerly known as ANIH Berhad)



SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer

Experiences

Prior to his appointment, Syahrunizam was the Chief Executive Officer of Touch 'n Go Sdn. Bhd. ("TNG"). In the last 5 years with TNG, he was instrumental in transforming TNG into a mobility and digital payments champion for the country with over 13 million users across multiple platforms. He has deep industry and operational experience in manufacturing and assembly, engineering and oil and gas during his tenure as President/COO of Scomi Engineering. In addition to this role, he has also helmed the positions of Chief Strategy Officer and Chief Financial Officer at Scomi Group Berhad.

Syahrunizam began his career as a returning PETRONAS scholar serving in the Corporate Planning and Development Division and later became the founding shareholder and COO of PETRONAS' first IT Outsourcing company. He is a passionate technophile that harnesses the power of digitalisation to improve a company's growth trajectory, process efficiencies and cost competitiveness as a means of building sustainability and shareholder value.

Board Committee Membership

- Nil

Qualification(s)

- Bachelor of Laws (LLB), The Australian National University
- Bachelor of Commerce (BCom) in Accounting and Finance, The Australian National University
- Member of Harvard Club of Malaysia
- Member of the Institute of Marketing Malaysia

Present Directorship(s) in other Public Companies

- Opus Group Berhad



DATUK AMRAN HAFIZ AFFIFUDIN
Non-Independent Non-Executive Director

Experiences

Datuk Amran was appointed to the Board of UEM Group Berhad on 15 April 2022 and re-designated as Chairman on 1 January 2023. He was subsequently re-designated as Managing Director on 1 August 2024.

He was previously the Executive Director and Head of Asset Development Group, overseeing Khazanah Nasional Berhad ("Khazanah")'s Malaysian Investments. Prior to this, Datuk Amran who has over 27 years of experience, was responsible for Khazanah's investments in various sectors including Energy, Iskandar, Leisure & Tourism, Infrastructure, Power, Agrifood, Indonesia and Sustainable Development.

He began his career in 1997 with Petroliam Nasional Berhad ("PETRONAS") in corporate finance and treasury functions. He then transitioned to the private equity industry before joining Khazanah in 2011.

Datuk Amran is the Chairman of the Board of Cenergi SEA Berhad, UEM Lestra Berhad, UEM Builders Berhad and Konsortium ProHAWK Sdn. Bhd. He is also a Director of UEM Sunrise Berhad, PLUS Malaysia Berhad, Projek Lebuhraya Usahasama Berhad, PLUS Expressways International Berhad, Cement Industries of Malaysia Berhad, Malaysia Airports Holdings Berhad and several private entities under UEM Group Berhad.

Board Committee Membership

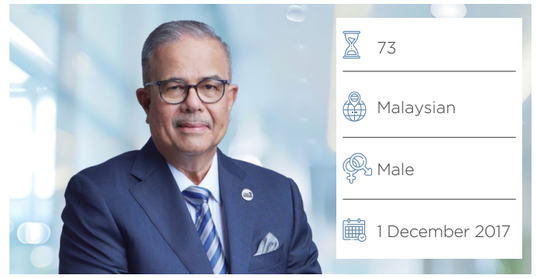
- Chairman of Board Investment Committee
- Member of Nomination and Remuneration Committee

Qualification(s)

- Bachelor of Science in Commerce majoring in Accounting & Finance, McIntire School of Commerce, University of Virginia, Charlottesville, United States of America

Present Directorship(s) in other Public Companies

- UEM Sunrise Berhad (Listed Company)
- UEM Group Berhad
- UEM Builders Berhad
- UEM Lestra Berhad
- Malaysia Airports Holdings Berhad
- Cenergi SEA Berhad
- Cement Industries of Malaysia Berhad
- PLUS Expressways International Berhad
- PLUS Malaysia Berhad
- Projek Lebuhraya Usahasama Berhad



DATO' GEORGE STEWART LABROOY
Independent Non-Executive Director

Experiences

Dato' Stewart currently serves as Executive Chairman of Area Management Sdn. Bhd., the manager of the AREA Industrial Development Fund 1 which develops high grade industrial projects and estates in Malaysia and is the Investment Manager of Compass IP Sdn. Bhd., a joint venture between The AREA Group, PNB and KWEST. He currently serves as Director of the Compass IP Board.

An esteemed and renowned property professional, he has over 48 years of experience in industrial design, manufacturing, operations management, property development, REIT and funds management. He is a prominent speaker on the subject of real estate investment trusts and has presented numerous papers at conferences globally.

Dato' Stewart was the Chief Executive Officer and Executive Director of Axis REIT Managers Bhd until December 2015. Axis REIT was the first Shariah compliant listed Industrial REIT in the world and the first REIT to be listed on Bursa Malaysia in August 2005. During that time, he worked to establish REITs as an important component of the capital markets in Malaysia. He spearheaded the formation of the Malaysian REIT Managers Association where he served as its Chairman for 5 years and is currently serving as its Honorary Secretary. He also serves as a Board Member of the Asia Pacific Real Estate Association (APREA).

He was instrumental in the establishment of Alpha REIT, Malaysia's first unlisted Islamic REIT focused on Education assets, where he serves as Chairman of Alpha REIT Managers Sdn. Bhd., the manager of Alpha REIT.

Board Committee Membership

- Chairman of Board Governance and Risk Committee
- Member of Nomination and Remuneration Committee

Qualification(s)

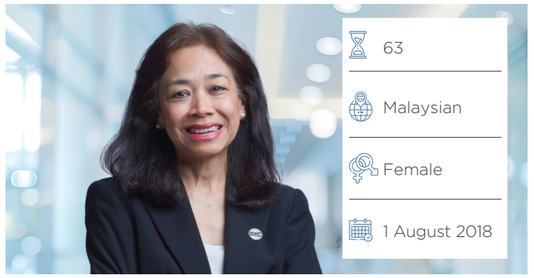
- Bachelor of Engineering (Hons), University of Sheffield, United Kingdom
- Post Graduate Diploma in Business Studies, University of Sheffield, United Kingdom
- Member of the Institute of Engineers, Malaysia

Present Directorship(s) in other Public Companies

- Nil

Board of Directors' Profile

Our Integrated Report provides cross-references to our suite of reporting publications:



63
Malaysian
Female
1 August 2018

ROWINA GHAZALI SETH
Independent Non-Executive Director

Experiences

Rowina began her career at SHELL in the Information Technology Division in 1985, then assumed various local and global positions in SHELL's upstream, downstream and business operations. She rose to senior positions, including as SHELL Malaysia's General Manager, Corporate Affairs and Director of SHELL Business Services Sdn. Bhd.

As a senior member of SHELL's management, she has more than 30 years' experience in the Oil & Gas industry, in all aspects of strategic government relations, external and reputation management.

Her last position was Director, Government Affairs at SHELL Malaysia, building the function from inception and pioneering the lead role.

Board Committee Membership

- Chairperson of Nomination and Remuneration Committee
- Member of Board Governance and Risk Committee

Qualification(s)

- Bachelor of Science Degree in Computer Science, Northern Illinois University, United States

Present Directorship(s) in other Public Companies

- Velesto Energy Berhad (Listed Company)
- Hong Leong Islamic Bank Berhad



57
Malaysian
Female
1 July 2021

JENIFER THIEN BIT LEONG
Independent Non-Executive Director

Experiences

Jenifer is the Founder and Principal of Grit and Pace, through which she advises corporations on ESG and what it takes to drive change in supply chain, procurement and operational excellence.

She has over 30 years of international C-suite experience in the consumer packaged goods industry and had the opportunity to live and work in a number of countries across Asia and the US throughout her career. This includes 25 years with Mars Incorporated where she last served as the Global Chief Procurement Officer. Jenifer has successfully led complex business transformation and sustainability programmes through her deep understanding of the business enterprise, the ability to bring the right capability together, as well as intensive stakeholder engagement.

Jenifer is also an alumnus of executive programmes at the Global Competent Boards, INSEAD, London Business School, Harvard Business School and Center for Creative Leadership.

Board Committee Membership

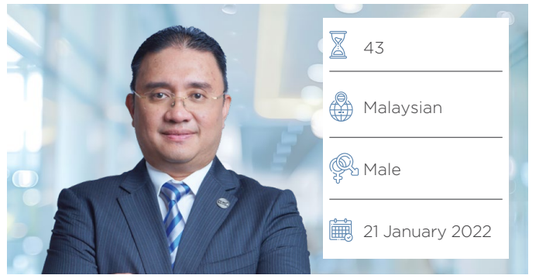
- Chairperson of Board Tender Committee
- Member of Board Governance and Risk Committee

Qualification(s)

- BSc. Food Science & Technology, Universiti Putra Malaysia

Present Directorship(s) in other Public Companies

- AEON Co. (M) Bhd (Listed Company)
- Malaysian Pacific Industries Berhad (Listed Company)
- SD Guthrie Bhd (formerly known as Sime Darby Plantation Berhad) (Listed Company)



43
Malaysian
Male
21 January 2022

MOHD ASRUL AB RAHIM
Non-Independent Non-Executive Director

Experiences

Asrul Rahim is currently a Director in the Investments division of Khazanah Nasional Berhad. His work experience spanned multiple industries including healthcare, infrastructure and automotive.

Asrul started his career with PricewaterhouseCoopers (PwC) in London focusing on assurance practice covering global clients in broad industries portfolio including healthcare, energy, property, and consumer retail. He later joined PwC Capital in KL specialising in corporate finance advisory. He was also a General Manager with DRB-HICOM Berhad heading its corporate strategy and business development functions.

Board Committee Membership

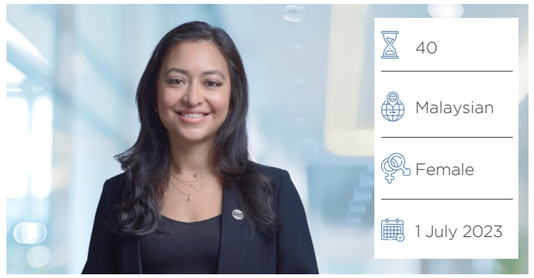
- Member of Audit Committee
- Member of Board Tender Committee
- Member of Board Investment Committee

Qualification(s)

- BSc. in Accounting and Finance, London School of Economics and Political Science, United Kingdom
- Fellow member of Institute of Chartered Accountants in England and Wales (ICAEW)
- Member of Malaysian Institute of Accountants (MIA)

Present Directorship(s) in other Public Companies

- UEM Lestra Berhad
- Malaysia Airports Holdings Berhad



40
Malaysian
Female
1 July 2023

NURUL IMAN MOHD ZAMAN
Non-Independent Non-Executive Director

Experiences

Iman is currently a Director in the Investments division of Khazanah Nasional Berhad (Khazanah). Her professional experience includes investments origination, deal structuring and execution, corporate strategy, and business planning.

She joined Khazanah in 2008 and is currently overseeing the Private Markets Consumer portfolio, which includes local and global assets. She has previously covered various sectors, including property, aviation, leisure & tourism, and healthcare. She also sits on the Boards of various Khazanah companies.

Board Committee Membership

- Member of Board Governance and Risk Committee

Qualification(s)

- Master of Business Administration, University of Cambridge's Judge Business School
- Bachelor of Arts in Economics and English, Cornell University

Present Directorship(s) in other Public Companies

- Blue Archipelago Berhad
- Biotropics Malaysia Berhad

Board of Directors' Profile

Our Integrated Report provides cross-references to our suite of reporting publications:



70
Malaysian
Male
1 August 2023

DATO' DR. OMAR ABD HAMID
Independent Non-Executive Director

Experiences

Dato' Dr. Omar has over 36 years of management experience and entrepreneurship in the healthcare industry, especially in the private hospital, pharmacy benefit management, hospital information system (HIS), and home-based healthcare.

He founded Avisena Healthcare in the early 1997, and was the President and Chief Executive Officer from September 1999 to December 2020. Since its inception, the small 40 bed outfit hospital in Shah Alam has expanded into two private hospitals, 120 beds Avisena Specialist Hospital and 140 beds Avisena Women's & Children's Specialist Hospital. He had also successfully setup Oratis Consulting which specialises in Hospital Information System (HIS) and, to date had more than 45 government hospitals under its consulting works.

Board Committee Membership

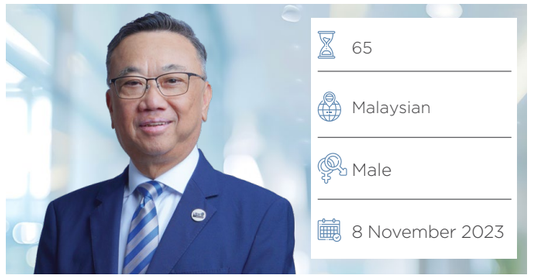
- Member of Audit Committee
- Member of Board Tender Committee

Qualification(s)

- Master of Business Administration, University of Ballarat, Australia
- Post-Graduate Diploma in Hospital & Health Service Administration, University of South Bank, United Kingdom
- Bachelor of Medicine and Bachelor of Surgery (MBBS), University of Malaya

Present Directorship(s) in other Public Companies

- Yayasan Avisena



65
Malaysian
Male
8 November 2023

SIMON KUA CHOO KAI
Independent Non-Executive Director

Experiences

Simon Kua had been in the accounting profession for almost 38 years. He started his career with the Ernst & Young ("EY")'s predecessor firm, Ernst & Whinney (EW) after his graduation and have been with the firm since January 1983.

Prior to his retirement in June 2020, Simon was a Partner within the Kuala Lumpur Assurance Practice and was the Professional Practice Director for East Malaysia. He was also the Administration Leader of the Malaysian Firm responsible for facilities management and support services.

Simon's professional service experiences were in internal and external audits, information systems assurance, enterprise risk management framework, corporate governance framework, financial and management advisory. His industry experience included the automation, technology, telecommunications, property development and construction, gaming, consumer products and healthcare industries. He was also involved in international expatriate assignments in the UK and the USA.

He was previously head of EY Advisory Services from 1997 until 2005 where he was instrumental in the start-up of EY Risk & Assurance Business Services. Simon was the partner in charge of numerous Corporate Governance and Risk Management framework implementation assignments. He returned to mainstream Assurance in 2005 and was the engagement partner in charge of several large conglomerates in Malaysia and MNCs.

Board Committee Membership

- Chairman of Audit Committee
- Member of Board Investment Committee

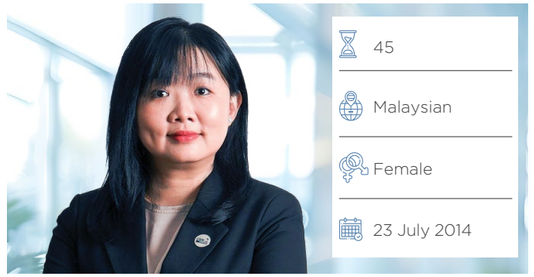
Qualification(s)

- Master of Business Administration, University of Bath
- Bachelor of Economics, Monash University, Australia
- Member of Malaysian Institute of Accountants (MIA)
- Member of The Malaysian Institute of Certified Public Accountants (MICPA)
- Fellow of Certified Practising Accountants, Australia

Present Directorship(s) in other Public Companies

- Cengild Medical Berhad (Listed Company)
- REDtone Digital Berhad (Listed Company)
- Berjaya Land Berhad (Listed Company)

Company Secretary's Profile



45
Malaysian
Female
23 July 2014

CHIEW SIEW YUEN
Head, Secretarial, UEM Edgenta Berhad

Experiences

- July 2014 – present: Head, Secretarial, UEM Edgenta Berhad
- 2006 – June 2014: Assistant Vice President, Group Company Secretarial, CIMB Investment Bank Berhad

Qualification(s)

- Associate Member of Malaysian Institute of Chartered Secretaries and Administrators
- Chartered Secretary and Chartered Governance Professional under The Chartered Governance Institute

Present Directorship(s) in other Public Companies

- Nil

DECLARATION BY BOARD:

- **Family Relationship with Director and/or Major Shareholder**

  None of the Directors have any family relationship with any Director and/or major shareholder of UEM Edgenta.

- **Conflict of Interest**

  The details of potential conflict of interest disclosed by Tan Sri Dr. Azmil Khalid is detailed in the Audit Committee Report on page 243 of the Company's Annual Report 2024.

  Save as disclosed above, none of the Directors have any conflict of interest or potential conflict of interest in any competing business with UEM Edgenta or its subsidiaries.

- **Conviction of Offences**

  None of the Directors have been convicted for offences within the past five years other than traffic offences, if any.

- **Public Sanction/Penalty**

  None of the Directors have any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2024.

Notes:

- Datuk Amran Hafiz Affifudin, En. Mohd Asrul Ab Rahim and Pn. Nurul Iman Mohd Zaman are nominees of UEM Group Berhad.
- Age as at 20 March 2025.

EXECUTIVE LEADERSHIP



1 SYAHRUNIZAM SAMSUDIN
2 AHMAD FAZRIL FAUZI
3 RAZMAN ISMAIL
4 CHUA YONG HOWE
5 SYAIFUL IZAM ABDULLAH
6 IR. VEKNESWARAN T. ARASAPPAN

7 RAIS IMRAN
8 TAN CHEH TIAN
9 AHMAD ZAKRI ISMAIL
10 SHAIFUL SUBHAN
11 RAIHANA AHMAD
12 IR. MAZLAN YUSOFF
13 WAN LAILA FATIHAH WAN OMAR SUKRI



14 FAIZATUL FARHAH GHAZALI
15 MUSTAKIM ILMAN MUSTAFA
16 ANDREW RAJ VARATHARAJU
17 KAREN LYNN JOHNSON
18 EFFREEZA MOHAMAD



Executive Leadership's Profile



SYAHRUNIZAM SAMSUDIN
Managing Director/Chief Executive Officer, UEM Edgenta Berhad

Malaysian | Age 51 | Male
Date of Appointment: 1 July 2020

Please refer to his profile in the Board of Directors' Profile on page 204



AHMAD FAZRIL FAUZI
Chief Financial Officer

Malaysian | Age 41 | Male
Date of Appointment: 12 August 2024

Professional Qualifications:
- Bachelor of Commerce (Majoring in Accounting & Finance) Deakin University, Melbourne, Australia
- Certified Public Accountant, Malaysian Institute of Certified Public Accountants
- Chartered Accountant, Malaysian Institute of Accountants
- Certified Integrity Officer, Malaysian Anti-Corruption Academy

Present Directorship(s) In Listed Entity/Other Public Companies:
- Opus Group Berhad
- Opus International (M) Berhad

Working Experiences:
- August 2024 – present: Chief Financial Officer, UEM Edgenta Berhad
- August 2021 – July 2024: Chief Financial Officer, Boustead Heavy Industries Corporation Berhad
- October 2018 – July 2021: Head of Group Internal Audit, Risk Management and Integrity & Governance, Boustead Holdings Berhad
- May 2015 – September 2018: Financial Controller, Boustead Holdings Berhad
- February 2007 – April 2015: Accountant, Boustead Holdings Berhad



RAZMAN ISMAIL
Chief People Officer

Malaysian | Age 54 | Male
Date of Appointment: 1 November 2019

Professional Qualifications:
- Bachelor's Degree in Management majoring in Human Resources, Universiti Sains Malaysia
- Associate Qualification in Islamic Finance ("AQIF") by Islamic Banking & Finance Institute Malaysia ("IBFIM")
- Registered Corporate Coach (RCC) by Worldwide Association of Business Coaches.

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- November 2019 – present: Chief People Officer, UEM Edgenta Berhad
- July 2014 – September 2019: Chief Human Resource Officer, Bank Islam Malaysia Berhad
- January 2007 – June 2014: Director, Group Human Resource, CIMB
- September 2004 – December 2006: Manager, Recruitment and Scholarship, Bank Negara Malaysia
- January 2003 – August 2004: Principal Consultant, IBM Malaysia
- May 1995 – December 2002: Senior Consultant, PricewaterhouseCoopers (PwC)

Executive Leadership's Profile



CHUA YONG HOWE
Chief Digital Officer

Malaysian | Age 47 | Male
Date of Appointment: 18 January 2021

Professional Qualifications:
- Master's in Business Administration (MBA) from University of Strathclyde, United Kingdom
- Bachelor's Degree in Information Technology from Charles Sturt University, Australia
- Executive Education in Building Digital Partnerships and Ecosystems, Insead Business School, France
- Executive Education in Leading Digital Business Transformation, IMD Business School, Switzerland
- Executive Education in Competing on Business Analytics and Big Data, Harvard Business School, USA
- Certified Practitioner in PRojects IN Controlled Environments ("PRINCE2")
- Certified Practitioner in Information Technology Infrastructure Library ("ITIL")

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- January 2021 – present: Chief Digital Officer, UEM Edgenta Berhad
- November 2018 – January 2021: Country Managing Director (Malaysia & Singapore), Eureka AI
- February 2013 – October 2018: Practice Leader – Analytics Advisory (Asia), DXC Technologies
- February 2011 – February 2013: Consulting Manager, Accenture
- July 2009 – February 2011: Business Development Manager, China Telecom Europe
- January 2007 – July 2009: Senior Service Analyst, Centrica
- September 2003 – October 2005: Solution Architect, Hewlett Packard
- February 2001 – August 2003: Head of Technology, Smart Global Network
- January 2000 – December 2000: User Experience Research, e1000.com



IR. VEKNESWARAN T. ARASAPPAN
Head, Property & Facility Solutions
Managing Director, Edgenta Greentech Sdn Bhd

Malaysian | Age 49 | Male
Date of Appointment: 1 January 2022

Professional Qualifications:
- MSc. in Energy, Heriot-Watt University, UK
- MBA in Finance, University of Southern Queensland, Australia
- B.E. (Hons) Mechanical, UPM
- Registered Professional Engineer with Practicing Certificate with the Board of Engineers Malaysia
- Registered Chartered Engineer with the Engineering Council, United Kingdom
- Registered European Engineer with the European Federation of National Engineering Associations
- Corporate Member of The Institution of Engineers, Malaysia
- Member of the Chartered Institution of Building Services Engineers, UK
- Member of the American Society of Heating, Refrigerating and Air-Conditioning Engineers

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- January 2022 – present: Head, Property & Facility Solutions, Managing Director, Edgenta Greentech Sdn Bhd
- April 2021 – December 2021: Head of Information Technology, UEM Edgenta Bhd.
- September 2018 – April 2021: Head of Technology & Innovation, UEM Edgenta Bhd.
- May 2015 – August 2018: Head of Business Solutions (Technology), UEM Edgenta Berhad
- June 2009 – May 2015: Head of Technical Development (Sustainability), Faber Group Bhd.
- August 2008 – May 2009: Assistant Manager Regional Operations, Faber Medi-Serve Sdn Bhd
- September 2007 – July 2008: Project Engineer, Prince Court Medical Centre
- February 2006 – August 2007: Project Engineer, Sheikh Khalifa Medical City, Abu Dhabi, United Arab Emirates
- January 2001 – January 2006: Senior Mechanical Engineer, Faber Medi-Serve Sdn Bhd
- July 1999 – December 2000: Mechanical Engineer, PROPEL-Johnson Controls Sdn. Bhd



SHAIFUL SUBHAN
Head, Healthcare Solutions
Managing Director, Edgenta Mediserve Sdn Bhd

Malaysian | Age 48 | Male
Date of Appointment: 27 January 2023

Professional Qualifications:
- Master's Degree in Business Administration from the University of New England, Australia
- Bachelor's Degree in Accounting from the University of Birmingham, England
- Chartered Accountant with the Malaysian Institute of Accountants (MIA)
- Fellow of the Association of Chartered Certified Accountants (ACCA), UK

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- January 2023 – present: Head of Healthcare Solutions & Managing Director, Edgenta Mediserve Sdn Bhd
- October 2017 – December 2022: Group Chief Executive Officer, IRIS Corporation Berhad
- September 2011 – September 2017: Vice President, Segment & Portfolio Management – Customer Division, Astro (Measat Broadcast Network Systems Sdn Bhd)
- January 2008 – August 2011: Head of Sales Development (Enterprise Business), Head of Key Account Management (Enterprise Business) and Senior, Business Planning, Digi Telecommunications Sdn Bhd
- February 2003 – January 2008: Executive Director, Privasia Sdn Bhd
- August 2000 – January 2003: Assistant Manager, Office of the Chief Executive, TIME dotCom Berhad
- September 1999 – July 2000: Accounts Executive, Propel Berhad
- September 1998 – August 1999: Internal Audit Executive, United Engineers Malaysia Berhad



RAIS IMRAN
Managing Director, Regional Headquarter – Middle East, UEM Edgenta
CEO, MEEM Facilities Management, the Kingdom of Saudi Arabia

Malaysian | Age 42 | Male
Date of Appointment: 22 February 2021

Professional Qualifications:
- Master's in Engineering (Chemical), Cornell University, USA
- Bachelor of Science (Chemical Engineering), Cornell University, USA
- Dean's Certificate in Engineering Management, Cornell University, USA

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- 2025 – present: CEO of MEEM Facilities Management, the Kingdom of Saudi Arabia
- 2024 – present: Managing Director, Regional Headquarter – Middle East, UEM Edgenta
- 2021 – 2024: Chief Strategy Officer, UEM Edgenta
- 2020 – 2021: Principal and Core Member of Principle Investment and Private Equity and Industrial Goods Practice Area, The Boston Consulting Group
- 2013 – 2019: Various senior leadership positions at Sapura Energy Berhad including Strategic Business, Office of the President and Group CEO, as well as Head, Corporate Finance & Investor Relations
- 2011 – 2013: Senior Consultant and Core Member of Upstream Oil & Gas Industry Practice Area, The Boston Consulting Group
- 2008 – 2010: Senior Executive, Group Technology and R&D Management, PETRONAS
- 2007 – 2008: Petroleum Economist, PETRONAS Carigali Sdn Bhd

Executive Leadership's Profile



TAN CHEH TIAN
Chief Executive Officer, UEMS Singapore & Taiwan

Singaporean | Age 52 | Female
Date of Appointment: 1 September 2021

Professional Qualifications:
- Master of Science (Estate Management), National University of Singapore
- Bachelor of Science (Estate Management) (2nd Upper Honours), National University of Singapore
- Board of Directors, Singapore International Facility Management Association, Singapore (till 26 June 2024)
- Chairperson, Membership & Publicity Committee, Singapore International Facility Management Association (till 26 June 2024)
- Member, Singapore Institute of Surveyors & Valuers ("SISV"), Singapore
- Member, Association of Property & Facility Managers ("APFM"), Singapore
- Certified Property and Facility Manager (Registered), Association of Property & Facility Managers ("APFM"), Singapore
- Certified Facilities Management Expert (CFME) – Tier 1, Singapore International Facility Management Association

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- September 2021 – present: Chief Executive Officer, UEMS Singapore & Taiwan
- April 2018 – August 2021: Chief Operating Officer, Healthcare Support (Commercial), UEMS Pte. Ltd.
- April 2012 – August 2021: General Manager, UEMS Solutions Pte. Ltd. (UEMS Singapore)
- October 2012 – present: Key Executive Officer ("KEO"), UEMS Solutions Pte. Ltd., Council of Estate Agencies ("CEA"), Singapore and Licensed Salesperson (R028841E), Council of Estate Agencies, Singapore
- April 2009 – April 2012: Director of Facilities Management and Director of Corporate Real Estate, UGL Services Premas Operations Limited, Singapore [now known as C&W Services (S) Pte. Ltd., Singapore]
- June 2005 – April 2009: General Manager (Property & Asset Management), Exceltec Property Management Pte. Ltd., Singapore
- May 1996 – June 2005: Holding various senior roles such as Head of Building & Tender, Head of Planning & Development, Head of Property Management (Building), and Head of Building Management, Singapore Land Authority and Land Office, Singapore



AHMAD ZAKRI ISMAIL
Chief Executive Officer, Edgenta Arabia Limited

Malaysian | Age 58 | Male
Date of Appointment: 29 November 2022

Professional Qualifications:
- Bachelor of Science (Advanced Major in Computing Science) Dalhousie University, Nova Scotia, Canada

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- November 2022 – present: Chief Executive Officer Edgenta Arabia Limited, Riyadh, Saudi Arabia
- November 2021 – October 2022: Director, Digital & Technology Solution Operon Middle East, Dubai, United Arab Emirates
- June 2011 – October 2021: Holding various technology, project management and operational positions with the last 4 years as Chief Technology Officer Touch 'n Go Sdn Bhd, Kuala Lumpur, Malaysia
- February 2008 – December 2010: Head of Information Technology Wasatah Capital, Riyadh, Saudi Arabia
- March 2007 – January 2008: Vice President, Information Technology Kenanga Investment Bank Berhad, Kuala Lumpur, Malaysia
- March 2006 – February 2007: Vice President, Strategic IT Planning & IT Policies K&N Kenanga Holdings Berhad, Kuala Lumpur, Malaysia
- January 1994 – February 2006: Holding various technology positions with the last 10 years as Senior Manager, Information Technology SBB Securities Sdn Bhd/Mohaiyani Securities Sdn Bhd, Selangor, Malaysia



RAIHANA AHMAD
Head of Infrastructure Services
Managing Director, Edgenta PROPEL Berhad

Malaysian | Age 58 | Female
Date of Appointment: 1 January 2025

Professional Qualifications:
- Bachelor of Science (Civil Engineering) University of Arizona, USA-1988

Present Directorship(s) In Listed Entity/Other Public Companies:
- Edgenta PROPEL Berhad

Working Experiences:
- May 2020 – December 2024: Chief Operating Officer (Edgenta Infrastructure Services Sdn Bhd)
- December 2016 – February 2019: Head of Utilities Project (PROPEL BERHAD)
- March 2012 – April 2020: Head of Project Management (Edgenta PROPEL Berhad)
- November 2012 – November 2016: Head Growth and Strategy (PROPEL BERHAD)
- December 2009 – October 2012: Head of Division (UEM GROUP BERHAD)
- April 2007 – December 2009: Head of Company (CYBERPLUS Sdn Bhd (Subsidiary of TIME Quantum)
- November 2005 – March 2007: Project Director Technology Infrastructure (TIME QUANTUM Sdn Bhd)
- December 1998 – November 2004: Senior Manager Business Development (TOUCH N GO Sdn Bhd)
- January 1989 – November 1998: Project Planning, Monitoring and Reporting Manager (OPUS Group Berhad)



IR. MAZLAN YUSOFF
Chief Operating Officer, Healthcare Solutions

Malaysian | Age 57 | Male
Date of Appointment: 1 January 1997

Professional Qualifications:
- Bachelor of Engineering (Hons) in Mechanical Engineering, UiTM
- Registered Professional Engineer with Practicing Certificate with the Board of Engineers, Malaysia
- Registered Electrical Energy Manager with the Energy Commission, Malaysia
- Corporate Members of The Institute of Engineers, Malaysia
- Certified Energy Manager, Asean Energy Centre (AEC)
- Member of Renewable Energy Institute (REI), UK
- Indoor Air Quality (IAQ), NIOSH
- International Certified Healthcare Facility Manager (ICHFM), City & Guilds, London

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- January 2024 – present: Chief Operating Officer, Healthcare Solutions
- August 2023: Acting Chief Operating Officer, Healthcare Solutions
- January 2020: Head of Service, Facility Engineering Maintenance Services and Sustainability Programme, Edgenta Mediserve Sdn Bhd
- January 2015: Head of Sustainability Programme, Edgenta Mediserve Sdn Bhd
- January 2012: Engineering Manager, Faber Mediserve Sdn Bhd
- April 2007: Project Manager, Faber LLC, United Arab Emirates
- January 2002: Facility Manager, Faber Mediserve Sdn Bhd
- January 1997: Head of Engineering, Edgenta Mediserve Sdn Bhd
- September 1992: Engineer, Ministry of Health, Malaysia
- January 1990: M&E Consultant, EMZEX Sdn Bhd

Executive Leadership's Profile



SYAIFUL IZAM ABDULLAH
Chief Operating Officer, Infrastructure Services

Malaysian | Age 49 | Male
Date of Appointment: 1 January 2025

Professional Qualifications:
- MBA, York St. John University, United Kingdom
- Bachelor of Commerce, University of Auckland, New Zealand
- INSEAD Senior Leadership Development Programme from INSEAD Business School, Singapore
- Council Member, The Malaysia Asset and Project Management Association (MAPMA)
- Council Member, Road Engineering Association Of Malaysia (REAM)

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- January 2025 – present: Chief Operating Officer, Infrastructure Services, UEM Edgenta Berhad
- July 2015 – December 2024: Head, Business Planning and Development, Edgenta PROPEL Berhad
- February 2013 – June 2015: Head, Infrastructure Business Growth and Business Development Department, UEM Edgenta Berhad
- October 2010 – January 2015: Head, Business Development and Corporate Planning Department, Indah Water Konsortium Sdn Bhd
- October 2004 – September 2010: Vice President Investments, Markmore Sdn Bhd
- December 2002 – September 2004: Head of Business Development, Rangkaian Segar Sdn Bhd
- June 2000 – November 2002: Product Manager, TIME dotCom Berhad
- March 1999 – May 2000: Finance Executive, Pemasaran Simen Negara Sdn Bhd (Subsidiary of CIMA Berhad)
- February 1998 – February 1999: Management Executive, Internal Audit, PLUS Berhad



ANDREW RAJ VARATHARAJU
Head, Operational Excellence & HSSE

Malaysian | Age 51 | Male
Date of Appointment: 1 July 2021

Professional Qualifications:
- Executive Diploma in Management Operation – Universiti Teknologi Malaysia
- Certificate in Mechanical Engineering – Polytechnic Port Dickson
- Certificate in the Oil & Gas Industry – NEBOSH
- Lead auditor for OHSAS 18001 – NIOSH

Present Directorship(s) In Listed Entity/Other Public Companies:
- Edgenta Facilities Sdn Bhd

Working Experiences:
- 2021: Head Operational Excellence & HSSE, UEM Edgenta Berhad
- 2018: Head Behavioural Safety, Culture & Learning, UEM Edgenta Berhad
- 2013: HSSEQ Manager, Shell Middle Distillate Synthesis Plant in Bintulu, Sarawak
- 2008: Head of HSSE MS and Safety, Shell Refining Company Port Dickson
- 2005: Workshop Leader, Shell Refining Company Port Dickson
- 2002: Engineering Planner, Shell Refining Company Port Dickson
- 1997: Mechanical Supervisor, Shell Refining Company Port Dickson



WAN LAILA FATIHAH WAN OMAR SUKRI
Head, Corporate Communications

Malaysian | Age 43 | Female
Date of Appointment: 15 December 2022

Professional Qualifications:
- Masters in Knowledge Management with Multimedia, Multimedia University, Cyberjaya
- Bachelor's Degree in Multimedia (Film & Animation), Multimedia University, Cyberjaya
- 20 years of experience specialising in Branding, Marketing, Strategic & Corporate Communications, in addition to Stakeholder Management (both local and international) across various industries, including Oil & Gas, Media & Broadcasting, and Government Agencies

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- 2022 – present: Head, Corporate Communications, UEM Edgenta Berhad
- 2020 – 2022: Director, Strategic Communications, Malaysian Rubber Council (MRC), responsible for a wide spectrum of communications portfolio including Corporate Communications, Strategic Communications, Corporate Social Responsibility (CSR), Media Relations, Government Relations, Advertising, Brand Management, as well as Creative Services
- 2010 – 2019: Held various roles including spearheading the role of Head, Branding & Stakeholder Management, Project Delivery & Technology Division, PETRONAS. In this role, she played a pivotal part in branding initiatives related to project delivery, technology and motorsports, enhancing the company's image in these dynamic sectors. Additionally, her responsibilities included managing stakeholder relationships both locally and internationally, ensuring robust communication and partnership across diverse geographical and industry spectra
- 2003 – 2010: Held various roles in TV3 and Media Prima Berhad, which includes Corporate Governance, Risk Management, Internal Audit, News & Current Affairs, Magazine & Entertainment, and Creative Services



FAIZATUL FARHAH GHAZALI
Head, Risk, Integrity & Compliance

Malaysian | Age 47 | Female
Date of Appointment: 1 December 2022

Professional Qualifications:
- Master in Business Administration (MBA, Islamic Banking & Finance), International Islamic University Malaysia (IIUM)
- Bachelor's Degree in Accounting (B.Acc), International Islamic University Malaysia (IIUM)
- Chartered Accountant (CA(M)), Malaysian Institute of Accountants (MIA)
- Certified Risk Management (CRM), Academy Risk Management Malaysia (ARiMM)

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- December 2022 – present: Head of Risk, Integrity & Compliance, UEM Edgenta Berhad
- 2021 – 2022: Head of Group Enterprise Risk Management, Axiata Group Berhad (AGB)
- 2018 – 2021: General Manager/Head of Group Risk Management, Malaysia Resources Corporation Berhad (MRCB)
- 2014 – 2018: Head of Risk Management, Mass Rapid Transit Corporation (MRTC)
- 2011 – 2014: Head of Risk Management, East Coast Economic Region Development Council (ECERDC)
- 2007 – 2011: Head of Internal Audit & Risk Management, Malaysian Agrifood Corporation Berhad (MAFC)
- 2004 – 2007: Team Leader, Financial and Management Audit Department (Specialisation: Investment & Fund Management), Permodalan Nasional Berhad (PNB)
- 2000 – 2004: Senior Associate, Assurance and Business Advisory Services (Specialisation: Financial Services), PricewaterhouseCoopers (PwC) Malaysia

Executive Leadership's Profile



MUSTAKIM ILMAN MUSTAFA
Head, Internal Audit

Malaysian | Age 40 | Male
Date of Appointment: 18 September 2023

Professional Qualifications:
- Bachelor of Accounting (Hons) University Tenaga Nasional
- Associate Member of Institute of Internal Auditor (IIA)

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- September 2023 – present: Head of Internal Audit, UEM Edgenta Berhad
- April 2022 – August 2023: General Manager, Managing Director Office, PLUS Malaysia Berhad
- 2020 – present: Industry Advisory Panel for University Tenaga Nasional
- March 2018 – March 2022: Head of Internal Audit, PLUS Malaysia Berhad
- September 2018 – February 2019: Deputy Head of Internal Audit, PLUS Malaysia Berhad
- July 2016 – August 2018: Head of Section (Project, Utilities and Joint Venture), Malakoff Corporation Berhad
- November 2011 – June 2016: Senior Internal Auditor, PETRONAS
- July 2008 – October 2011: Executive Finance, Tenaga Nasional Berhad



KAREN LYNN JOHNSON
General Counsel, Legal

Malaysian | Age 46 | Female
Date of Appointment: 1 July 2024

Professional Qualifications:
- Master of Laws (LL.M) from University Malaya, Kuala Lumpur, Malaysia
- Bachelor of Laws (LL.B) from University of London, UK
- Certificate of Legal Practice (CLP) from the Legal Profession Qualifying Board of Malaysia
- Admission to the Malaysian Bar as an Advocate and Solicitor of the High Court of Malaya
- INSEAD Senior Leadership Development Programme from INSEAD Business School, Singapore

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- July 2024 – present: General Counsel UEM Edgenta Berhad
- February 2024 – July 2024: Acting Head of Legal UEM Edgenta Berhad
- March 2022 – February 2024: Deputy General Counsel UEM Edgenta Berhad
- May 2018 – March 2022: Vice President, Equity Capital Markets/Corporate Finance/Investment Banking & Advisory Maybank Investment Bank Berhad
- November 2017 – May 2018: Senior Legal Associate, Equity Capital Markets/Corporate Transactions Messrs Azmi & Associates
- September 2016 – November 2017: Senior Legal Manager AmBank Berhad
- May 2010 – September 2016: Senior Legal Associate, Equity Capital Markets/Corporate Finance/Transactions Messrs Albar & Partners
- January 2008 – April 2010: Legal Associate, Conveyancing/ Corporate Messrs Rajes Hisham Rahim & Gopal
- January 2007 – January 2008: Legal Associate, Litigation Messrs Kadir Andri & Partners



EFFREEZA MOHAMAD
Head, Corporate Strategy & Planning

Malaysian | Age 45 | Female
Date of Appointment: 1 January 2025

Professional Qualifications:
- Corporate Executive Education, Thunderbird School of Global Management, St. Andrews, UK (2012)
- BA (Hons) in Accounting and Finance, University of Exeter, UK (2001)

Present Directorship(s) In Listed Entity/Other Public Companies:
- Nil

Working Experiences:
- January 2025 – present: Head, Corporate Strategy & Planning, UEM Edgenta Berhad
- August – December 2024: Acting Head, Corporate Strategy & Planning, UEM Edgenta Berhad
- June 2023 – July 2024: Head, Transformation, Edgenta Healthcare Solutions
- January 2022 – June 2023: Head, Corporate Planning & Strategic Projects, UEM Edgenta Berhad
- March 2020 – January 2022: Director, Strategy & Transactions, Ernst & Young PLT, Malaysia
- September 2018 – March 2020: Director, Strategic Planning & Business Transformation, Mozeff Consulting Sdn Bhd
- August 2013 – July 2017: Head, Planning & Economics, Sterling Resources UK Ltd, London, UK
- April 2012 – May 2013: Head, Economics & Financial Planning, Maersk Oil North Sea UK Ltd, Aberdeen, UK
- December 2009 – April 2012: Head, Planning & Economic Evaluations, Eni UK Ltd, London, UK
- January 2007 – January 2009: Analyst, Planning & Appraisal, Shell International Petroleum Company Ltd, London, UK
- May 2004 – January 2007: Financial Accountant, Shell Malaysia Trading Sdn Bhd
- June 2002 – May 2004: Analyst, Business Evaluation & Research at MISC Berhad

DECLARATION:

* **Family Relationship with Director and/or Major Shareholder**

None of the Key Senior Management have any family relationship with any Director and/or major shareholder of UEM Edgenta.

* **Conflict of Interest**

None of the Key Senior Management have any conflict of interest or potential conflict of interest in any competing business with UEM Edgenta or its subsidiaries.

* **Conviction of Offences**

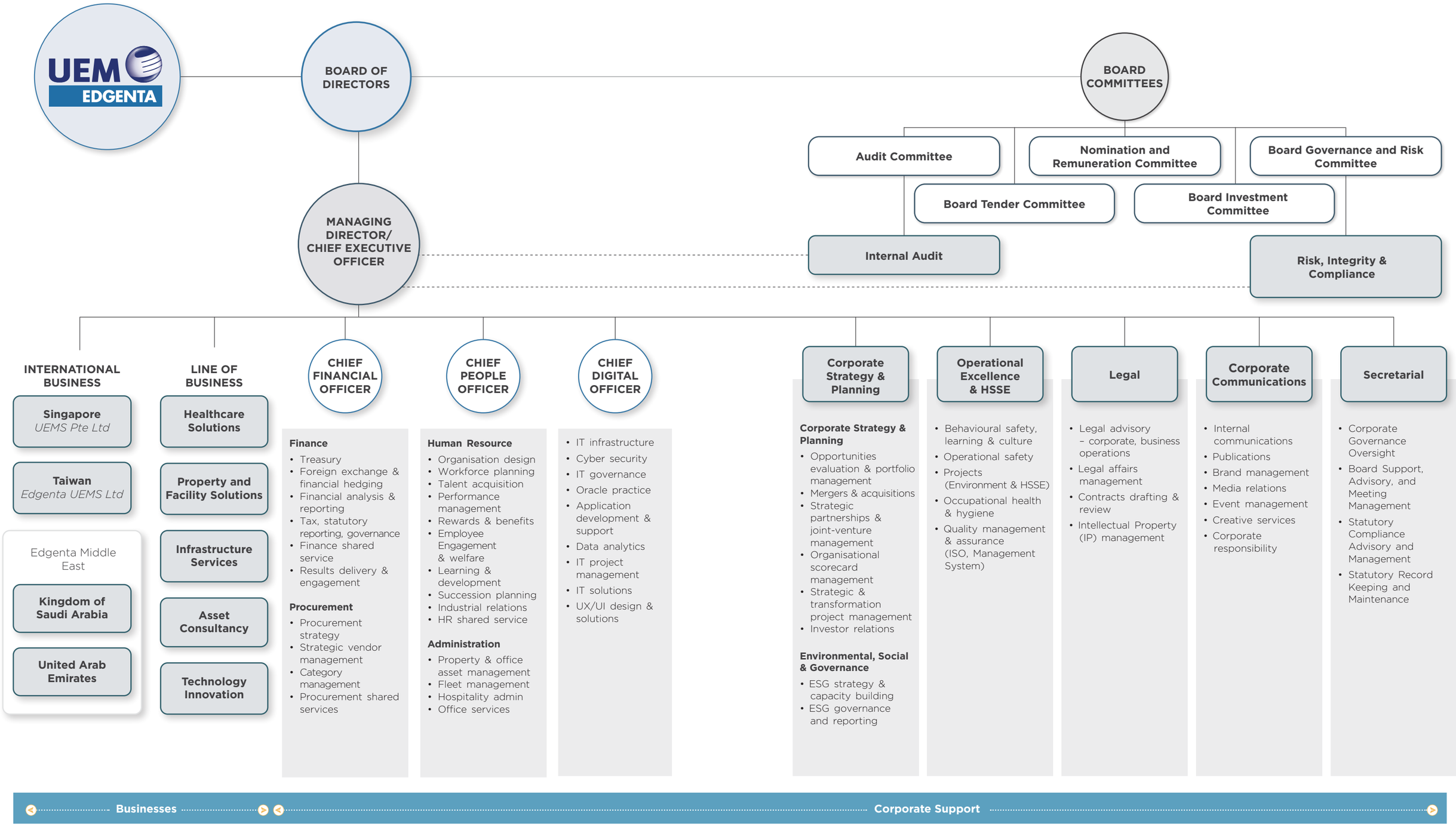
None of the Key Senior Management have been convicted for offences within the past 5 years other than traffic offences, if any.

* **Public Sanction/Penalty**

None of the Key Senior Management have any public sanction or penalty imposed on them by any regulatory bodies during the financial year ended 31 December 2024.

Organisation Structure

As at 20 March 2025



Corporate Governance Overview Statement

This Statement is prepared in compliance with Bursa Securities Main Market Listing Requirements and is to be read together with the Corporate Governance Report ("CG Report"), which provides details on how the Company has applied each Practice as set out in the Malaysian Code on Corporate Governance 2021 ("MCCG"). The CG Report is available on the Company's website at www.uemedgenta.com.

This Corporate Governance Overview Statement ("Statement") provides an overview of the Company's corporate governance practices, focusing on the Board's activities and time allocation throughout the Financial Year 2024.

The Board recognises the importance of the application of the MCCG, effective stewardship and strong corporate values contributes to the success of the Company. Therefore, the Board continues to uphold the principles of good governance that are demonstrably embedded throughout the organisation.

The Company is led by an effective Board, collectively responsible for its long-term success, ensuring its efficient operation, and remaining committed to maintaining strong momentum in pursuit of excellence in governance.

The preparation of this Statement was guided by the following three (3) key principles:-

- **A** Board Leadership and Effectiveness
- **B** Effective Audit and Risk Management
- **C** Integrity in Corporate Reporting and Meaningful Relationship with Stakeholders

A BOARD LEADERSHIP AND EFFECTIVENESS

BOARD RESPONSIBILITIES

GOVERNANCE FRAMEWORK

The Board is committed to fulfilling its responsibilities and obligations to its shareholders and various stakeholders.

In carrying out its duties, the Board adheres to the Board Charter and the Discretionary Authority Limits which outlines the duties and responsibilities of the Board, as well as matters that the Board may delegate to the Board Committees, the Managing Director/Chief Executive Officer and Management.

The Board Charter, available on the Company's website at www.uemedgenta.com ensures effective leadership through oversight of management and monitoring of activities, performance, internal controls, risk management, policies, governance and the group's viability.

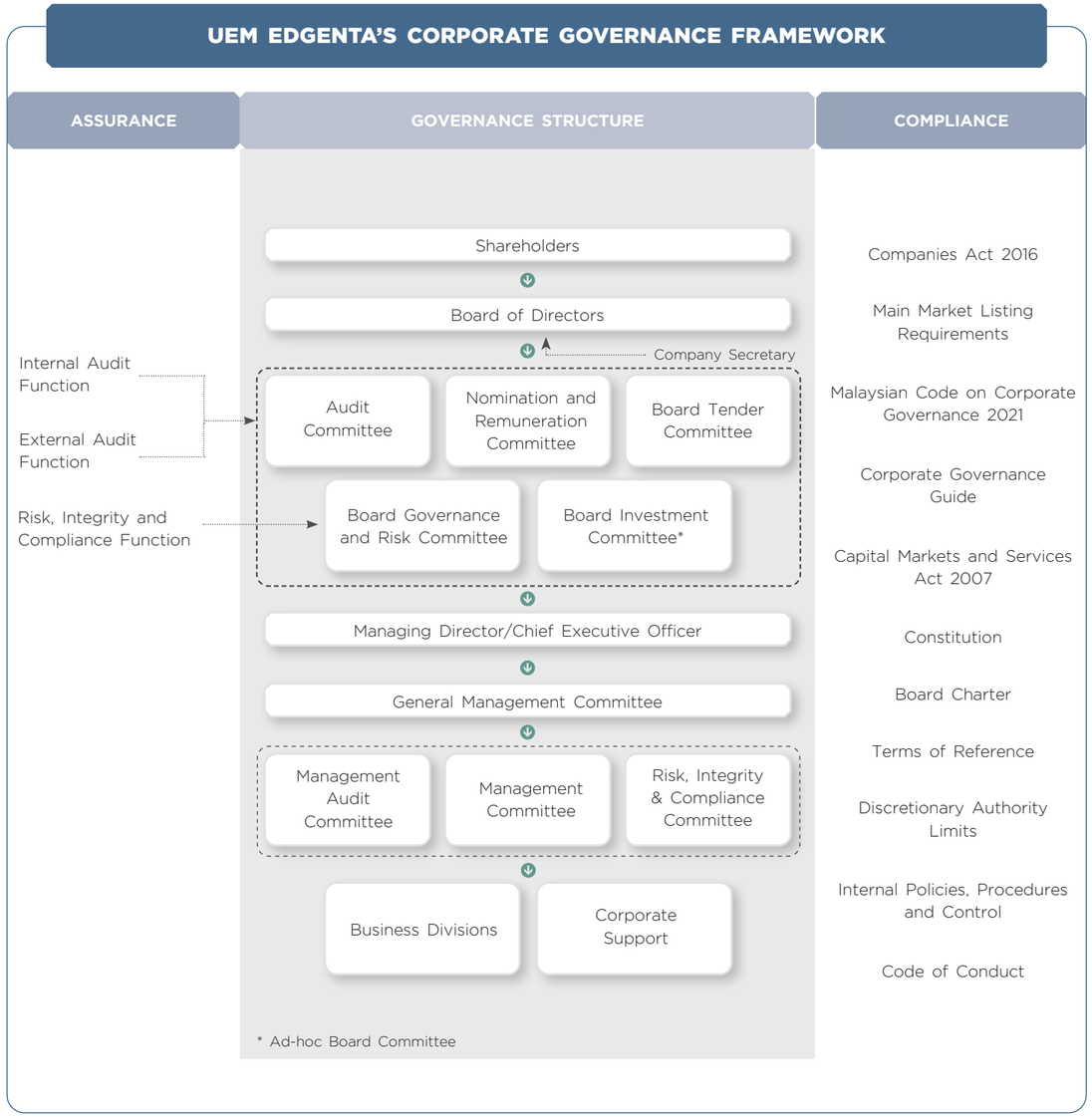
The Board's main roles and responsibilities among others are as follows:-

- Establishing, reviewing and adopting the strategic plans and direction for the Group.
- Overseeing the conduct of the Group's business to evaluate whether the business is being properly managed.
- Identifying principal risks and ensuring the implementation of appropriate systems to manage these risks.
- Succession planning, including appointing, training, fixing the compensation of and where appropriate, replacing senior management.
- Developing and implementing an investor relations programme or Corporate Disclosure Policy for the Group.
- Reviewing the adequacy and the integrity of the Group's internal control systems and management information systems, including system for compliance with applicable laws, regulations, rules, directives and guidelines.

To ensure consistency in decision-making authority, governance practices and processes, the UEM Edgenta's Corporate Governance Framework was formalised.

This framework incorporates the key elements of group-wide framework on Corporate Governance to guide the governance practices and decision-making authority across the Company and its subsidiaries.

The Corporate Governance Framework can be found at the Company's website.



Corporate Governance Overview Statement

UEM EDGENTA'S CORPORATE GOVERNANCE FRAMEWORK

LEADERSHIPS AND CULTURE

CODE OF CONDUCT

ETHICS • INTEGRITY • ACCOUNTABILITY

At the Workplace

- Work Culture
- Conflict of Interest

Regulations

- Anti-Competition
- Data Privacy & Protection
- Intellectual Property & Confidential Information
- Anti-Money Laundering & Terrorism Financing

Working with External Stakeholders

- Anti-Bribery & Anti-Corruption
- Gifts & Business Entertainment
- Dealings with Government & Local Authorities
- Working with Suppliers & Business Partners

CORE VALUES

F FUTURE FOCUSED	**I** IMAGINE NEW WAYS	**R** RESPECT FOR ALL	**S** SOLUTIONING MINDSET	**T** TRUE TO OUR WORD
we prepare for tomorrow's challenges, today	we imagine new ways to deliver better work	we treat our colleagues & stakeholders with respect	we solve challenges to deliver results	we are guided by integrity to build trust

ALIGNMENT OF STRATEGY AND PRIORITIES ACROSS THE GROUP

GENERAL MANAGEMENT COMMITTEE

Members

- Chaired by Managing Director/Chief Executive Officer (MD/CEO)
- Comprised senior management team members from respective divisions

Key Roles

- Drive strategic execution
- Deliberate and resolve the Group's key strategic & operational issues in a timely manner
- Keep track of key business developments
- Monitor the Group's strategic direction
- Platform for members to report their respective business and operation plans to the MD/CEO
- Highlight issues and devise solutions/corrective plans
- Address other matters as directed by the Board and/or the MD/CEO

UEM EDGENTA'S CORPORATE GOVERNANCE FRAMEWORK

GROUP GOVERNANCE STRUCTURE AND POLICIES & PROCEDURES

POLICIES AND PROCEDURES

- Anti-Bribery and Anti-Corruption Policy Statement
- Sustainability Policy
- Whistleblowing Policy
- Social Media Policy
- Health, Safety, Security, and Environment
- Anti-Bribery and Anti-Corruption Guide
- Corporate Responsibility Policy
- Corporate Disclosure Policy
- Conflict of Interest Procedures & Conflict of Interest Declaration Guide

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

KEY FEATURES OF RISK MANAGEMENT FRAMEWORK

RISK APPETITE
the amount of risk that the Company is prepared to accept or retain in pursuit of its business objectives and value

→ Risk Assessment Methodology → Risk Governance and Structure

Clarify objectives → **Establish context** → **Identify risks** → **Assess risks** → **Respond to risks** → **Monitor, review & report risks** → **Communicate**

Risk Review and Reporting

- Board of Directors
- Board Governance and Risk Committee (BGRC)
- Risk, Integrity and Compliance Committee (RICC)
- Business-unit Risk, Integrity and Compliance Committee (BRICC)

Risk, Integrity & Compliance Department (RICD)

Policy and strategic information

AUTHORITY AND DECISION LIMITS WITHIN THE GROUP

DISCRETIONARY AUTHORITY LIMITS

- Strategic Management
- Revenue Related - Contracts/Project and Tender
- Human Capital Matters
- Legal Matters
- Investment and Divestment
- Procurement and Expenses
- Secretarial Matters
- Finance and Treasury

Note: Corporate Governance Framework is applicable to UEM Edgenta Berhad and its subsidiaries only.

Corporate Governance Overview Statement

The Board is led by Tan Sri Dr. Azmil Khalid, an Independent Non-Executive Chairman responsible for instilling good corporate governance practices, leadership and effectiveness of the Board.

To ensure check and balance, the positions of Chairman and Managing Director/Chief Executive Officer are held by different individuals who are unrelated to each other.

To maintain impartiality and to avoid impairing objectivity, the Chairman is not a member of the Audit Committee or the Nomination and Remuneration Committee, nor has he participated in any committee meetings by invitation.

In ensuring that the Board discharged its responsibilities effectively and thoroughly, the Board is supported by five (5) Board Committees. These committees operate within clearly defined terms of references.

Board committee meetings were never combined with the main board meeting to allow objective and independent discussion by the committees. Each committee chair would report to the Board on the committee's activities following each committee meeting. However, the ultimate responsibility for making final decisions on all matters rest with the Board.

AUDIT COMMITTEE

Assist the Board in the oversight responsibilities by reviewing and monitoring the integrity and adequacy of the Group's internal controls, financial and non-financial reporting process and management information systems, including related party transactions and systems for compliance with applicable laws, regulations, rules, directives and guidelines.

BOARD GOVERNANCE AND RISK COMMITTEE

Undertake governance and compliance duties and responsibilities in addition to the oversight of risk management matters, monitor the exercise of Integrity & Governance unit and overseeing the overall issue of corruption, fraud, malpractice & unethical conduct within the organisation.

NOMINATION AND REMUNERATION COMMITTEE

Assist the Board on the nomination of Directors and Senior Management, assessing the effectiveness of the Board and Board Committees and recommending remuneration packages and assessing the performance of Managing Director/ Chief Executive Officer and Senior Management.

BOARD TENDER COMMITTEE

Reinforce corporate governance, integrity and transparency in the procurement process and contract management.

BOARD INVESTMENT COMMITTEE (Ad-hoc Committee)

Assist the Board on all matters in respect of acquisitions and divestments of business/investments.

The Board is supported by Ms. Chiew Siew Yuen, a qualified company secretary under the Companies Act 2016. She regularly attends relevant continuous professional development programmes to maintain up-to-date knowledge of the regulatory requirements.

Ms. Chiew advises the Board on all governance matters and ensures adherence to Board procedures. This includes ensuring the distribution of complete and accurate meeting materials within a reasonable period prior to meetings, as well as circulating minutes of meetings in a timely manner.

She also ensures effective communication flows between the Board and its Committees, as well as between Senior Management and the Non-Executive Directors.

BOARD FOCUS AREAS

The Board's responsibilities include ensuring the Company's appropriate management and achievement of its strategic objectives. To fulfil these responsibilities for the financial year end, the Board followed an annual meeting programme planned in advance during the fourth quarter of 2023. The annual Board Meeting calendar was communicated to the Directors before the start of the new financial year. Special meetings were convened as needed.

The following are some of the main board activities during the financial year under review:-

Strategic Plans and Direction	• Reviewed and approved:- – The Annual Operating Plan, Corporate Scorecard and Managing Director/Chief Executive Officer Scorecard. – Healthcare Support Services Transformation. – Strategy Roadmap for UEM Edgenta Berhad. – The acquisition of Kaizen Group in United Arab Emirates. – The acquisition of 70% equity interest in Opus Consultants (M) Sdn Bhd. – The deregistration of dormant subsidiaries. – The proposed termination of Asset Management Services Agreement with Konsortium ProHAWK Sdn Bhd. – Incorporation of LLCs in United Arab Emirates. • The Board discussed on the Vision 2029 of UEM Edgenta as a leading premium healthcare facility management provider in Asia.
Overseeing the Conduct of Business	• Reviewed and approved the Circular to Shareholders in relation to Recurrent Related Party Transactions.
Health, Safety, Security and Environment	• Reviewed the Health, Safety, Security and Environment Report on a quarterly basis.
Risk Management	• Reviewed whistleblowing statuses on a quarterly basis. • Reviewed the risk exposures in relation to material litigations. • Reviewed the recommendation from BGRC and approved the following:- – Risk Management Status Report on a quarterly basis. – Strategic Roadmap for Risk, Integrity and Compliance Department. – Revision to the Terms of Reference of the Risk Management Committee. – Revised Business Continuity Management Framework. – Integrity & Compliance Reports. – Integrity & Compliance Plan.
Financial Matters	• Reviewed the recommendation from AC and approved the quarterly financial results and audited financial statements. • Met up with the External Auditors for the presentation of their reports. • Reviewed and recommended the re-appointment of External Auditors and their audit fees. • Considered and approved the application of Consolidation Exemption for Edgenta Arabia Limited. • Reviewed and approved the revaluation of investment properties. • Considered and approved the payment of Interim Dividend. • Considered and approved the upsize of Commodity Murabahah Revolving Credit-i.
Succession Planning for Senior Management	• Reviewed and approved the appointment of Senior Management of Grade UT2 and above.
Environmental, Social & Governance	• Reviewed and deliberated on the reports on the progress of the action plans for Environmental, Social & Governance on a quarterly basis.
Governance/Compliance	• Reviewed and approved the appointment of Directors for the Board and Board Committees of UEM Edgenta Berhad.
Human Resources	• Reviewed and approved the following:- – Remuneration framework and Performance Bonus for UEM Edgenta Group. – The revision of Job-Related Allowance. – The People Cost Optimisation Plan. – Productivity Benchmarking Study. – Gender Diversity Policy.

Corporate Governance Overview Statement

BOARD ATTENDANCE FOR FINANCIAL YEAR 2024

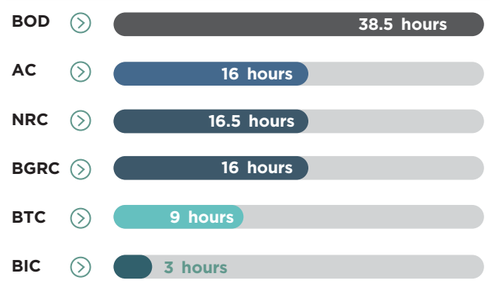
DIRECTORS	BOD	AC	NRC	BGRC	BTC	BIC
TAN SRI DR. AZMIL KHALID Independent Non-Executive Chairman	8/8	–	–	–	–	–
SYAHRUNIZAM SAMSUDIN Managing Director/Chief Executive Officer	8/8	–	–	–	–	–
DATUK AMRAN HAFIZ AFFIFUDIN Non-Independent Non-Executive Director (Appointed on 19 July 2024)	3/3	–	4/4 M	–	–	2/2 C
DATO' GEORGE STEWART LABROOY Independent Non-Executive Director	8/8	–	8/8 M	5/5 C	–	–
ROWINA GHAZALI SETH Independent Non-Executive Director	8/8	–	8/8 C	5/5 M	–	–
JENIFER THIEN BIT LEONG Independent Non-Executive Director	8/8	–	–	5/5 M	7/7 C	–
MOHD ASRUL AB RAHIM[#] Non-Independent Non-Executive Director	8/8	5/5 M	–	–	7/7 M	2/2 M
NURUL IMAN MOHD ZAMAN Non-Independent Non-Executive Director	8/8	–	–	4/5 M	–	–
DATO' DR. OMAR ABD HAMID Independent Non-Executive Director	8/8	5/5 M	–	–	7/7 M	–
SIMON KUA CHOO KAI[#^] Independent Non-Executive Director	8/8	5/5 C	–	–	–	2/2 M
DATO' MOHD IZANI GHANI[#] Non-Independent Non-Executive Director (Resigned on 19 July 2024)	5/5	–	4/4 M	–	–	0/0 C

[#] Member of Malaysian Institute of Accountants [^] Member of The Malaysian Institute of Certified Public Accountants

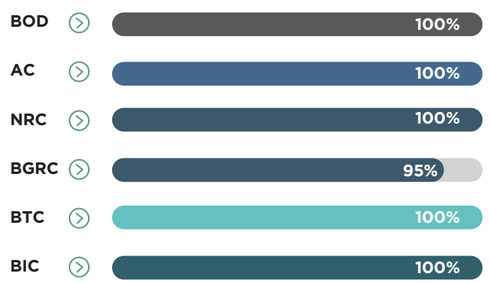
LEGEND

C	Chairperson of Board Committee	NRC	Nomination & Remuneration Committee
M	Member of Board Committee	BGRC	Board Governance & Risk Committee
BOD	Board of Directors	BTC	Board Tender Committee
AC	Audit Committee	BIC	Board Investment Committee

Total Meeting Hours



Average Meeting Attendance



NOMINATION AND REMUNERATION COMMITTEE ("NRC")

The NRC comprises three (3) members, all of whom are exclusively Non-Executive Directors, with a majority being Independent Directors. Pn. Rowina Ghazali Seth, an Independent Non-Executive Director, chairs the NRC.

The main responsibilities of the NRC are to assist the Board in the nomination of Directors and Senior Management, assess the effectiveness of the Board and Board Committees, recommend remuneration packages and assess the performance of Managing Director/Chief Executive Officer and Senior Management.

A total of eight (8) meetings were held during the financial year. Among the key activities undertaken by the NRC during the financial year under review were as follows:-

Board Composition and Succession Planning

- Reviewed the board size and structure, tenure of each Director, the mix of Directors in terms of gender diversity, skills and expertise of each Director to ensure high standard of Board performance and succession for both Executive and Non-Executive Directors in the event of any deficiency.
- Reviewed the composition of the Board and Board Committees of UEM Edgenta Berhad.
- Reviewed the Board Composition for the subsidiaries/ associate companies of UEM Edgenta Berhad.
- Recommended the re-election/re-appointment of Directors under the retirement by rotation provisions of the Constitution of the Company and the Companies Act, 2016.

Board Effectiveness Assessment

- Assessed the Directors annually, the effectiveness of the Board as a whole, the Committees of the Board and the contribution of each individual Director including his/her time commitment to effectively discharge his/her role as a Director, his character, experience and integrity. All assessments and evaluations carried out by the NRC in the discharge of all its functions were properly documented.

Remuneration for UEM Edgenta Group

- Reviewed and recommended:-
  - The 2023 Corporate Scorecard Achievement and Managing Director/Chief Executive Officer's Scorecard Achievement.
  - The Proposed 2024 Corporate Scorecard and Managing Director/Chief Executive Officer's Scorecard.
  - The 2023 Bonus Pool and 2024 increment.
  - The 2023 Performance Bonus of the Managing Director/Chief Executive Officer and Senior Management.

Remuneration of Directors

- Reviewed and recommended to the Board the remuneration of Non-Executive Directors and to review the Group's remuneration policies and procedures.

Recruitment and Appointment of Directors

- Assessed and recommended to the Board the candidacy of Director, appointment of Directors to Board Committees, and reviewed Board's succession plans and training programmes for the Board.
- Reviewed the required mix of skills and experience and other qualities, including core competencies which Non-Executive Directors should bring to the Board.

Recruitment/Appointment and Succession Planning of Senior Management

- Reviewed the character, experience, integrity, competence and time commitment to effectively discharge the role of Chief Financial Officer.
- Reviewed and recommended:-
  - The proposed appointment of Senior Management of Grade UT2 and above.
  - Proposed appointment of Managing Director for Regional Headquarters.

Governance/Policy

- Approved the MCCG proposed action plan.
- Reviewed and recommended:-
  - The adoption of the Restriction of Political Involvement Policy.
  - The update of the Terms of Reference of the NRC.
  - The update of the Board Charter.
  - The revision of travel related benefits.

Human Resources

- Reviewed and recommended:-
  - The revision of job-related allowances.
  - People Cost Optimisation Plan.
  - Productivity Benchmarking Study.
  - Gender Diversity Policy.
- Discussed the Talent Review 2024.

Corporate Governance Overview Statement

NOMINATION AND APPOINTMENT OF DIRECTORS

The Board has established adequate and effective selection procedures for the search, recruitment and appointment of new Directors and members for Board Committees. A Fit and Proper Policy was adopted to ensure formal, rigorous and transparent process for the appointment, as well as for re-election of directors. This policy guides the NRC and Board in their review and assessment of potential candidates to be appointed onto the board, as well as Directors seeking for re-election.

In sourcing for new Board members, candidates are identified through recommendations from existing board members and major shareholder, desktop searches and independent executive searches.

For the year under review, there was one (1) new appointment, namely Datuk Amran Hafiz Affifudin, a Non-Independent Non-Executive Director. His appointment was recommended by the major shareholder to replace the resigning director, who is a nominee appointed by the major shareholder.

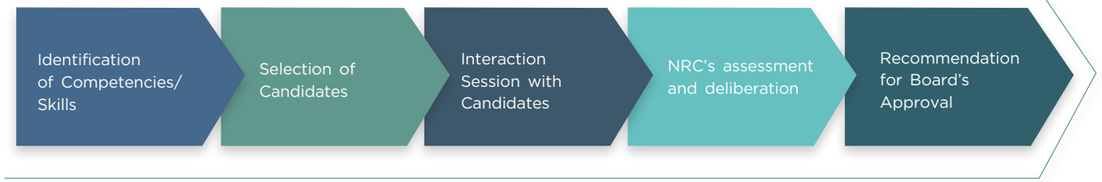
In assessing and recommending candidates to the Board for Directorship and/or appointment to Board committees, the NRC considers various factors including competencies, time commitment, contribution and performance, skills, knowledge, expertise and experience, professionalism, background, character and integrity and leadership qualities.

In addition to being guided by the MCCG and ensuring compliance with the Main Market Listing Requirements, the size and composition of the Board are also taken into consideration during the evaluation for the new appointments to ensure that the board as a whole can perform optimally.

After due assessment and shortlisting, with the consent from identified candidate(s), a reputable third-party agency conducts a thorough background screening process to verify their credibility.

For the position of Independent Non-Executive Directors, the NRC also evaluates the candidates' ability to discharge the responsibilities and functions as expected from an Independent Non-Executive Director.

The process of appointment of new Directors are as follows:-



Once appointed, new board members would undergo a Board Induction Programme where they would be briefed in detail on the following, to ensure that the new directors are onboarded promptly:-

Core Values of UEM Edgenta	Group Strategy	Internal Audit Function	Financial highlights of the Company
Environmental, Social & Governance	Legal updates of the Company	Businesses of the Group	Operational Excellence & HSSE
Human Resources matters of the Group	Risk, Integrity & Compliance	Governance Structure and Governance of the Company	

All new directors of the Company are also required to attend at least one (1) external briefing on Section 17A, Malaysian Anti-Corruption Commission Act 2009 ("MACC Act 2009") as part of Directors' training and development.

DIRECTORS' CONTINUING EDUCATION PROGRAMMES

Recognising that continuous education is vital for gaining insight into the state of economy, technological advances, regulatory updates and management strategies for Directors to discharge their responsibilities effectively, a specific budget has been allocated for Directors' training.

The Board's training needs are assessed and identified through the Board Effectiveness Assessment. In addition to individual Director's recommendations on appropriate trainings that will enhance their effectiveness, the Board is regularly updated on the availability of external training courses for their consideration by the Company Secretary and the Edgenta Academy team.

Additionally, following the corporate liability provision of the MACC Act 2009 which came into effect, the NRC has recommended that all Directors of the Company attend at least one (1) external briefing on Section 17A, MACC Act 2009 as part of Directors' training and development. Therefore, the Company Secretary constantly monitors to ensure the recommendation of NRC is met when new directors are appointed to the Board.

During the year under review, the Directors attended various seminars and training programmes to gain insights into the latest regulatory and industry developments in relation to the Group's businesses.

As at 31 December 2024, all AC members has attended at least one (1) training course related to relevant developments in accounting and auditing standards, practices and rules.

In addition to formal training programmes, the Board is kept abreast on regulatory updates from the Bursa Malaysia Berhad, Securities Commission Malaysia and the Companies Commission of Malaysia by the Company Secretary.

The Board training hours for the financial year 2024 were as follows:-

BOARD TRAINING HOURS BASED ON CATEGORIES

Technology 17.75 Hours	**Governance/ Compliance** 100.5 Hours	**ESG** 13 Hours	**Market Trends** 43 Hours
Business Sustainability 216.5 Hours	**Risk Management** 3.5 Hours	**Finance** 85.5 Hours	**Leadership/ Human Capital** 32 Hours

Corporate Governance Overview Statement

BOARD COMPOSITION

ENSURING THE RIGHT COMPOSITION

The Board believes that a diverse and inclusive Board will leverage the differences of its members to perform at its optimum level as a whole. Therefore, the NRC and Board review the composition of the board annually, considering the board size, tenure and expertise of each member, and gender diversity.

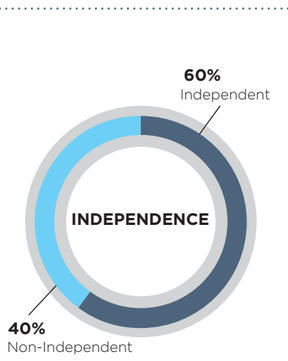
As at 31 December 2024, the Board consists of ten (10) members, including an Independent Non-Executive Chairman, one (1) Executive Director, three (3) Non-Independent Non-Executive Directors and five (5) Independent Non-Executive Directors.

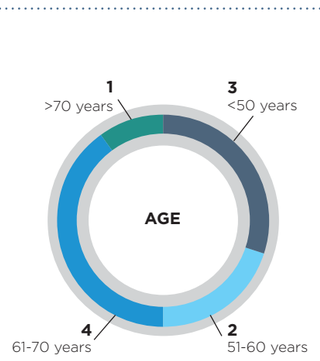
In addition to complying with Paragraph 15.02(1) of the Main Market Listing Requirements, the Company has maintained at least 30% women directors on the Board.

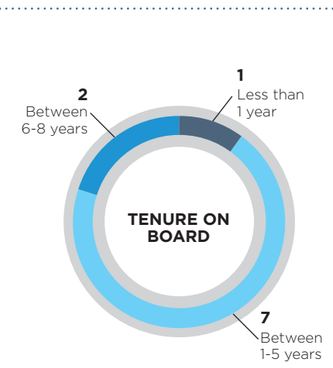
BOARD DIVERSITY AS AT 31 DECEMBER 2024

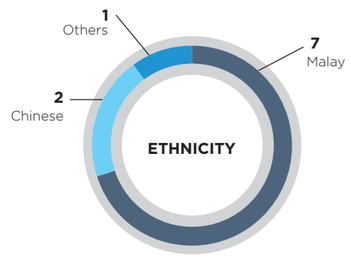
GENDER

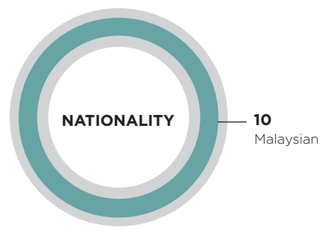












Board Mix of Skills and Experience

Leadership/Stewardship

Leadership Experience	100%	Strategic Planning	100%	Human Capital Developer	80%

Regulatory Experience and Network

Regulatory Experience	90%	Government Relations	70%	International Experience	70%

General Management

Accounting/ Financial/Banking	100%	Risk/Audit	80%	Tax Planning	30%

Sector/Service Experiences

Infrastructure	40%	Oil and Gas	30%	Healthcare	60%
Consultancy and Project Management	70%	Asset Management	30%	Property Development/ Property Management	50%

Entrepreneurship

Entrepreneurial Experience	70%
Sales/ Marketing	70%

Others

ICT	30%	Education	20%	Legal	20%
Corporate Finance	80%	Public Relations and Communication	40%	Engineering	30%
Fast-Moving Consumer Goods (FMCG)	10%	Merger and Acquisition	90%	ESG or Sustainability	70%

Note: % of Total Directors on Board

The profile of each Director is set out on pages 204 to 208 of this Annual Report.

Corporate Governance Overview Statement

Board Effectiveness Assessment

The Board, through the NRC, conducts a yearly Board Effectiveness Assessment ("BEA") of its performance and activities.

As the Company is not a Large Company, the BEA for financial year 2024 was facilitated by the Company Secretary via an online portal. The BEA is divided into 5 sections which cover key topics and include forward looking elements as follows:-

A	B	C	D	E
Board evaluation: Structure, Operations & Interactions, and Roles & Responsibilities	**Directors' self and peer evaluation**	**Assessment of mix of skills and experience**	**Assessment on Board committees**	**Independent Director's self-assessment**
1. Board Structure **2. Operations & Interactions** – Meetings – Papers – Communications **3. Roles & Responsibilities** – General Responsibilities – Strategy Planning – Performance Management – Human Capital – Risk Management & Internal Control – ESG	**Contribution to interaction** **Quality of Input** **Understanding of Role** **Chairman's Role**	**Leadership/ Stewardship** **Regulatory Experience & Network** **General Management** **Sector/Service Experience** **Entrepreneurship** **Others**	**AC** **BGRC** **NRC** **BTC** **BIC**	**Tan Sri Dr. Azmil Khalid** **Dato' George Stewart LaBrooy** **Rowina Ghazali Seth** **Jenifer Thien** **Dato' Dr. Omar Abd Hamid** **Simon Kua Choo Kai**

All responses/feedback are treated confidentially to ensure that Directors provide honest feedback. A summary of the key issues raised is then collated and presented in a report to the NRC and the Board.

Based on the results of the BEA, the Board Criteria Matrix was updated. The skills criteria in the matrix are constantly reviewed to ensure they cover the relevant knowledge/skills required for the businesses of the Company.

The Board Criteria Matrix is considered an important tool in ensuring the diversity of the Board in terms of experience and expertise. With this matrix, the Board identify gaps in the Board composition and use these gaps as criteria for selection of new Board members.

The results of the BEA for financial year 2024 did not identify any material weaknesses or shortcomings that warrant specific action plans. The results of BEA indicated that the performance of the Board, Board Committees and individual Directors had been effective in their overall discharge of functions, roles and duties. The level of independence demonstrated by the Independent Directors are satisfactory.

The results also revealed that the Board is satisfied that the Managing Director/Chief Executive Officer and Chief Financial Officer of the Company have the character, experience, integrity, competence and time to effectively discharge their roles.

The Board is also satisfied that each Board member is able to devote sufficient time to the Company.

REMUNERATION

The Board, through the NRC, is tasked with establishing and periodically reviewing the remuneration policies and procedures to attract and retain directors and senior management.

Remuneration for Directors

The Directors' remuneration is reviewed periodically to ensure it is set at levels that enables UEM Edgenta Group to attract and retain Directors with the relevant experience and expertise needed to manage the Group effectively.

The Company has its own Remuneration Policy for Non-Executive Directors, aimed at strengthening the Company's commitment to attract and retain talented and well qualified candidates while being financially cautious. For transparency purposes, the Remuneration Policy is published on the Company's website at www.uemedgenta.com.

Non-Executive Directors are paid a fixed base fee on a quarterly basis. With the recommendation from the NRC, the Board as a whole determines the remuneration for Non-Executive Director, with directors concerned abstaining from deliberation or voting on decision in respect of their remuneration. The aggregate amount of Directors' fee to be paid to Non-Executive Directors is subject to the approval of the shareholders at general meeting.

For the financial year 2024, the NRC and Board has benchmarked the current Non-Executive Directors' fees and benefits against the Board and Senior Management Remuneration Practices in Malaysia issued by Bursa Malaysia on 2 November 2023 before recommendation for tabling to the Shareholders for approval at the Annual General Meeting.

The outcome of the benchmarking revealed that the fees were slightly above median range. In view thereof, the NRC and Board had recommended for the Non-Executive Directors' fees and benefits to remain status quo for approval at the Annual General Meeting held on 4 June 2024.

The remuneration breakdown of individual Directors which includes fees, salary, bonus, benefit in-kind and other emoluments are as set out in the CG Report under Practice 8.1.

The Directors Remuneration Framework is as below.

Directors' Fees	Proposed Directors' Fee per annum (RM)	
	Chairman	Member
Board	210,000	108,000
Audit Committee	50,000	30,000
Other Board Committees	25,000	15,000

Corporate Governance Overview Statement

The current benefits payable and accorded to the Directors are:-

No.	Description	Directors' benefits
(a)	Meeting allowance for ad-hoc or temporary Board Committees established for specific purposes	(i) Chairman of committee – RM2,000 per meeting (ii) Member of committee – RM1,000 per meeting
(b)	Car allowance for Chairman of UEM Edgenta	RM3,400 per month
(c)	Medical benefits for Board members *Where a Director sits on several boards within the UEM Group of Companies, he will be entitled to claim medical benefits from one (1) company only.*	(i) Medical coverage of RM7,000.00 per annum, inclusive of outpatient, clinical, specialist and dental; and (ii) Hospitalisation of RM100,000.00 per annum including room and board at RM500.00 per day
(d)	Training and Development of Directors	A training budget is allocated for Directors to attend relevant training programmes and seminars to enhance their knowledge and skills in discharging their duties.
(e)	Directors' & Officers' Liability Insurance	Directors are covered by Directors' and Officers' Liability Insurance maintained throughout the financial year to indemnify Directors and Officers against any liability incurred by them in the discharge of their duties while holding office as Directors and Officers of the Company.
(f)	Subsistence allowance for business travel	Peninsular & East Malaysia – RM150 per day Overseas – USD125 per day

The Company will be seeking shareholders' approval at the forthcoming Annual General Meeting for the payment of Directors' benefits for items (a) and (b) of the above table.

Remuneration for Senior Management

UEM Edgenta has established a Senior Management Remuneration Framework which is benchmarked against market rates. This framework aims to ensure fair remuneration for Senior Management, attracting, retaining, and motivating individuals to serve the Company effectively.

The Management is enhancing the current Senior Management Remuneration Framework, with a focus on a Long-Term Incentive Plan. The revision is ongoing, considering the demands of the role, required competencies, Company performance, and individual employee performance. The Management will decide on publishing the framework on the Company's website upon finalisation.

B EFFECTIVE AUDIT AND RISK MANAGEMENT

AUDIT COMMITTEE

The Audit Committee ("AC"), chaired by Mr. Simon Kua Choo Kai, assist the Board in its oversight of the Company's financial reporting, and in fulfilling its fiduciary responsibilities relating to internal controls. This includes overseeing the proper maintenance of financial and accounting records and setting policies as well as financial reporting practices of the Group. The AC also reviews related party transactions, conflict of interest situations that may arise within the Group and the provision of non-audit services by External Auditors, if any.

The AC comprised three (3) Non-Executive Directors, with majority being Independent Directors.

Kindly refer to page 230 for the AC's membership and composition and the AC Report for a summary of work carried out during the financial year 2024.

The duties and responsibilities of the AC are set out in its Terms of Reference which is available at the Company's website at www.uemedgenta.com.

As at 31 December 2024, all AC members have attended at least one (1) training course related to development in accounting and auditing standards, practices and rules.

The Board, through the AC, maintains a transparent and professional relationship with the Internal and External Auditors. The AC has the authority to communicate directly with both the Internal and External Auditors.

The AC meets up with the External Auditors at least twice a year in the absence of the Managing Director/Chief Executive Officer and Management. The External Auditors will also attend Board Meetings for the presentation of their reports.

Currently, Messrs Ernst & Young PLT provides independent and professional external auditing services to the Group. The AC conducts yearly assessment of the suitability and independence of the External Auditors.

For the year under review, the External Auditors confirmed their independence in providing their services.

The assessment on the External Auditors for financial year ended 31 December 2024 was facilitated by the Finance team. A set of questionnaires pertaining to the following areas were sent out to all AC members, relevant Finance personnels, Company Secretary, Head of Legal and Internal Audit for their feedback:-

1) Calibre of the firm
2) Quality of processes/services/performance
3) Audit team
4) Independence, objectivity and professional scepticism
5) Audit planning, execution and conclusion
6) Audit fees
7) Audit communications

The Board was satisfied with the outcome of the assessment of the External Auditors regarding their suitability and independence. Hence, the Board has recommended for their re-appointment at the forthcoming Annual General Meeting.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Effective Risk Management and Internal Control Framework

The Board has overall responsibility for the system of Risk Management and Internal Control which includes financial controls, operational and compliance controls to ensure the safeguarding of shareholders' investments, customers' interests and the Company's assets.

The Board discharges its risk governance and oversight functions through the Board Governance & Risk Committee ("BGRC"), which undertakes governance and compliance duties and responsibilities in addition to the oversight of risk management matters. The BGRC reviews the effectiveness of risk management framework to manage the overall risk exposure to the Group. It also monitors the Integrity & Governance unit and oversee issues of corruption, fraud, malpractice & unethical conduct within the organisation.

While the BGRC is responsible for assessing and monitoring the efficacy of the risk management controls and measures taken, the AC is responsible for reviewing the adequacy and effectiveness of the internal controls through the work performed by the Internal Audit function.

For the year under review, the BGRC, chaired by Dato' George Stewart LaBrooy, comprises a total of 4 members, with a majority being Independent Non-Executive Directors. The BGRC operates within defined terms of references.

The Statement on Risk Management and Internal Control as set out on pages 245 to 252 of this Annual Report provides an overview of the state of internal controls within the Group.

Corporate Governance Overview Statement

C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

COMMUNICATION WITH STAKEHOLDERS

While the Annual General Meetings are the primary platform for communication and interaction with shareholders, the Company recognises the importance of timely dissemination of quality information to shareholders and other stakeholders.

Therefore, the Board is committed to ensure transparency and accountability to its shareholders and other stakeholders by dissemination of information via various platforms/channels as follows:-

- Annual Report.
- Various disclosures and announcements via Bursa LINK including quarterly results.
- Analyst briefings, press releases and announcements to the media.
- Dialogues and presentations at general meetings to provide overview and clear rationale with regard to the proposals tabled for approval by shareholders.
- Online investor relations on the Company's website at www.uemedgenta.com.
- All announcements made via Bursa LINK will also be posted on the Company's website at www.uemedgenta.com.

The Company's website is a one-stop page that one could easily access to the above information. It has a dedicated section that provides investors with detailed information on the Group's business, commitments and latest developments.

To keep up with the current trend, the Company also has an Instagram account, a social media channel that is regularly updated with the Company's news and events. The message and email functions are also activated on Instagram, for the public's convenience if they wish to reach out to the Company.

Shareholders may forward any concern/queries to Investor Relations at ir@edgenta.com and all relevant and appropriate issues raised will be addressed accordingly.

While the Company endeavours to provide as much information as possible to its shareholders and stakeholders, the Company is mindful of the legal and regulatory framework governing the release of material and price-sensitive information.

The Company has in place, the Corporate Disclosure Policy which outlines the Company's approach towards the determination and dissemination of confidential information, the circumstances under which the confidentiality of information will be maintained and restrictions on insider trading. The Corporate Disclosure Policy also provides guidelines in order to achieve consistent disclosure practices across the Group.

The Company has fully adopted integrated reporting. For year 2024, the Company has issued its Integrated Annual Report based on globally recognised framework.

The summary of engagements with stakeholders for year 2024 are available on pages 46 to 50.

CONDUCT OF GENERAL MEETINGS

The Company's 61st Annual General Meeting ("AGM") was held virtually on 4 June 2024 at Ilmu Ground of Menara UEM as the Broadcast Venue.

The Notice of AGM was given to shareholders on 30 April 2024 together with the relevant reports and circular.

Recognising that the AGM is a principal forum for dialogue with shareholders, the notice of AGM was given more than 28 days prior to the AGM to allow sufficient time for shareholders to consider the resolutions that would be discussed and decided at the AGM.

To encourage participation, clear guidance notes on the administrative matters were also provided to shareholders. Shareholders were also invited to send in questions before and during the AGM.

All the Board Members were present at the AGM. Besides the Directors, the Company Secretary, Senior Management and External Auditors were also in attendance.

The Chairman as well as the Managing Director/Chief Executive Officer, together with the Chairpersons of Board Committees and the External Auditors, if so required, will respond to questions from shareholders at the AGM. The questions submitted during the AGM that were not answered due to time constraint were later addressed to shareholders via email.

Meanwhile, questions submitted prior to the AGM were addressed during the AGM. The questions were also published on the Company's website together with its answers.

For the 61st AGM, KPMG Management & Risk Consulting Sdn. Bhd. was engaged as the Poll Administrator due to their ConveneAGM meeting platform was able to facilitate a two (2) way communication between the Board and Shareholders via a live voice call feature. With this feature, in addition to typed text in the question box, Shareholders have the option to pose questions verbally at the AGM.

This option was selected by the Board in the hope to encourage increased participation at the AGM.

To preserve the integrity of the poll voting process and voting had been undertaken properly, Quantegic Services Sdn. Bhd. was engaged as the Scrutineers for the 61st AGM.

The Chairman declared that all resolutions were carried, and the poll results were also announced via Bursa LINK on the same day.

The summary of the AGM proceeding was uploaded on the Company's website within 30 business days after the completion of the AGM on 16 July 2024.

This Corporate Governance Overview Statement was approved by the Board on 26 March 2025.

Additional Compliance Information

1. AUDIT AND NON-AUDIT FEES

During the financial year ended 31 December 2024, the total audit and non-audit fees paid or payable incurred for services rendered to the Group and the Company by the external auditors or a firm affiliated to the external auditors are as follows:

	Group RM'000	Company RM'000
Statutory audit services	1,981	252
Non-audit services	151	81
Total	2,132	333

The Group and the Company engaged the external auditors for the following non-audit works:

- Review of Statement on Risk Management and Internal Control
- Tax compliance and advisory services
- Review of purchase price allocation related to the acquisition of subsidiaries

2. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

In 2017, the Company had established the Islamic Commercial Papers ("ICPs") and Islamic Medium Term Notes ("IMTNs") under an ICP Programme and IMTN Programme respectively, which have a combined aggregate limit up to RM1,000.0 million in nominal value and sub-limit of RM300.0 million in nominal value for ICP Programme under Shariah Principle of Murabahah via a Tawarruq Arrangement.

On 26 April 2017, the Company has completed the issuance of RM250.0 million in nominal value of IMTNs with a tenure of 5 years.

On 26 April 2022, the Company redeemed its outstanding IMTNs amounting to RM250.0 million in nominal value upon its maturity. On the same date, the Company has reissued the IMTNs with the same nominal value with a tenor of four years. The IMTNs will mature on 24 April 2026.

The proceeds raised from the IMTNs have been utilised by the Company for its Shariah-compliant general corporate purposes.

3. REVALUATION POLICY ON LANDED PROPERTIES

During the financial year ended 31 December 2024, the Group has adopted MFRS 140: Investment Properties and MFRS 13: Fair Value Measurement (for non-financial instruments) due to the transfer of land held for development to investment properties in 2022.

Accordingly, the Group has adopted revaluation policy on the land classified under investment properties. Please refer to the accounting policy and revaluation of the investment properties in Note 2.4(k) and Note 14 in the Audited Financial Statements which are set out in the pages 276 to 380 of this Annual Report.

4. MATERIAL CONTRACTS

Other than those disclosed in the financial statements and the recurrent related party transaction section in this Annual Report, there were no material contracts including contracts to any loans entered into by the Company and its subsidiaries involving directors' and major shareholders' interests.

5. RECURRENT RELATED PARTY TRANSACTIONS

The Company proposes to seek approval of its shareholders for the renewal of mandate for recurrent related party transactions and the proposed new shareholders' mandate for additional recurrent related party transactions of a revenue and trading nature which is in the ordinary course of business at the forthcoming Annual General Meeting of the Company to be held in 2025.

Audit Committee Report

The Board is pleased to present the Audit Committee ("AC") Report, outlining how the AC carried out its functions and responsibilities for the financial year ended 31 December 2024.

The AC supports the Board in overseeing the Company's financial reporting and ensuring the fulfillment of its fiduciary responsibilities concerning internal controls. This includes monitoring the proper maintenance of financial and accounting records, establishing policies, and upholding financial reporting practices for the Group. Additionally, the AC also reviews related party transactions and potential conflict of interest situations that may arise within the Group.

COMPOSITION AND MEETING ATTENDANCE

The composition of the AC and meeting attendance for financial year 31 December 2024 are available in page 230 of the Corporate Governance Overview Statement.

SUMMARY OF ACTIVITIES OF THE AC

During the year, the Chairman of AC met the Head of Internal Audit regularly and had pre-meeting discussions of their activities and reports.

In line with the terms of reference of the AC, the following works were carried out by the AC during the financial year ended 31 December 2024:-

A. FINANCIAL STATEMENTS AND CORPORATE GOVERNANCE

1. Reviewed the quarterly and annual financial statements of the Company and of the Group; and recommended them for Board's approval, focusing particularly on:-
   a) appropriateness and relevance of accounting policies and practices adopted and their application in compliance with current accounting standards;
   b) any significant non-recurrent or unusual transactions made or events occurred during the year;
   c) any significant changes to the basis of preparation of the financial statements or new accounting standards adopted during the year which impacted the result or financial position of the Group;
   d) the going concern assumption used in the preparation of the financial statements;
   e) significant accounting and auditing matters including financial reporting issues, estimates or judgements made by Management, unusual events or transactions, and how these matters are addressed; and
   f) compliance with financial reporting standards and other regulatory requirements.
2. Reviewed related party transactions and recurrent related party transactions of a revenue or trading nature which are necessary for the day-to-day operations in the ordinary course of business of the Company and its subsidiaries to ascertain as to whether they are undertaken on an arm's length basis on normal commercial terms not more favourable to the related parties than those generally available to the public or those extended to unrelated parties and are not detrimental to the minority shareholders.
3. Reviewed and recommended the Circular to Shareholders in respect of the proposed shareholders' mandate for recurrent related party transactions and proposed new mandate for additional recurrent related party transactions of a revenue or trading nature, to the Board for its approval.
4. Reviewed and recommended the Corporate Governance Overview Statement, Corporate Governance Report, AC Report and Statement on Risk Management and Internal Control, to the Board for its approval.

B. INTERNAL AUDIT

1. Reviewed the scope, functions and resources of the Internal Audit Department ("IAD") to ensure that it had the necessary competency, independence and authority expected by the professional standards and applicable guidelines to carry out its work professionally and with impartiality and propriety.
2. Reviewed and deliberated the internal audit reports (planned and ad-hoc) and ensured that audit observations and appropriate recommendations were discussed and agreed with Management including timelines set to be taken for remedial actions on gaps or lapses of controls or procedures identified by IAD.
3. Reviewed the status of implementation, effectiveness, and adequacy of Management's corrective actions through follow-up audit reports to ensure all key risks and control issues were addressed adequately and in a timely manner.
4. Reviewed and approved the Internal Audit Plan, including changes for adequacy and appropriateness of coverages, as well as the risk-based planning methodology, high-level review scope and its manpower requirement for the proposed audit activities.
5. Assessed and approved the performance rating of IAD and the IAD Scorecard.
6. Suggested additional improvement opportunities in the areas of internal control, systems and operational efficiency.

C. EXTERNAL AUDIT

1. Reviewed with the External Auditors:-
   a) The audit plan, audit methodology and scope of work, especially on areas identified for audit focus for the year;
   b) Their comments and issues arising from their annual audit, their audit report and management letter of comments on the group internal control;
   c) The key audit matters highlighted for inclusion in the audit report and the audit process in addressing them; and
   d) The Group's financial reporting process including consolidation.
2. Assessed the objectivity, suitability and independence of the External Auditors in carrying out their audit during the year.
3. Discussed with the External Auditors on 21 November 2024 and 24 February 2025 without the presence of the Managing Director/Chief Executive Officer and Management, on any concerns/issues affecting their audit, the results of audit, including the level of cooperation rendered by Management in respect of their access to financial information and accounting records.
4. Evaluated the performance of the External Auditors and recommended their re-appointment to the Board of Directors based on their satisfactory performance via feedback received from the assessment questionnaires and the 2023 Annual Transparency Report.
5. Reviewed and recommended the audit fees for the Board's approval.

D. CONFLICT OF INTEREST

Reviewed the conflict of interest ("COI") or potential COI situation involving Directors, key senior management and legal representative, and recommended the measures to resolve, eliminate, or mitigate such conflicts, to the Board for its approval.

Details of the potential COI situation which arose during the year is disclosed as below:-

Name	Type of COI & Nature of Interest	Measures Taken
Tan Sri Dr. Azmil Khalid (Independent Non-Executive Chairman)	Potential COI Tan Sri Dr. Azmil Khalid is an indirect shareholder of AFA Construction and Engineering Sdn Bhd (formerly known as Alloy Maintenance Engineering Sdn Bhd) ("AFACE"), via AFA Infrastructure Development Sdn Bhd. The nature of business of AFACE is similar to a subsidiary of UEM Edgenta. However, AFACE provide services solely to AFA Prime Berhad (formerly known as ANIH Berhad) and is not in direct competition with the UEM Edgenta group.	• Tan Sri Dr. Azmil Khalid will abstain from deliberation and physically excuse himself from the Board meeting during the discussion on the potential COI and transaction with AFACE, if any. • Board papers and information related to the transaction with AFACE will not be circulated to Tan Sri Dr. Azmil Khalid.

Audit Committee Report

INTERNAL AUDIT FUNCTION

The Group has established its own IAD functions to provide independent and objective assurance to the AC and the Board that the established internal controls, risk management, and governance processes are adequate and operating effectively and efficiently as well as complied with the relevant internal rules and regulations.

The IAD activities and practices are closely guided by the International Professional Practice Framework ("IPPF") on Internal Auditing issued by the Institute of Internal Auditors ("IIA").

The information on the resources, objectivity, and independence of the internal auditors are provided in the Corporate Governance Report in accordance with Practice 11.2 of the Malaysian Code on Corporate Governance issued by the Securities Commission Malaysia in 2021.

The AC reviews and approves the IAD's manpower requirements to ensure the function is adequately resourced with competent and proficient internal auditors. The total cost incurred for the internal audit function for financial year ended 31 December 2024 is approximately RM2,090,000, comprising mainly salaries, training, and travelling expenses for audit assignments.

SUMMARY OF ACTIVITIES

The IAD implements a risk-based audit methodology in establishing its annual audit plan. The audit plan 2024 was approved by the AC on 20 November 2023 and the revised audit plan 2024 was subsequently approved on 18 March 2024, due to Special/Ad-hoc Reviews requested by the AC and/or Senior Management. The audit plan had considered the Group's identified risks and focused on auditable areas where the risks would have the most impact on the business objectives of the Group. Among the focus areas are cost escalation risks, process efficiency, business strategy and execution, information security risks, and Environmental, Social and Governance risks.

The scope of the planned audit assignments for the financial year 2024 covered the following:-

1. Procurement audits in Infrastructure Services and Property & Facility Solutions divisions;
2. Operational audits in Healthcare, Infrastructure Services and Property & Facility Solutions divisions;
3. Contract Management for Healthcare Commercial – UEMS Singapore office;
4. Environmental, Sustainability and Governance audit for Sustainability Statement Assurance Review;
5. Quarterly review on Related Party Transactions/Recurrent Related Party Transactions; and
6. Special review as and when requested by Management or AC.

During the year, AC reviewed and deliberated a total of fourteen (14) internal audit reports in relation to the audits carried out, together with the audit recommendations made by IAD and the Management Responses to those recommendations. The Head of IA attended all the planned AC meetings during the year to brief the AC on audit results and significant matters raised in the detailed IAD reports. The Heads of Divisions, where required, were also invited to the AC Meeting to provide further explanations on the audit observations highlighted. Where appropriate, the AC directed Management to rectify and improve control and workflow procedures.

The AC, at all its quarterly meetings, also reviewed the implementation status of the corrective actions arising from the audit recommendations to ensure that the key risks and control lapses were addressed in a timely manner.

Statement on Risk Management and Internal Control

In accordance with the practices set out in the revised Malaysian Code on Corporate Governance issued in April 2021, a listed company should establish an effective risk management and internal control framework and the Board of Directors ("Board") should disclose the features of its risk management and internal control framework, and the adequacy and effectiveness of this framework.

Therefore, the Board is pleased to provide this Statement on Risk Management and Internal Control, prepared pursuant to Paragraph 15.26(b) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and guided by The Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers.

RESPONSIBILITY AND ACCOUNTABILITY

Responsibility of the Board

The Board affirms its commitment and responsibility in maintaining a sound and effective system of risk management and internal control in safeguarding shareholders' interests and the Group's assets.

The Board is constantly and actively identifying the Group's level of risk tolerance, assessing and monitoring the key business risks. The risk management and internal control system adopted by the Group are reviewed and updated periodically to align with the dynamic changes in the business operating environment as well as changes in regulatory requirements.

The Board acknowledges that the risk management and internal control system are designed to manage and reduce the risk of not achieving business objectives and can only provide reasonable and not absolute assurance of effectiveness against material misstatement of management and financial information and records, financial losses or fraud or any occurrences of unforeseeable circumstances.

Board and Board Committees

For the financial year under review, there are ten (10) Directors on the Board comprising one (1) Managing Director/Chief Executive Officer ("MD/CEO"), six (6) Independent Non-Executive Directors and three (3) Non-Independent Non-Executive Directors.

The Board is supported by five (5) established Committees, namely the Audit Committee ("AC"), Board Governance and Risk Committee ("BGRC"), Nomination and Remuneration Committee ("NRC"), Board Tender Committee ("BTC") and Board Investment Committee ("BIC") which examine all matters within its scope and responsibilities, and report to the Board with its recommendations for the Board's decision.

The responsibilities and functions of the Board, each of its committees and the individual directors are specified in its respective Terms of Reference and Board Charter.

General Management Committee

The General Management Committee ("GMC") is chaired by the Managing Director/Chief Executive Officer ("MD/CEO") and comprises the Chief Financial Officer, Chief People Officer, Chief Digital Officer and management team members from the respective Business Divisions and Corporate Support Services.

The key roles of the GMC are to drive strategic execution, deliberate and resolve the Group's key strategic and operational issues in a timely manner and keep track of key business developments.

The GMC also serves as a platform to monitor the Group's strategic direction and for members to report on their respective business and operation plans to the MD/CEO, highlight issues and devise solutions/corrective plans, as well as address other matters as directed by the Board and/or the MD/CEO.

RISK, INTEGRITY AND COMPLIANCE COMMITTEE

The Risk, Integrity and Compliance Committee ("RICC"), formerly known as the Risk Management Committee ("RMC"), is responsible to implement the policies and procedures established by the Board and Board Governance and Risk Committee ("BGRC") in ensuring a sound and robust Risk Management Framework ("RMF") to achieve the Group's strategic objectives, safeguard shareholders' investments and its assets.

The RICC is chaired by the Group's Managing Director/Chief Executive Officer ("MD/CEO") and its members include the Group's Executive Leadership Team, comprising Heads of Business Units and co-opted members from the management team of the Group.

The RICC undertakes the following responsibilities:

- Review and recommend risk management policies and procedures for the approval or acknowledgement of the BGRC and Board and MD/CEO respectively;
- Act as Primary Champion of risk management at strategic and operational levels;
- Review the ongoing adequacy and effectiveness of the risk management process;

Statement on Risk Management and Internal Control

- Review and deliberate on identified risks, controls and risk mitigating strategies to ensure that these are adequately managed;
- Review the Group's resilience in event of a crisis or disaster and ensure adequate insurance coverage against key risks and perils;
- Oversee the establishment and effectiveness of the Group's practices in integrity and compliance management programmes to drive and embed a culture of ethical behaviour and integrity; and
- Ensure that the BGRC and Board receive adequate and appropriate information for review and decision-making purposes.

The RICC is assisted by the Risk, Integrity & Compliance Department ("RICD"), which is primarily responsible for the implementation of the risk management, business resilience and compliance integrity processes and practices within the Group. A Charter, which defines RICD's responsibilities, scope and authority, has been established and endorsed by the Board.

RISK MANAGEMENT

Managing risks is an integral part of the Group's daily business activities and management decision making process. It involves the activity of identifying, assessing, monitoring and managing risks and uncertainties that could inhibit the Group's ability to achieve its strategy and strategic objectives.

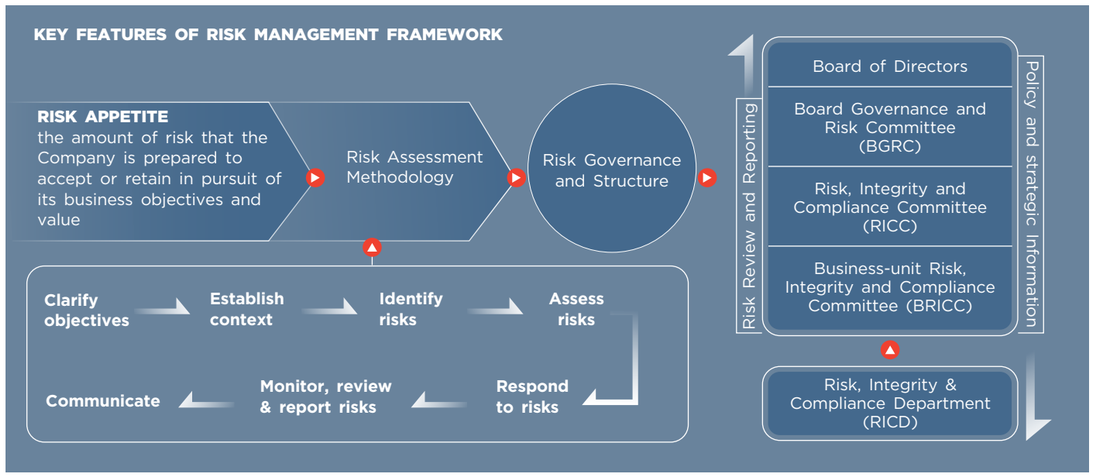
Risk Management Framework

The Group has in place a Risk Management Framework ("RMF") that provides the foundation and organisational arrangement for managing risk across the Group.

Principally aligned with ISO:31000 Risk Management – Guidelines, the RMF sets out the context and objectives, emphasising on enterprise-wide risk assessment and management encompassing the identification, assessment and measurement, mitigation responses, as well as monitoring, communicating and reporting of risks.

The RMF serves as a tool in managing both existing and emerging risks with the objective to enhance and protect stakeholders' interests and at the same time to safeguard the Group's assets and reputation.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK



As part of its commitment to continuous improvement, the Group is enhancing its RMF to integrate ESG and corruption risk management. The framework outlines the systematic processes for identifying, analysing, evaluating, monitoring, reporting, and managing these risks within the overall risk management structure.

Risk Management Approach

The Group's risk management approach adopts a process which entails a consistent and systematic approach in the identification, assessment, monitoring and reporting of risk exposures.

The risk management process is applied throughout the whole of the Group (enterprise level) or to any part of a business (i.e., divisions, departments, functions, business units and projects).

The risk management approach comprises sequential steps of activities that are interrelated and iterative as follows:

a. Set/clarify business objectives

Set and understand the objectives for the Group and/or its business.

b. Establish the context

Define the context and boundaries within which the Group and/or the business operates.

c. Risk Identification

Identify risks together with their respective causes and consequences which could affect/impact the achievement of the Group and/or business objectives.

d. Risk Assessment

Identified risks are prioritised to determine the overall effect on the Group and/or business by evaluating the potential impact on business objectives should a risk materialise together with the likelihood of its occurrence.

The Group adopts the following risk rating matrix to articulate the relationship between risk impact and likelihood:

Risk Rating					
	Risk Impact				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	Medium	Significant	Significant	High	High
Likely	Medium	Medium	Significant	Significant	High
Possible	Low	Medium	Medium	Significant	High
Unlikely	Low	Medium	Medium	Significant	Significant
Remote	Low	Low	Medium	Medium	Significant

e. Risk Response

Risk treatment involves developing a range of responses and options for mitigating the risks.

The Group adopts the **4Ts** *(Take, Treat, Transfer & Terminate)* strategy in responding to the identified risks and qualifies these risks according to the acceptable levels by the relevant risk owners and stakeholders.

TAKE	TREAT	TRANSFER	TERMINATE
Intentionally taking risk due to inherent/ unavoidable risk or to pursue/sustain higher returns, with informed approval by appropriate level	Mitigation plans established to reduce the likelihood & impact	Transfer the risk by moving the risk to third party but accountability still resides with Risk Owners	Avoidance by not to proceed or continue with a particular activity or seeking alternative means to achieve objective

f. Monitor, review and report risks

Risk events and trends to be continually reviewed, assessed and monitored. Similarly, risk responses and mitigation plans are monitored continuously to ensure their relevance and effectiveness and are operating as designed and expected.

g. Communication

Communication is required for an effective risk management programme. The evolving business conditions continuously alters the risk profile of the Group and/or business, hence, frequent and explicit engagement and discussions about risk is vital to maintain continuous awareness and effective management of key risks.

Statement on Risk Management and Internal Control

Summary of Risk Management Activities

Risk management activities undertaken for the financial year at the Group and subsidiaries to instil a proactive risk management culture and ownership are as follows:

- Periodic risk awareness briefings and risk management workshops are conducted as part of continuous efforts to inculcate a proactive risk-aware culture within the Group.
- Risk Management Status Reports are produced quarterly at the minimum and are presented to the RICC, BGRC and Board for deliberation and approval.
- Quarterly review and monitoring implementation of risk action plans by RICD to ensure their appropriateness and effectiveness.
- Identification and reporting of emerging, key business risks and mitigation plans to the RICC, BGRC and Board for deliberation and approval.
- Provides risk management consultation and advisory services to projects, investment and potential business leads.

INTERNAL CONTROLS

The key elements of the internal control system established by the Board that provides effective governance and oversight of internal control include:

POLICIES AND PROCEDURES

Written policies are established to guide how a department or an individual within the Group works or behaves and provides guidance to employees as to what their obligations are. Some policies are supported by procedures which describe the steps the employees shall take to produce an output or to complete a process. The policies and procedures also form part of the various management systems which are reviewed and updated periodically as part of continual improvement to ensure that they remain relevant and reflective of the Group's operating and business environment.

The Group, via its subsidiaries, have in place several Internationally Accredited Management Systems (for e.g., ISO 9001:2015 – Quality Management System, ISO 45001:2018 – Occupational Quality Health & Safety Management System, ISO 14001:2015 – Environmental Management System, ISO 13485 – Medical Devices Quality Management System and ISO 39001:2012 – Road Traffic Safety Management System) to standardise its management and operational processes and to further improve its efficiency. These certifications reflect the Group's commitment to ensuring quality deliverables to customers, safeguard safety and health of employees and safeguard the environment.

The Group has also established a HSSE Management Systems, comprising HSSE Rules, standard operating procedures and processes, to inculcate a strong HSSE culture, behaviour and sustainable HSSE performance. This also includes introducing an enhanced UEM Edgenta HSSE Management System Manual which seeks to make the HSSE execution simpler and more aligned within the Group.

The Group has dedicated teams to carry out Quality Assurance/ Quality Control, and Health, Safety and Environment activities to ensure continuous improvement of processes and ongoing compliance with the established internal policies and procedures, International Management System Standards, contracts and relevant legal and other requirements.

ORGANISATIONAL STRUCTURE

The organisational structure of the Group defines the roles, responsibilities and reporting line of the various Committees of the Board; Management of the Corporate Office and subsidiaries; departments and individuals.

The Board appoints the Managing Director/Chief Executive Officer of the Group and top management and senior management at critical positions. The positions include but not limited to Chief Financial Officer, Chief People Officer, Chief Digital Officer, Heads of Divisions/Business, as well as holders of mission-critical position.

The organisational structure is reviewed regularly to assess its effectiveness and to ensure that it is in line with any changes in business requirements.

OPERATING PLANS AND STRATEGIES

The Group undertakes a comprehensive annual budgeting and forecasting exercise during the development of business plans for each operating divisions which are aligned with the 5-year Group Operating Plan, including the short-term and long-term strategic plans.

Each Business Division is responsible to carry out a detailed analysis on both current and prior years' performances and identify the strategic priorities for consideration and commitment in the Group Annual Operating Plan ("AOP"), 5-year Group Operating Plan and Strategic Plan. These form the basis for the development of Key Performance Indicators ("KPIs") to be included in the Group's Corporate Scorecard and MD/CEO's Scorecard which are deliberated and reviewed by the Nomination and Remuneration Committee and subsequently by the Board for approval.

The approved AOP, 5-year Group Operating Plan and Strategic Plans are cascaded to the senior management team in each Business Division for planning, monitoring and execution.

The Group monitors the business performance of respective Business Divisions through its KPIs and measures them against the approved Group AOP, 5-year Group Operating Plan and Strategic Plan on a regular basis via its General Management Committee meetings and other ad-hoc meetings to be carried out by the senior management as and when necessary. Reports and analysis on variances against the Group AOP are prepared and monitored, taking into consideration current and future macro/microeconomic situations and business landscapes. A report on the year-to-date quarterly Group results and performance is submitted and presented to the Board on a quarterly basis.

The management is responsible for identifying and executing any mitigation actions, where necessary.

EMPLOYEE'S AUTHORITY AND RESPONSIBILITY

Employee's authorities and responsibilities are detailed out in Job Description, Key Performance Indicators ("KPI") and Discretionary Authority Limit ("DAL").

The establishment of performance framework serves as a guide for performance setting and monitoring at various levels, covering key financials, customers, internal processes and learning and growth indicators.

DISCRETIONARY AUTHORITY LIMITS

Clear delegation of authority is defined in the Discretionary Authority Limits ("DAL"), which sets the limit for strategic, operating and capital decisions and expenditures, as well as decision authority for each level of management within the Group, and also the Board's authority.

The DAL is reviewed from time-to-time to ensure effectiveness of strategic and operational executions.

PROCUREMENT

In parallel with the implementation of Oracle ERP, Group Procurement & Contract Management ("GPCM") functions as a centralised and coordinated procurement function to control and manage procurement activities within each of the Group's key business division, encompassing eight (8) key areas, namely, Procurement Strategy & Performance, Category Management, Vendor Management, Sourcing, Purchasing Admin, Contract Management, Master Data Management, and Inventory Management.

The potential risks pertaining to these key areas are mitigated through procedural governance and compliance monitoring of the SOPs users. The SOPs will be reviewed periodically and updated as and when required to ensure continuous improvement of internal controls and taking into consideration any additional process improvement required.

The provisions for Integrity & Compliance (i.e., Code of Conduct for Business Partner, Business Partners Letter of Declaration), HSSE Management Requirements are incorporated accordingly in the procurement terms and conditions to create awareness on our anti-bribery, anti-corruption, safety and accountability policies amongst our suppliers and contractors at the early stage of engagement with these stakeholders.

INSURANCE ON ASSETS

UEM Edgenta consistently maintains extensive insurance coverage, including Directors and Officers ("D&O"), general liability, motor, employee, cyber, asset, project insurance and among others. This approach not only mitigates potential losses from unexpected events but also reinforces operational resilience and enhances value for stakeholders.

Insurance coverage is periodically reviewed to align with the dynamic business environment and evolving operational needs, ensuring it remains adequate and responsive to emerging risk factors.

INTEGRITY & COMPLIANCE

Integrity

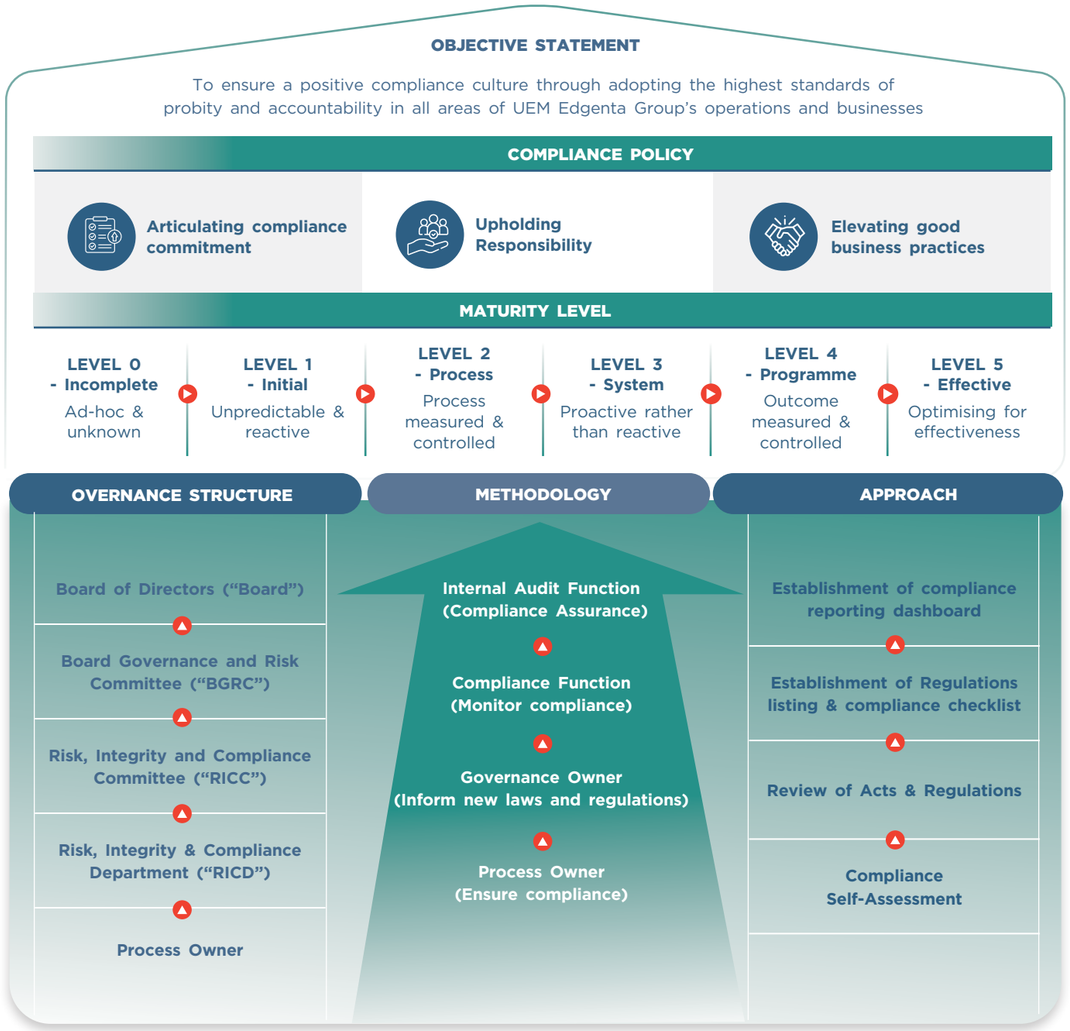
UEM Edgenta is committed to support the national anti-corruption efforts by adopting zero-tolerance approach toward all form of corruption and embedding the integrity within our F.I.R.S.T core values. Our initiatives to prevent bribery and corruption align with the requirements of subsection 17A(5) of the Malaysian Anti-Corruption Commission Act 2009 through the adoption of the T.R.U.S.T principle. The details disclosure on our Corporate Integrity and Ethical Business Conduct can be found on pages 253 to 259 of this Integrated Annual Report.

Compliance

UEM Edgenta's compliance management involves a comprehensive approach to maintaining an effective compliance policy and programme ensuring alignment with the applicable laws and regulations to safeguard the reputation and integrity of UEM Edgenta.

Statement on Risk Management and Internal Control

UEM Edgenta adopts the following Compliance Framework in undertaking its compliance commitment:



The Compliance Framework sets out the approach for UEM Edgenta in managing regulatory compliance obligations and mitigating compliance risk, in order to achieve its compliance objective.

Risk, Integrity & Compliance Department ("RICD") is spearheading the compliance management process ensuring the effectiveness of the compliance process and establishing appropriate compliance monitoring to address and report on any compliance issues. The outcome of the monitoring activities is reported to the RICC, BGRC and Board.

BUSINESS CONTINUITY MANAGEMENT

UEM Edgenta maintains an unwavering commitment to fortifying organisational resilience through the implementation of a robust Business Continuity Management ("BCM") programme. This strategic initiative aligns with the organisation's ongoing efforts to ensure the sustainability of operations and the seamless delivery of essential services, even in the event of crisis or disasters.

In 2024, UEM Edgenta achieved the prestigious ISO 22301:2019 Business Continuity Management System ("BCMS") certification, a globally recognised benchmark for operational resilience. This significant accomplishment reinforces the company's dedication to safeguarding critical business functions, minimising downtime and ensuring seamless service delivery to clients and stakeholders.

The certification reflects UEM Edgenta's strategic commitment to delivering innovative, reliable and resilient solutions across all aspects of its operations.

Looking ahead, UEM Edgenta remains steadfast in its efforts to maintain and enhance its BCMS framework, ensuring adaptability to emerging risks and future challenges while upholding the highest standards of business continuity.

HUMAN RESOURCES MANAGEMENT

UEM Edgenta's internal controls are realised and supported by a formal organisational structure. This official structure is made of defined lines of authority, responsibility and accountability. These lines of authority, responsibility and accountability are continuously updated and improved to demonstrate good governance.

The above is further reinforced with functional charts and clearly defined authority limit to ensure consistency, clarity, and structured decision-making.

Talent's selection and appointment is guided by standard operating procedures and guidelines to ensure the selection of suitable candidates meet the job requirements. Potential candidates will go through a structured recruitment process which includes interviews by the hiring manager and relevant stakeholders; and for certain roles, additional assessments would be applicable. A thorough and complete pre-employment background screening which includes medical screening, checks on past employment records, education and qualification records, credit records, criminal records, directorship and reference check, would be performed before the job offers are issued. This is a control measure to minimise the risk to the Company, guided by pre-employment matrix.

A performance framework is established which serves as a guide for performance setting and monitoring process at various level covering key financials, customers, internal processes and learning and growth indicators.

The performance outcomes are directly linked to UEM Edgenta's compensation and rewards framework designed as an internal control to maintain consistency through a structured evaluation process.

In addition, benefits available for employees are defined and made accessible by all employees, and managed according to each employee's entitlement.

To ensure that we are able to develop a capable, agile and competitive workforce, employees are provided with structured internal technical and soft skills training, mobility opportunities and external development programmes, as well as professional certification opportunities for identified employees. Technical skills training is also prioritised through the development of a technical competency framework and subsequent development interventions. These interventions are tied back to the individual development plan of our employees.

Other targeted development programmes include Executive Education programme for Senior Leadership focusing on practical, leadership-specific skills and strategic networking opportunities. The programme also offers pathways for obtaining professional qualifications.

MANAGEMENT INFORMATION SYSTEM ("MIS")

UEM Edgenta places a paramount emphasis on prioritising cyber security to safeguard its digital infrastructure and incorporates effective governance measures. This commitment is reflected in the implementation of robust access controls and the execution of security audits, which form integral components of the governance framework. By adopting this proactive approach, the Group aims to not only meet industry best practices but also fortify its defence against the evolving and often unforeseen cyber vulnerabilities, especially those related to sensitive data. These vulnerabilities, if not continuously addressed, could expose critical data to risks, reinforcing the need for vigilance in identifying and mitigating such threats.

The Group employs a discerning strategy that strikes a delicate balance between harnessing the advantages of cloud technology and ensuring the utmost confidentiality and integrity of its data assets. This entails a continuous cycle of assessments and updates, where the Group meticulously evaluates the evolving landscape of cyber risks and adjusts its security measures accordingly. This ongoing vigilance acknowledges that even with advanced technologies, there are always risks of unknown vulnerabilities that necessitate a proactive and adaptive security posture.

In essence, the Group's comprehensive approach to cyber security underscores its dedication to not only meeting compliance standards but also staying at the forefront of technological advancements, thereby fostering a resilient and secure digital environment that mitigates the risks of evolving threats to its most critical assets.

Statement on Risk Management and Internal Control

DISASTER RECOVERY PLANNING

The Business Continuity Management ("BCM") process within the Group extends to encompass Disaster Recovery Planning ("DRP"), aimed at ensuring the utmost security for data, systems, and applications stored in the cloud.

UEM Edgenta places emphasis on the swift and efficient retrieval of company data, a pivotal aspect of its strategy for maintaining seamless business continuity. However, it also recognises the challenges posed by aging technologies that may hinder recovery processes and limit the agility of disaster response efforts. By addressing such limitations, the Group is better positioned to ensure that its disaster recovery capabilities remain robust and aligned with the pace of modern technological advancements.

The emphasis on quick access to data is instrumental in minimising downtime during unforeseen events or disasters, thereby preserving overall productivity levels. Through this comprehensive approach to BCM, which includes both optimising recovery mechanisms and modernising outdated systems, the Group not only safeguards its digital assets but also fortifies its resilience against potential disruptions. This demonstrates a commitment to maintaining operational continuity and safeguarding business interests, even in the face of evolving technological demands.

JOINT VENTURES AND ASSOCIATES

The disclosures in this statement do not include the risk management and internal control practices of the Group's joint venture and associate companies, as the Board does not have any direct control over their operations.

The Group's interests in these entities are safeguarded through the representation on the Boards of the respective companies where management accounts and periodical reports are received and reviewed, as well as deliberation on proposals related to these companies. Such representation also provides the Board with information for decision-making on the continuity of the Group's investments based on the performance of the Group's joint venture and associate companies.

INTERNAL AUDIT

The Group has established its own Internal Audit Department ("IAD") to carry out the internal audit function of the Group. IAD reports functionally to the Audit Committee ("AC") and administratively to the Managing Director/Chief Executive Officer. The IAD regularly reviews the Group's systems of internal controls and evaluates the adequacy and effectiveness of the controls, risk management and governance processes implemented by the management. The reviews conducted are based on the risk-based Annual Audit Plan approved by the AC. The results of audit reviews, including status of management action plans to address gaps identified in the governance processes, risk management processes and controls during the engagements are reported regularly to the AC for deliberation.

The Group has also established a Management Audit Committee ("MAC") to ensure effective actions are taken to address internal control weaknesses and proper closures of all audit issues and areas for improvement highlighted by the IAD. The MAC is chaired by the Managing Director/Chief Executive Officer and holds its meeting regularly.

Internal control weaknesses and areas for improvement regarding risk management and governance identified during the financial period under review have been or are being addressed by the management. None of the weaknesses identified have resulted in any material loss that would require disclosure in the Group's financial statements.

ASSURANCE FROM MANAGEMENT

The Board has received assurance from the Managing Director/Chief Executive Officer and Chief Financial Officer that a review on the adequacy and effectiveness of the risk management framework and internal control system has been undertaken and the Group's risk management and internal control system are operating adequately and effectively, in all material aspects, based on the risk management and internal control system of the Group.

REVIEW OF THE STATEMENT BY EXTERNAL AUDITORS

The External Auditor has performed limited assurance procedures on this Statement on Risk Management and Internal Control in accordance with the Malaysian Approved Standard on Assurance Engagements, ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information and Audit and Assurance Practice Guide 3, Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report issued by the Malaysian Institute of Accountants ("MIA") for inclusion in the Annual Report of the Group for the year ended 31 December 2024, and reported to the Board that nothing has come to their attention that causes them to believe that the statement is not prepared, in all material respects, in accordance with the disclosure required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control: Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate.

This Statement on Risk Management and Internal Control was approved by the Board on 26 March 2025.

CONCLUSION

The Board is of the view that the risk management and internal control system are in place for the year under review, and up to the date of approval of the Statement on Risk Management and Internal Control, are sound and sufficient to safeguard shareholders' interests and the Group's assets.

Corporate Integrity and Ethical Business Conduct

At UEM Edgenta, we are deeply committed to fostering a strong culture of integrity and ethical conduct throughout our organisation. As we strive for sustainable growth through geographical expansion, innovative product and service development, cost optimisation, and technology-driven solutions, we recognise that integrity, ethics, and accountability are not just values, but cornerstones of our success. These principles guide our actions, both professionally and personally, as employees and leaders.

As a publicly listed company, we are committed to uphold the highest standards of integrity, ethic and governance. We ensure that all our business activities and decisions align with best practices in governance, compliance, and ethical principles. This steadfast approach reinforces stakeholder trust and strengthens our position as a responsible and transparent organisation.

EMBEDDING INTEGRITY IN THE HEART OF OUR CORE VALUES

At UEM Edgenta, our **FIRST** core values — **Future Focused, Imagine New Ways, Respect for All, Solutioning Mindset, and True to Our Word** — are deeply ingrained in the fabric of our organisation, shaping how we operate and conduct business.



Among these values, **"True to Our Word"** stands as the cornerstone of our commitment to integrity. It forms the foundation upon which all other values thrive, ensuring that every decision, action, and interaction within the organisation upholds to the highest ethical standards. Guided by this core value, our personnel consistently demonstrate integrity in their actions, fostering a culture of transparency, accountability, and trustworthiness that permeates every aspect of our business operations.

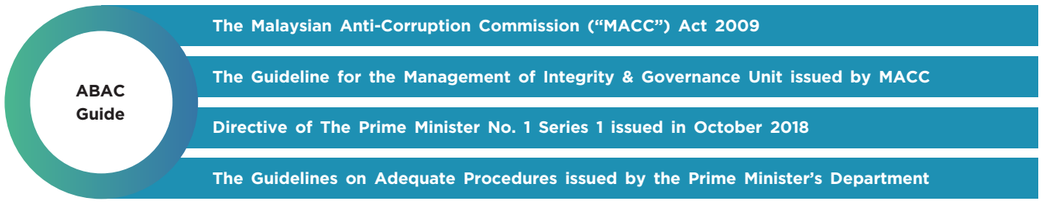
By embedding integrity at the core of who we are, we reaffirm our dedication to creating a resilient and ethical organisation that inspires confidence among our stakeholders and drives sustainable growth.

Corporate Integrity and Ethical Business Conduct

ANTI-BRIBERY AND ANTI-CORRUPTION GOVERNANCE

At UEM Edgenta, we maintain a steadfast commitment to combating bribery and corruption through robust Anti-Bribery and Anti-Corruption ("ABAC") measures that align with national anti-corruption efforts. Guided by a zero-tolerance approach towards all forms of corruption, the Board ensures that our governance practices meet the highest legal and regulatory standards.

As a benchmark for our ABAC programme, we adhere to the following legal, regulatory requirements, and guidelines:



Our ABAC programme is developed in accordance with the T.R.U.S.T principles outlined in the Guidelines on Adequate Procedures, which serve as a benchmark for maintaining corporate integrity. This aligns with the principles outlined in the Adequate Procedures Guidelines under Section 17A(5) of the Malaysian Anti-Corruption Commission Act 2009, functioning as a defense mechanism against corporate liability for bribery and corruption offences.

Reinforcing our commitment to integrity and governance in all business operations, UEM Edgenta has achieved the internationally recognised **MS ISO 37001:2016 Anti-Bribery Management System ("ABMS")** certification. This certification underscores our zero tolerance against corruption and our dedication to implementing the best practices in anti-bribery management.

In line with our regulatory obligations and ethical values, we have established a comprehensive framework supported by policies and procedures to effectively curb bribery and corruption. The following measures serve as a foundation to promote transparency, accountability, and ethical business conduct throughout the organisation and among our stakeholders:

- **Code of Conduct ("COC") for Directors and Employees**

  UEM Edgenta's Code of Conduct ("COC") for Directors and Employees articulates our commitment to maintaining trust and integrity across all levels of the organisation. It sets clear standards for ethical behaviour, ensuring that directors and employees consistently operate with professionalism, reliability, and accountability. The COC outlines the principles and values that shape how we conduct ourselves with colleagues, clients, business partners, and the broader community.

- **Code of Conduct for Business Partners ("COCBP")**

  UEM Edgenta's Code of Conduct for Business Partners ("COCBP") establishes clear expectations for our suppliers, contractors, consultants, agents, and/or other business partners to uphold the highest standards of integrity, accountability, and compliance. It reflects our unwavering commitment to fostering sustainable business relationship grounded in the principles of integrity, honesty, accountability and compliance with applicable laws and regulations. By adhering to this Code, our Business Partners contribute to a shared culture of trust and integrity, ensuring that all interactions with UEM Edgenta are conducted ethically and responsibly.

- **Compliance Framework**

  The compliance framework outlines a structured approach to managing regulatory compliance obligations and mitigating compliance risks or issues, to ensure alignment with the Group's compliance objective. The Framework define the governance structure, roles and responsibilities to maintaining compliance across the Group. It also details the policies and methodologies that form the foundation of UEM Edgenta's compliance management system, fostering accountability and a culture of integrity in all aspects of our operations.

- **Conflict of Interest ("COI") Policy**

  The Conflict of Interest ("COI") Policy provides clear guidance on identifying, managing, and resolving actual, potential, or perceived conflicts of interest involving Directors and employees. This Policy is designed to safeguard UEM Edgenta's interests by ensuring that decisions and actions are made with integrity, transparency, and ethical conduct and to ensure that any actual, potential, or perceived conflicts of interest are identified and managed effectively. By effectively managing conflicts of interest, we reinforce trust, accountability, and fairness in all our business dealings.

- **Conflict of Interest ("COI") Declaration Procedure**

  The Conflict of Interest ("COI") Declaration Procedure provides a structured process for employees to declare actual, potential, or perceived conflicts of interest in alignment with the Conflict of Interest ("COI") Policy. This procedure outlines the steps for identifying, disclosing, and addressing conflicts of interest to ensure they are managed effectively and transparently. By adhering to this procedure, UEM Edgenta reinforces its commitment to ethical conduct, accountability, and the protection of the Group's integrity in all business activities.

- **Anti-Bribery & Anti-Corruption ("ABAC") Policy Statement**

  UEM Edgenta is committed to upholding its core values by fostering a culture of integrity, ethics, and accountability in all aspects of our operations. This commitment extends to every stakeholder including directors, officers, and employees, who are required to adhere to the highest ethical standards in conducting business. The ABAC Policy Statement reinforces a zero-tolerance approach towards bribery and corruption. It ensures that all business dealings, relationships, and operations comply fully with laws and regulatory requirements in all jurisdictions where UEM Edgenta operates.

- **Anti-Bribery & Anti-Corruption ("ABAC") Guide**

  In respect of the ABAC Policy Statement that takes a zero-tolerance approach to bribery and corruption, reflecting our unwavering commitment to the highest standards of ethical conduct in all business dealings and relationships, the ABAC Guide serves as a practical resource for providing essential guidelines in preventing bribery and corruption. It outlines clear standards for ethical behavior, emphasising that all directors, officers, and employees must not act corruptly in our business dealings. This guide reinforces our collective responsibility to uphold integrity and accountability in every aspect of our operations.

- **No Gift Policy**

  At UEM Edgenta, the No Gift Policy is a cornerstone of our commitment to upholding the highest standards of integrity and ethical conduct. This policy is designed to eliminate both actual and perceived conflicts of interest, ensuring that all business decisions remain fair, transparent, and free from undue influence. By strictly prohibiting the acceptance of gifts, we ensure that our employees, stakeholders, and partners adhere to principles that promote fairness, transparency, and unbiased decision-making. This policy serves as a safeguard to protect the integrity of our employees, stakeholders, and business partners, fostering an environment of transparency and impartiality.

- **Anti-Bribery Management System ("ABMS") Manual**

  The Anti-Bribery Management System ("ABMS") Manual outlines the requirements of the internationally recognised MS ISO 37001:2016 standard. It serves as a comprehensive framework for implementing a robust management system to prevent, detect, respond to, and address bribery and corruption within UEM Edgenta. This manual ensuring compliance with global standards while strengthening integrity, accountability, and ethical business practices across our organisation.

- **Whistleblowing Policy**

  The Whistleblowing Policy underscores UEM Edgenta's commitment to fostering a culture of transparency and accountability. It encourages employees, stakeholders, and other parties to report any suspected wrongdoing or misconduct in good faith. This policy ensures that all reports are handled with the utmost confidentiality, protecting the identity of whistleblowers and safeguarding them against any form of retaliation. By providing a secure and fair reporting mechanism, this policy strengthens our ethical governance and reinforces trust within the organisation.

- **Whistleblowing Procedure**

  The Whistleblowing Procedure at UEM Edgenta establishes a clear and confidential mechanism for employees, stakeholders, and members of the public to report any actual or suspected misconduct, malpractice, or violation of the Group's policies and procedures. Reports can be submitted through our dedicated and secure "Speak-up Channel" which ensures confidentiality and facilitates a transparent and effective process for addressing concerns. This procedure reflects our unwavering commitment to ethical governance and maintaining trust across all levels of our organisation.

- **Investigation Procedure**

  UEM Edgenta's Investigation Procedure establishes a structured and consistent process for assessing and investigating allegations or violations of the Group's Code of Conduct, policies, procedures, and applicable regulations. This procedure ensures that investigations are conducted fairly, outcomes are documented systematically and in a timely manner, and any required corrective action or escalation to enforcement agencies are executed effectively.

Corporate Integrity and Ethical Business Conduct

- **Authorities' Raid Procedure**

  UEM Edgenta's Authorities' Raid Procedure provides clear and practical guidelines to ensure an effective, coordinated, and compliant response during an authority raid. This procedure outlines the necessary actions and responsibilities for handling such situations, emphasising swift coordination and alignment with legal requirements. It encompasses detailed guidelines and key steps to address challenges and demands during such encounters. This procedure aims to safeguard the interests of UEM Edgenta while ensuring adherence to applicable laws and regulations. It underscores our commitment to preparedness, transparency, and protecting the Group's integrity in critical situations.

- **Non-Compliance Incident Reporting ("NCIR") Procedure**

  The Non-Compliance Incident Reporting ("NCIR") Procedure establishes a structured and timely approach for identifying, documenting, and addressing non-compliance incidents. This includes conducting root cause analysis, implementing corrective actions, and introducing preventive measures to foster continuous improvement and prevent recurring operational lapses within UEM Edgenta. This Procedure reinforces our commitment to maintaining the highest standards of governance, accountability, and operational excellence.

INTEGRITY AND GOVERNANCE CORE FUNCTIONS

At UEM Edgenta, we are committed to combating bribery and corruption through structured initiatives designed to foster a culture of integrity and strengthen governance practices. This commitment is spearheaded by the Risk, Integrity and Compliance Department (RICD), whose key roles in integrity and governance core functions encompass two main pillars, each with distinct roles and responsibilities aimed at achieving robust organisational accountability and ethical operations:

Integrity Enforcement & Security Management

This pillar focuses on safeguarding ethical standards and managing risks through four key functions:

- **Complaint Management**
  Ensures effective handling of complaints and reports of misconduct.
- **Detection and Verification**
  Identifies and verifies reported issues on misconduct.
- **Integrity Strengthening**
  Promotes ethical behaviour through targeted initiatives and awareness programmes.
- **Security Management**
  Ensures the protection of assets, people, and information against threats.

Governance and Compliance

This pillar ensures adherence to internal policies, regulatory frameworks, and governance practices through two key functions:

- **Governance**
  Oversees the implementation of strong governance frameworks and structures.
- **Compliance**
  Ensures conformity with legal and regulatory requirements across all business operations.

INTEGRITY ENFORCEMENT & SECURITY MANAGEMENT

The Integrity Enforcement & Security Management function is pivotal in strengthening UEM Edgenta's ethical standards, ensuring transparency, and fostering trust among stakeholders. This function encompasses the proactive management of complaints, systematic detection and verification processes, integrity strengthening initiatives, and robust security management protocols. Through these pillars, UEM Edgenta aims to uphold its commitment to integrity, compliance, and organisational excellence.

- **Complaint Management**

  The Complaint Management function is the underlying of UEM Edgenta's efforts to promote accountability and address unethical behavior. A dedicated "Speak Up" channel is established to manage complaints related to corruption, abuse of power, malpractice, and breaches of the code of conduct. This channel is accessible to both internal and external parties, enabling them to report on illicit activities via designated platform:



UEM Edgenta Whistleblowing Lodgement Cases

15
2024

2023	5
2022	1
2021	3
2020	6

The Integrity Enforcement & Security Management team is entrusted to supervise, monitor, and hold the responsibility for ensuring the effectiveness of the Speak Up channel, ensuring that all disclosures are verified and evaluated by the Whistleblowing Committee. The Chairman of the Whistleblowing Committee plays a critical role in maintaining the integrity and effectiveness of the investigation process, ensuring each case is thoroughly resolved. Within this function we have collected valuable data regarding potential corruption and misconduct within UEM Edgenta which provided insights into high-risk areas and recurring issues within our Group.

Corporate Integrity and Ethical Business Conduct

- **Detection and Verification**

  The Detection and Verification function as mandated by the Malaysian Anti-Corruption Commission ("MACC"), ensures a systematic approach to identifying and authenticating reports of potential misconduct, ethical breaches, and policy violations. This crucial function is designed to ensure the accuracy and validity of each reported case by conducting thorough investigation, aligning with the highest standards of integrity and governance.

  Key initiatives implemented throughout the year for this function include:

  - **Dedicated Investigation Team:** Established a dedicated team to investigate grievances related to the complaint channeled to the Speak Up channel.
  - **Investigation Intelligence Tools:** Subscription to investigation intelligence tools that enhance efficiency and effectiveness in data analysis and decision-making processes of our investigation processes.
  - **Enhancement of e-Declaration Portal:** Enhancement of the existing e-declaration portal that streamlines declarations process related to Conflict of Interest, Political Involvement, Bankruptcy, and Corruption-Free Pledge, fostering transparency and compliance.

- **Integrity Strengthening**

  UEM Edgenta is committed to fostering a culture of integrity by institutionalising ethical practices and enhancing employee awareness through continuous engagement, training, and collaborations. We have continuously disseminated information regarding anti-bribery and anti-corruption through provision of awareness programmes, training, seminars, and periodical communication. These efforts aim to enhance the practice of core values, ethics, and integrity among employees of UEM Edgenta. Additionally, key initiatives implemented include:

  - **Employee Engagement:** Conducting periodic engagement with employees through Meet and Greet activities to instill and cultivate the adoption of Integrity & Compliance into the daily operation of Edgenta Stars.
  - **e-Learning Programmes:** Providing employees with an anti-corruption training programme conducted through e-learning platform to promote continuous learning. The e-learning module consists of Code of conduct, Anti-bribery and anti-corruption and code of conduct for business partner.
  - **Integrity Awareness Programmes:** Conduct integrity awareness programmes to enhance the understanding and commitment of employees, fostering a culture of ethical behavior, and promoting compliance with standards.
  - **Stakeholder Collaboration:** Partnering with organisations like NGOs, and relevant authorities such as Rasuah Busters, Bahagian Pendidikan Masyarakat ("PENMAS") of MACC, Royal Malaysia Police ("PDRM"), and Transparency International ("TI") Malaysia.
  - **Periodic Communication:** Disseminating integrity-themed communications through poster communications to Edgenta Stars through internal channels Edgenta Connect message.

- **12** participations in external engagement activities on anti-bribery and anti-corruption
- **32** site visits and engagements conducted for risk awareness
- **64%** of total employees attended the integrity awareness programme
- **88%** of total employees completed the e-learning programme
- **4** total internal periodic communication through Edgenta Connect message
- **2** external communication through local media

- **Security Management**

  Security Management ensures the protection of UEM Edgenta's sensitive information, physical assets, and compliance with regulatory requirements. This function adopts a structured approach in managing data security, authority raids, and physical security monitoring, supported by proactive engagement with enforcement agencies.

  Key initiatives include:

  - **Data Security Governance Framework:** Establishing policies and frameworks to protect sensitive information, prevent breaches, and oversee responses to potential threats.
  - **Authority Raid Procedure:** Developing and implementing structured protocols for coordinating with enforcement agencies during raids, ensuring compliance and swift responses.
  - **Physical Security Monitoring:** Employing measures such as bug sweeping, personal security protocols, and physical asset protection.
  - **PDPA Compliance:** Ensuring adherence to the Personal Data Protection Act ("PDPA") through effective policy management and employee awareness.

GOVERNANCE AND COMPLIANCE

Our Governance and Compliance function is essential in fostering a culture of integrity, transparency, and accountability across UEM Edgenta. This function ensures the Group adheres to all applicable laws, regulations, and ethical standards while proactively mitigating risks associated with non-compliance. By establishing robust frameworks, monitoring mechanisms, and effective reporting processes, the Governance and Compliance function contributes to operational excellence and reinforces stakeholder confidence.

- **Governance**

  In alignment with the Malaysian Anti-Corruption Commission ("MACC") mandate, our governance function is focused on implementing and strengthening best practices to uphold integrity, prevent corruption, and ensure compliance with ethical standards. Through governance oversight, UEM Edgenta fosters a culture of transparency and accountability by establishing comprehensive policies, procedures, and rigorous monitoring mechanisms.

  Key initiatives include:

  - **Policy and Procedure Review:** Continuously reviewing and revising relevant Policies and Procedures to ensure alignment with evolving laws, regulations, and standards.
  - **MS ISO 37001:2016 Certification:** Managing the Anti-Bribery Management System, demonstrating our commitment to preventing bribery and promoting ethical business conduct.
  - **Corruption Risk Management:** Refining the corruption risk assessment process by systematic identification, analysis, and mitigation of potential corruption risks within our organisation.
  - **Organisational Anti-Corruption Plan ("OACP"):** Developing and implementing the Edgenta Integrity Plan (EIP) to institutionalise anti-corruption strategies and align with national and international guidelines. The EIP is structured according to the T.R.U.S.T. principles, with specific objectives and initiatives designed to enhance the Plan's overall effectiveness in combatting corruption.

- **Compliance**

  UEM Edgenta is dedicated to maintaining an effective compliance programme that safeguards the organisation's integrity and reputation. The Compliance function ensures adherence to internal policies, regulatory requirements, and operational best practices through a well-defined Compliance Framework.

  Key initiatives include:

  - **Quarterly Compliance Checks and Monitoring:** Conducting regular compliance assessments and tracking regulatory updates to ensure ongoing adherence.
  - **Non-Compliance Incident Reporting ("NCIR"):** Developing procedures and an online platform to capture, report, and address non-compliance incidents effectively.
  - **Compliance Dashboard Reporting:** Managing a real-time dashboard for tracking compliance metrics and providing quarterly updates to the Management and Board.
  - **Compliance Framework Development:** Establishing a comprehensive framework that outlines the principles, controls, and monitoring mechanisms for compliance management.

Approaching The Financial Statements

FINANCIAL STATEMENTS DECODED

The purpose of financial statements is to communicate the Group's financial information to its stakeholders, especially shareholders, investors and lenders. In this section, we try to help readers who are not familiar with accounting rules and financial expressions to understand our financial information, by explaining the functions and relationships between the essential financial statements: the statements of profit or loss and other comprehensive income, the statements of financial position and the statements of cash flows. For comprehensive and authoritative definitions and explanations, readers should turn to the relevant accounting standards, but we hope this section offers useful guidance.

Statements of Profit or Loss and Other Comprehensive Income

These statements comprise (a) profit or loss and (b) other comprehensive income (OCI). The objective of these statements is to present all income or expenses (transactions with non-owners) in a performance statement. OCI represents certain income and expenses which are not recognised in profit or loss as required or permitted by the relevant accounting standards. Transactions with owners such as dividends are presented in the statements of changes in equity.

Financial performance measured by recording the flow of resources over a period of time

Statements of Financial Position

These statements sum up the Group's and the Company's economic resources (total assets), obligations (debts and other liabilities) and owners' equity at a particular point of time, in this case, our year end is at 31 December 2024. It also shows how the economic resources contributed by lenders and shareholders are used in the business. In the past, we used to call these statements a "balance sheet" because at any given time, assets must equal liabilities plus owners' equity (in other words, be in balance). The current name reflects its function more accurately.

A snapshot taken at a point in time of all the assets the company owns and all the claims against those assets

Statements of Cash Flows

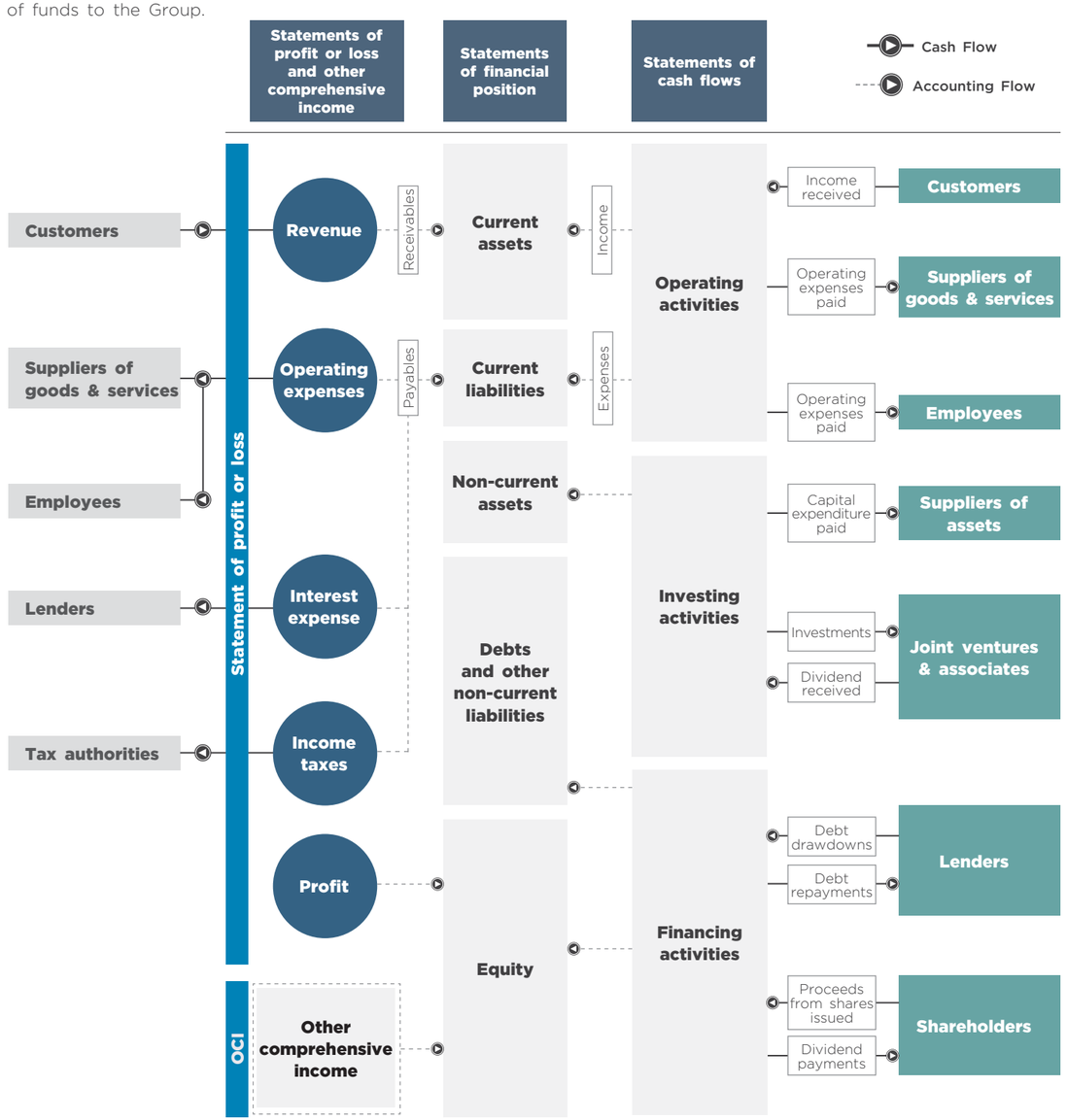
These statements divide the cash flows into operating, investing and financing cash flows. While the operating profit underlies the operating cash flows, certain non-cash charges or credits, such as depreciation and amortisation, are adjusted for, thus the operating cash flows and the operating profit are different. Investing cash flows are the cash flows arising from the purchase or disposal of non-current assets. Financing cash flows represent the cash flows between its shareholders and lenders.

Where the company gets its cash and how it spends it

Financial Statements Illustrated

The diagram below illustrates the relationships between the statements of profit or loss and other comprehensive income, the statements of financial position and the statements of cash flows, as well as their links with the Group's and the Company's stakeholders.

On one hand, the Group earns revenue from customers through the deployment of assets. On the other hand, it pays operating expenses mainly relating to supply of goods and services, staff costs as well as invests in additional non-current assets. The net balance of revenue and operating expenses is the operating profit. After deducting payment to lenders, this profit is available for payment to tax authorities and for distribution to shareholders in return for their contribution of funds to the Group.



FINANCIAL STATEMENTS

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285 Notes to the Financial Statements

Directors' Responsibility Statement

For the Audited Financial Statements

The directors are required by the Companies Act 2016 to prepare the financial statement for each financial year which have been made out in accordance with Malaysian Financial Reporting Standards ("MFRS") Accounting Standards, the International Financial Reporting Standards ("IFRS") Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The directors are responsible to ensure that the financial statements give a true and fair view of the financial position of the Group and of the Company at the end of the financial year, and of the financial performance and cash flows of the Group and of the Company for the financial year then ended.

The directors consider that, in preparing the financial statements for the financial year ended 31 December 2024, the Group and the Company have:

- Adopted appropriate accounting policies and applied them consistently;
- Made judgements and estimates that are reasonable and prudent; and
- Prepared the financial statements on a going concern basis.

The directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the applicable MFRS, IFRS and the requirements of the Companies Act 2016 in Malaysia.

The directors are satisfied that they have met their obligations to present a balanced and fair assessment of the Group's and of the Company's position and prospects in the Directors' Report on pages 264 to 269 and the Audited Financial Statements from pages 262 to 380 of this Annual Report.

Directors' Report

The directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

PRINCIPAL ACTIVITIES

The principal activities of the Company is investment holding.

The principal activities and other information of the subsidiaries, joint ventures and associates are described in Note 45 to the financial statements.

RESULTS

	Group	Company
	RM'000	RM'000
Profit after tax and zakat	**51,750**	**64,685**
Attributable to:		
Owners of the parent	**51,909**	**64,685**
Non-controlling interests	**(159)**	**–**
	51,750	**64,685**

There were no material transfers to or from reserves or provisions during the financial year.

In the opinion of the directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature other than as disclosed in the financial statements.

DIVIDENDS

The amounts of dividends paid by the Company since 31 December 2023 were as follows:

	RM'000
In respect of the financial year ended 31 December 2023 as reported in Directors' report of that year:	
Single tier interim dividend of 2.00 sen on 831,624,030 ordinary shares declared on 28 February 2024 and paid on 17 May 2024	**16,632**

On 26 February 2025, the Board of Directors has declared a single tier interim dividend of 4.00 sen per ordinary share on 831,624,030 ordinary shares, amounting to RM33,264,961 to be paid on 16 May 2025. The entitlement date is 22 April 2025. The financial statements for the current financial year do not reflect this dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

DIRECTORS

The names of the directors of the Company in office since the beginning of the financial year to the date of this report are:

Tan Sri Dr. Azmil Khalili bin Dato' Khalid
Syahrunizam bin Samsudin*
Dato' George Stewart LaBrooy
Rowina Ghazali Seth
Jenifer Thien Bit Leong
Mohd Asrul bin Ab Rahim
Nurul Iman binti Mohd Zaman
Dato' Dr. Omar bin Abd Hamid
Kua Choo Kai
Datuk Amran Hafiz bin Affifudin (Appointed on 19 July 2024)
Dato' Mohd Izani bin Ghani (Resigned on 19 July 2024)

* The director is also director of certain subsidiaries of the Company.

The names of the directors of the subsidiaries of the Company since the beginning of the financial year to the date of this report (not including the director listed above) are:

Ahmad Zakri bin Ismail
Azam bin Mohamed
Chen Yen-Yu
Choo Boon Kwee Colin
Chua Yong Howe
Effreeza binti Mohamad
Grace Nesam Poore A/P J. Kannuthurai
Haziah binti Hamzah
Ir. Vekneswaran A/L T.Arasappan
Izdihar binti Ibrahim
Jesudason Selvaraj
Joseph Hakme
Kenneth Anak Tuba
Kun Goon Hong
Leong Kar Yung
Lim Wah Seng
Lim Wei Hsien Kenny
Liu Hsiao Fan
Mazlan bin Yusoff
Mazli bin Mohamed Ayob
Mohamad Zamani bin Razali
Nur Aisyah binti Osman
Nuraida binti Ismail
Raihana binti Ahmad
Rais bin Imran
Razman bin Ismail
Roli Shukla
Serge Cherfan

DIRECTORS (CONTD.)

The names of the directors of the subsidiaries of the Company since the beginning of the financial year to the date of this report (not including those directors listed above) are (contd.):

Shaiful Zahrin bin Subhan	
Shariman Yusuf bin Mohamed Zain	
Soo Kian Sin	
Tan Cheh Tian	
Tan Sri Dato' Chen Kooi Chiew @ Cheng Ngi Chong	
Tan Sri Datuk Chen Lok Loi	
Tan Wan San (Alternate to Tan Sri Dato' Chen Kooi Chiew @ Cheng Ngi Chong)	
Tang Chee Wai	
Tengku Norlinda binti Tengku Hamzah	
Tenzin Doma Yungdung Norbu	
Vincent Michael Gin	
Zaidah binti Idris	
Ahmad Fazril bin Mohd Fauzi	(Appointed on 7 October 2024)
Alexander Voytov	(Appointed on 6 February 2024)
Azmy bin Mahbot	(Appointed on 15 March 2024)
Azrul Asmadi bin Mokhtar	(Appointed on 30 January 2025)
Fadi Marwan Alnwilati Almasri	(Appointed on 6 February 2024)
Haslin binti Ismail	(Appointed on 6 January 2025)
Karen Lynn A/P Johnson	(Appointed on 12 September 2024)
Kaveta A/P Chelliah @ Chellaya	(Appointed on 30 January 2024)
Lee Su Yin @ Angela Lee Sui Yin	(Appointed on 30 January 2025)
Md Jamil bin Ishak	(Appointed on 10 December 2024)
Mohamed Paiz bin Mohd @ Mohamed Liza	(Appointed on 30 January 2024)
Mohd Rujhan bin Rusiman	(Appointed on 28 February 2025)
Rakesh Devasish Jena	(Appointed on 1 April 2024)
Shan Kok Shin	(Appointed on 10 December 2024)
Sharifah Azlina Bt Raja Kamal Pasmah	(Appointed on 10 December 2024)
Shubasish Pandey	(Appointed on 10 June 2024 and resigned on 12 September 2024)
Syahronizam bin Mohd Shahril	(Appointed on 10 October 2024)
Syaiful Izam bin Abdullah	(Appointed on 14 December 2024)
Zafrullah bin Othman	(Appointed on 31 May 2024)
Aliza binti Sulaiman	(Resigned on 28 May 2024)
Angel Yogesh Vora	(Resigned on 31 March 2024)
Anil Abraham	(Resigned on 12 September 2024)
Chua Pei Sum	(Resigned on 31 January 2025)
Erika Mushtarina bin Mat Ariffin	(Resigned on 15 March 2024)
Josephine Wong Foong Yin	(Resigned on 15 July 2024)
Kang Kee Yen	(Resigned on 31 January 2024)
Lim Su San	(Resigned on 6 August 2024)
Rakesh Devasish Jena (Alternate to Chua Pei Sum)	(Resigned on 31 March 2024)

Directors' Report

DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the directors might acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of emoluments received or due and receivable by the directors or the fixed salary of a full time employee of the Company as shown below) by reason of a contract made by the Company or a related corporation with any director or with a firm of which the director is a member, or with a company in which the director has a substantial financial interest.

The directors' benefits are as follows:

	Group	Company
	RM'000	RM'000
Executive:		
Salaries and other emoluments	**1,224**	**-**
Bonus	**306**	**-**
Contributions to defined contribution plans	**228**	**-**
Allowances	**50**	**-**
Benefits-in-kind	**32**	**-**
	1,840	**-**
Non-Executive:		
Fees	**1,083**	**1,083**
Allowance	**47**	**47**
	1,130	**1,130**
Total	**2,970**	**1,130**

During the financial year, the directors and officers of the Company are covered under the Directors and Officers Liability Insurance ("D&O Insurance") in respect of liabilities arising from acts committed in their respective capacity as, inter alia, the directors and officers of the Company subject to the terms of the D&O Insurance policy. The insurance premium incurred by the Company was RM120,000.

DIRECTORS' INTEREST

None of the directors in office at the end of the financial year had any interest in shares in the Company or its related corporations during the financial year.

HOLDING COMPANIES

The Company regards UEM Group Berhad ("UEM Group") and Khazanah Nasional Berhad, both incorporated in Malaysia, as its immediate and ultimate holding companies respectively.

Directors' Report

OTHER STATUTORY INFORMATION

(a) Before the statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the directors took reasonable steps:

(i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and

(ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.

(b) At the date of this report, the directors are not aware of any circumstances which would render:

(i) the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and

(ii) the values attributed to the current assets in the financial statements of the Group and of the Company misleading.

(c) At the date of this report, the directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.

(d) At the date of this report, the directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.

(e) At the date of this report, there does not exist:

(i) any charge on the assets of the Group or of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or

(ii) any contingent liability in respect of the Group or of the Company which has arisen since the end of the financial year.

(f) In the opinion of the directors:

(i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and

(ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

SIGNIFICANT EVENTS

Significant events are disclosed in Note 44 to the financial statements.

Directors' Report

AUDITORS

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

Auditors' remuneration is as follows:

	Group	Company
	RM'000	RM'000
Ernst & Young PLT	**1,106**	**252**
Other member firms of Ernst & Young Global	**613**	**–**
Other auditors	**262**	**–**
	1,981	**252**

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young PLT, as part of the terms of its audit engagement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young PLT for the financial year ended 31 December 2024.

Signed on behalf of the Board in accordance with a resolution of the directors dated 19 March 2025.

Tan Sri Dr. Azmil Khalili bin Dato' Khalid **Syahrunizam bin Samsudin**

Statement by Directors

Pursuant to Section 251(2) of the Companies Act 2016

We, Tan Sri Dr. Azmil Khalili bin Dato' Khalid and Syahrunizam bin Samsudin, being two of the directors of UEM Edgenta Berhad, do hereby state that, in the opinion of the directors, the accompanying financial statements set out on pages 276 to 380 are drawn up in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the financial year then ended.

Signed on behalf of the Board in accordance with a resolution of the directors dated 19 March 2025.

Tan Sri Dr. Azmil Khalili bin Dato' Khalid

Syahrunizam bin Samsudin

Statutory Declaration

Pursuant to Section 251(1)(b) of the Companies Act 2016

I, Ahmad Fazril bin Mohd Fauzi, being the officer primarily responsible for the financial management of UEM Edgenta Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 276 to 380 are in my opinion correct, and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by
the abovenamed
Ahmad Fazril bin Mohd Fauzi
at Kuala Lumpur in the Federal Territory
on 19 March 2025.

Ahmad Fazril bin Mohd Fauzi
MIA 35651

Before me,

Suriamuthy A/L Rajoo, P.P.W. (W 840)
Commissioner of Oath
Kuala Lumpur, Malaysia

Independent Auditors' Report

to the members of UEM Edgenta Berhad
(Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

We have audited the financial statements of UEM Edgenta Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 276 to 380.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

BASIS FOR OPINION

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENCE AND OTHER ETHICAL RESPONSIBILITIES

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Key audit matters in respect of the audit of the financial statements of the Group

(a) Impairment assessment of goodwill

(Refer to Note 17 – Intangible assets, Note 2.4 (c)(i) and (f) – Summary of material accounting policy information: Intangibles assets – Goodwill and Impairment of non-financial assets and Note 2.5 (b)(ii) – Key sources of estimation uncertainty: Impairment of goodwill)

As at 31 December 2024, the carrying amount of goodwill amounted to RM633.0 million, representing 57% and 21% of the Group's total non-current assets and total assets respectively. The Group is required to perform annual impairment assessment on the goodwill by comparing the recoverable amounts of the related cash generating units ("CGUs") or groups of CGUs to its carrying amount.

The Group estimated the recoverable amounts of the CGUs based on value-in-use ("VIU"). Estimating VIU involves the discounting of the estimated future cash inflows and outflows expected to be derived from the CGUs using appropriate discount rates to their present values.

Independent Auditors' Report
to the members of UEM Edgenta Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

KEY AUDIT MATTERS (CONTD.)

Key audit matters in respect of the audit of the financial statements of the Group (contd.)

(a) Impairment assessment of goodwill (contd.)

This was our area of focus as the impairment assessment was complex and highly judgemental. The estimation of VIU involved the assessment of possible variations in the amounts and timing of future cash flows, particularly the forecasted revenue, profit margins and long-term growth rate, based on assumptions affected by future market and economic conditions in the respective geographical regions. Judgement was also applied in determining the appropriate discount rate.

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- We obtained an understanding of the methodology adopted by management in estimating the VIU and assessed whether such methodology is consistent with those used in the industry;
- We assessed the reasonableness of key assumptions used for each CGU, focusing on forecasted revenue, profit margins and long-term growth rate, taking into consideration the current and expected future economic conditions of the respective business segments, industries and geographical regions of the CGUs;
- We compared the key assumptions against past actual outcomes and where relevant, evaluated the probability of securing significant future contracts by making enquiries with project teams to obtain an understanding of the status of negotiations and the likelihood that such cash flows will materialise;
- We involved our internal valuation experts in assessing the reasonableness of the discount rate used and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset which is the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the CGU;
- We performed sensitivity analysis on key assumptions that will significantly affect the VIU of each CGU; and
- We evaluated the adequacy of disclosures of key assumptions to which the outcome of the impairment test is most sensitive.

Key audit matters in respect of the audit of the financial statements of the Company

(b) Impairment assessment of investment in subsidiaries

(Refer to Note 18 – Investment in subsidiaries, Note 2.4 (f) – Summary of material accounting policy information: Impairment of non-financial assets and Note 2.5 (b)(iii) – Key sources of estimation uncertainty: Impairment of investment in subsidiaries)

As at 31 December 2024, the carrying amount of the investment in subsidiaries of the Company amounted to RM1.7 billion, representing 95% and 90% of the Company's total non-current assets and total assets respectively.

At the reporting date, the Company reviewed its investment in subsidiaries for indications of impairment and where such indications exist, the Company performed an impairment assessment to determine the recoverable amounts of such investments. The Company estimated the recoverable amount of the respective CGUs based on the estimated VIU.

We identified the impairment review as an area of focus as the amounts involved are significant and the impairment assessment was complex and highly judgemental. The estimation of VIU involved the assessment of possible variations in the amounts and timing of future cash flows, particularly the forecasted revenue, profit margins and long-term growth rate, based on assumptions affected by future market and economic conditions. Judgement was also applied in determining the appropriate discount rate.

Independent Auditors' Report
to the members of UEM Edgenta Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

KEY AUDIT MATTERS (CONTD.)

Key audit matters in respect of the audit of the financial statements of the Company (contd.)

(b) Impairment assessment of investment in subsidiaries (contd.)

Our audit response

In addressing this area of audit focus, we performed, amongst others, the following procedures:

- We obtained an understanding of the methodology adopted by management in estimating the VIU and assessed whether such methodology is consistent with those used in the industry;
- We assessed the reasonableness of key assumptions, focusing on forecasted revenue, profit margins and long-term growth rate, taking into consideration the current and expected future economic conditions of the respective subsidiaries;
- We compared the key assumptions against past actual outcomes and where relevant, evaluated the probability of securing significant future contracts by making enquiries with project teams to obtain an understanding of the status of negotiations and the likelihood that such cash flows will materialise;
- We involved our internal valuation experts in assessing the reasonableness of the discount rate used and whether the rate used reflects the current market assessments of the time value of money and the risks specific to the asset which is the return that investors would require if they were to choose an investment that would generate cash flows of amounts, timing and risk profile equivalent to those that the entity expects to derive from the subsidiaries; and
- We performed sensitivity analysis on key assumptions that will significantly affect the recoverable amounts of the investment in the subsidiaries.

INFORMATION OTHER THAN THE FINANCIAL STATEMENTS AND AUDITORS' REPORT THEREON

The directors of the Company are responsible for the other information. The other information comprises the Directors' Report and annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independent Auditors' Report

to the members of UEM Edgenta Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditors' Report
to the members of UEM Edgenta Berhad (Incorporated in Malaysia)

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (CONTD.)

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguard applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the requirements of the Companies Act 2016 in Malaysia, we report that the subsidiaries of which we have not acted as auditors, are disclosed in Note 45 to the financial statements.

OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

Ernst & Young PLT
202006000003 (LLP0022760-LCA) & AF 0039
Chartered Accountants

Kuala Lumpur, Malaysia
19 March 2025

Ismed Darwis Bin Bahatiar
No. 02921/04/2026 J
Chartered Accountant

Statements of Comprehensive Income

For the year ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Revenue	3	**3,049,818**	2,881,040	**74,479**	62,496
Cost of sales	4	**(2,651,921)**	(2,540,725)	**–**	–
Gross profit		**397,897**	340,315	**74,479**	62,496
Other income	5	**39,616**	33,880	**49,829**	15,465
Administrative expenses		**(257,290)**	(242,137)	**(20,267)**	(28,985)
Selling and marketing expenses		**(1,283)**	(2,152)	**–**	–
Other expenses		**(61,292)**	(51,323)	**(24,596)**	(10,448)
Operating profit		**117,648**	78,583	**79,445**	38,528
Finance costs	6	**(29,354)**	(23,496)	**(14,895)**	(14,222)
Share of profit of associates		**9,997**	8,566	**–**	–
Share of profit of a joint venture		**45**	1	**–**	–
Profit before tax and zakat	7	**98,336**	63,654	**64,550**	24,306
Zakat		**(1,317)**	(1,160)	**–**	–
Income tax expense	10	**(45,269)**	(32,400)	**135**	(486)
Profit after tax and zakat		**51,750**	30,094	**64,685**	23,820
Profit/(loss) attributable to:					
Owners of the parent		**51,909**	31,112	**64,685**	23,820
Non-controlling interests		**(159)**	(1,018)	**–**	–
		51,750	30,094	**64,685**	23,820
Earnings per share attributable to owners of the parent (sen)	11	**6.2**	3.7		

Statements of Comprehensive Income

For the year ended 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000	Company 2024 RM'000	Company 2023 RM'000
Profit after tax and zakat		**51,750**	30,094	**64,685**	23,820
Other comprehensive income					
Other comprehensive income to be reclassified to profit or loss in subsequent periods:					
Exchange differences on translation of foreign operations		**(48,178)**	40,340	**–**	–
Other comprehensive income/(loss) not to be reclassified to profit or loss in subsequent periods:					
Remeasurement gain/(loss) on:					
Defined benefit pension scheme	33	**461**	(18)	**–**	–
Other comprehensive (loss)/income for the year		**(47,717)**	40,322	**–**	–
Total comprehensive income for the year		**4,033**	70,416	**64,685**	23,820
Total comprehensive income/(loss) attributable to:					
Owners of the parent		**4,736**	71,341	**64,685**	23,820
Non-controlling interests		**(703)**	(925)	**–**	–
		4,033	70,416	**64,685**	23,820

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Statements of Financial Position

As at 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	13	**130,991**	151,848
Investment properties	14	**14,325**	14,325
Right-of-use assets	15	**29,565**	35,606
Land held for property development	16	**–**	–
Intangible assets	17	**734,183**	710,410
Investment in associates	19	**72,118**	71,832
Investment in a joint venture	20	**162**	117
Other investments	21	**232**	232
Trade and other receivables	22	**85,852**	92,536
Contract related assets	23	**23,875**	32,136
Deferred tax assets	24	**19,592**	23,110
		1,110,895	1,132,152
Current assets			
Inventories	25	**18,299**	16,754
Trade and other receivables	22	**615,060**	621,300
Contract related assets	23	**491,308**	441,896
Tax recoverable		**60,096**	38,341
Short term investments	26	**13,504**	26,616
Cash, bank balances and deposits	27	**648,007**	615,816
		1,846,274	1,760,723
Assets of disposal group classified as held for sale	28	**53,133**	61,445
Total assets		**3,010,302**	2,954,320

Statements of Financial Position

As at 31 December 2024

	Note	Group 2024 RM'000	Group 2023 RM'000
EQUITY AND LIABILITIES			
Equity attributable to owners of the parent			
Share capital	29	**268,074**	268,074
Capital reserve	30	**313,856**	313,856
Other reserves	31	**15,973**	63,607
Retained earnings		**1,009,461**	973,723
		1,607,364	1,619,260
Non-controlling interests		**14,636**	5,008
Total equity		**1,622,000**	1,624,268
Non-current liabilities			
Retirement benefit obligations	32	**718**	893
Defined benefit pension plans	33	**2,396**	3,226
Provisions	34	**5,705**	4,132
Borrowings	35	**293,447**	314,344
Lease liabilities	15	**10,873**	19,540
Trade and other payables	36	**31,143**	6,548
Deferred tax liabilities	24	**37,213**	41,043
		381,495	389,726
Current liabilities			
Retirement benefit obligations	32	**229**	268
Borrowings	35	**142,131**	175,519
Lease liabilities	15	**15,346**	13,483
Trade and other payables	36	**771,777**	689,107
Contract liabilities	23	**33,727**	31,916
Income tax payable		**42,799**	29,006
		1,006,009	939,299
Liabilities of disposal group classified as held for sale	28	**798**	1,027
Total liabilities		**1,388,302**	1,330,052
Total equity and liabilities		**3,010,302**	2,954,320

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Statements of Financial Position

As at 31 December 2024

	Note	Company 2024 RM'000	Company 2023 RM'000
ASSETS			
Non-current assets			
Property, plant and equipment	13	**8,695**	8,853
Right-of-use assets	15	**12,943**	21,594
Investment in subsidiaries	18	**1,708,039**	1,674,022
Other investments	21	**232**	232
Other receivables	22	**62,218**	2,285
		1,792,127	1,706,986
Current assets			
Other receivables	22	**97,474**	193,986
Other short term investment	26	**4,278**	–
Cash, bank balances and deposits	27	**6,171**	3,246
		107,923	197,232
Total assets		**1,900,050**	1,904,218
EQUITY AND LIABILITIES			
Equity attributable to owners of the parent			
Share capital	29	**268,074**	268,074
Capital reserve	30	**788,375**	788,375
Other merger reserve	30	**482,035**	482,035
Retained earnings/(accumulated losses)		**28,667**	(19,386)
		1,567,151	1,519,098
Non-current liabilities			
Borrowings	35	**250,000**	250,000
Lease liabilities	15	**552**	10,632
		250,552	260,632
Current liabilities			
Borrowings	35	**59,050**	85,000
Lease liabilities	15	**9,890**	9,582
Income tax payable		**–**	4,376
Other payables	36	**13,407**	25,530
		82,347	124,488
Total liabilities		**332,899**	385,120
Total equity and liabilities		**1,900,050**	1,904,218

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Statements of Changes in Equity

For the year ended 31 December 2024

	Group						
	Attributable to owners of the parent						
	Non-distributable						
	Share capital (Note 29) RM'000	Capital reserve (Note 30) RM'000	Other reserve (Note 31) RM'000	Retained earnings RM'000	Total RM'000	Non-controlling interests RM'000	Total equity RM'000
At 1 January 2024	**268,074**	**313,856**	**63,607**	**973,723**	**1,619,260**	**5,008**	**1,624,268**
Profit/(loss) for the year	**–**	**–**	**–**	**51,909**	**51,909**	**(159)**	**51,750**
Other comprehensive (loss)/ income	**–**	**–**	**(47,634)**	**461**	**(47,173)**	**(544)**	**(47,717)**
Total comprehensive (loss)/ income	**–**	**–**	**(47,634)**	**52,370**	**4,736**	**(703)**	**4,033**
Acquisition of subsidiaries	**–**	**–**	**–**	**–**	**–**	**10,331**	**10,331**
Transactions with owners							
Dividends paid to shareholders of the Company (Note 12)	**–**	**–**	**–**	**(16,632)**	**(16,632)**	**–**	**(16,632)**
At 31 December 2024	**268,074**	**313,856**	**15,973**	**1,009,461**	**1,607,364**	**14,636**	**1,622,000**
At 1 January 2023	268,074	313,856	23,066	975,894	1,580,890	3,141	1,584,031
Profit/(loss) for the year	–	–	–	31,112	31,112	(1,018)	30,094
Other comprehensive income	–	–	40,247	(18)	40,229	93	40,322
Total comprehensive income/ (loss)	–	–	40,247	31,094	71,341	(925)	70,416
Acquisition of a subsidiary	–	–	294	–	294	6,392	6,686
Transactions with owners							
Dividends paid to shareholders of the Company (Note 12)	–	–	–	(33,265)	(33,265)	–	(33,265)
Capital repayment to a non-controlling shareholder of a subsidiary	–	–	–	–	–	(3,600)	(3,600)
At 31 December 2023	268,074	313,856	63,607	973,723	1,619,260	5,008	1,624,268

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Statements of Changes in Equity

For the year ended 31 December 2024

	Company				
	Share capital (Note 29) RM'000	Capital reserve (Note 30) RM'000	Other merger reserve (Note 31) RM'000	(Accumulated losses)/ retained earnings RM'000	Total equity RM'000
At 1 January 2024	**268,074**	**788,375**	**482,035**	**(19,386)**	**1,519,098**
Total comprehensive income	**–**	**–**	**–**	**64,685**	**64,685**
Transaction with owners					
Dividends (Note 12)	**–**	**–**	**–**	**(16,632)**	**(16,632)**
At 31 December 2024	**268,074**	**788,375**	**482,035**	**28,667**	**1,567,151**
At 1 January 2023	268,074	788,375	482,035	(9,941)	1,528,543
Total comprehensive income	–	–	–	23,820	23,820
Transaction with owners					
Dividends (Note 12)	–	–	–	(33,265)	(33,265)
At 31 December 2023	268,074	788,375	482,035	(19,386)	1,519,098

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Statements of Cash Flows

For the year ended 31 December 2024

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash flows from operating activities				
Cash receipts from customers	**3,298,939**	2,958,456	**4,066**	14,350
Cash payments to suppliers	**(1,440,346)**	(1,464,545)	**–**	–
Cash payments to employees and for expenses	**(1,594,700)**	(1,484,117)	**(21,027)**	(25,827)
Cash generated from/(used in) operations	**263,893**	9,794	**(16,961)**	(11,477)
Interest paid	**(21,963)**	(22,158)	**(14,974)**	(14,386)
Net taxes and zakat paid	**(51,093)**	(45,385)	**(584)**	(255)
Net cash flows generated from/(used in) operating activities	**190,837**	(57,749)	**(32,519)**	(26,118)
Cash flows from investing activities				
Net cash (outflows)/inflows from the acquisition of subsidiaries	**(66,620)**	394	**–**	–
Proceeds from disposal of property, plant and equipment	**125**	87	**–**	–
Subscription of additional shares in subsidiary companies	**–**	–	**(250)**	(760)
Proceeds from withdrawal/(placement of) short term investments	**13,984**	71,930	**(4,124)**	–
Interest received	**6,665**	7,328	**125**	880
Dividends received from associates	**5,554**	9,080	**–**	–
Dividends received from subsidiaries	**–**	–	**43,377**	36,506
Purchase of property, plant and equipment	**(23,018)**	(41,279)	**(391)**	(602)
Purchase of intangible assets	**(3,399)**	(4,886)	**–**	–
Net receipts from/(advances to) subsidiaries	**–**	–	**51,473**	(57,579)
Net cash flows (used in)/generated from investing activities	**(66,709)**	42,654	**(90,210)**	(21,555)

Statements of Cash Flows

For the year ended 31 December 2024

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Cash flows from financing activities				
Issuance of shares to non-controlling interest	**–**	466	**–**	–
Drawdown of borrowings	**138,896**	125,863	**60,450**	35,000
Repayment of borrowings	**(189,606)**	(96,463)	**(86,400)**	(2,000)
Repayment of lease liabilities	**(11,899)**	(11,639)	**(11,841)**	(11,043)
Dividends paid	**(16,632)**	(33,265)	**(16,632)**	(33,265)
Capital repayment to a non-controlling shareholder of a subsidiary	**–**	(3,600)	**–**	–
Net (placement)/withdrawal of pledged fixed deposit	**(10,693)**	2,484	**–**	–
Net cash flows used in financing activities	**(89,934)**	(16,154)	**(54,423)**	(11,308)
Net increase/(decrease) in cash and cash equivalents	**34,194**	(31,249)	**3,268**	(58,981)
Net foreign exchange difference	**(15,264)**	15,273	**(343)**	(62)
Cash and cash equivalents at beginning of year	**577,337**	593,313	**3,246**	62,289
Cash and cash equivalents at end of year (Note a)	**596,267**	577,337	**6,171**	3,246
(a) Cash and cash equivalents comprise:				
Cash in hand and at banks	**443,806**	421,716	**4,169**	1,746
Fixed deposits with licensed banks	**204,201**	194,100	**2,002**	1,500
Cash, bank balances and deposit (Note 27)	**648,007**	615,816	**6,171**	3,246
Add: Cash and bank of disposal group (Note 28)	**6,586**	12,046	**–**	–
Less: Fixed deposits on lien	**(2,405)**	(4,763)	**–**	–
Less: Fixed deposits pledged	**(29,428)**	(20,686)	**–**	–
Less: Cash and fixed deposit restricted in usage	**(26,493)**	(25,076)	**–**	–
	596,267	577,337	**6,171**	3,246

The accompanying accounting policies and explanatory information form an integral part of the financial statements.

Notes to the Financial Statements

For the year ended 31 December 2024

1. CORPORATE INFORMATION

The Company is a public limited liability company, incorporated and domiciled in Malaysia, and is listed on the Main Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at Level 17, Menara UEM, Tower 1, Avenue 7, The Horizon, Bangsar South City, No. 8 Jalan Kerinchi, 59200 Kuala Lumpur.

The Company regards UEM Group and Khazanah Nasional Berhad, both incorporated in Malaysia, as its immediate and ultimate holding companies respectively. Related companies in these financial statements refer to member companies within the UEM Group of companies.

The principal activity of the Company are investment holding. The principal activities of the subsidiaries, joint ventures and associates are described in Note 45.

There have been no significant changes in the nature of the principal activities during the financial year.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the directors on 19 March 2025.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

The financial statements of the Group and of the Company have been prepared in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

The financial statements of the Group and of the Company have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000) except when otherwise indicated.

2.2 CHANGES IN ACCOUNTING POLICIES

The accounting policies adopted are consistent with those of the previous financial year, except as follows:

On 1 January 2024, the Group and the Company adopted the following amendments to MFRS mandatory for financial period beginning on or after 1 January 2024:

	Effective for annual period beginning on or after
Amendments to MFRS 101: Non-current Liabilities with Covenants	1 January 2024
Amendments to MFRS 16: Lease liability in a Sale and Leaseback	1 January 2024
Amendments to MFRS 107 and MFRS 7: Disclosures of Supplier Finance Arrangements	1 January 2024

Amendments to MFRS 107 and MFRS 7: Disclosures of Supplier Finance Arrangements

The amendments to MFRS 7 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosures clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk. As a result of implementing the amendments, the Group has provided additional disclosures about its supplier finance arrangement. Please refer to Note 36(a) and Note 41(b).

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.3 STANDARDS ISSUED BUT NOT YET EFFECTIVE

The standards and interpretations that are issued but not yet effective up to the date of issuance of the Group's and the Company's financial statements are disclosed below. The Group and the Company intend to adopt these standards, if applicable, when they become effective:

	Effective for annual period beginning on or after
Amendments to MFRS 121: The Effects of Changes in Foreign Exchange Rates (Lack of Exchangeability)	1 January 2025
Annual Improvements to MFRS Accounting Standards – Volume 11	1 January 2026
Amendments to MFRS 18: Presentation and Disclosure in Financial Statements	1 January 2027
MFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to MFRS 10: Consolidated Financial Statements (Sale or Contribution of Assets between an Investor and its Associate or Joint Venture)	To be announced
Amendments to MFRS 128: Investment in Associates and Joint Venture (Sale or Contribution of Assets between an investor and its Associate or Joint Venture)	To be announced

The Board of Directors expect that the adoption of the above amendments to MFRSs will not have a material impact on the financial statements in the period of initial application.

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES

(a) Basis of consolidation and subsidiaries

(i) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the reporting date. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(i) The contractual arrangement(s) with the other vote holders of the investee;

(ii) Rights arising from other contractual arrangements; and

(iii) The Group's voting rights and potential voting right

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

<u>Business combinations and goodwill</u>

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred and included in administrative expenses.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(a) Basis of consolidation and subsidiaries (contd.)

(i) Basis of consolidation (contd.)

<u>Business combinations and goodwill (contd.)</u>

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of MFRS 9: Financial Instruments, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with MFRS 9. Other contingent consideration that is not within the scope of MFRS 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). After initial recognition, goodwill is measured at cost less any accumulated impairment losses.

If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

(ii) Subsidiaries

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is included in profit or loss.

(b) Investment in associates and joint venture

The Group holds interest in associates and joint venture as disclosed in Note 19 and Note 20, respectively.

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(b) Investment in associates and joint venture (contd.)

The financial statements of the associates and joint venture are prepared for the same reporting period as the Group. The accounting policies of the associates and joint venture are aligned with those of the Group. Therefore, no adjustments are made when measuring and recognising the Group's share of profit or loss of the investees after the date of acquisition.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

(c) Intangible assets

(i) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less accumulated impairment losses.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign operations and are recorded in the functional currency of the foreign operations and translated in accordance with the accounting policy set out in Note 2.4(q).

(ii) Other intangible assets

Intangible assets acquired separately are measured initially at cost. The cost of intangible assets acquired in a business combination is their fair values as at the date of acquisition. Following initial acquisition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. The useful lives of intangible assets are assessed to be either finite or indefinite.

Intangible assets with finite lives are amortised on a straight-line basis over the estimated economic useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

Intangible assets with indefinite useful lives are not amortised but tested for impairment annually or more frequently if the events or changes in circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level.

Customer contracts and relationships

Customer contracts and relationships acquired through business combination are capitalised at fair value as at the date of acquisition. Following initial recognition, the cost model is applied. The finite useful live of customer contracts and customer relationships are assessed to be ranging from 11 months to 15 years (2023: 4.75 to 15 years) and 3 to 10 years (2023: 3 to 10 years) respectively. Amortisation is charged on a straight line basis and the expense is recognised in profit or loss.

Software

Software that do not form an integral part of the related hardware have been reclassified as intangible assets. Software is considered to have finite useful lives, are stated at cost less any impairment losses and are amortised using the straight-line basis over the commercial lives of the underlying products between 3 and 10 years.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(c) Intangible assets (contd.)

(ii) Other intangible assets (contd.)

Research and development costs

Research and development costs are recognised as an expense except that costs incurred on individual development project are recognised as development asset to the extent that such expenditure is expected to generate future economic benefits. Development costs are only recognised as an asset when it is probable that future economic benefits will be realised as a result of the specific expenditure and the costs can be measured reliably.

Following the initial recognition of the development expenditure, the asset is carried at cost less accumulated amortisation and accumulated impairment losses.

Development costs that have been capitalised are amortised over the period of expected future economic benefits from the related project of 15 years.

(d) Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost.

Subsequent to recognition, property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses.

Freehold land has an unlimited useful life and therefore is not depreciated. Capital work-in-progress is not depreciated as these assets are not available for use.

Depreciation of other property, plant and equipment is provided for on a straight-line basis to write off the cost of each asset to its residual value over the estimated useful life, at the following annual rates:

Buildings	1.8% – 7.5%
Plant and equipment	5% – 50%
Furniture and fittings	10% – 20%
Motor vehicles	20%
Computers	20% – 33%
Machinery	10% – 20%
Office equipment	10% – 20%

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual value, useful life and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(e) Land held for property development and property development costs

(i) Land held for property development

Inventory properties where no development activities have been carried out or where development activities are not expected to be completed within the normal operating cycle are referred to as land held for development and classified within non-current assets. Generally no significant development work would have been undertaken on these lands other than infrastructure work, earth work and landscape work incurred to prepare the land for development and these inventory properties are stated at cost plus incidental expenditure incurred to put the land in a condition ready for development. These inventory properties are classified to current assets at the point when active development project activities have commenced and when it can be demonstrated that the development activities can be completed within the normal operating cycle.

(ii) Property development costs

Property development costs are recognised to the extent that the Group has performed the construction services. Property development costs are initially measured at cost, which is represented by the allocated fair value of the construction services rendered.

(f) Impairment of non-financial assets

The Group and the Company assess at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows cash-generating unit ("CGU").

(g) Inventories

Inventories are stated at lower of cost and net realisable value.

Cost of consumables which is determined on the weighted average basis, comprise cost of purchase of inventories.

Cost of property held for resale is determined on the specific identification basis and include cost associated with the acquisition of land, direct costs and appropriate proportions of common costs.

(h) Financial instruments

(i) Financial assets

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income ("OCI"), and fair value through profit or loss.

For purposes of subsequent measurement, the Group and the Company have classified its financial assets into two categories:

Financial assets at amortised cost (debt instruments)

The Group's and the Company's financial assets at amortised cost includes trade and other receivables, and cash, bank balances and deposits.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(h) Financial instruments (contd.)

(i) Financial assets (contd.)

Financial assets at fair value through profit or loss ("FVTPL")

FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes short term investments which the Group and the Company had not irrevocably elected to classify at fair value through OCI.

Impairment

The Group and the Company recognise an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss.

For trade receivables and contract assets, the Group and the Company apply a simplified approach in calculating ECLs. Therefore, the Group and the Company do not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. In measuring ECLs, the Group and the Company take into account reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forward-looking factors specific to the debtors.

The Group and the Company consider a financial asset in default when contractual payments are 120 days past due. However, in certain cases, the Group and the Company may also consider a financial asset to be in default when internal or external information indicates that the Group and the Company are unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group and the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

(ii) Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings and payables.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group classifies financial liabilities that arise from supplier finance arrangement within trade and other payables in the statement of financial position if they have a similar nature and function to trade payables. This is the case if the supplier finance arrangement is part of the working capital used in the Group's normal operating cycle, the level of security provided is similar to trade payables and the terms of the liabilities that are part of the supply chain finance arrangement are not substantially different from the terms of trade payables that are not part of the arrangement. Cash flows related to liabilities arising from supplier finance arrangements that are classified in trade and other payables in the consolidated statement of financial position are included in operating activities in the consolidated statement of cash flows.

The Group's and the Company's financial liabilities include trade and other payables, borrowings and lease liabilities.

Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL or when doing so results in a more relevant information. The Group has designated deferred consideration payable at FVTPL.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(h) Financial instruments (contd.)

(ii) Financial liabilities (contd.)

Financial liabilities at amortised cost (loans and borrowings)

After initial recognition, trade payables, other payables (excluding deferred consideration payables), interest-bearing loans and borrowings and lease liabilities are subsequently measured at amortised cost using the effective interest rate method.

(i) Cash and cash equivalents

Cash and cash equivalents in the statements of financial position comprise cash at banks and on hand and short-term liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the statements of cash flows, cash and cash equivalents consist of cash, bank balances and deposits, as defined above.

(j) Leases

The Group and the Company assess at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

The Group and the Company apply a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group and the Company recognise lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i. Right-of-use assets

The Group and the Company recognise right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the estimated useful lives of the assets, as follows:

Leasehold land	15 to 94 years
Office premises	2 to 10 years
Motor vehicles	2 to 3 years

If ownership of the leased asset transfers to the Group and the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.4(f).

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(j) Leases (contd.)

As a lessee (contd.)

ii. Lease liabilities

At the commencement date of the lease, the Group and the Company recognise lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and the Company and the payments of penalties for terminating the lease, if the lease term reflects the Group and the Company exercising the option to terminate.

In calculating the present value of lease payments, the Group and the Company use its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.

iii. Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

As a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(k) Investment properties

Investment properties comprise properties which are held either to earn rental income or capital appreciation or both.

Such properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise, including the corresponding tax effect. Fair values are determined based on an annual valuation performed by an accredited external independent valuer having appropriate recognised professional qualification and relevant experience.

(l) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(m) Taxes

(i) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date in the countries where the Group and the Company operate and generates taxable income.

(ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

The Group has adopted International Tax Reform – Pillar Two Model rules upon its release on 2 June 2023. The amendments provide a temporary mandatory relief from deferred tax accounting for the top-up tax which is effective immediately and new disclosures of Pillar Two top-up taxes. The Group has applied a temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred. The application of the pronouncement is further discussed in Note 10.

(iii) Sales and service tax

Indirect taxes include Sales Tax, Service Tax and Goods and Services Tax (also known as Value Added Tax).

The amount of indirect taxes payable to taxation authority is included as part of payables in the statements of financial position.

Indirect taxes incurred on the purchase of assets or services which cannot be recovered from the respective tax authorities are recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable.

The difference between output and input Goods and Services Tax, being the amount payable to or receivable from the respective taxation authorities at the reporting date, is included in other payables or other receivables respectively in the statements of financial position.

(n) Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received, and all attaching conditions will be complied with.

Government grant related to income

Government grants are recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses the related costs for which the grants are intended to compensate. Grants related to income are deducted from related expenses.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(o) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

(p) Employee benefits

(i) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Long term incentives plan

Long term incentives are granted to eligible employees subject to meeting the pre-determined financial performance and value growth targets of the Group over a vesting period of 3 years.

Liability arising from long term incentives is measured and reviewed at each reporting date, based on the management's estimates on the achievement of the pre-determined targets, and it is recognised as an expense over the performance period of 3 years.

(iii) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contributions are recognised as an expense in profit or loss as incurred. As required by law, companies in Malaysia make contributions to the state pension scheme, the Employees Provident Fund ("EPF").

(iv) Defined benefit plan

The Group's subsidiaries operate defined benefit pension schemes for its eligible employees. The benefit is unfunded. A liability or asset is recognised when there is a shortfall or surplus in a defined benefit pension scheme, being the difference between the fair value of the scheme assets and liabilities as determined by an independent actuary. Actuarial gains and losses are recognised in full in other comprehensive income at the time of valuation.

Such actuarial gains and losses are also immediately recognised in retained earnings and are not reclassified to profit or loss in subsequent periods.

The cost of providing benefits under this plan is determined using the projected unit credit method, which attributes entitlement to benefits to the current period (to determine the current service cost) and to the current and prior periods (to determine the present value of the defined benefit obligation) and is based on actuarial advice. The current service cost is charged to profit or loss. Past service costs are recognised in profit or loss on a straight-line basis over the vesting period or immediately if benefits have vested.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(p) Employee benefits (contd.)

(iv) Defined benefit plan (contd.)

A charge representing the unwinding of the discount on the plan liabilities during the year is included in profit or loss as administrative expenses. A credit representing the expected return of the plan assets during the year is also included within administrative expenses. This credit is based on the market value of the plan assets and expected rates of return at the beginning of the year.

(v) Termination benefit

The termination benefits are payable solely at the discretion by the Board of Directors and management. These benefits are payable when employment is terminated before the normal retirement date or where an employee accepts voluntary redundancy in exchange for these benefits when they are offered. The Group recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed plan without possibility of withdrawal.

(q) Foreign currencies

The Group's consolidated financial statements are presented in Malaysian Ringgit ("MYR"), which is also the parent company's functional currency. For each entity, the Group determines the functional currency and items included in the financial statements of each entity are measured using that functional currency. The Group uses the direct method of consolidation and on disposal of a foreign operation, the gain or loss that is reclassified to profit or loss reflects the amount that arises from using this method.

(i) Transactions and balances

Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Differences arising on settlement or translation of monetary items are recognised in profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recognised in OCI.

In the consolidated financial statements, currency translation differences arising from intercompany borrowing in foreign currencies and other currency instruments designated and qualifying as net investment in foreign operations are recognised in other comprehensive income and accumulated in the currency translation reserve. The repayment of borrowings which forming part of the Group's net investment in foreign operation by a subsidiary is considers as a partial disposal and it related foreign currency exchange differences are reclassified to profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e., translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of advance consideration.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(q) Foreign currencies (contd.)

(ii) Group companies

On consolidation, the assets and liabilities of foreign operations are translated into MYR at the rate of exchange prevailing at the reporting date and their statements of profit or loss are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

(r) Non-current assets held for sale and discontinued operations

The Group classifies non-current assets and disposal groups as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Non-current assets and disposal groups classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell. Costs to sell are the incremental costs directly attributable to the disposal of an asset (disposal group), excluding finance costs and income tax expense.

Property, plant and equipment and intangible assets are not depreciated or amortised once classified as held for sale.

(s) Income recognition

Revenue from contracts with customers

Contracts with customers may include multiple promises to customers and therefore accounted for as separate performance obligations. In this case, the transaction price will be allocated to each performance obligation based on the stand-alone selling prices. When these are not directly observable, they are estimated based on expected cost plus margin.

In determining the transaction price for contracts with customers, the Group and the Company consider the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any). Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group and the Company expect to be entitled in exchange for those goods or services. The Group and the Company have generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

If control of the assets transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the asset.

Notes to the Financial Statements
For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(s) Income recognition (contd.)

Revenue from contracts with customers (contd.)

(i) Asset consultancy

The Group recognises revenue from consultancy services over time when the performance obligations are performed and the Group has an enforceable right to the payment for the performance completed to date.

Revenue is recognised over time using an input method to measure progress towards complete satisfaction of the service, because customer simultaneously receives and consumes the benefits provided by the Group. Revenue is calculated as the proportion of total contract value which costs incurred to date bear to total expected costs for that contract. Revenue derived from variations on contracts are recognised only when they have been accepted by the customer whereby no significant revenue reversal will occur. Full provision is made for losses on all contracts in the year in which they are first foreseen.

(ii) Healthcare solutions

The Group through the Concession Agreement provides healthcare support services to the public hospital in the Northern zone of Malaysia encompassing the states of Perlis, Kedah, Pulau Pinang and Perak. The services provided are healthcare waste management, cleansing, linen and laundry, facilities engineering maintenance, biomedical engineering maintenance and facilities management services. The Group also provides healthcare facilities management, housekeeping and patient management services to various private healthcare institutions in Malaysia, Singapore and Taiwan.

The revenue from the services, which is based on fixed price under the agreement is allocated based on relative stand-alone selling price of the considerations for each of the separate performance obligations.

The Group recognises the services revenue over time when the performance obligations are performed and the Group has an enforceable right to the payment for the performance completed to date. Any variable consideration is estimated at contract inception and constrained until it is highly probable. The Group applies the most likely amount method to determine the variable consideration which will be netted against the revenue.

(iii) Infrastructure services

The Group provides maintenance service and repair of civil, mechanical and electrical works on roads, infrastructure and expressways works.

Revenue on infrastructure services are recognised over time, using an input method to measure progress towards complete satisfaction of the service, because customer simultaneously receives and consumes the benefits provided by the Group. Revenue is calculated as the proportion of total contract value which costs incurred to date to total expected costs for that contract. Revenue derived from variations on contracts are recognised only when they have been accepted by the customer. Full provision is made for losses on all contracts in the year in which they are first foreseen.

Revenue for routine maintenance is recognised based on fixed sum contract while revenue for non routine maintenance is recognised based on schedule of rates agreed with customers.

Notes to the Financial Statements
For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(s) Income recognition (contd.)

Revenue from contracts with customers (contd.)

(iv) Property and facility solutions

The Group provides various facilities management including infrastructure, building and ground maintenance to commercial customers. These services are provided on a time and material basis or as a fixed-priced contract, with contract terms generally ranging from one (1) year to three (3) years.

Revenue from these services is recognised over time in the period the services are rendered.

The Group also provides green technology and sustainability services in retro-fitting works of buildings followed by a period in which the Group maintains and services the infrastructure. In such contracts, revenue from the supply of retro-fitting equipment and installation works are recognised at the point in time when:

(i) the control of the asset is transferred to the customer upon the acceptance of physical possession of the asset and successful testing and commissioning; and

(ii) the significant risks and rewards of ownership of the asset is borne by the customer.

Revenue from the maintenance and servicing of the infrastructure subsequent to the retro-fitting is recognised over time in the period the services are rendered.

(v) Property development

Revenue from sale of completed property units is recognised at the point of time upon the control of the asset is transferred to the customer and it is probable that the Group will collect the consideration to which it entitled in exchange for the asset that will be transferred to the customer.

(vi) Management fees

Management fees for services provided to entities within the Group are recognised over time as services are rendered.

Other income recognition

(i) Dividend income

Dividend income is recognised when the Group's and the Company's right to receive payment is established.

(ii) Rental income

Rental income is recognised on a straight-line basis over the term of the lease.

(iii) Interest income

Interest income is recognised on an accrual basis using the effective interest method.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(t) Contract balances

Contract fulfillment assets

Contract fulfillment assets are divided into:

(i) cost that give rise to an asset; and

(ii) costs that are expensed as incurred.

The Group utilises contract fulfilment assets over the expected contract period using a systematic basis that mirrors the pattern in which the Group transfers control of the service to the customer. The utilisation charge is included within cost of sales.

At each reporting date, the Group determines whether or not the contract fulfillment assets are impaired by comparing the carrying amount of the asset to the remaining amount of consideration that the Group expects to receive less the costs that relate to providing services under the relevant contract.

(u) Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management of the Company who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 43, including the factors used to identify the reportable segments and the measurement basis of segment information.

(v) Fair value measurement

The Group and the Company measure financial instruments such as short-term investments, and non-financial assets such as investment properties, at fair value at each balance sheet date.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (CONTD.)

(w) Climate-related matters

The Group considers climate-related matters in estimates and assumptions, where appropriate. This assessment includes a wide range of possible impacts on the group due to both physical and transition risks. Even though the Group believes its business model and products will still be viable after the transition to a low-carbon economy, climate-related matters increase the uncertainty in estimates and assumptions underpinning several items in the financial statements. Even though climate-related risks might not currently have a significant impact on measurement, the Group is closely monitoring relevant changes and developments, such as new climate-related legislation. The items and considerations that are most directly impacted by climate-related matters are:

(i) Useful life of property, plant and equipment. When reviewing the residual values and expected useful lives of assets, the Group considers climate-related matters, such as climate-related legislation and regulations that may restrict the use of assets or require significant capital expenditures.

(ii) Impairment of non-financial assets. The value-in-use may be impacted in several different ways by transition risk in particular, such as climate-related legislation and regulations and changes in demand for the Group's products. Even though the Group has concluded that no single climate-related assumption is a key assumption for the 2024 test of goodwill, the Group remains vigilant and will consider incorporating climate-related assumptions into its financial reporting as and when such risks become more prevalent or significant to the Group's operations.

2.5 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's and of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future.

(a) Judgements

There are no critical judgements made by management in the process of applying the Group's and the Company's accounting policies that may have significant effects on the amounts recognised in the financial statements.

(b) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

(i) Revenue recognition – Asset consultancy

The Group recognises its revenue and profit on consultancy contract services based on the percentage of completion, calculated by reference to the proportion of costs incurred to date against the total expected costs for the contracts. Full provision is made for losses on all contracts when they are first foreseen. Significant estimates are applied especially in determining the total expected costs for the contracts in order to reliably estimate the percentage of completion.

(ii) Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value-in-use of the CGU to which the goodwill is allocated. Estimating a value-in-use amount requires management to make an estimate of the expected future cash flows from the CGU and also to determine suitable discount and growth rates in order to calculate the present value of those cash flows. The carrying amounts of goodwill at 31 December 2024 was RM633.0 million (2023: RM587.6 million). Further details are disclosed in Note 17(a).

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.5 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTD.)

(b) Key sources of estimation uncertainty (contd.)

(iii) Impairment of investment in subsidiaries

The Company determines whether investment in subsidiaries is impaired when there is an indication of impairment. This requires an estimation of the VIU of the investment in subsidiaries. Estimating a VIU amount requires management to make an estimate of the expected future cash flows and also to determine suitable discount and growth rates in order to calculate the present value of those cash flows. The carrying amounts of investment in subsidiaries at 31 December 2024 was RM1,708.0 million (2023: RM1,674.0 million). Further details are disclosed in Note 18.

(iv) Allowance for ECLs of trade receivables and contract assets

The Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments in calculating ECLs for trade receivables and contract assets. The amount and timing of future cash flows are then estimated based on historical credit loss experience for assets with similar credit risk characteristics and adjusted with forward-looking information such as forecast economic conditions. The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Group's trade receivables and contract assets is disclosed in Note 22 and Note 23 respectively.

(v) Income taxes

Significant estimation is involved in determining the provision for income taxes. There are certain transactions and computations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

(vi) Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The deferred tax assets amounting to RM19.6 million (2023: RM23.1 million) are mainly related to subsidiaries of which management is confident that it would be probable for the related subsidiaries to generate future taxable profits.

If the Group was able to recognise all unrecognised deferred tax assets, profit and equity would have increased by RM79.0 million (2023: RM71.9 million). Further details are disclosed in Note 24.

Notes to the Financial Statements

For the year ended 31 December 2024

2. ACCOUNTING POLICIES (CONTD.)

2.5 SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTD.)

(b) Key sources of estimation uncertainty (contd.)

(vii) Fair value of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in profit or loss. The Group engaged independent professional valuers to perform value on its investment properties as at 31 December 2024. The valuation methodology commonly used is the comparison method which is based on comparable historical transactions adjusted for specific market factors such as location, size, condition, accessibility and design of the respective properties.

The details of the investment properties are disclosed in Note 14.

(viii) Purchase price allocation exercises

The Group has carried out purchase price allocation ("PPA") exercises arising from the acquisition of Kaizen Owner Association Management Services L.L.C ("KOA"), Kaizen AMS Property Supervision L.L.C ("KAMS") (both KOA and KAMS collectively known as "Kaizen Group") and Opus Consultants (M) Sdn Bhd, which are based on the established fair value of the assets acquired, including the fair value of any intangible assets, and liabilities assumed at combination date. The PPA exercises involved significant judgement by management in determining the fair value of assets and liabilities assumed and identification and valuation of intangible assets as at the combination date.

Resulting from the PPA exercises, the Group recognised intangible assets relating to customer contracts and customer relationships of RM9.8 million and RM6.8 million, respectively and goodwill of RM70.8 million in relation to the acquisition of Kaizen Group.

The Group also recognised a negative goodwill of RM9.5 million to the profit or loss arising from the step-up acquisition of Opus Consultants (M) Sdn Bhd.

Further details are disclosed in Notes 44(a) and 44(c).

(ix) Deferred consideration payable

Deferred consideration payable arose from the acquisition of Kaizen Group during the financial year. At the reporting period, the Group assesses the fair value of the deferred consideration payable based on projected profitability of Kaizen Group, and considers the current and projected market conditions.

As at 31 December 2024, management assessed the fair value of the deferred consideration payable for Kaizen Group to be RM12.2 million due to the high probability of Kaizen Group meeting the performance targets.

Further details of the deferred consideration payable are disclosed in Note 36(e).

Notes to the Financial Statements

For the year ended 31 December 2024

3. REVENUE

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Revenue from contracts with customers (a)				
Asset consultancy	**117,711**	89,438	**–**	–
Healthcare solutions	**1,611,108**	1,527,879	**–**	–
Infrastructure services	**975,634**	998,249	**–**	–
Property and facility solutions	**339,320**	227,388	**–**	–
Others	**6,045**	38,086	**–**	–
	3,049,818	2,881,040	**–**	–
Revenue from other sources				
Dividend income from subsidiaries	**–**	–	**74,479**	62,496
Total revenue	**3,049,818**	2,881,040	**74,479**	62,496
(a) Revenue from contracts with customers are recognised:				
– At a point in time	**14,836**	48,112	**–**	–
– Over time	**3,034,982**	2,832,928	**–**	–
	3,049,818	2,881,040	**–**	–
(b) Geographical markets				
Malaysia	**1,771,962**	1,786,030	**74,479**	62,496
United Arab Emirates	**174,816**	112,789	**–**	–
Saudi Arabia	**44,290**	31,768	**–**	–
Indonesia	**7,689**	1,194	**–**	–
Singapore	**481,643**	428,488	**–**	–
Taiwan	**569,418**	520,771	**–**	–
	3,049,818	2,881,040	**74,479**	62,496

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2024 due within one year is RM1.5 billion (2023: RM1.7 billion) and due more than one year is RM4.7 billion (2023: RM4.8 billion). These relate to performance obligations from long term service contracts that is to be satisfied within 1 to 21 years (2023: within 1 to 22 years).

Notes to the Financial Statements

For the year ended 31 December 2024

4. COST OF SALES

	Group	
	2024 RM'000	**2023 RM'000**
Asset consultancy	**99,268**	68,239
Healthcare solutions	**1,422,759**	1,367,760
Infrastructure services	**847,145**	867,015
Property and facility solutions	**276,711**	206,423
Property development:		
– completed properties held for sale	**3,433**	2,923
– other costs	**–**	224
Others	**2,605**	28,141
	2,651,921	2,540,725

During the year, the amounts of inventories recognised as expenses in cost of sales of the Group for consumables and properties held for sale were RM181.9 million and RM3.1 million (2023: RM220.5 million and RM2.9 million) respectively.

5. OTHER INCOME

Included in other income are:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Dividend income from short term investments	**113**	47	**–**	–
Interest income from:				
– fixed deposits	**6,965**	7,134	**140**	598
– advances to subsidiaries	**–**	–	**4,648**	3,335
Negative goodwill arising from step-up acquisition of a subsidiary (Note 44(c))	**9,528**	–	**–**	–
Reversal of allowance for ECL on trade and other receivables (Note 22)	**–**	2,487	**4,910**	945
Gain on disposal of plant and equipment	**125**	–	**–**	–
Fair value adjustment on investment properties (Note 14)	**–**	525	**–**	–
Reversal of impairment loss on cost of investment in a subsidiary (Note 18(b))	**–**	–	**35,000**	–
Fair value gain on short term investment	**564**	1,306	**–**	–
Bad debt recovered	**281**	8	**–**	–
Net foreign exchange gain:				
– realised	**–**	348	**–**	345
– unrealised	**–**	151	**–**	371
Gain on deemed disposal of an associate	**1**	–	**–**	–
Gain on derecognition of lease	**–**	108	**–**	65
Gain on lease modification	**1,152**	–	**1,152**	–
Accretion of interest on				
– concession receivables	**14,324**	15,423	**–**	–
– loans and receivables	**2,798**	4,696	**–**	–
Rental income	**217**	134	**9,870**	9,800

Notes to the Financial Statements

For the year ended 31 December 2024

6. FINANCE COSTS

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Interest expense on:				
– bank borrowings	**22,071**	21,708	**14,349**	13,407
– lease liabilities (Note 15)	**962**	1,092	**532**	803
– deferred consideration payable (Note 36(e))	**1,346**	–	**–**	–
– revenue contracts	**2,705**	–	**–**	–
Amortisation of capitalised borrowing cost	**76**	91	**–**	–
Commitment fees	**1,177**	203	**–**	–
Bank charges	**1,017**	402	**14**	12
	29,354	23,496	**14,895**	14,222

7. PROFIT BEFORE TAX AND ZAKAT

The following amounts have been charged/(credited) in arriving at profit before tax and zakat:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Employee benefits expense (Note 8)	**1,321,869**	1,172,349	**–**	98
Non-executive directors' remuneration excluding benefits-in-kind (Note 9)	**1,130**	1,102	**1,130**	1,102
Auditors' remuneration:				
Statutory audit:				
– Ernst & Young PLT	**1,106**	1,016	**252**	234
– other member firms of Ernst & Young Global	**613**	333	**–**	–
– other auditors	**262**	268	**–**	–
Other assurance services	**16**	15	**16**	15
Other services	**135**	138	**65**	45
Amortisation of intangible assets (Note 17)	**36,956**	27,908	**–**	–
Depreciation of right-of-use assets (Note 15)	**15,190**	14,982	**9,583**	9,617
Depreciation of property, plant and equipment (Note 13)	**43,935**	44,222	**549**	389
Net loss on disposal of plant and equipment	**–**	742	**–**	–
Intangible asset written off	**1,245**	-	**–**	–
Property, plant and equipment written off (Note 13)	**19**	–	**–**	–
Allowance for ECL on trade and other receivables (Note 22)	**2,149**	1,599	**18,938**	–
Bad debts written off	**–**	801	**–**	–
Impairment loss on investment in a subsidiary (Note 18(b))	**–**	–	**1,233**	–
Net foreign exchange loss:				
– realised	**190**	–	**54**	–
– unrealised	**1,363**	–	**292**	–
Loss on derecognition of lease	**94**	–	**69**	–
Reversal of provision for Long-Term Incentive Plan (Note 34)	**–**	(1,620)	**–**	–

Notes to the Financial Statements

For the year ended 31 December 2024

8. EMPLOYEE BENEFITS EXPENSE

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Wages and salaries	**995,354**	883,161	**–**	52
Contributions to statutory Employees Provident Fund ("EPF")	**87,134**	80,223	**–**	2
Social security contributions	**3,295**	3,250	**–**	–
Retirement benefit obligations (Note 32)	**(118)**	(600)	**–**	–
Decrease in liability for defined benefit pension plan (Note 33)	**(299)**	(28)	**–**	–
Employees' service entitlements (Note 34(a))	**440**	171	**–**	–
Staff rationalisation cost	**15,226**	1,596	**–**	–
Other benefits	**220,837**	204,576	**–**	44
Total employee benefits recognised in profit or loss (Note 7)	**1,321,869**	1,172,349	**–**	98

Included in employee benefits expense of the Group is executive directors' remuneration, excluding benefits-in-kind, amounting to RM1.8 million (2023: RM2.1 million) as further disclosed in Note 9.

9. DIRECTORS' REMUNERATION

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Directors of the Company				
Executive:				
Salaries and other emoluments	**1,224**	1,122	**–**	–
Bonus	**306**	680	**–**	–
Contributions to defined contribution plans	**228**	265	**–**	–
Allowances	**50**	50	**–**	–
Benefits-in-kind	**32**	26	**–**	–
	1,840	2,143	**–**	–
Non-executive:				
Fees	**1,083**	1,052	**1,083**	1,052
Allowances	**47**	50	**47**	50
	1,130	1,102	**1,130**	1,102
Total	**2,970**	3,245	**1,130**	1,102
Total excluding benefits-in-kind	**2,938**	3,219	**1,130**	1,102

Notes to the Financial Statements

For the year ended 31 December 2024

9. DIRECTORS' REMUNERATION (CONTD.)

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Analysis excluding benefits-in-kind:				
Total executive directors' remuneration excluding benefits-in-kind (Note 8)	**1,808**	2,117	**-**	-
Total non-executive directors' remuneration excluding benefits-in-kind (Note 7)	**1,130**	1,102	**1,130**	1,102
Total directors' remuneration excluding benefits-in-kind (Note 39(b))	**2,938**	3,219	**1,130**	1,102

The number of directors of the Company whose total remunerations during the year fell within the following bands is analysed below:

	No. of Directors	
	2024	2023
Non-executive directors:		
Below RM50,000	**-**	1
RM50,001 - RM100,000	**2**	2
RM100,001 - RM150,000	**3**	3
RM150,001 - RM200,000	**2**	2
RM200,001 - RM250,000	**-**	-
RM250,001 - RM300,000	**1**	1

Notes to the Financial Statements

For the year ended 31 December 2024

10. INCOME TAX EXPENSE

Major components of income tax expense

Major components of income tax expense for the years ended 31 December 2024 and 2023 are:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Current income tax:				
- Malaysian income tax	**21,553**	21,336	**-**	136
- Foreign tax	**27,515**	28,205	**-**	-
	49,068	49,541	**-**	136
(Over)/under provision of income tax in prior years:				
- Malaysian income tax	**(452)**	(79)	**(135)**	350
- Foreign tax	**(2,026)**	403	**-**	-
	(2,478)	324	**(135)**	350
	46,590	49,865	**(135)**	486
Deferred tax (Note 24):				
- Relating to origination and reversal of temporary differences	**(682)**	(16,386)	**-**	-
- Overprovision in prior years	**(639)**	(1,079)	**-**	-
	(1,321)	(17,465)	**-**	-
Income tax recognised in profit or loss	**45,269**	32,400	**(135)**	486

Domestic income tax is calculated at the Malaysian statutory tax rate of 24% (2023: 24%) of the estimated assessable profit for the year.

Taxation for other jurisdictions is calculated at the rates prevailing in the respective jurisdictions. Profits derived from overseas branch operations are not subject to Malaysian tax.

Pillar Two Taxes

On 2 June 2023, the MASB has issued the Amendments to MFRS 112 Income Taxes International Tax Reform - Pillar Two Model Rules. This pronouncement is effective from annual period beginning on or after 1 January 2023. On 29 December 2023, Pillar Two legislation has been enacted in Malaysia, which will come into effect on 1 January 2025.

The Group has adopted the Amendments to MFRS 112 that introduced a mandatory temporary exception to the accounting for deferred taxes arising from the jurisdictional implementation of the Pillar Two Model Rules as well as disclosure requirements on the exposure to Pillar Two income taxes upon adoption.

As the Company is a subsidiary of UEM Group and UEM Group is the ultimate parent entity of a multinational group that is in-scope of the Pillar Two Model Rules (with consolidated annual revenues in excess of EUR750 million), the Company and its subsidiaries also fall within the scope of the Rules.

Notes to the Financial Statements

For the year ended 31 December 2024

10. INCOME TAX EXPENSE (CONTD.)

Pillar Two Taxes (contd.)

As at reporting date, the Group has carried out preliminary assessments based on 2024 financial information for the constituent entities in the Group. Based on the Transitional Country-by-Country Report Safe Harbour assessment carried out, all jurisdictions in which the Group operates can rely on the transitional safe harbour relief (except for Singapore and United Arab Emirates). The Group does not expect a material exposure to Pillar Two income taxes in all the jurisdictions that the Group operates, except for Singapore and United Arab Emirates. The Group is still in the midst of gathering information to quantify the potential Pillar Two taxes in Singapore and United Arab Emirates and continuing to follow Pillar Two legislative developments to evaluate potential future impact on our consolidated results of operations, financial position and cash flows beginning in 2025.

Reconciliation between tax expense and accounting profits

A reconciliation of income tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2024 and 2023 are as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Profit before tax and zakat	**98,336**	63,654
Less: Zakat	**(1,317)**	(1,160)
	97,019	62,494
Taxation at Malaysian statutory tax rate of 24% (2023: 24%)	**23,285**	14,999
Tax effect on share of profit of associates	**(2,399)**	(2,056)
Tax effect on share of profit of a joint venture	**(11)**	(1)
Income not subject to tax	**(4,101)**	(914)
Foreign income not subject to tax	**–**	(2,863)
Non-deductible expenses	**25,552**	26,722
Different tax rates in other countries	**(2,626)**	(1,780)
Utilisation of previously unrecognised tax losses and unabsorbed capital allowances	**(805)**	(6,067)
Deferred tax assets not recognised during the year	**9,491**	5,115
Overprovision of deferred tax in prior years	**(639)**	(1,079)
(Over)/underprovision of income tax expense in prior years	**(2,478)**	324
Income tax expense recognised in statement of comprehensive income	**45,269**	32,400

The above reconciliation is prepared by aggregating separate reconciliations for each national jurisdiction.

Notes to the Financial Statements

For the year ended 31 December 2024

10. INCOME TAX EXPENSE (CONTD.)

Reconciliation between tax expense and accounting profits (contd.)

A reconciliation of income tax expense and the product of accounting profit multiplied by the applicable corporate tax rate for the years ended 31 December 2024 and 2023 are as follows: (contd.)

	Company	
	2024 RM'000	**2023 RM'000**
Profit before tax and zakat	**64,550**	24,306
Taxation at Malaysian statutory tax rate of 24% (2023: 24%)	**15,492**	5,833
Non-deductible expenses	**7,663**	9,234
Foreign income not subject to tax	**(6,355)**	(1,674)
Income not subject to tax	**(19,624)**	(13,567)
Deferred tax assets not recognised during the year	**2,824**	310
(Over)/under provision of income tax expense in prior years	**(135)**	350
Income tax (credit)/expense recognised in statement of comprehensive income	**(135)**	486

11. EARNINGS PER SHARE

Basic earnings per share amounts are calculated by dividing profit for the year attributable to owners of the parent by the weighted average number of ordinary shares in issue during the financial year held by the Company.

	Group	
	2024 RM'000	**2023 RM'000**
Profit attributable to owners of the parent	**51,909**	31,112

	Number of shares '000	**Number of shares '000**
Weighted average number of ordinary shares in issue	**831,624**	831,624

	Group	
	2024 Sen	**2023 Sen**
Basic earnings per share	**6.2**	3.7

There are no potential ordinary shares outstanding as at 31 December 2024. As such, the diluted earnings per share of the Group is equivalent to the basic earnings per share.

There have been no other transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

Notes to the Financial Statements

For the year ended 31 December 2024

12. DIVIDENDS

	Company			
	Amount		Net Dividends per Ordinary Share	
	2024 RM'000	2023 RM'000	2024 Sen	2023 Sen
Recognised during the financial year:				
Single tier interim dividend for the financial year ended 2023:				
2.00 sen on 831,624,030 ordinary shares declared on 28 February 2024 and paid on 17 May 2024	**16,632**	–	**2.00**	–
Single tier interim dividend for the financial year ended 2022:				
4.00 sen on 831,624,030 ordinary shares declared on 28 February 2023 and paid on 18 May 2023	**–**	33,265	**–**	4.00

On 26 February 2025, the Board of Directors has declared a single tier interim dividend of 4.00 sen per ordinary share on 831,624,030 ordinary shares, amounting to RM33,264,961 to be paid on 16 May 2025. The entitlement date is 22 April 2025. The financial statements for the current financial year do not reflect this dividend. This dividend will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

Notes to the Financial Statements

For the year ended 31 December 2024

13. PROPERTY, PLANT AND EQUIPMENT

	Group				
2024	Freehold land RM'000	Buildings RM'000	Plant, machinery, equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000	Capital work-in-progress RM'000	Total RM'000
Cost					
At 1 January 2024	**1,160**	**12,149**	**532,230**	**11,640**	**557,179**
Additions	**–**	**–**	**22,709**	**–**	**22,709**
Reclassification	**–**	**–**	**11,640**	**(11,640)**	**–**
Acquisition of subsidiaries (Note 44(a)(c))	**–**	**–**	**1,163**	**–**	**1,163**
Disposals	**–**	**–**	**(4,608)**	**–**	**(4,608)**
Written off	**–**	**–**	**(10,980)**	**–**	**(10,980)**
Exchange differences	**–**	**–**	**(3,779)**	**–**	**(3,779)**
At 31 December 2024	**1,160**	**12,149**	**548,375**	**–**	**561,684**
Accumulated depreciation and impairment loss					
At 1 January 2024	**–**	**2,374**	**402,957**	**–**	**405,331**
Charge for the year (Note 7)	**–**	**203**	**43,732**	**–**	**43,935**
Disposals	**–**	**–**	**(4,608)**	**–**	**(4,608)**
Written off	**–**	**–**	**(10,961)**	**–**	**(10,961)**
Exchange differences	**–**	**–**	**(3,004)**	**–**	**(3,004)**
At 31 December 2024	**–**	**2,577**	**428,116**	**–**	**430,693**
Net carrying amount					
At 31 December 2024	**1,160**	**9,572**	**120,259**	**–**	**130,991**

Notes to the Financial Statements

For the year ended 31 December 2024

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

	Group				
2023	**Freehold land RM'000**	**Buildings RM'000**	**Plant, machinery, equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000**	**Capital work-in-progress RM'000**	**Total RM'000**
Cost					
At 1 January 2023	1,160	12,149	509,819	–	523,128
Additions	–	–	36,599	11,640	48,239
Acquisition of a subsidiary	–	–	1,191	–	1,191
Disposals	–	–	(6,628)	–	(6,628)
Written off	–	–	(11,009)	–	(11,009)
Exchange differences	–	–	2,258	–	2,258
At 31 December 2023	1,160	12,149	532,230	11,640	557,179
Accumulated depreciation and impairment loss					
At 1 January 2022	–	2,158	374,615	–	376,773
Charge for the year (Note 7)	–	216	44,006	–	44,222
Disposals	–	–	(5,799)	–	(5,799)
Written off	–	–	(11,009)	–	(11,009)
Exchange differences	–	–	1,144	–	1,144
At 31 December 2023	–	2,374	402,957	–	405,331
Net carrying amount					
At 31 December 2023	1,160	9,775	129,273	11,640	151,848

Notes to the Financial Statements

For the year ended 31 December 2024

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

	Company		
2024	**Buildings RM'000**	**Equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000**	**Total RM'000**
Cost			
At 1 January 2024	**9,759**	**4,736**	**14,495**
Additions	**–**	**391**	**391**
At 31 December 2024	**9,759**	**5,127**	**14,886**
Accumulated depreciation and impairment loss			
At 1 January 2024	**1,636**	**4,006**	**5,642**
Charge for the year (Note 7)	**195**	**354**	**549**
At 31 December 2024	**1,831**	**4,360**	**6,191**
Net carrying amount	**7,928**	**767**	**8,695**

	Company		
2023	**Buildings RM'000**	**Equipment, furniture, fittings, office equipment, motor vehicles and computers RM'000**	**Total RM'000**
Cost			
At 1 January 2023	9,759	4,134	13,893
Additions	–	602	602
At 31 December 2023	9,759	4,736	14,495
Accumulated depreciation and impairment loss			
At 1 January 2023	1,636	3,617	5,253
Charge for the year (Note 7)	–	389	389
At 31 December 2023	1,636	4,006	5,642
Net carrying amount	8,123	730	8,853

Notes to the Financial Statements

For the year ended 31 December 2024

13. PROPERTY, PLANT AND EQUIPMENT (CONTD.)

(a) The net carrying amounts of property, plant and equipment of the Group charged to a bank for banking facilities (Note 35(a)) are as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Plant and equipment	**72,013**	83,849

(b) During the year, the Group and the Company acquired property, plant and equipment by way of:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Cash payment	**16,058**	41,279	**391**	602
Other payables	**6,651**	6,960	**–**	21
	22,709	48,239	**391**	623

14. INVESTMENT PROPERTIES

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**14,325**	13,800
Fair value adjustment (Note 5)	**–**	525
At 31 December	**14,325**	14,325

The Group's investment properties consist of two pieces of land in Sabah, which is held under lease term.

As at 31 December 2024 and 2023, the fair values of the properties are based on valuations performed by Raine & Horne International, an accredited independent valuer. Raine & Horne International is a specialist in valuing these types of investment properties. A valuation model in accordance with that recommended by the International Valuation Standards Committee has been applied.

For the financial year ended 31 December 2024, the expenses incurred in relation to the investment properties was RM3,000 (2023: RM3,000).

The Group has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

Notes to the Financial Statements

For the year ended 31 December 2024

14. INVESTMENT PROPERTIES (CONTD.)

Description of valuation techniques

Under the comparison method, a property's fair value is estimated based on comparable transactions. This approach is based upon the principle where a potential buyer will not pay more for the property than it will cost to buy a comparable substitute property and would indicate, by the known selling price of the duplicate, the price for which the subject property could be sold.

Investment properties valued using the comparison method with significant adjustments made for differences such as location, size, condition, accessibility and design ("adjustment factors") are categorised as Level 3 in the fair value hierarchy. The significant unobservable inputs for this category of investment properties, which are the adjustment factors, range generally between -25% and 20% (2023: -25% and 20%) of the property's comparable.

Sensitivity analysis

An increase in the price per square feet of comparable properties in the surrounding vicinity will result in an increase of fair value of the investment properties.

Fair value measurement hierarchy for investment properties

Group	Date of valuation	Quoted prices in active markets (Level 1)	Significant observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Land	31 December 2024	**–**	**–**	**14,325**
Land	31 December 2023	–	–	14,325

(i) Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities
(ii) Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
(iii) Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

The following table show a reconciliation of Level 3 fair value:

	Group	
	2024 RM'000	**2023 RM'000**
Land		
As at 1 January	**14,325**	13,800
Fair value adjustment	**–**	525
As at 31 December	**14,325**	14,325

Notes to the Financial Statements

For the year ended 31 December 2024

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

The Group and the Company have lease contracts for leasehold land, office premises and motor vehicles used in its operations. Leases of premises generally have lease terms between 2 and 10 years, while motor vehicles have lease terms between 2 to 3 years.

The Group and the Company have several lease contracts that include extension and termination options. These options are negotiated by management to provide flexibility in managing the leased-asset portfolio and align with the Group's and the Company's business needs. Management exercises judgement in determining whether these extension and termination options are reasonably certain to be exercised.

The Group and the Company also has leases with lease terms of 12 months or less and leases of office equipment with low value. The Group and the Company apply the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Group			
	Leasehold land RM'000	**Office premises RM'000**	**Motor vehicles RM'000**	**Total RM'000**
As at 1 January 2024	**4,484**	**31,029**	**93**	**35,606**
Additions	**–**	**9,505**	**271**	**9,776**
Depreciation (Note 7)	**(105)**	**(14,947)**	**(138)**	**(15,190)**
Derecognition	**–**	**(1,189)**	**–**	**(1,189)**
Effect of lease modification	**–**	**932**	**–**	**932**
Foreign exchange differences	**–**	**(370)**	**–**	**(370)**
As at 31 December 2024	**4,379**	**24,960**	**226**	**29,565**
As at 1 January 2023	4,600	39,532	114	44,246
Additions	–	7,191	75	7,266
Acquisition of a subsidiary	–	305	–	305
Depreciation (Note 7)	(116)	(14,770)	(96)	(14,982)
Derecognition	–	(1,674)	–	(1,674)
Foreign exchange differences	–	445	–	445
As at 31 December 2023	4,484	31,029	93	35,606

Notes to the Financial Statements

For the year ended 31 December 2024

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTD.)

	Company		
	Leasehold land RM'000	**Office premises RM'000**	**Total RM'000**
As at 1 January 2024	**2,895**	**18,699**	**21,594**
Depreciation (Note 7)	**(34)**	**(9,549)**	**(9,583)**
Effect of lease modification	**–**	**932**	**932**
As at 31 December 2024	**2,861**	**10,082**	**12,943**
As at 1 January 2023	2,929	29,266	32,195
Depreciation (Note 7)	(34)	(9,583)	(9,617)
Derecognition	–	(984)	(984)
As at 31 December 2023	2,895	18,699	21,594

As at 31 December 2024, leasehold land of the Group with an aggregate carrying value of RM1.8 million (2023: RM1.8 million) are pledged as securities for banking facilities (Note 35(a)).

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
As at 1 January	**33,023**	40,954	**20,214**	30,601
Additions	**9,776**	7,233	**–**	–
Acquisition of a subsidiary	**–**	330	**–**	–
Accretion of interest (Note 6)	**962**	1,092	**532**	803
Amounts billed	**(15,940)**	(15,160)	**(10,084)**	(10,141)
Effect of lease modification	**(220)**	–	**(220)**	–
Derecognition	**(1,095)**	(1,782)	**–**	(1,049)
Foreign exchange differences	**(287)**	356	**–**	–
As at 31 December	**26,219**	33,023	**10,442**	20,214
Disclosed as: – Current	**15,346**	13,483	**9,890**	9,582
– Non-current	**10,873**	19,540	**552**	10,632
	26,219	33,023	**10,442**	20,214

The Group and the Company had total cash outflows for leases (including short-term leases and low-value assets) of RM11.9 million (2023: RM11.6 million) and RM11.8 million (2023: RM11.5 million) respectively.

Notes to the Financial Statements

For the year ended 31 December 2024

15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (CONTD.)

Included in the profit or loss of the Group and the Company:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Expense relating to leases of short-term leases	**4,086**	3,600	**–**	488
Expense relating to leases of low-value assets	**609**	371	**–**	9
	4,695	3,971	**–**	497

16. LAND HELD FOR PROPERTY DEVELOPMENT

	Development expenditure RM'000
As at 31 December 2024	
At cost	
At 1 January 2024/31 December 2024	**6,674**
Accumulated impairment loss	
At 1 January 2024/31 December 2024	**6,674**
Carrying amount at 31 December 2024	**–**
As at 31 December 2023	
At cost	
At 1 January 2023/31 December 2023	6,674
Accumulated impairment loss	
At 1 January 2023/31 December 2023	6,674
Carrying amount at 31 December 2023	–

Notes to the Financial Statements

For the year ended 31 December 2024

17. INTANGIBLE ASSETS

	Group				
	Goodwill RM'000 (Note a)	**Customer contracts RM'000 (Note b)**	**Customer relationships RM'000 (Note b)**	**Software and other development cost RM'000 (Note c)**	**Total RM'000**
Cost					
At 1 January 2023	560,984	33,996	186,662	99,896	881,538
Additions	–	–	–	4,886	4,886
Acquisition of subsidiary	3,550	1,279	524	12	5,365
Exchange difference	23,056	53	11,248	204	34,561
At 31 December 2023	**587,590**	**35,328**	**198,434**	**104,998**	**926,350**
Additions	**–**	**–**	**–**	**3,399**	**3,399**
Acquisition of subsidiaries (Note 44(a))	**70,846**	**9,809**	**6,819**	**–**	**87,474**
Written off	**–**	**–**	**–**	**(1,853)**	**(1,853)**
Exchange difference	**(25,480)**	**(564)**	**(10,851)**	**(419)**	**(37,314)**
At 31 December 2024	**632,956**	**44,573**	**194,402**	**106,125**	**978,056**
Accumulated amortisation and impairment loss					
At 1 January 2023	–	14,803	114,842	51,000	180,645
Amortisation during the year (Note 7)	–	2,329	18,804	6,775	27,908
Exchange difference	–	–	7,204	183	7,387
At 31 December 2023	**–**	**17,132**	**140,850**	**57,958**	**215,940**
Amortisation during the year (Note 7)	**–**	**8,283**	**20,741**	**7,932**	**36,956**
Written off	**–**	**–**	**–**	**(608)**	**(608)**
Exchange difference	**–**	**17**	**(8,052)**	**(380)**	**(8,415)**
At 31 December 2024	**–**	**25,432**	**153,539**	**64,902**	**243,873**
Net carrying amount					
At 31 December 2024	**632,956**	**19,141**	**40,863**	**41,223**	**734,183**
At 31 December 2023	587,590	18,196	57,584	47,040	710,410

Notes to the Financial Statements

For the year ended 31 December 2024

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill

Impairment testing of goodwill

Goodwill is allocated and monitored by management across the following cash generating units ("CGU"):

	2024 RM'000	2023 RM'000
Asset consultancy:		
Opus Group Berhad and its subsidiaries ("Opus Group")	**38,636**	38,636
Healthcare solutions:		
Edgenta Mediserve Sdn. Bhd. ("EMS")	**26,982**	26,982
Edgenta UEMS Group:		
– Malaysia	**68,807**	72,802
– Singapore	**290,552**	307,423
– Taiwan	**11,586**	12,259
Property and Facility Solutions:		
Edgenta Greentech Sdn. Bhd. and its subsidiaries ("EGT Group")	**49,600**	49,600
MEEM for Facilities Management Company	**3,417**	3,516
Kaizen Group#	**67,004***	–
Infrastructure services:		
Edgenta PROPEL Berhad	**76,372**	76,372
	632,956	587,590

Goodwill is tested for impairment on an annual basis by comparing the carrying amount of the CGU with their respective recoverable amounts, which is based on value-in-use. The value-in-use is determined by discounting future cash flows over a period of five to ten years including a terminal value. The future cash flows are based on management's future business plan, which is the best estimate of immediate future performance.

In the previous financial year, goodwill of RM3.5 million was recognised arising from the acquisition of MEEM For Facilities Management Company. In the current financial year, goodwill of RM67.0 million was recognised arising from the acquisition of Kaizen Group, as disclosed in Note 44(a).

* Difference of goodwill above with goodwill recognised upon completion of transaction disclosed in Note 44 is due to the impact of translation to RM.

\# Kaizen Owner Association Management ("KOA") and Kaizen AMS Property Supervision L.L.C ("KAMS") are collectively referred as "Kaizen Group".

Notes to the Financial Statements

For the year ended 31 December 2024

17. INTANGIBLE ASSETS (CONTD.)

(a) Goodwill (contd.)

Key assumptions used in value-in-use calculation

The discount rates applied to the cash flow projections and the forecasted growth rates used to extrapolate cash flows beyond the projection period are as follows:

	Projection period Years	Pre-tax discount rate 2024 %	Pre-tax discount rate 2023 %	Terminal growth rate 2024 %	Terminal growth rate 2023 %
Asset consultancy:					
Opus Group	5	**13.5**	13.8	**1.0**	1.0
Healthcare solutions					
EMS	11	**12.6**	13.2	*	*
Edgenta UEMS Group:					
– Malaysia	5	**10.7**	10.6	**1.0**	1.0
– Singapore	5	**10.3**	10.0	**1.0**	1.0
– Taiwan	5	**12.2**	12.2	**1.0**	1.0
Property and Facility Solutions:					
EGT Group	5	**8.7**	9.0	**1.0**	1.0
MEEM for Facilities Management Company	5	**7.8**	7.7	**1.0**	1.0
Kaizen Group	5	**11.1**	–	**1.0**	1.0
Infrastructure services:					
Edgenta PROPEL Berhad	5	**10.0**	10.0	**1.0**	1.0

* For EMS, the value-in-use is determined by discounting cash flows for a period of 11 years (2023: 11 years) with no terminal value. The Board of Directors has applied a 11-year period for computing EMS's DCF, considering the historical relationship with the customer and the likelihood of contract renewal, despite the shorter contract duration.

The calculation of the value-in-use for the CGUs are most sensitive to the following assumptions:

(i) Budgeted gross margin

The basis used to determine the value assigned to the budgeted gross margins is the average gross margins and average growth rate achieved in the years before the budgeted year, adjusted for market and economic conditions and internal resource efficiency.

(ii) Pre-tax discount rate

The discount rates reflect the current market assessment of the risks specific to each CGU. This reflected the management's best estimate of return on capital employed required in the Group.

(iii) Terminal growth rate

Terminal growth rates used to extrapolate cash flows beyond the budget period is based on published industry research for each business.

Sensitivity to change in assumption

Management believes that no reasonable possible change in any of the above key assumptions would cause the recoverable amount of each of the CGUs to be materially lower than their respective carrying amounts.

Notes to the Financial Statements

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17. INTANGIBLE ASSETS (CONTD.)

(b) Customer contracts and relationships

Customer contracts and relationships arose from the acquisition of Kaizen Group, MEEM, EGT Group and Edgenta UEMS Group are amortised over the range of 11 months to 15 years (2023: 3 to 15 years).

(c) Software and other development cost

Computer software represents licenses and other software assets that are not an integral part of property, plant and equipment assets. Software assets are recorded at cost and have finite useful life based on the term of the license or other contractual basis. The cost is amortised over the estimated asset's useful life of 3 to 10 years (2023: between 3 to 10 years).

Other development cost relates to the development of a framework for the application of improved processes, systems and services for servicing expressways.

18. INVESTMENT IN SUBSIDIARIES

	Company	
	2024 RM'000	**2023 RM'000**
Unquoted shares, at cost (Note (a)):		
– Malaysian subsidiaries	**1,871,259**	1,872,009
– Foreign subsidiaries	**217,915**	217,915
	2,089,174	2,088,924
Less: Accumulated impairment (Note (b))	**(381,135)**	(414,902)
	1,708,039	1,674,022

(a) Cost of investment in subsidiary companies

	Note	Company	
		2024 RM'000	**2023 RM'000**
At 1 January		**2,088,924**	2,088,164
Acquisition of additional share capital in subsidiaries	(i)	**250**	750
Incorporation of Edgenta Academy Sdn. Bhd.	(ii)	**–**	10
At 31 December		**2,089,174**	2,088,924

Notes to the Financial Statements

For the year ended 31 December 2024

18. INVESTMENT IN SUBSIDIARIES (CONTD.)

(a) Cost of investment in subsidiary companies (contd.)

(i) Acquisition of additional share capital in subsidiaries

On 29 January 2024, Opus Energy Sdn. Bhd. (formerly known as Edgenta Energy Projects Sdn. Bhd.) increased its ordinary shares to 1,000,000 by issuing 250,000 new ordinary shares of RM1.00 each. The Company subscribed to the new shares which was settled by cash.

In previous financial year, Edgenta Healthcare Management Sdn. Bhd., increased its ordinary shares to 750,000 by issuing new ordinary shares of RM1.00 each. The Company subscribed to the new shares which was settled by cash.

(ii) Incorporation of Edgenta Academy Sdn. Bhd. ("EASB")

In the previous financial year, EASB was incorporated as a wholly-owned subsidiary of the Company on 12 September 2023.

(b) Impairment of investment in subsidiaries

The movement in accumulated impairment loss as follows:

	Company	
	2024 RM'000	**2023 RM'000**
At 1 January	**414,902**	414,902
Impairment loss on investment in a subsidiary company	**1,233**	–
Reversal of impairment loss on investment in a subsidiary company	**(35,000)**	–
At 31 December	**381,135**	414,902

During the current financial year, an impairment loss was recognised against the carrying amount of its investment in Edgenta Environmental & Material Testing Sdn. Bhd. ("EEMT") of RM21.4 million to its recoverable amounts. Based on management's assessments, the recoverable amount of its investment in EEMT was RM20.2 million which was estimated based on the net tangible assets of EEMT.

Management assessment also indicates that a reversal of impairment loss of RM35.0 million is required for Opus Group Berhad ("OGB") as the recoverable amount of its investment in OGB of RM528.8 million which is determined using the VIU Method, exceeded the previous carrying amount of RM493.8 million. The current year's reversal reflects improved performance and future prospects for OGB, which have been considered in the VIU calculations.

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For the year ended 31 December 2024

18. INVESTMENT IN SUBSIDIARIES (CONTD.)

Summarised financial information

Summarised financial information of Kaizen Owner Association Management Services L.L.C ("KOA"), Kaizen AMS Property Supervision L.L.C ("KAMS"), Rimbunan Melati Sdn. Bhd. ("Rimbunan Melati") and MEEM for Facilities Management Company ("MEEM"), which have non-controlling interests that are material to the Group, is set out below. The summarised financial information presented below is the amount before inter-company elimination. The non-controlling interests in respect of other entities within the Group are not material to the Group.

(i) Summarised statements of financial position

	KOA*		KAMS*		Rimbunan Melati		MEEM	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Non-current assets	**514**	–	**332**	–	**–**	–	**4,126**	1,763
Current assets	**13,905**	–	**22,453**	–	**3,510**	3,764	**15,838**	17,469
Total assets	**14,419**	–	**22,785**	–	**3,510**	3,764	**19,964**	19,231
Non-current liabilities	**1,183**	–	**593**	–	**–**	–	**3,603**	2,360
Current liabilities	**2,655**	–	**12,054**	–	**45**	242	**5,453**	3,107
Total liabilities	**3,838**	–	**12,647**	–	**45**	242	**9,056**	5,466
Net assets	**10,581**	–	**10,138**	–	**3,465**	3,522	**10,908**	13,765
Equity attributable to owners of the Company	**6,349**	–	**6,083**	–	**1,906**	1,937	**6,545**	8,259
Non-controlling interests	**4,232**	–	**4,055**	–	**1,559**	1,585	**4,363**	5,506

(ii) Summarised statements of comprehensive income

	KOA*		KAMS*		Rimbunan Melati		MEEM	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Revenue	**20,543**	–	**29,080**	–	**–**	–	**43,992**	31,767
Profit/(loss) for the year, representing total comprehensive income/ (loss) for the year	**2,693**	–	**7,992**	–	**(56)**	(308)	**(2,866)**	(1,369)
Attributable to:								
– owners of the Company	**1,616**	–	**4,795**	–	**(31)**	(169)	**(1,720)**	(821)
– non-controlling interests	**1,077**	–	**3,197**	–	**(25)**	(139)	**(1,146)**	(548)
	2,693	–	**7,992**	–	**(56)**	(308)	**(2,866)**	(1,369)

Notes to the Financial Statements

For the year ended 31 December 2024

18. INVESTMENT IN SUBSIDIARIES (CONTD.)

Summarised financial information (contd.)

(iii) Summarised statements of cash flows

	KOA*		KAMS*		Rimbunan Melati		MEEM	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Net cash generated from/ (used in) operating activities	**2,325**	–	**4,167**	–	**(319)**	(128)	**(7,548)**	(5,924)
Net cash generated from investing activities	**(90)**	–	**–**	–	**66**	71	**959**	445
Net cash (used in)/ generated from financing activities	**–**	–	**–**	–	**–**	(8,000)	**–**	13,036
Net (decrease)/increase in cash and cash equivalents	**2,235**	–	**4,167**	–	**(253)**	(8,057)	**(6,589)**	7,557
Net foreign exchange differences	**(90)**	–	**(32)**	–	**–**	–	**14**	494
Cash and cash equivalents at the date of acquisition/beginning of the year	**3,884**	–	**516**	–	**3,749**	11,806	**8,051**	–
Cash and cash equivalents at end of the year	**6,029**	–	**4,651**	–	**3,496**	3,749	**1,476**	8,051

* No comparative disclosure for KOA and KAMS as the acquisition were completed in the financial year 2024.

Notes to the Financial Statements

For the year ended 31 December 2024

19. INVESTMENT IN ASSOCIATES

	Group	
	2024 RM'000	**2023 RM'000**
Unquoted shares, at cost		
In Malaysia	**4,400**	5,730
	4,400	5,730
Share of post-acquisition reserves	**73,272**	75,182
Less: Dividend received	**(5,554)**	(9,080)
	72,118	71,832

On 30 October 2024, Opus International (M) Berhad ("OIM") entered into a Share Sale Agreement to acquire the remaining 70% ownership in Opus Consultants (M) Sdn. Bhd. ("OCM"). The transaction was completed on 12 December 2024, upon which OCM transitioned from being an associate to becoming a wholly-owned subsidiary of the Group on the same date. The effect of deemed disposal is as follows:

	RM'000
Fair value of existing 30% equity stake in OCM (Note 44(c))	**4,159**
Less: Net carrying amount of OCM upon disposal	**(4,158)**
Deemed disposal of OCM	**1**

Please refer to Note 44(c) for further details on the deemed disposal of the associate.

Further details of the associates are disclosed in Note 45.

Summarised financial information of Biomedix Solutions Sdn. Bhd. ("Biomedix"), One Medicare Sdn. Bhd. ("One Medicare") and Sedafiat Sdn. Bhd. ("Sedafiat"), that are material associates of the Group are set out below. The summarised financial information represents the amounts in the MFRS financial statements of the associates and not the Group's share of those amounts.

(i) Summarised statements of financial position

	Biomedix		One Medicare		Sedafiat	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Non-current assets	**896**	1,058	**6,894**	7,516	**18,335**	18,619
Current assets	**80,207**	76,780	**113,167**	135,743	**119,510**	112,174
Total assets	**81,103**	77,838	**120,061**	143,259	**137,845**	130,793
Non-current liabilities	**838**	4,586	**990**	2,984	**879**	3,778
Current liabilities	**4,161**	6,364	**82,022**	105,164	**69,795**	59,502
Total liabilities	**4,999**	10,950	**83,012**	108,148	**70,674**	63,280
Net assets	**76,104**	66,888	**37,049**	35,111	**67,171**	67,513

Notes to the Financial Statements

For the year ended 31 December 2024

19. INVESTMENT IN ASSOCIATES (CONTD.)

(ii) Summarised statements of comprehensive income

	Biomedix		One Medicare		Sedafiat	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Revenue	**59,272**	61,397	**225,090**	218,988	**265,027**	252,305
Profit before tax	**19,759**	19,009	**4,414**	1,825	**10,771**	7,341
Profit for the year, representing total comprehensive income	**14,406**	15,288	**2,633**	1,390	**7,658**	4,541
Dividend received from the associates during the year	**2,076**	6,680	**278**	400	**3,200**	2,000

(iii) Reconciliation of the summarised financial information presented above to the carrying amount of the Group's interest in associates

	Biomedix		One Medicare		Sedafiat	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Net assets at 1 January	**66,888**	65,100	**35,111**	34,421	**67,513**	67,972
Profit for the year	**14,406**	15,288	**2,633**	1,390	**7,658**	4,541
Dividend declared	**(5,190)**	(13,500)	**(695)**	(700)	**(8,000)**	(5,000)
Net assets at 31 December	**76,104**	66,888	**37,049**	35,111	**67,171**	67,513
Interest in associates	**40%**	40%	**40%**	40%	**40%**	40%
Carrying value of Group's interest in material associate	**30,442**	26,755	**14,820**	14,044	**26,868**	27,005

20. INVESTMENT IN A JOINT VENTURE

	Group	
	2024 RM'000	**2023 RM'000**
Unquoted shares, at cost		
In Malaysia	**122**	122
Share of post-acquisition reserves	**40**	(5)
	162	117

Summarised financial information of Opus Consultants (Sarawak) Sdn. Bhd. has not been disclosed as they are immaterial.

Notes to the Financial Statements

For the year ended 31 December 2024

21. OTHER INVESTMENTS

	Group and Company	
	2024 RM'000	**2023 RM'000**
Equity instruments (unquoted shares in Malaysia)	**1,200**	1,200
Fair value adjustments	**(1,200)**	(1,200)
Unquoted shares, net	**–**	–
Club memberships	**232**	232
	232	232

22. TRADE AND OTHER RECEIVABLES

	Group	
	2024 RM'000	**2023 RM'000**
CURRENT		
Trade receivables (Note a)		
Third parties	**426,108**	476,704
Related companies	**57,315**	54,790
Associates	**–**	8,741
	483,423	540,235
Less: Allowance for expected credit losses ("ECL"):		
Third parties	**(39,230)**	(38,082)
Related companies	**(6,314)**	(6,314)
	(45,544)	(44,396)
Retention receivables:		
Third parties	**15,814**	15,292
Related companies	**5,007**	5,199
	20,821	20,491
Trade receivables, net	**458,700**	516,330
Concession receivable (Note c)	**22,600**	22,600

Notes to the Financial Statements

For the year ended 31 December 2024

22. TRADE AND OTHER RECEIVABLES (CONTD.)

	Group	
	2024 RM'000	**2023 RM'000**
CURRENT (CONTD.)		
Other receivables (Note b)		
Amounts due from related parties:		
Associates	**290**	2,158
Joint venture	**–**	11
Related companies	**51**	994
	341	3,163
Deposits	**34,144**	36,708
Sundry receivables	**72,234**	25,537
	106,719	65,408
Less: Allowance for ECL:		
Sundry receivables	**(2,391)**	(2,860)
Other receivables, net	**104,328**	62,548
Other current assets		
Prepayments	**29,432**	19,822
Total	**615,060**	621,300
NON-CURRENT		
Trade receivables (Note a)		
Retention receivables:		
Third parties	**4,638**	455
Trade receivables, net	**4,638**	455
Concession receivable (Note c)	**81,214**	89,796
Other receivables (Note b)		
Deposits	**–**	2,285
Total	**85,852**	92,536

Notes to the Financial Statements

For the year ended 31 December 2024

22. TRADE AND OTHER RECEIVABLES (CONTD.)

	Company	
	2024 RM'000	**2023 RM'000**
CURRENT		
Other receivables (Note b)		
Amounts due from subsidiaries	**32,129**	171,088
Amount due from related parties	**290**	469
Dividend receivable	**63,077**	31,975
Deposits	**3,046**	719
Sundry receivables	**873**	1,527
	99,415	205,778
Less: Allowance for ECL:		
Sundry receivables	**–**	(216)
Subsidiaries	**(1,941)**	(11,576)
	(1,941)	(11,792)
	97,474	193,986
NON-CURRENT		
Other receivables (Note b)		
Amount due from subsidiaries	**85,881**	–
Deposits	**–**	2,285
	85,881	2,285
Less: Allowance for ECL:		
Subsidiaries	**(23,663)**	–
	62,218	2,285

Movements in allowance for ECL:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
At 1 January	**47,256**	44,157	**11,792**	12,737
Acquisition of subsidiaries	**102**	3,970	**–**	–
Charge for the year (Note 7)	**2,149**	1,599	**18,938**	–
Reversal of allowance (Note 5)	**–**	(2,487)	**(4,910)**	(945)
Written off	**(1,324)**	(139)	**(216)**	–
Exchange differences	**(248)**	156	**–**	–
At 31 December	**47,935**	47,256	**25,604**	11,792

Notes to the Financial Statements

For the year ended 31 December 2024

22. TRADE AND OTHER RECEIVABLES (CONTD.)

(a) Trade receivables

Trade receivables are non-interest bearing and are generally on 30 to 90 days (2023: 30 to 90 days) terms. They are recognised at their original invoice amounts which represent their fair values on initial recognition.

Ageing analysis of trade receivables

The ageing analysis of the Group's trade receivables is as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Neither past due nor impaired	**262,715**	237,258
1 to 30 days past due from the credit terms but not impaired	**99,623**	99,624
31 to 60 days past due from the credit terms but not impaired	**21,759**	34,871
61 to 90 days past due from the credit terms but not impaired	**23,074**	13,170
91 to 120 days past due from the credit terms but not impaired	**20,667**	9,510
More than 121 days past due from the credit terms but not impaired	**35,500**	122,352
	200,623	279,527
Impaired	**45,544**	44,396
	508,882	561,181

Receivables that are neither past due nor impaired

Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Group. At the reporting date, approximately 11% (2023: 11%) of the Group's trade receivables arose from current receivable balances with related companies, while approximately 10% (2023: 18%) of the Group's trade receivables arose from current receivable balances with Ministry of Health ("MOH").

None of the Group's trade receivables that are neither past due nor impaired have been renegotiated during the financial year.

Receivables that are past due from the credit terms but not impaired

The Group has trade receivables amounting to RM200.6 million (2023: RM279.5 million) that are past due from the credit terms at the reporting date but not impaired.

The Group's objectives, policies and processes of credit risk are as disclosed in Note 41(a).

(b) Other receivables

Amounts due from subsidiaries and related parties

As at 31 December 2024, amounts due from subsidiaries are non-trade related, repayable on demand and bears interest at a rate of 4.74% per annum (2023: ranging between 3.83% to 4.08% per annum).

Amounts due from related parties are non-trade related, non-interest bearing and repayable on demand.

All related companies balances are repayable on demand, unsecured and are to be settled in cash.

Further details on related party transactions are disclosed in Note 39.

Notes to the Financial Statements

For the year ended 31 December 2024

22. TRADE AND OTHER RECEIVABLES (CONTD.)

(b) Other receivables (contd.)

Other receivables that are impaired

At the reporting date, the Group and the Company have provided an allowance of RM48.0 million (2023: RM47.3 million) and RM25.6 million (2023: RM11.8 million) respectively.

(c) Concession receivable

This is in relation to a concession arrangement in which the Group provides retro-fitting works and upgrades of infrastructure to turn existing buildings into green buildings. These amounts are to be repaid over the remaining period of the concession. These amounts are also pledged as security for the borrowing obtained for this concession as disclosed in Note 35(a).

23. CONTRACT RELATED ASSETS AND LIABILITIES

	Group	
	2024 RM'000	**2023 RM'000**
Contract assets (a)		
Non-current	**23,875**	32,136
Current	**491,308**	441,306
	515,183	473,442
Contract liabilities (a)		
Current	**(33,727)**	(31,916)
Contract fulfillment asset (b)		
Non-current	**-**	-
Current	**-**	590
	-	590

(a) Contract assets and liabilities

Contract assets are initially recognised for revenue earned from services transferred which receipt of the consideration is conditional on the completion and final acceptance by customers. Upon final acceptance by the customers, the amounts recognised as contract assets becomes unconditional and are reclassified to trade receivables.

The increase in contract asset as at financial year ended 31 December 2024 was mainly due to the infrastructure services works performed towards the year-end.

Contract liabilities include billings made in advance which represent amounts where customers have been invoiced ahead of the satisfaction of the performance obligation by the Group.

Set out below is the amount of revenue recognised from:

	Group	
	2024 RM'000	**2023 RM'000**
Amounts included in contract liabilities at the beginning of the year	**15,837**	19,396

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23. CONTRACT RELATED ASSETS AND LIABILITIES (CONTD.)

(b) Contract fulfillment asset

	Group	
	2024 RM'000	**2023 RM'000**
As at 1 January	**590**	2,777
Utilised during the year	**(590)**	(2,187)
As at 31 December	**-**	590

These costs relate to direct cost incurred to generate or enhance resources used in satisfying the contracts with customers and amortised on a straight-line basis over the period of the respective contracts. The cost has been fully amortised in the current year. In the previous financial year, amortisation period for these costs were between 4 to 5 years.

24. DEFERRED TAX

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**17,933**	34,615
Recognised in statement of comprehensive income (Note 10)	**(1,321)**	(17,465)
Acquisition of subsidiaries (Note 44(a))	**1,495**	-
Exchange differences	**(486)**	783
At 31 December	**17,621**	17,933
Presented after appropriate offsetting as follows:		
Deferred tax assets	**(19,592)**	(23,110)
Deferred tax liabilities	**37,213**	41,043
	17,621	17,933

Notes to the Financial Statements

For the year ended 31 December 2024

24. DEFERRED TAX (CONTD.)

The components and movements of deferred tax assets and liabilities during the financial year prior to offsetting are as follows:

Deferred tax assets of the Group:

	Provisions and others RM'000	Unused tax losses and other tax credits RM'000	Total RM'000
At 1 January 2024	**(12,068)**	**(38,379)**	**(50,447)**
Recognised in profit or loss	**225**	**12,288**	**12,513**
Exchange differences	**134**	**91**	**225**
	(11,709)	**(26,000)**	**(37,709)**
Less: Set off with deferred tax liabilities	**1,565**	**16,552**	**18,117**
At 31 December 2024	**(10,144)**	**(9,448)**	**(19,592)**
At 1 January 2023	(10,889)	(25,249)	(36,138)
Recognised in profit or loss	(1,215)	(13,130)	(14,345)
Exchange differences	36	–	36
	(12,068)	(38,379)	(50,447)
Less: Set off with deferred tax liabilities	1,571	25,766	27,337
At 31 December 2023	(10,497)	(12,613)	(23,110)

Deferred tax liabilities of the Group:

	Property, plant and equipment RM'000	Intangible assets RM'000	Concession receivable and others RM'000	Total RM'000
At 1 January 2024	**23,789**	**14,180**	**30,411**	**68,380**
Acquisition of subsidiaries (Note 44(a))	**-**	**1,495**	**-**	**1,495**
Recognised in profit or loss	**(4,390)**	**(3,948)**	**(5,496)**	**(13,834)**
Exchange differences	**(251)**	**(460)**	**–**	**(711)**
	19,148	**11,267**	**24,915**	**55,330**
Less: Set off with deferred tax assets	**(18,117)**	**–**	**–**	**(18,117)**
At 31 December 2024	**1,031**	**11,267**	**24,915**	**37,213**
At 1 January 2023	24,468	17,027	29,258	70,753
Recognised in profit or loss	(738)	(3,535)	1,153	(3,120)
Exchange differences	59	688	–	747
	23,789	14,180	30,411	68,380
Less: Set off with deferred tax assets	(18,339)	–	(8,998)	(27,337)
At 31 December 2023	5,450	14,180	21,413	41,043

The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

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24. DEFERRED TAX (CONTD.)

Deferred tax assets have not been recognised in respect of the following items:

Malaysian Companies

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Unutilised tax losses	**237,828**	208,383	**22,271**	23,715
Unabsorbed capital allowances	**72,059**	72,059	**13,769**	13,769
Others	**19,317**	19,317	**32,874**	19,664
	329,204	299,759	**68,914**	57,148
Deferred tax benefit at 24%, if recognised	**79,009**	71,942	**16,539**	13,715

Deferred tax assets have not been recognised in respect of these items for certain subsidiary companies as it is not probable that taxable profits of the subsidiary companies would be available against which the unutilised tax losses, unabsorbed capital allowances and other deductible temporary differences could be utilised.

The unabsorbed capital allowance of the Group are available indefinitely for offsetting against future taxable profits of the respective entities within the Group, subject to no substantial changes in shareholdings of those entities under the Income Tax, 1967 and guidelines issued by the tax authority.

Effective from Year of Assessment 2019, unused tax losses are allowed to be carried forward for a maximum period of ten years. The details of the expiry of the Group's and the Company's unutilised tax losses are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
– Expires in 2028	**36,073**	38,588	**–**	–
– Expires in 2029	**35,060**	35,901	**22,271**	23,715
– Expires in 2030	**29,329**	29,329	**–**	–
– Expires in 2031	**45,214**	45,214	**–**	–
– Expires in 2032	**36,030**	18,309	**–**	–
– Expires in 2033	**23,320**	41,041	**–**	–
– Expires in 2034	**32,802**	–	**–**	–
	237,828	208,383	**22,271**	23,715

The foreign unutilised losses and unabsorbed capital allowances applicable to foreign incorporated subsidiary companies, if any, are pre-determined by and subject to the tax legislations of the respective countries.

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25. INVENTORIES

	Group	
	2024 RM'000	**2023 RM'000**
Consumables	**18,299**	16,754

The amounts of inventories recognised as expenses in cost of sales of the Group is disclosed in Note 4.

26. SHORT TERM INVESTMENTS

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Financial asset at fair value through profit or loss:				
– unquoted unit trusts (money market funds)	**13,504**	26,616	**4,278**	–

Unquoted unit trusts (money market funds) represent investment funds invested with licensed fund managers in the funds approved by the Securities Commission Malaysia. The portfolio of investments authorised by the Board of Directors comprises only deposits in both Islamic and conventional instruments with financial institutions.

27. CASH, BANK BALANCES AND DEPOSITS

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Cash in hand and at banks	**443,806**	421,716	**4,169**	1,746
Deposits with licensed banks and other financial institutions	**204,201**	194,100	**2,002**	1,500
	648,007	615,816	**6,171**	3,246

(a) Included in cash at bank of the Group are amounts of RM0.13 million (2023: RM0.12 million) held pursuant to Section 7A of the Housing Development (Control and Licensing) Act 1966 and Section 8A of the Housing Development Account (Control and Licensing) Sabah Act, 1978 and are restricted for use in other operations.

(b) Deposits with licensed banks of the Group amounting to RM2.4 million (2023: RM3.4 million) are on lien for bank guarantee facilities granted to certain subsidiaries. As at 31 December 2024, the subsidiaries have utilised guarantee facilities amounting to RM6.1 million (2023: RM1.5 million).

(c) Deposits with licensed banks amounting to RM0.5 million (2023: RM0.5 million) are pledged to secure certain facilities granted to the Group.

(d) Deposits with licensed banks of the Group amounting to RM25.4 million (2023: RM20.0 million) are pledged as securities for bank borrowing granted to a foreign subsidiary.

Notes to the Financial Statements

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27. CASH, BANK BALANCES AND DEPOSITS (CONTD.)

(e) Cash and fixed deposits of RM29.8 million (2023: RM24.7 million) from a foreign subsidiary are pledged as collateral for performance of service under integrated facility management contract, and are therefore restricted from use in other operation.

(f) Cash and bank balances amounting to RM0.7 million (2023: RM0.6 million) are held in trust to maintain and deposit all security deposits received by the Company as licensed Estate Agent held on behalf of its client.

(g) The maturities of deposits are between 1 to 365 days (2023: 1 to 365 days).

Other information on financial risks of cash, bank balances and deposits are disclosed in Note 41.

28. NET ASSETS CLASSIFIED AS HELD FOR SALE

In the previous financial year, the Board of Directors approved the plan to dispose Faber Union Sdn. Bhd. ("FUSB"), an indirect wholly-owned subsidiary of the Company via Faber Development Holdings Sdn. Bhd. ("FDH").

Summarised statement of financial position

The major classes of assets and liabilities of FUSB classified as held for sale are as follows:

	2024 RM'000	**2023 RM'000**
Assets		
Trade and other receivables	**180**	–
Inventories	**43,462**	46,570
Tax recoverable	**2,905**	2,829
Cash and short term deposit	**6,586**	12,046
Assets held for sale	**53,133**	61,445
Liabilities		
Accruals, representing liability directly associated with assets held for sale	**(798)**	(1,027)
Net assets of disposal group	**52,335**	60,418

The assets are measured at the lower of their carrying amount and fair value less costs to sell.

As at the date of these financial statements, the disposal is pending completion as the Group is still negotiating terms and conditions of the sale.

FUSB has not been disclosed as discontinued operation as the Group considers its operation to be immaterial.

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For the year ended 31 December 2024

29. SHARE CAPITAL

	Number of ordinary shares		Amount	
	2024 '000	2023 '000	2024 RM'000	2023 RM'000
Issued and fully paid up				
At 1 January/31 December	**831,624**	831,624	**268,074**	268,074

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regard to the Company's residual assets.

30. CAPITAL AND OTHER MERGER RESERVE

The acquisitions of Opus Group Berhad and Edgenta PROPEL Berhad in prior years, which was accounted for using the pooling of interest method, gave rise to the following:

(a) Capital reserve

This reserve represents the excess of issue price of the Company's shares over the par value in accordance with Section 60(4)(a) of the Companies Act, 1965. This reserve had been partially set off against the merger deficit reserve in prior years for the purpose of presentation in the financial statements of the Group.

(b) Other merger reserve

This reserve represents the excess of fair value of the Company's shares at the acquisition date over the issue price. This reserve had been fully set off against the merger deficit reserve for the purpose of presentation in the financial statements of the Group.

31. OTHER RESERVES

	Group			
	Statutory reserve RM'000 (Note a)	Foreign currency translation reserve RM'000 (Note b)	Other reserve RM'000 (Note c)	Total RM'000
At 1 January 2023	–	13,903	9,163	23,066
Foreign currency translation	–	40,247	–	40,247
Acquisition of a subsidiary	294	–	–	294
At 31 December 2023	**294**	**54,150**	**9,163**	**63,607**
Foreign currency translation	**–**	**(47,634)**	**–**	**(47,634)**
At 31 December 2024	**294**	**6,516**	**9,163**	**15,973**

Notes to the Financial Statements

For the year ended 31 December 2024

31. OTHER RESERVES (CONTD.)

(a) Statutory reserve

This reserve is maintained by the subsidiaries in Kingdom of Saudi Arabia. In accordance with the Regulation for Companies in the Kingdom of Saudi Arabia, companies are required to transfer 10% of the net income for the year to a statutory reserve until it equals to 50% of its share capital. The reserve is not available for distribution to the shareholders of the companies.

(b) Foreign currency translation reserve

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign operations whose functional currencies are different from that of the Group's presentation currency. It is also used to record the exchange differences arising from monetary items which form part of the Group's net investment in foreign operations, where the monetary item is denominated in either the functional currency of the reporting entity or the foreign operation.

(c) Other reserve

Other reserve arose from the redemption of redeemable preference shares in prior years by a subsidiary.

32. RETIREMENT BENEFIT OBLIGATIONS

Retirement benefit obligations recognised by the Group is analysed into:

	Group	
	2024 RM'000	2023 RM'000
Current	**229**	268
Non-current	**718**	893
	947	1,161

The Group operates an unfunded, defined benefit Retirement Scheme ("the Scheme") for its eligible employees. The Scheme is closed to new employees. Under the Scheme, eligible employees are entitled to retirement benefits on attainment of the retirement age of 60 (2023: 60), on medical incapacity or on death. The present value of defined benefit obligation was based on the actuarial valuation report by independent actuaries dated 9 January 2023.

The details of the net employee benefits liability are as follows:

	Group	
	2024 RM'000	2023 RM'000
Present value of the defined benefit obligations ("PVDBO")		
At 1 January	**1,161**	2,082
Defined retirement benefit obligations (Note 8)	**(118)**	(600)
Contributions paid	**(96)**	(321)
At 31 December	**947**	1,161

Notes to the Financial Statements

For the year ended 31 December 2024

32. RETIREMENT BENEFIT OBLIGATIONS (CONTD.)

Analysis of funded and unfunded PVDBO

	Group	
	2024 RM'000	**2023 RM'000**
Analysed as:		
Current	**229**	268
Non-current:		
Later than 1 year but not later than 2 years	**330**	229
Later than 2 years	**388**	664
	718	893
PVDBO from plans that are wholly unfunded	**947**	1,161

The details of net employee benefits expense recognised in income statement are as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Current service costs	**12**	22
Gain on settlement	**(172)**	(715)
Interest cost	**42**	93
Net employee benefits expense (Note 8)	**(118)**	(600)

Total amount recognised in statement of comprehensive income

	Group	
	2024 RM'000	**2023 RM'000**
Cumulative amount of actuarial loss recognised in statement of comprehensive income:		
At 31 December	**142**	142
Historical experience adjustments:		
PVDBO	**947**	1,161
Experience adjustment (% of PVDBO)	**0%**	0%

Principal actuarial assumptions used:

	Group	
	2024 %	**2023 %**
Discount rate	**4.50**	4.50
Expected rate of salary increases	**4.00**	4.00

Assumptions regarding future mortality are based on published statistics and mortality tables.

Notes to the Financial Statements

For the year ended 31 December 2024

32. RETIREMENT BENEFIT OBLIGATIONS (CONTD.)

A one percentage point change in the below key assumptions would have the following effects to the retirement benefit obligations:

	Increase in one percentage		Decrease in one percentage	
Sensitivity Level	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Assumptions				
Discount rate	**16**	24	**(17)**	(25)
Salary increment rate	**(167)**	(171)	**121**	128

The average duration of the retirement benefit obligation at the end of the reporting period is 2 years (2023: 2 years).

33. DEFINED BENEFIT PENSION PLANS

	Funded RM'000	**Unfunded RM'000**	**Total RM'000**
As at 31 December 2024			
Non-current	**316**	**2,080**	**2,396**
As at 31 December 2023			
Non-current	735	2,491	3,226

As at 31 December 2024, defined benefit pension plans of the Group are operated by three subsidiaries of the Group, Edgenta UEMS Ltd. ("UEMS Taiwan"), Edgenta Arabia Limited ("EAL"), and MEEM for Facilities Management Company ("MEEM").

(a) Funded defined benefit plan

UEMS Taiwan has a retirement plan covering all its regular employees who opted for defined benefits plan. Benefits under the plan are based on the length of service and estimated base pay at the time of retirement. The pension assets and liabilities are valued on annual basis by independent actuary, taking into account gains and losses.

The plan assets, comprising cash and cash equivalents, are deposited with the Bank of Taiwan and are managed by the government of Taiwan. The plan assets do not have quoted market prices in active market.

Amount recognised in the statement of comprehensive income:

	Group	
	2024 RM'000	**2023 RM'000**
Interest cost on benefit obligation	**16**	17
Employer's contribution	**(308)**	(38)
Interest income	**(7)**	(7)
Total included in employee benefits expense (Note 8)	**(299)**	(28)
Net actuarial (gain)/loss recognised for the year	**(62)**	18
	(361)	(10)

Notes to the Financial Statements

For the year ended 31 December 2024

33. DEFINED BENEFIT PENSION PLANS (CONTD.)

(a) Funded defined benefit plan (contd.)

Amount recognised in statement of financial position:

	Group	
	2024 RM'000	**2023 RM'000**
Present value of defined benefit obligation	**1,036**	1,308
Fair value of plan assets	**(720)**	(573)
Defined benefit obligation	**316**	735

Changes in present value of defined benefit obligation:

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**1,308**	1,238
Interest cost	**16**	17
Benefit paid	**(160)**	(27)
Actuarial (gain)/loss	**(13)**	24
Exchange differences	**(115)**	56
At 31 December	**1,036**	1,308

Changes in fair value of plan assets:

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**(573)**	(529)
Employer's contribution	**(308)**	(38)
Benefit paid	**160**	27
Actuarial gain	**(49)**	(6)
Interest income	**(7)**	(7)
Exchange differences	**57**	(20)
At 31 December	**(720)**	(573)

Notes to the Financial Statements

For the year ended 31 December 2024

33. DEFINED BENEFIT PENSION PLANS (CONTD.)

(a) Funded defined benefit plan (contd.)

The principal assumptions used in determining defined benefit obligation of the Group are shown below:

	Group	
	2024	**2023**
Discount rate	**1.52%**	1.27%
Salary escalation	**3.00%**	3.00%

Actual return on plan assets:

	Group	
	2024 RM'000	**2023 RM'000**
Actual return of plan assets, representing actuarial gain recognised in the other comprehensive income	**(49)**	(6)

A quantitative sensitivity analysis for significant assumptions as at 31 December 2024 and 2023 are as shown below:

	Increase in one percentage		Decrease in one percentage	
Sensitivity Level	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Assumptions				
Discount rate	**(86)**	(116)	**90**	122
Salary adjustment	**90**	120	**(86)**	(114)

The sensitivity analysis above has been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

The average duration of the defined benefit obligation at the end of the reporting period is 9 years (2023: 9 years).

Notes to the Financial Statements

For the year ended 31 December 2024

33. DEFINED BENEFIT PENSION PLANS (CONTD.)

(b) Unfunded defined benefit plans

EAL and MEEM operate unfunded retirement plans covering all their regular employees to comply with the requirement of the Saudi Arabian Labour Law. Benefits under the plan are based on the length of service and estimated base pay at the time of resignation, retirement, death and termination of the employees' service for reasons other than misconduct, negligence or incompetence. The pension assets and liabilities are valued on annual basis by independent actuary, taking into account gains and losses.

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**2,491**	–
Acquisition of a subsidiary	**–**	1,901
Charge for the year	**764**	520
Payments for the year	**(583)**	(51)
Actuarial gain	**(399)**	–
Exchange differences	**(193)**	121
At 31 December	**2,080**	2,491

The details of net employee benefits expense recognised in income statement are as follows:

	Group	
	2024 RM'000	**2023 RM'000**
Current service costs	**764**	520

The principal assumptions used in determining defined benefit obligation of the Group are shown below:

	Group	
	2024 %	**2023 %**
Discount rate	**5.40**	4.55-4.75
Salary increment rate	**4.05**	4.75-5.00

A quantitative sensitivity analysis for significant assumptions as at 31 December 2024 and 2023 are as shown below:

	Increase in one percentage		Decrease in one percentage	
Sensitivity Level	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Assumptions				
Discount rate	**(111)**	(153)	**124**	172
Salary adjustment	**135**	182	**(123)**	(165)

The average duration of the defined benefit obligation at the end of the reporting period is between 6.2 to 10.5 years (2023: between 6.2 to 10.5 years).

Notes to the Financial Statements

For the year ended 31 December 2024

34. PROVISIONS

	Group	
	2024 RM'000	**2023 RM'000**
Non-current:		
Provision for employee service entitlements (Note a)	**5,705**	4,132
Current:		
Provision for long term incentive plan (Note b)	**–**	–
Total	**5,705**	4,132

(a) Provision for employee service entitlements

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**4,132**	4,280
Acquisition of subsidiaries (Note 44(a))	**1,417**	–
Charged to the statement of comprehensive income (Note 8)	**440**	171
Exchange differences	**(284)**	(319)
At 31 December	**5,705**	4,132

Provision for employee service entitlements comprises provisions for retirement leave entitlements in respect of eligible employees. The provisions are in respect of both vested and unvested entitlements, and are made by reference to independent actuarial valuations. The timing of such payments depends on when vesting occurs and the subsequent retirement date of the eligible employees.

(b) Provision for long term incentive plan ("LTIP")

	Group	
	2024 RM'000	**2023 RM'000**
At 1 January	**–**	1,620
Reversal of provision (Note 7)	**–**	(1,620)
At 31 December	**–**	–

The Group under some of its subsidiaries grant the Shadow Share Option Scheme, i.e. LTIP, to eligible employees, as part of the remuneration package, whereby the employees will be entitled to future cash payments subject to meeting the pre-determined financial performance and value growth targets of the Group over a specific performance vesting period.

In the previous financial year, the provision has been reversed as its realisation no longer probable.

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35. BORROWINGS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Current borrowings				
Secured:				
Term loans (Note a)	**45,872**	37,716	**–**	–
Revolving credit (Note c)	**37,209**	52,803	**–**	–
	83,081	90,519	**–**	–
Unsecured:				
Revolving credit (Note c)	**59,050**	85,000	**59,050**	85,000
Total short term borrowings	**142,131**	175,519	**59,050**	85,000
Non-current borrowings				
Secured:				
Term loans (Note a)	**43,447**	64,344	**–**	–
Unsecured:				
Islamic Medium Term Notes (Note b)	**250,000**	250,000	**250,000**	250,000
Total long term borrowings	**293,447**	314,344	**250,000**	250,000
Total borrowings	**435,578**	489,863	**309,050**	335,000

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Secured:				
Term loans (Note a)	**89,319**	102,060	**–**	–
Revolving credit (Note c)	**37,209**	52,803	**–**	–
	126,528	154,863	**–**	–
Unsecured:				
Islamic Medium Term Notes (Note b)	**250,000**	250,000	**250,000**	250,000
Revolving credit (Note c)	**59,050**	85,000	**59,050**	85,000
Total borrowings	**435,578**	489,863	**309,050**	335,000

Notes to the Financial Statements

For the year ended 31 December 2024

35. BORROWINGS (CONTD.)

The maturity profile of the loans and borrowings are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Within one year	**142,131**	175,519	**59,050**	85,000
More than 1 year and less than 2 years	**43,447**	51,997	**–**	–
More than 2 years and less than 5 years	**250,000**	262,347	**250,000**	250,000
	293,447	314,344	**250,000**	250,000
	435,578	489,863	**309,050**	335,000

(a) Term loans

Secure term loans bear interests which range from 4.71% to 5.91% per annum (2023: 4.30% to 5.22% per annum).

The term loans are secured by:

(i) Assignment of rights, title, interest and benefits of the customer under the Concession Agreement in respect of the followings:
- Project payment charges
- Amount payable to the customer by the Government of Malaysia as a result of early termination
- Appointment of substituted entity

(ii) Assignment of proceeds over revenue and other income generated from a project;

(iii) Assignment over designated accounts;

(iv) Letter of undertaking from a subsidiary to service the monthly obligation of the customer in the event of any shortfall;

(v) Corporate guarantee from a subsidiary;

(vi) Deed of assignment and charge over a bank account; and

(vii) Fixed and floating charge over present and future assets.

(b) Islamic Commercial Papers ("ICPs") and Islamic Medium Term Notes ("IMTNs")

The Company had established the ICPs and IMTNs under an Islamic Commercial Papers Programme and Islamic Medium Term Notes Programme respectively, which have a combined aggregate limit of up to RM1,000 million in nominal value and a sub-limit of RM300 million in nominal value for the ICP Programme under the Shariah Principle of Murabahah via a Tawarruq Arrangement. The tenure for ICPs and IMTNs are at 7 and 30 years, respectively from the date of the first issue.

ICPs

Upon reaching its maturity in 2021, the Company redeemed its outstanding ICPs and did not make any reissuance.

IMTNs

The Company redeemed its outstanding IMTNs amounting to RM250.0 million in nominal value upon its maturity on 26 April 2022. On the same date, the Company reissued the IMTNs with the same nominal value with a tenor of four years. The IMTNs will mature on 24 April 2026.

The effective profit rates for IMTNs at the reporting date is 4.25% (2023: 4.05%).

Notes to the Financial Statements

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35. BORROWINGS (CONTD.)

(c) Revolving credit

Unsecured revolving credit of the Group and the Company bears interest of 4.05% (2023: 4.06%).

Secured revolving credit of the Group bears interest rate at the range between 1.87% and 4.46% (2023: between 1.74% and 4.45%). The facility is secured by corporate guarantee from fellow subsidiaries.

Reconciliation of liabilities arising from financing activities

	Group				
			Cash flows		Non-cash changes
	2024 RM'000	2023 RM'000	Principal movement RM'000	*Interest paid RM'000	Interest cost and others RM'000
Term loan	**89,319**	102,060	**(13,260)**	**(5,229)**	**5,748**
IMTNs	**250,000**	250,000	**–**	**(10,654)**	**10,654**
Revolving credit	**96,259**	137,803	**(37,450)**	**(5,118)**	**1,024**
Lease liabilities	**26,219**	33,023	**(11,899)**	**(962)**	**6,057**
	461,797	522,886	**(62,609)**	**(21,963)**	**23,483**

	Company				
			Cash flows		Non-cash changes
	2024 RM'000	2023 RM'000	Principal movement RM'000	*Interest paid RM'000	Interest cost and others RM'000
IMTNs	**250,000**	250,000	**–**	**(10,747)**	**10,747**
Revolving credit	**59,050**	85,000	**(25,950)**	**(3,695)**	**3,695**
Lease liabilities	**10,442**	20,214	**(11,841)**	**(532)**	**2,601**
	319,492	355,214	**(37,791)**	**(14,974)**	**17,043**

* Interest paid for the Group's and the Company's borrowings and lease liabilities are disclosed as cash flows from operating activities in the statements of cash flows of the Group and the Company, respectively.

Notes to the Financial Statements

For the year ended 31 December 2024

36. TRADE AND OTHER PAYABLES

	Group	
	2024 RM'000	2023 RM'000
CURRENT		
Trade payables (Note a)		
Third parties	**153,771**	126,273
Accrued costs	**179,589**	166,939
Retention payables (Note b):		
Services:		
– Infrastructure	**28,806**	36,862
– Property facility solution	**5,010**	3,559
Due to related companies (Note d)	**–**	9,118
	367,176	342,751
Other payables		
Employee costs payable	**165,287**	151,964
Accruals	**96,885**	99,925
Refundable deposits	**234**	263
Sundry payables	**128,161**	80,015
Due to holding company (Note c)	**2,004**	13,829
Due to related companies (Note d)	**12,030**	360
	404,601	346,356
Total	**771,777**	689,107
NON-CURRENT		
Trade payables (Note a)		
Trade accrual	**261**	–
Retention payables (Note b):		
Services:		
– Infrastructure	**18,653**	6,298
– Property development	**–**	250
Other payables	**18,914**	6,548
Deferred consideration payable (Note e)	**12,229**	–
	31,143	6,548

Notes to the Financial Statements

For the year ended 31 December 2024

36. TRADE AND OTHER PAYABLES (CONTD.)

	Company	
	2024 RM'000	2023 RM'000
CURRENT		
Other payables		
Accruals	**6,173**	15,128
Sundry payables	**1,036**	1,698
Due to holding company (Note c)	**1,242**	1,707
Due to related companies (Note d)	**762**	3,121
Due to subsidiary companies (Note c)	**4,194**	3,876
Total	**13,407**	25,530

(a) Trade payables

Trade payables are non-interest bearing and the normal trade credit terms granted to the Group range from 30 to 90 days (2023: 30 to 90 days).

The Group has established a supplier finance arrangement that is offered to some of the Group's local key suppliers. Participation in the arrangement is at the suppliers' own discretion. Suppliers that participate in the supplier finance arrangement will receive early payment on invoices sent to the Group from the Group's external finance provider. If suppliers choose to receive early payment, they pay a fee to the finance provider, to which the Group is not party. In order for the finance provider to pay the invoices, the goods must have been received or supplied and the invoices approved by the Group. Payments to suppliers ahead of the invoice due date are processed by the finance provider and, in all cases, the Group settles the original invoice by paying the finance provider in line with the original invoice maturity date described above. Payment terms with suppliers have not been renegotiated in conjunction with the arrangement. The Group provides no security to the finance provider. All trade payables subject to the supplier finance arrangement are included in trade and other payables in the consolidated statement of financial position and within trade payables in the table above. As at 31 December 2024, the balances of trade payables under this programme was RM37.0 million (31 December 2023: RM26.4 million, 1 January 2023: RM24.3 million).

(b) Retention payables

Retention payables are unsecured, interest-free and are expected to be paid within the terms of the relevant contracts.

(c) Amounts due to holding and subsidiary companies

Amounts due to holding and subsidiary companies are non-interest bearing and repayable on demand. The amounts are unsecured and are to be settled in cash.

Further details on related party transactions are disclosed in Note 39.

(d) Amounts due to related companies

Related companies refer to companies within the UEM group of companies.

Amounts due to related companies are non-interest bearing and are repayable on demand. The amounts are unsecured and are to be settled in cash.

Further details on related party transactions are disclosed in Note 39.

Notes to the Financial Statements

For the year ended 31 December 2024

36. TRADE AND OTHER PAYABLES (CONTD.)

(e) Deferred consideration payable

	Group	
	2024 RM'000	2023 RM'000
At 1 January	**–**	–
Acquisition of Kaizen Group (Note 44(a))	**11,497**	–
Accretion of interest on deferred consideration payable	**1,346**	–
Foreign exchange differences	**(614)**	–
At 31 December	**12,229**	–

Deferred consideration payable as at reporting date arose from the acquisition of Kaizen Group during the financial year, which is contingent on certain future performance criteria being met.

37. CAPITAL COMMITMENTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Capital expenditure				
Approved and contracted for purchase of:				
– intangible assets	**1,019**	2,155	**–**	–
– property, plant and equipment	**12,417**	14,219	**–**	–
Approved but not contracted for purchase of :				
– intangible assets	**5,111**	20,550	**–**	–
– property, plant and equipment	**53,200**	78,554	**–**	–

38. PERFORMANCE BONDS AND GUARANTEES

	Group	
	2024 RM'000	2023 RM'000
Secured:		
Performance bond extended to Government of Malaysia in respect of security for the due performance of the Hospital Support Services Concession Agreement	**24,991**	24,634
Bank guarantee issued to authorities	**1,351**	3,691
Bank guarantees and performance bonds issued to others	**96,190**	153,337
Corporate guarantee for banking facilities utilised by fellow subsidiaries	**399,392**	448,766
	521,924	630,428
Unsecured:		
Bank guarantees extended to third parties – trade related	**16,218**	19,803

As at the reporting date, no values are ascribed on these guarantees provided by the Group for the purpose described above as the directors regard the value of the credit enhancement provided by these guarantees as minimal and the probability of default, based on historical track records of the parties receiving the guarantees are not probable.

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For the year ended 31 December 2024

39. RELATED PARTY DISCLOSURES

(a) Sale and purchase of services

In addition to the transactions and balances detailed elsewhere in the financial statements, the Group and the Company had the following significant transactions at terms agreed between the related parties during the financial year:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Income received/receivable from				
Asset consultancy services fees received from:				
– related companies	**29,021**	25,969	**–**	–
– associates	**33,843**	40,075	**–**	–
Infrastructure maintenance fees received from:				
– related companies	**804,904**	874,555	**–**	–
Facilities management fees received from:				
– related companies	**95,425**	99,912	**–**	–
Rental received from:				
– a subsidiary	**–**	–	**9,800**	9,800
– an associate	**–**	134	**–**	–
Expenses paid/payable to				
Rendering of services by:				
– immediate holding company	**(10,000)**	(10,000)	**–**	–
– a subsidiary	**–**	–	**(16,544)**	(18,220)
– related companies	**(1,821)**	(8,128)	**–**	–
– associates	**(13,788)**	(17,042)	**–**	–
Rental paid to:				
– immediate holding company	**(966)**	(1,044)	**(947)**	(1,032)
– related company	**(9,142)**	(9,142)	**(9,142)**	(9,142)
– a subsidiary	**–**	–	**(556)**	(515)

All other significant intercompany transactions have been disclosed in Note 22 and 36.

Related parties referred to:

- subsidiaries, associates and joint venture of the Company and their subsidiaries;
- Khazanah Nasional Berhad, the ultimate holding Company, its subsidiaries and associates excluding subsidiaries of the Company;
- those companies controlled, jointly controlled and significantly influenced by the Government of Malaysia, other than those mentioned above;
- directors and key management personnel having authority and representation for planning, directing and controlling the activities of the Company and their close family members;
- enterprises owned by directors and key management personnel; and
- enterprises that have a member of key management in common with the Company.

The directors are of the opinion that all the transactions above have been entered into in the normal course of the business and have been established on mutually agreed terms and conditions.

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39. RELATED PARTY DISCLOSURES (CONTD.)

(b) Compensation of key management personnel

Key management personnel is defined as those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly including any directors.

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Salaries and other emoluments	**14,073**	15,778	**–**	–
Contributions to defined contribution plans	**1,419**	1,417	**–**	–
	15,492	17,195	**–**	–

Included in total key management personnel compensation are:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Directors' remuneration excluding benefits-in-kind (Note 9)	**2,938**	3,219	**1,130**	1,102

40. FINANCIAL INSTRUMENTS

Classification of financial instruments

The principal accounting policies in Note 2.4 describe how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the financial assets and liabilities in the statements of financial position by the class of financial instrument to which they are assigned, and therefore by the measurement basis:

	Group		
2024	**FVTPL RM'000**	**Amortised cost RM'000**	**Total RM'000**
Assets			
Trade receivables, net (Note 22)	**–**	**463,338**	**463,338**
Concession receivable (Note 22)	**–**	**103,814**	**103,814**
Other receivables, net (Note 22)	**–**	**104,328**	**104,328**
Cash, bank balances and deposits (Note 27)	**–**	**648,007**	**648,007**
Short term investments (Note 26)	**13,504**	**–**	**13,504**
Total financial assets	**13,504**	**1,319,487**	**1,332,991**
Liabilities			
Trade payables (Note 36)	**–**	**386,090**	**386,090**
Other payables (Note 36)	**12,229**	**404,601**	**416,830**
Lease liabilities (Note 15)	**–**	**26,219**	**26,219**
Borrowings (Note 35)	**–**	**435,578**	**435,578**
Total financial liabilities	**12,229**	**1,252,488**	**1,264,717**

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For the year ended 31 December 2024

40. FINANCIAL INSTRUMENTS (CONTD.)

Classification of financial instruments (contd.)

	Group		
2023	**FVTPL RM'000**	**Amortised cost RM'000**	**Total RM'000**
Assets			
Trade receivables, net (Note 22)	–	516,785	516,785
Concession receivable (Note 22)	–	112,396	112,396
Other receivables, net (Note 22)	–	64,833	64,833
Cash, bank balances and deposits (Note 27)	–	615,816	615,816
Short term investments (Note 26)	26,616	–	26,616
Total financial assets	26,616	1,309,830	1,336,446
Liabilities			
Trade payables (Note 36)		349,299	349,299
Other payables (Note 36)		346,356	346,356
Lease liabilities (Note 15)		33,023	33,023
Borrowings (Note 35)		489,863	489,863
Total financial liabilities		1,218,541	1,218,541

	Company		
2024	**FVTPL RM'000**	**Amortised cost RM'000**	**Total RM'000**
Assets			
Other receivables, net (Note 22)	**–**	**159,692**	**159,692**
Short term investments (Note 26)	**4,278**	**–**	**4,278**
Cash, bank balances and deposits (Note 27)	**–**	**6,171**	**6,171**
Total financial assets	**4,278**	**165,863**	**170,141**
Liabilities			
Other payables (Note 36)		**13,407**	**13,407**
Lease liabilities (Note 15)		**10,442**	**10,442**
Borrowings (Note 35)		**309,050**	**309,050**
Total financial liabilities		**332,899**	**332,899**
2023			
Assets			
Other receivables, net (Note 22)		196,271	196,271
Cash, bank balances and deposits (Note 27)		3,246	3,246
Total financial assets		199,517	199,517
Liabilities			
Other payables (Note 36)		25,530	25,530
Lease liabilities (Note 15)		20,214	20,214
Borrowings (Note 35)		335,000	335,000
Total financial liabilities		380,744	380,744

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For the year ended 31 December 2024

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, foreign currency risk, interest rate risk and market price risk.

The Group's financial risk management policy seeks to ensure that adequate financial resources are available for the development of the Group's businesses whilst managing its interest rate risks (both fair value and cash flow), foreign currency risk, liquidity risk and credit risk. The Board of Directors reviews and agrees policies and procedures for the management of these risks. The audit committee provides independent oversight to the effectiveness of the risk management process.

It is, and has been throughout the current and previous financial year, the Group's policy that no derivatives shall be undertaken except for the use as hedging instruments where appropriate and cost-efficient.

The following sections provide details regarding the Group's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

(a) Credit risk

Credit risk is the risk that a counterparty will not meet its obligations under a financial instrument or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and other financial instruments.

Trade receivables and contract assets

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. The Group minimises credit risk by dealing exclusively with high credit rating counterparties. The Group controls its credit risk by the application of credit approvals, limits and monitoring procedures. Credit evaluations are performed on all customers requiring credit over a certain amount and strictly limiting the Group's associations to business partners with high credit worthiness. Outstanding customer receivables and contract assets are regularly monitored and the status of major receivables are reported to the Board of Directors.

The Group considers factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments in calculating ECLs for trade receivables and contract assets. The amount and timing of future cash flows are then estimated based on historical credit loss experience for assets with similar credit risk characteristics and adjusted with forward-looking information such as forecast economic conditions. The measurement of ECL take into accounts reasonable and supportable information that is available without undue cost or effort. This includes information about past events, current conditions and forward-looking factors specific to the debtors.

Exposure to credit risk

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 40. The Group does not hold collateral as security.

Notes to the Financial Statements

For the year ended 31 December 2024

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(a) Credit risk (contd.)

Trade receivables and contract assets (contd.)

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the country sector profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's net trade receivables at the reporting date are as follows:

	2024		2023	
	RM'000	% of total	RM'000	% of total
By country:				
Malaysia	**232,544**	**50**	298,225	58
United Arab Emirates	**55,336**	**12**	34,080	7
Singapore	**56,807**	**12**	73,303	14
Taiwan	**100,709**	**22**	105,525	20
Indonesia	**4,679**	**1**	674	0
Saudi Arabia	**13,263**	**3**	5,652	1
	463,338	**100**	517,459	100

At the reporting date, the Group's ten largest customers account for approximately 23% (2023: 21%) of total trade receivables. Majority of these customers are government, quasi-government agency and government linked organisations.

Financial assets that are either past due or impaired

Information regarding financial assets that are either past due or impaired is disclosed in Note 22.

(b) Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's and the Company's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's and the Company's objective is to maintain a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

The Group manages its debt maturity profile, operating cash flows and the availability of funding so as to ensure that refinancing, repayment and funding needs are met. As part of its overall liquidity management, the Group maintains sufficient levels of cash or cash convertible investments to meet its working capital requirements. In addition, the Group strives to maintain available banking facilities at a reasonable level to its overall debt position. As far as possible, the Group raises committed funding from both capital markets and financial institutions and balances its portfolio with some short term funding so as to achieve overall cost effectiveness.

Excessive risk concentration

Concentrations arise when a number of counterparties are engaged in similar business activities, or activities in the same geographical region, or have economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations indicate the relative sensitivity of the Group's performance to developments affecting a particular industry.

In order to avoid excessive concentrations of risk, the Group's policies and procedures include specific guidelines to focus on the maintenance of a diversified portfolio. Identified concentrations of credit risks are controlled and managed accordingly.

Notes to the Financial Statements

For the year ended 31 December 2024

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(b) Liquidity risk (contd.)

Excessive risk concentration (contd.)

Some of the Group's trade payables are included in the Group's supplier finance arrangement and are, thus, with a single counterparty rather than individual suppliers. This results in the Group being required to settle a significant amount with a single counterparty, rather than less significant amounts with several counterparties. However, the Group's payment terms for trade payables covered by the arrangement are identical to the payment terms for other trade payables. Management does not consider the supplier finance arrangement to result in excessive concentrations of liquidity risk, and the arrangement has been established to ease the administrative burden of managing invoices from a significant number of suppliers, rather than to obtain financing. Please refer to Note 36 for further disclosures about the arrangement

Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations.

	Group			
	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2024				
Financial liabilities:				
Trade and other payables	**771,777**	**31,143**	**–**	**802,920**
Lease liabilities	**15,459**	**10,734**	**1,930**	**28,123**
Loans and borrowings:				
– IMTNs	**–**	**288,341**	**–**	**288,341**
– Revolving credit	**96,259**	**–**	**–**	**96,259**
– Term loans	**49,280**	**46,922**	**–**	**96,202**
Total undiscounted financial liabilities	**932,775**	**377,140**	**1,930**	**1,311,845**
2023				
Financial liabilities:				
Trade and other payables	689,107	6,548	–	695,655
Lease liabilities	14,515	18,169	2,478	35,162
Loans and borrowings:				
– IMTNs	–	288,341	–	288,341
– Revolving credit	137,803	–	–	137,803
– Term loans	42,210	70,032	–	112,242
Total undiscounted financial liabilities	883,635	383,090	2,478	1,269,203

Notes to the Financial Statements

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(b) Liquidity risk (contd.)

Analysis of financial instruments by remaining contractual maturities (contd.)

The table below summarises the maturity profile of the Group's and the Company's liabilities at the reporting date based on contractual undiscounted repayment obligations (contd.).

	Company			
	On demand or within one year RM'000	One to five years RM'000	More than five years RM'000	Total RM'000
2024				
Financial liabilities:				
Other payables	**13,407**	**–**	**–**	**13,407**
Lease liabilities	**10,342**	**801**	**–**	**11,143**
Loans and borrowings:				
– Revolving credit	**59,050**	**–**	**–**	**59,050**
– IMTNs	**–**	**288,341**	**–**	**288,341**
Total undiscounted financial liabilities	**82,799**	**289,142**	**–**	**371,941**
2023				
Financial liabilities:				
Other payables	25,530	–	–	25,530
Lease liabilities	10,342	11,142	–	21,484
Loans and borrowings:				
– Revolving credit	85,000	–	–	85,000
– IMTNs	–	288,341	–	288,341
Total undiscounted financial liabilities	120,872	299,483	–	420,355

(c) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense is denominated in a foreign currency) and the Group's net investments in foreign subsidiaries.

The Group operates internationally and is exposed to various currencies, mainly Singapore Dollar ("SGD"), Taiwanese Dollar ("TWD"), Indonesian Rupiah ("IDR"), United Arab Emirates Dirham ("AED"), Saudi Arabia Riyal ("SAR") and New Zealand Dollar ("NZD").

The Group maintains a natural hedge, whenever possible, by borrowing in the currency of the country in which the investments are located or by borrowing in currencies that match the future revenue stream to be generated from its investments.

As and when the Group undertakes significant transactions denominated in foreign currencies, with continuing exposure over the applicable periods of settlement, the Group evaluates its exposure and the necessity to hedge such exposure, as well as the availability and cost of such hedging instruments.

Notes to the Financial Statements

For the year ended 31 December 2024

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(c) Foreign currency risk (contd.)

Sensitivity analysis for foreign currency risk

The following table demonstrates the sensitivity of the Group's profit before tax and equity to a reasonably possible change in the SGD, TWD and AED exchange rates against the RM, with all other variables held constant.

	Change in SGD rate	Effect on profit before tax RM'000	Effect on equity RM'000
2024	**6%**	**12**	**34,434**
	-6%	**(12)**	**(34,434)**
2023	6%	12	35,181
	-6%	(12)	(35,181)

	Change in TWD rate	Effect on profit before tax RM'000	Effect on equity RM'000
2024	**9%**	**–**	**12,944**
	-9%	**–**	**(12,944)**
2023	5%	–	6,752
	-5%	–	(6,752)

	Change in AED rate	Effect on profit before tax RM'000	Effect on equity RM'000
2024	**3%**	**–**	**3,191**
	-3%	**–**	**(3,191)**
2023	5%	–	1,095
	-5%	–	(1,095)

(d) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of the Group's and the Company's financial instruments will fluctuate because of changes in market interest rates.

As the Group has no significant interest-bearing financial assets, the Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group's interest-bearing financial assets are mainly short term in nature and have been mostly placed in fixed deposits or occasionally, in short term commercial papers.

Notes to the Financial Statements

For the year ended 31 December 2024

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(d) Interest rate risk (contd.)

The Group's interest rate risk arises primarily from interest-bearing borrowings. Borrowings at floating rates expose the Group to cash flow interest rate risk. Borrowings obtained at fixed rates expose the Group to fair value interest rate risk. The Group's policy is to manage interest cost using a mix of fixed and floating rate debts.

Sensitivity analysis for interest rate risk

A sensitivity analysis had been performed to determine the sensitivity of the Group's profit net of tax to a reasonably possible change in the interest rate at the reporting date. This analysis assumes that all other variables, in particular foreign currency rate, remain constant. Based on the analysis, there is no material impact to the Group's profit net of tax.

The following tables set out the carrying amounts, the weighted average effective interest rates ("WAEIR") as at the reporting date and the remaining maturities of the Group's and of the Company's financial instruments that are exposed to interest rate risk:

		Group					
At 31 December 2024	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Fixed rate							
Deposits with licensed banks and other financial institutions	27	**3.22%**	**204,201**	**–**	**–**	**–**	**204,201**
IMTNs	35	**4.25%**	**–**	**–**	**(250,000)**	**–**	**(250,000)**
Lease liabilities	15	**3.56%**	**(15,346)**	**(5,083)**	**(3,737)**	**(2,053)**	**(26,219)**
Floating rate							
Revolving credit	35	**3.33%**	**(96,259)**	**–**	**–**	**–**	**(96,259)**
Term loans	35	**4.92%**	**(45,872)**	**(43,447)**	**–**	**–**	**(89,319)**

		Company					
At 31 December 2024	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Fixed rate							
Deposits with licensed banks and other financial institutions	27	**2.25%**	**2,002**	**–**	**–**	**–**	**2,002**
IMTNs	35	**4.25%**	**–**	**–**	**(250,000)**	**–**	**(250,000)**
Lease liabilities	15	**2.61%**	**(9,890)**	**(552)**	**–**	**–**	**(10,442)**
Floating rate							
Revolving credit	35	**4.05%**	**(59,050)**	**–**	**–**	**–**	**(59,050)**

Notes to the Financial Statements

For the year ended 31 December 2024

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(d) Interest rate risk (contd.)

		Group					
At 31 December 2023	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Fixed rate							
Deposits with licensed banks and other financial institutions	27	2.22%	194,100	–	–	–	194,100
IMTNs	35	4.25%	–	–	(250,000)	–	(250,000)
Lease liabilities	15	2.91%	(13,483)	(12,878)	(4,608)	(2,054)	(33,023)
Floating rate							
Revolving credit	35	3.44%	(137,803)	–	–	–	(137,803)
Term loans	35	4.92%	(37,716)	(51,997)	(12,347)	–	(102,060)

		Company					
At 31 December 2023	Note	WAEIR %	Within 1 year RM'000	1-2 years RM'000	2-5 years RM'000	> 5 years RM'000	Total RM'000
Fixed rate							
Deposits with licensed banks and other financial institutions	27	2.95%	1,500	–	–	–	1,500
IMTNs	35	4.25%	–	–	(250,000)	–	(250,000)
Lease liabilities	15	2.61%	(9,582)	(9,838)	(794)	–	(20,214)
Floating rate							
Revolving credit	35	4.06%	(85,000)	–	–	–	(85,000)

Interest on financial instruments subject to floating interest rates is contractually repriced at intervals of less than 12 months. Interest on financial instruments at fixed rates are fixed until the maturity of the instruments. The other financial instruments of the Group and of the Company that are not included in the above tables are not subject to interest rate risks.

(e) Market price risk

Market price risk is the risk that the fair value or future cash flows of the Group's financial instruments will fluctuate because of changes in market prices (other than interest or exchange rates).

The Group is not exposed to equity price risk arising from its investment in quoted equity instruments.

Notes to the Financial Statements

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTD.)

(f) Fair value

Financial instruments that are not measured at fair value and whose carrying amounts are reasonable approximation of fair value

Included in these classes of financial instruments are certain financial instruments that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value:

	Note
Trade and other receivables	22
Cash, bank balances and deposits	27
Borrowings	35
Trade and other payables	36

The carrying amounts of these financial assets and financial liabilities are reasonable approximation of fair values due either to the short term nature or insignificant impact of discounting or that they are floating rate instruments that are repriced to market interest rates on or near the reporting date.

Determination of fair value

The following table provides the fair value measurement hierarchy of the Group's and the Company's financial assets.

	Group		Company	
Level 2 – significant observable input	**2024 RM'000**	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Assets measured at fair value:				
Short term investments	**13,504**	26,616	4,278	–

The valuation date of these financial instruments is 31 December 2024 and 2023, respectively. There have been no transfers between levels during the period.

Short term investments are valued based on currently available deposits with similar terms and maturities.

42. CAPITAL MANAGEMENT

The primary objective of the Group's and of the Company's capital management is to ensure that they maintain a strong credit rating and healthy capital ratios in order to support their business and maximise shareholder value. The Group and the Company also aim to maintain a capital structure that has an appropriate cost of capital available to the Group and the Company.

In order to achieve this overall objective, the Group's capital management, among other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no breaches of the financial covenants of any interest-bearing loans and borrowing in the current period.

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42. CAPITAL MANAGEMENT (CONTD.)

The Group and the Company manage capital by reference to the debt to asset ratio. The Group's and the Company's debt to asset ratio is as follows:

	Group		Company	
	2024 RM'000	**2023 RM'000**	**2024 RM'000**	**2023 RM'000**
Term loans	**89,319**	102,060	**–**	–
Revolving credit	**96,259**	137,803	**59,050**	85,000
IMTNs	**250,000**	250,000	**250,000**	250,000
Total debt	**435,578**	489,863	**309,050**	335,000
Total assets	**3,010,302**	2,954,320	**1,900,050**	1,904,217
Debt to asset ratio	**14%**	17%	**16%**	18%

43. SEGMENT INFORMATION

(a) Business unit segments

For management purposes, the Group is organised into business units based on their products and services, and reflect the Group's offerings across different sectors as follows:

Asset Management

The asset management segment provides integrated facilities management and engineering contracting services for a range of assets and building types specialising in healthcare solutions and property and facility solutions.

(i) Healthcare solutions

The healthcare support division delivers optimal solutions in improving the non-clinical support services demanded by healthcare providers and other commercial industries.

Services range from facilities and biomedical engineering maintenance, waste management, linen and laundry, to housekeeping and portering services.

(ii) Property and facility solutions ("PFS")

The PFS division offers integrated facilities management services complimented with technology-driven green building solutions and asset optimisation, with a focus on enhancement and energy solutions.

Infrastructure Solutions

Infrastructure solutions segment provides strategic advisory services, design, development, maintenance and management of major transport projects and infrastructure assets.

(i) Asset consultancy

The asset consultancy division provides advisory and planning, engineering design and consultancy, property and community consultancy, research and development, procurement and construction planning, project and construction management, and asset and facilities management.

(ii) Infrastructure services ("IS")

The IS division focuses on highway network maintenance and asset management, including innovative pavement works and solutions services; with expanded capabilities beyond roads, servicing multiple industries including rail, airports, ports, oil and gas, plantation roads and other commercial and industrial sectors.

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For the year ended 31 December 2024

43. SEGMENT INFORMATION (CONTD.)

(a) Business unit segments (contd.)

Others

Other segment includes the business of developing residential properties and Group-level corporate services and investment holdings.

Except as indicated above, no operating segments have been aggregated to form the above reportable operating segments.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on operating profit or loss which, in certain respects as explained in the table below, is measured differently from operating profit or loss in the consolidated financial statements.

(b) Geographical segments

The Group's geographical segments are based on the location of the Group's assets. Sales to external customers disclosed in geographical segments are based on the geographical location of its customers. The Group's business segments operate in six geographical areas:

(i) Malaysia – the operations in this area are principally integrated facilities management, consultancy services, infrastructure maintenance, geotechnical investigation, instrumentation, pavement condition assessment works, township management, property development and investment holding.

(ii) Indonesia – the operations in this area are principally consultancy services and road infrastructure.

(iii) Middle East – the operations in this area are principally integrated facilities management and asset management consultancy services.

(iv) Singapore – the operations in this area are principally integrated facilities management.

(v) Taiwan – the operations in this area are principally integrated facilities management.

(vi) India – in the previous year, the operations in this area were principally integrated facilities management.

Notes to the Financial Statements

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43. SEGMENT INFORMATION (CONTD.)

At 31 December 2024	Note	Asset Management: Healthcare Solutions RM'000	Asset Management: Property and Facility Solutions RM'000	Infrastructure Solutions: Infrastructure Services RM'000	Infrastructure Solutions: Asset Consultancy RM'000	Others RM'000	Elimination RM'000	Group RM'000
Revenue								
External revenue		1,611,108	339,320	975,633	117,711	6,046	-	3,049,818
Inter-segment revenue	A	561	788	-	9,375	81,551	(92,275)	-
Total revenue		1,611,669	340,108	975,633	127,086	87,597	(92,275)	3,049,818
Results								
EBITDA*		104,457	11,937	80,251	13,458	70,413	(80,073)	200,443
Depreciation and amortisation		(32,889)	(2,033)	(14,613)	(179)	(46,248)	(119)	(96,081)
EBIT**		71,568	9,904	65,638	13,279	24,165	(80,192)	104,362
Interest income		4,552	784	1,062	172	395	-	6,965
Interest expense		(4,652)	(3,069)	(317)	-	(14,350)	(645)	(23,033)
Share of results of a joint venture		-	-	-	45	-	-	45
Share of results of associates		9,866	-	-	131	-	-	9,997
Profit before tax and zakat		81,334	7,619	66,383	13,627	10,210	(80,837)	98,336
Income tax expenses		(23,271)	(2,710)	(16,498)	(940)	(5,469)	3,619	(45,269)
Zakat		(30)	(148)	(1,085)	(41)	(13)	-	(1,317)
Profit after tax and zakat		58,033	4,761	48,800	12,646	4,728	(77,218)	51,750
Assets								
Segment assets	B	1,492,706	382,845	740,139	549,534	448,330	(603,252)	3,010,302
Liabilities								
Segment liabilities	B	601,690	289,566	408,703	61,437	833,814	(806,908)	1,388,302
Other segment information								
Capital expenditure	C	18,247	8,459	6,752	230	2,196	-	35,884
Investments in associates		72,118	-	-	-	-	-	72,118
Staff rationalisation cost		5,066	-	3,340	-	6,820	-	15,226
Accretion of interest on								
– concession receivables		-	(14,324)	-	-	-	-	(14,324)
– loans and receivables		(2,290)	(508)	-	-	-	-	(2,798)
Dividend income		-	-	(11)	(102)	-	-	(113)
Depreciation (Note 7)	D	32,490	2,019	12,788	179	11,768	(119)	59,125
Amortisation (Note 7)		399	14	1,826	-	34,717	-	36,956
Non-cash expenses/(income) other than impairment, depreciation, and amortisation	E	1,636	949	530	-	55	-	3,170

* Earnings before interest, taxes, depreciation and amortisation

** Earnings before interest and taxes

Notes to the Financial Statements

For the year ended 31 December 2024

43. SEGMENT INFORMATION (CONTD.)

At 31 December 2023	Note	Asset Management		Infrastructure Solutions			Others RM'000	Elimination RM'000	Group RM'000
		Healthcare Solutions RM'000	Property and Facility Solutions RM'000	Infrastructure Services RM'000	Asset Consultancy RM'000				
Revenue									
External revenue		1,527,879	227,388	998,249	89,438		38,086	-	2,881,040
Inter-segment revenue	A	1,332	9,873	-	-		168,978	(180,183)	-
Total revenue		1,529,211	237,261	998,249	89,438		207,064	(180,183)	2,881,040
Results									
EBITDA*		92,087	10,341	79,729	3,001		52,493	(79,786)	157,865
Depreciation and amortisation		(34,688)	(1,006)	(12,658)	(816)		(35,675)	(2,269)	(87,112)
EBIT**		57,399	9,335	67,071	2,185		16,818	(82,055)	70,753
Interest income		3,052	737	997	213		3,703	(1,568)	7,134
Interest expense		(6,141)	(3,714)	(48)	(217)		(14,248)	1,568	(22,800)
Share of results of associates		8,467	-	-	99		-	-	8,566
Share of results of a joint venture		-	-	-	1		-	-	1
Profit before tax and zakat		62,777	6,358	68,020	2,281		6,273	(82,055)	63,654
Income tax expenses		(10,209)	(192)	(14,025)	(707)		(1,409)	(5,858)	(32,400)
Zakat		(157)	-	(842)	(25)		(136)	-	(1,160)
Profit after tax and zakat		52,411	6,166	53,153	1,549		4,728	(87,913)	30,094
Assets									
Segment assets	B	1,512,521	388,960	610,174	544,396		489,562	(591,293)	2,954,320
Liabilities									
Segment liabilities	B	591,190	235,803	286,105	42,969		965,928	(791,943)	1,330,052
Other segment information									
Capital expenditure	C	21,036	270	32,636	384		6,065	-	60,391
Investments in associates		67,804	-	-	4,028		-	-	71,832
Staff rationalisation cost		-	-	-	-		1,596	-	1,596
Accretion of interest on									
– concession receivables		-	(15,423)	-	-		-	-	(15,423)
– loans and receivables		(3,959)	(737)	-	-		-	-	(4,696)
Fair value adjustment on investment properties		-	-	-	-		(525)	-	(525)
Dividend income		-	-	(34)	(13)		-	-	(47)
Depreciation (Note 7)	D	34,314	992	10,874	816		12,268	(60)	59,204
Amortisation (Note 7)	D	373	14	1,784	-		23,408	2,329	27,908
Non-cash expenses/(income) other than impairment, depreciation, and amortisation	E	1,381	(1,674)	712	-		(202)	945	1,162

* Earnings before interest, taxes, depreciation and amortisation
** Earnings before interest and taxes

Notes to the Financial Statements

For the year ended 31 December 2024

43. SEGMENT INFORMATION (CONTD.)

Notes Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements

A Inter-segment revenues are eliminated on consolidation.

B The following items are deducted from segment assets to arrive at total assets reported in the consolidated statement of financial position:

	2024 RM'000	2023 RM'000
Inter-segment assets	**(603,252)**	(591,293)

The following items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated statement of financial position:

	2024 RM'000	2023 RM'000
Inter-segment liabilities	**(806,908)**	(791,943)

C Capital expenditure consist of:

	2024 RM'000	2023 RM'000
Property, plant and equipment	**22,709**	48,239
Intangible assets – software and other development cost	**3,399**	4,886
Right-of-use assets	**9,776**	7,266
	35,884	60,391

D Amortisation consist of:

	2024 RM'000	2023 RM'000
Intangible assets	**36,956**	27,908

Notes to the Financial Statements

For the year ended 31 December 2024

43. SEGMENT INFORMATION (CONTD.)

Notes Nature of adjustments and eliminations to arrive at amounts reported in the consolidated financial statements (contd.)

E Other material non-cash expenses/(income) consist of the following items as presented in the respective notes to the financial statements:

		2024 RM'000	2023 RM'000
Net (gain)/loss on disposal of plant and equipment	7	**(125)**	742
Property, plant and equipment written off	7	**19**	–
Intangible assets written off	7	**1,245**	–
Impairment on financial assets:			
– Trade and other receivables	7	**2,149**	1,599
Reversal of impairment on financial assets:			
– Trade and other receivables	5	**–**	(2,487)
Bad debts written off	7	**–**	801
Defined retirement benefit obligations	8	**(118)**	(600)
		3,170	55

Geographical information

Revenue and non-current assets information based on the geographical location of customers and assets respectively are as follows:

	Revenue	
	2024 RM'000	2023 RM'000
Malaysia	**1,771,962**	1,786,030
United Arab Emirates	**174,816**	112,789
Saudi Arabia	**44,290**	31,768
Indonesia	**7,689**	1,194
Singapore	**481,643**	428,488
Taiwan	**569,418**	520,771
Consolidated	**3,049,818**	2,881,040

	Non-current assets	
	2024 RM'000	2023 RM'000
Malaysia	**491,907**	537,478
United Arab Emirates	**80,762**	639
Saudi Arabia	**8,834**	7,850
Singapore	**418,039**	464,763
Taiwan	**5,909**	5,776
Consolidated	**1,005,451**	1,016,506

Notes to the Financial Statements

For the year ended 31 December 2024

43. SEGMENT INFORMATION (CONTD.)

Geographical information (contd.)

Non-current assets information presented above consist of the followings items as presented in the consolidated statement of financial position:

	2024 RM'000	2023 RM'000
Property, plant and equipment	**130,991**	151,848
Investment properties	**14,325**	14,325
Right-of-use assets	**29,565**	35,606
Intangible assets	**734,183**	710,410
Investment in associates	**72,118**	71,832
Investment in a joint venture	**162**	117
Other investments	**232**	232
Contract assets	**23,875**	32,136
	1,005,451	1,016,506

Information about major customers

Revenue from two (2023: two) major customers amounted to RM801.2 million and RM446.7 million (2023: RM870.8 million and RM466.0 million) respectively, arising from services rendered in the Infrastructure Services and Healthcare Solutions segment.

44. SIGNIFICANT EVENTS

(a) On 2 December 2023, Edgenta International Investments LLC ("EII"), an indirect wholly-owned subsidiary of the Company, entered into a Sale and Purchase Agreement and Shareholders Agreement with NW Kaizen Holding Ltd for the proposed investment in Kaizen Owner Association Management ("KOA") and Kaizen AMS Property Supervision L.L.C ("KAMS") through a 60% equity interest buy-in by EII. The transaction was completed on 6 February 2024.

The cash and deferred consideration, amounting to AED67.0 million (equivalent to approximately RM86.3 million), is related to the acquisition of 180 ordinary shares in each Company. The fair value of identifiable assets and liabilities of KOA and KAMS at the date of acquisition were as follows:

	Fair value recognised on acquisition		
	KOA RM'000	KAMS RM'000	Total RM'000
Plant and equipment	**269**	**66**	**335**
Trade and other receivables	**8,756**	**5,543**	**14,299**
Cash and bank balances	**3,884**	**516**	**4,400**
Trade and other payables	**(3,452)**	**(3,470)**	**(6,922)**
Provision for employee service entitlements	**(998)**	**(419)**	**(1,417)**
Net asset acquired	**8,459**	**2,236**	**10,695**
Less: Non-controlling interests	**(3,384)**	**(894)**	**(4,278)**
Group's share of net assets	**5,075**	**1,342**	**6,417**
Identifiable intangible assets			
Customer contracts	**5,219**	**4,590**	**9,809**
Customer relationships	**5,616**	**1,203**	**6,819**
Deferred tax liabilities	**(974)**	**(521)**	**(1,495)**
Less: Non-controlling interests	**(3,944)**	**(2,109)**	**(6,053)**
Total identified net assets	**10,992**	**4,505**	**15,497**
Purchase consideration	**77,719**	**8,624**	**86,343**
Goodwill on acquisition	**66,727**	**4,119**	**70,846**

Notes to the Financial Statements

For the year ended 31 December 2024

44. SIGNIFICANT EVENTS (CONTD.)

(a) Arising from the business combination, the Company performed a purchase price allocation exercise resulting in the recognition of intangible assets relating to customer contract and customer relationships of RM9.8 million and RM6.8 million, respectively.

The purchase consideration was satisfied by:

	RM'000
Cash consideration	**74,846**
Deferred consideration payable (Note 36(e))	**11,497**
	86,343

The effect of the acquisition on cash flows was as follows:

	RM'000
Purchase consideration satisfied by cash	**73,135***
Cash and cash equivalent of the subsidiaries acquired	**(4,400)**
Net cash outflow on acquisition of the subsidiaries at acquisition date	**68,745**

* The difference in actual cash outflow to the purchase consideration at combination date is due to foreign exchange differences.

The effect of the acquisition on the financial results of the Group from the date of acquisition to 31 December 2024 is as follows:

	RM'000
Revenue	**49,623**
Profit for the year	**10,685**

(b) On 22 October 2024, Opus International (M) Berhad ("OIM"), a wholly-owned subsidiary of Opus Group Berhad, which in turn is a wholly-owned subsidiary of the Company entered into a Joint Venture and Shareholders' Agreement with HSS Engineering Sdn Bhd, to jointly provide engineering and technical services related to engineering, construction, asset management, and energy efficiency projects through the incorporation of a joint venture company.

On 10 December 2024, Opus HSS Sdn. Bhd. was incorporated in Malaysia as a 60% subsidiary of OIM.

(c) On 30 October 2024, Opus International (M) Sdn Bhd ("OIM") entered into a Share Sale Agreement to acquire the remaining 70% ownership in Opus Consultants (M) Sdn. Bhd. ("OCM"). The transaction was completed on 12 December 2024, upon which OCM transitioned from being an associate to becoming a wholly-owned subsidiary of the Group on the same date.

Notes to the Financial Statements

For the year ended 31 December 2024

44. SIGNIFICANT EVENTS (CONTD.)

(c) The step-up acquisition in OCM had resulted in the recognition of gain on deemed disposal of associate of RM1,000 at the consolidated financial statements, as disclosed in Note 19. The acquisition gain of RM9.5 million arose due to OCM's advantageous negotiating position. The fair value of identifiable assets and liabilities of OCM at the date of step-up acquisition is as follows:

	Fair value recognised on acquisition RM'000
Plant and equipment	**828**
Trade and other receivables	**35,984**
Contract assets	**23,106**
Tax recoverable	**420**
Cash and bank balances	**2,331**
Trade and other payables	**(48,806)**
Net asset acquired	**13,863**
Purchase consideration	**176**
Add: Fair value of existing 30% equity stake in OCM	**4,159**
Less: Identifiable net assets acquired at fair value	**(13,863)**
Negative goodwill on acquisition	**(9,528)**

As a result of the business combination, the Company conducted a purchase price allocation and determined that the value of the contract listing resulting from the acquisition was negligible. Therefore, it was not recognised.

The effect of the acquisition on cash flows was as follows:

	RM'000
Purchase consideration satisfied by cash	**(176)**
Cash and cash equivalent of the subsidiaries acquired	**2,331**
Net cash inflow on acquisition of the subsidiaries at acquisition date	**2,155**

The effect of the acquisition on the financial results of the Group from the date of acquisition to 31 December 2024 is as follows:

	RM'000
Revenue	**4,571**
Loss for the year	**(1)**

(d) On 29 November 2024, Edgenta Healthcare Management Sdn Bhd, a wholly-owned subsidiary of the Company entered into a Termination and Settlement Agreement with Konsortium ProHAWK Sdn Bhd ("KPSB") to mutually terminate the Asset Management Services Agreement dated 19 May 2014 and for such Asset Management Services to be undertaken directly by KPSB.

Notes to the Financial Statements

For the year ended 31 December 2024

45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

Details of subsidiaries, joint ventures and associates are as follows:

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of the Company:					
Edgenta FIRST Sdn. Bhd.	Malaysia	100,000	**100**	100	Provision of management services
Edgenta Arabia Limited (b)	The Kingdom of Saudi Arabia	SAR500,000	**100**	100	Investment holding and provision of integrated facilities management services and energy performance management services
Faber Development Holdings Sdn. Bhd.	Malaysia	56,520,010	**100**	100	Investment holding
Edgenta Facilities Sdn. Bhd.	Malaysia	200,000	**100**	100	Investment holding and provision of integrated facilities management services
Edgenta Healthcare Management Sdn. Bhd.	Malaysia	750,000	**100**	100	Provision of hospital support services
Edgenta PROPEL Berhad	Malaysia	78,962,615	**100**	100	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
Opus Group Berhad	Malaysia	156,497,958	**100**	100	Investment holding
Edgenta NXT Sdn. Bhd.	Malaysia	500,002	**100**	100	Provision of digital technology services
Edgenta Academy Sdn. Bhd.	Malaysia	10,000	**100**	100	Provision of training and consultancy services
Sate Yaki Sdn. Bhd.	Malaysia	5,000,000	**60**	60	In liquidation
Edgenta Environmental & Material Testing Sdn. Bhd.	Malaysia	1,000,000	**100**	100	Geotechnical investigation, instrumentation and pavement condition assessment works; maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways, and industrial cleaning services
Edgenta Energy Services Sdn. Bhd.	Malaysia	1,000,000	**70**	70	Energy performance management services and delivery of smart building solutions
Edgenta Township Management Services Sdn. Bhd.	Malaysia	2,730,000	**100**	100	Investment holding and management services of real estate
Edgenta GreenTech Sdn. Bhd.	Malaysia	15,000,000	**100**	100	Provision of asset development and facility management services

Notes to the Financial Statements

For the year ended 31 December 2024

45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of the Company: (contd.)					
Opus Energy Sdn. Bhd.	Malaysia	1,000,000	**100**	100	Providing energy performance management services and renewable energy services
Edgenta (Singapore) Pte. Ltd.	Singapore	SGD40,748,425	**100**	100	Investment holding
Subsidiary of Edgenta Healthcare Management Sdn. Bhd.:					
Edgenta Mediserve Sdn. Bhd. (d)	Malaysia	43,170,010	**100**	100	Provision of hospital support services
Subsidiary of Edgenta Mediserve Sdn. Bhd.:					
Edgenta Healthtronics Sdn. Bhd.	Malaysia	3,000,000	**100**	100	Provision of hospital support services
Edgenta Mediserve (Sabah) Sdn. Bhd.	Malaysia	100,000	**100**	100	Investment holding
Edgenta Mediserve (Sarawak) Sdn. Bhd.	Malaysia	100,000	**100**	100	Investment holding
Cermin Cahaya Sdn. Bhd.	Malaysia	2	**100**	100	Provision of cleansing services to hospitals
Associate of Edgenta Mediserve (Sabah) Sdn. Bhd.:					
Sedafiat Sdn. Bhd. (b)	Malaysia	5,000,000	**40**	40	Provision of hospital support services
Associate of Edgenta Mediserve (Sarawak) Sdn. Bhd.:					
One Medicare Sdn. Bhd. (b)	Malaysia	5,000,000	**40**	40	Provision of hospital support services
Biomedix Solutions Sdn. Bhd. (b)	Malaysia	1,000,000	**40**	40	Provision of biomedical engineering maintenance services

Notes to the Financial Statements

For the year ended 31 December 2024

45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of Faber Development Holdings Sdn. Bhd.:					
Faber Union Sdn. Bhd. (e)	Malaysia	51,700,000	**100**	100	Property development
Rimbunan Melati Sdn. Bhd.	Malaysia	6,159,091	**55**	55	Property development
Faber Grandview Development (Sabah) Sdn. Bhd.	Malaysia	4,500,000	**100**	100	Property development
Faber Heights Management Sdn. Bhd.	Malaysia	2	**100**	100	Property management
Country View Development Sdn. Bhd.	Malaysia	11,200,000	**100**	100	Property development and provision of facilities management services
Subsidiary of Edgenta Facilities Sdn. Bhd.:					
Edgenta Facilities Management Sdn. Bhd.	Malaysia	5,000,000	**100**	100	Facilities management services
Faber Star Facilities Management Limited. (b)	India	Rs3,57,10,770	**100**	100	Facilities management services
Subsidiary of Edgenta PROPEL Berhad:					
Edgenta Infrastructure Services Sdn. Bhd.	Malaysia	49,798,206	**100**	100	Maintenance and repair of civil, mechanical and electrical works on roads, infrastructure and expressways and industrial cleaning services
PT Edgenta PROPEL Indonesia (b)	Indonesia	Rp10.0 billion	**99.9**	99.9	Provision of management consultancy and advisory related to management of roads
Edgenta PROPEL (Sarawak) Sdn. Bhd. (g)	Malaysia	600,001	**49**	49	Construction, maintenance and repair of civil, mechanical and electrical works on infrastructure, roads, expressways and sewerage and industrial cleaning services
Jointly Controlled Operation of Edgenta PROPEL Berhad:					
Edgenta PROPEL – NRC JO	Unincorporated	–	**55**	55	Providing highway maintenance services

Notes to the Financial Statements

For the year ended 31 December 2024

45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of Opus Group Berhad:					
Builders Credit & Leasing Sdn. Bhd.	Malaysia	600,000	**100**	100	Investment holding
Opus International (NZ) Limited (a)	New Zealand	NZD200	**100**	100	Investment holding
Opus International (M) Berhad	Malaysia	15,000,000	**100**	100	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Subsidiary of Opus International (M) Berhad:					
Opus Management Sdn. Bhd.	Malaysia	1,000,000	**100**	100	Management of the planning, design and construction of infrastructure projects and provision of facilities management services
Pengurusan Lantas Berhad	Malaysia	5,000,000	**100**	100	Provision of technical management, support services for the planning, design and construction of projects
Opus International India Private Limited (b)	India	Rs4,60,000	**100**	100	Provision of asset development and asset management services
Opus Al-Dauliyyah L.L.C. (b) (e)	The Kingdom of Saudi Arabia	SAR500,000	**100**	100	Engineering consultancy services
Opus Consultants (M) Sdn. Bhd. (c)(h)	Malaysia	250,531	**100**	_	Engineering consultancy services
Opus HSS Sdn. Bhd.	Malaysia	50,000	**60**	_	Provision of engineering, project management, consultancy, asset management consultancy, energy efficiency and sustainability related services
Associate of Opus International (M) Berhad:					
Opus Consultants (M) Sdn. Bhd. (c)(h)	Malaysia	250,531	**–**	30	Engineering consultancy services
Joint Venture of Opus International (M) Berhad:					
Opus Consultants (Sarawak) Sdn. Bhd.	Malaysia	250,000	**49**	49	Provision of project management and engineering consultancy services

Notes to the Financial Statements

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45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of Edgenta Township Management Services Sdn. Bhd.:					
UEM Sunrise Edgenta TMS Sdn. Bhd.	Malaysia	3,900,000	**70**	70	Investment holding and provision of real estate management service
Subsidiary of UEM Sunrise Edgenta TMS Sdn. Bhd.:					
Edgenta TMS Sdn. Bhd.	Malaysia	5,500,000	**49**	49	In liquidation
Subsidiary of Edgenta GreenTech Sdn. Bhd.:					
Operon Consulting Sdn. Bhd.	Malaysia	1,128,260	**70**	70	In liquidation
KFM Energy Services Sdn. Bhd.	Malaysia	2,000,000	**100**	100	Provision of consultancy and other services relating to energy conservation and renewable energy
KFM Projects Sdn. Bhd.	Malaysia	100,000	**100**	100	In liquidation
KFM Solutions Sdn. Bhd.	Malaysia	100,000	**100**	100	Consultancy services in the green, smart and connected urban ecology and integrated facility management services
KFM Systems Sdn. Bhd.	Malaysia	100,000	**100**	100	Consultancy and contractors for building management systems for the built environment
Veridis PPP One Sdn. Bhd.	Malaysia	275,000	**100**	100	Concession holder specialising in retro-fitting works of building utilising green technology
Operon Middle East Limited (a)	British Virgin Island	USD1,503,200	**100**	100	Facilities management and building cleaning services
Operon Malaysia Sdn. Bhd.	Malaysia	100,000	**100**	100	Provision of supervising officer for activities related to Green Technology and other solutions for the built environment
KFM Middle East Limited (b)	British Virgin Island	USD1,000	**70**	70	Dormant

Notes to the Financial Statements

For the year ended 31 December 2024

45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of Edgenta (Singapore) Pte. Ltd.:					
UEMS Pte. Ltd. (a)	Singapore	SGD8,300,000	**100**	100	Investment holding
Edgenta International Investments L.L.C ("EII") (b)	United Arab Emirates	AED300,000	**100**	–	Investment holding and management of commercial, healthcare and energy enterprises
Edgenta Regional Headquarter	Saudi Arabia	SAR300,000	**100**	–	Provision of management services
Subsidiary of UEMS Pte. Ltd.:					
UEMS Solutions Pte. Ltd. (a)	Singapore	SGD2,000,000	**100**	100	Property management, facilities engineering, facilities management, energy management, corporate real estate, environmental services, project management and technology optimisation, learning and development, and specialised services
Edgenta UEMS Sdn. Bhd.	Malaysia	3,000,000	**100**	100	Provision of maintenance and support services for hospitals, public centres, manufacturing facilities and commercial buildings
Edgenta UEMS Ltd. (a)	Taiwan	TWD25,000,000	**100**	100	Provision of cleaning, portering and consulting services for hospitals, medical care institutes, commercial, high-tech companies, education centre, transportation and shopping mall
ServiceMaster Hong Kong Limited (a)	Hong Kong	HKD20,360,000	**100**	100	Dormant
Subsidiary of UEMS Solutions Pte. Ltd.:					
UEMS Services Pte Ltd	Singapore	SGD100,000	**100**	–	Provision of facilities management, facilities engineering, building operational maintenance, project management, repair and redecoration works and services

Notes to the Financial Statements

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45. SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES (CONTD.)

Name of Companies	Country of incorporation	Issued and paid-up share capital RM	Effective proportion of ownership interest 2024 %	Effective proportion of ownership interest 2023 %	Principal activities
Subsidiary of Edgenta UEMS Ltd.:					
Edgenta UEMS SC Ltd. (a)	Taiwan	TWD25,000,000	**100**	100	Provision of cleaning, portering and consulting services for hospitals, medical care institutes, commercial, high-tech companies, education centre, transportation and shopping mall
Subsidiary of EAL:					
MEEM for Facilities Management Company (b)	The Kingdom of Saudi Arabia	SAR16,753,120	**60**	60	Real estate management, cleaning and maintenance service
Subsidiary of EII:					
Kaizen Owner Association Management Services L.L.C (a)	United Arab Emirates	AED300,000	**60**	–	Jointly owned property management services
Kaizen AMS Property Supervision L.L.C (a)	United Arab Emirates	AED300,000	**60**	–	Provision of real estate buying and selling brokerage, real estate management supervision services and leasing property brokerage agents
Edgenta Technical Service L.L.C (b)	United Arab Emirates	AED300,000	**100**	100	Provision of technical services
Edgenta Facilities Management L.L.C (b)	United Arab Emirates	AED300,000	**100**	100	Facilities management services

(a) Audited by member firms of Ernst & Young Global in respective countries

(b) Audited by firms other than Ernst & Young PLT or any member firms of Ernst & Young Global

(c) This subsidiary is audited by Ernst and Young PLT for the financial year ended 31 December 2024. In the previous financial year, it was audited by a firm other than Ernst & Young PLT.

(d) Edgenta Mediserve Sdn. Bhd. is 43% owned by UEM Edgenta Berhad and 57% owned by Edgenta Healthcare Management Sdn. Bhd.

(e) Opus Al-Dauliyyah L.L.C. is 95% owned by Opus International (M) Berhad and 5% owned by Opus Management Sdn. Bhd.

(f) Classified as disposal group held for sale in the previous financial year (Note 28)

(g) Notwithstanding Edgenta PROPEL Berhad's ("EPB") effective shareholding of less than 50% in Edgenta PROPEL (Sarawak) Sdn. Bhd. ("EPS"), the Group does have the substantive rights and power to direct the relevant activities of EPS and the ability to use the power to significantly affect its returns as stipulated in the shareholder's agreement. Therefore, EPS is consolidated in the Group's consolidated financial statements.

(h) On 30 October 2024, Opus International (M) Sdn Bhd ("OIM") entered into Share Sale Agreement to acquire the remaining 70% ownership in Opus Consultants (M) Sdn. Bhd. ("OCM"). The transaction was finalised on 12 December 2024, upon which OCM transitioned from being an associate to becoming a subsidiary of the Group on the same date, as disclosed in Note 19 and Note 44.

Analysis of Shareholdings

As at 20 March 2025

SHARE CAPITAL

The total number of issued shares stands at 831,624,030 ordinary shares, with voting right of one (1) vote per ordinary share held.

DISTRIBUTION SCHEDULE FOR ORDINARY SHARES

Size of Shareholdings	No. of Shareholders	% of Shareholders	No. of Shares	% of Issued Shares
Less than 100	1,108	6.76	34,586	0.00
100 – 1,000	8,837	53.92	3,194,891	0.38
1,001 – 10,000	4,285	26.15	19,561,982	2.35
10,001 – 100,000	1,863	11.37	60,776,223	7.31
100,001 – 41,581,201 (*)	294	1.79	125,235,763	15.06
41,581,202 and above (**)	2	0.01	622,820,585	74.90
Total	**16,389**	**100.00**	**831,624,030**	**100.00**

Notes:
* Less than 5% of issued holdings
** 5% and above of issued holdings

30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS

As at 20 March 2025

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
1	UEM GROUP BERHAD	574,967,925	69.14
2	CITIGROUP NOMINEES (TEMPATAN) SDN BHD URUSHARTA JAMAAH SDN. BHD. (1)	47,852,660	5.75
3	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD	11,833,219	1.42
4	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (ISLAMIC)	7,490,681	0.90
5	CITIGROUP NOMINEES (TEMPATAN) SDN BHD KUMPULAN WANG PERSARAAN (DIPERBADANKAN) (PRINCIPAL EQITS)	6,290,000	0.76
6	UOB KAY HIAN NOMINEES (ASING) SDN BHD EXEMPT AN FOR UOB KAY HIAN PTE LTD (A/C CLIENTS)	5,802,005	0.70
7	CITIGROUP NOMINEES (ASING) SDN BHD EXEMPT AN FOR OCBC SECURITIES PRIVATE LIMITED (CLIENT A/C-NR)	4,306,783	0.52
8	ALLIANCEGROUP NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ANDREW LIM ENG GUAN (7000817)	2,800,000	0.34
9	LOH KOK WAI	2,717,100	0.33
10	HLB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR ANDREW LIM ENG GUAN	2,230,000	0.27

Analysis of Shareholdings

30 LARGEST SHAREHOLDERS AS PER RECORD OF DEPOSITORS (CONT'D.)

As at 20 March 2025

No.	Name of Shareholders	No. of Shares Held	% of Issued Shares
11	ONG WAN CHIN	2,020,000	0.24
12	CIMSEC NOMINEES (ASING) SDN BHD CIMB FOR TOSHIHIKO SAITO (PB)	1,700,000	0.20
13	PUBLIC NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIM SIANG LIK (E-PRA)	1,528,400	0.18
14	LEE CHUN CHENG	1,515,900	0.18
15	CITIGROUP NOMINEES (TEMPATAN) SDN BHD LEMBAGA TABUNG HAJI (PRINCIPAL)	1,485,900	0.18
16	NG CHEONG BING	1,477,800	0.18
17	CITIGROUP NOMINEES (TEMPATAN) SDN BHD EMPLOYEES PROVIDENT FUND BOARD (CPIAM EQ)	1,285,000	0.15
18	SYARIKAT PEMASARAN SEJATI SDN BHD	1,227,951	0.15
19	LIM CHEE MENG	1,215,000	0.15
20	HOO WAN FATT	1,155,400	0.14
21	TAN CHEE YIAN	1,100,000	0.13
22	SIM MUI KHEE	1,000,000	0.12
23	HO MEI LING	994,900	0.12
24	ROAD BUILDER (M) SDN. BHD.	980,925	0.12
25	CITIGROUP NOMINEES (ASING) SDN BHD UBS AG	928,197	0.11
26	RHB NOMINEES (TEMPATAN) SDN BHD PLEDGED SECURITIES ACCOUNT FOR LIEW POV LAN	880,000	0.11
27	THANG GUAN CHUNG	850,000	0.10
28	DING HUONG SENG	837,000	0.10
29	TAN KIA SIN	810,000	0.10
30	KONG FOOD KIM	800,000	0.09
TOTAL		**690,082,746**	**82.98**

SUBSTANTIAL SHAREHOLDERS

As per the Register of Substantial Shareholders
As at 20 March 2025

Name of Substantial Shareholders	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
UEM Group Berhad	574,967,925	69.14	–	–
Khazanah Nasional Berhad#	–	–	574,967,925	69.14
Urusharta Jamaah Sdn Bhd	48,313,300	5.81	–	–

Note:
Deemed interested pursuant to Section 8(4) of the Companies Act 2016

DIRECTORS' INTERESTS IN THE COMPANY AND ITS RELATED CORPORATIONS

As at 20 March 2025

Directors' Interests in Ordinary Shares of UEM Edgenta Berhad

Name of Directors	Direct Interest		Indirect Interest	
	No. of Shares	%	No. of Shares	%
Tan Sri Dr. Azmil Khalid	–	–	–	–
Syahrunizam Samsudin	–	–	–	–
Datuk Amran Hafiz Affifudin	–	–	–	–
Dato' George Stewart LaBrooy	–	–	–	–
Rowina Ghazali Seth	–	–	–	–
Jenifer Thien Bit Leong	–	–	–	–
Mohd Asrul Ab Rahim	–	–	–	–
Nurul Iman Mohd Zaman	–	–	–	–
Dato' Dr. Omar Abd Hamid	–	–	–	–
Simon Kua Choo Kai	–	–	–	–

Properties Held by the Group

As at 31 December 2024

Location & Address	Description of Properties	Approx. Land Area	Gross Built-Up Area (Sq. Meters)	Existing Use	Land Tenure (Expire Date)	Building Approx. Age (Years)	Net Book Value as at 31.12.2024 (RM'000)	Last Date of Revaluation or if none: Date of Acquisition
CORPORATE								
UEM EDGENTA BERHAD								
Lot 32, 33 & 33A Prima Villa, No. 2, Jalan 109F, Taman Danau Desa, 58100 Kuala Lumpur	Three units of four-storey link villas	0.24 acres	1,617	Corporate facilities	Leasehold (6.1.2109)	10	7,342	16.12.2016
HEALTHCARE SOLUTIONS								
EDGENTA MEDISERVE SDN. BHD.								
Lot No. 65, Jalan Logam 3, Kamunting Raya Industrial Estate, 34600 Taiping, Perak	Incineration plant with double-storey administration block plus laundry plant	5.87 acres	23,760	Incinerator for clinical waste and laundry plant	Leasehold (7.12.2097)	28	794	31.12.2022
Lot No. 37, Jalan Industri 8, Kuala Ketil Industrial Estate, Mukim of Tawar, 09300 Kuala Ketil, Kedah	Laundry plant with 2-storey administration block and ancillary facilities	2.24 acres	9,058	Laundry plant	Leasehold (26.3.2056)	21	644	31.12.2022
Lot No. 131 (CL215359890) & Lot No. 132 (CL215359907), SEDCO Industrial Estate, Lok Kawi, Sabah	Single-storey detached factory with mezzanine office	0.51 acres	2,060	Factory and office building	Leasehold (13.12.2042)	19	272	2.11.2018
No. 2, Jalan Kamunting 2, Jalan Kamunting Industrial Estate, 48300 Bukit Beruntung, Selangor	Research and development center	1.47 acres	5,987	Research and development	Freehold	13	1,160	31.12.2022

Location & Address	Description of Properties	Approx. Land Area	Gross Built-Up Area (Sq. Meters)	Existing Use	Land Tenure (Expire Date)	Building Approx. Age (Years)	Net Book Value as at 31.12.2024 (RM'000)	Last Date of Revaluation or if none: Date of Acquisition
INFRASTRUCTURE SERVICES								
EDGENTA PROPEL BERHAD & EDGENTA INFRASTRUCTURE SERVICES SDN. BHD.								
No. C1-16-08, Block C1, Vista Komanwel, Bukit Jalil, 57700 Kuala Lumpur	Penthouse (duplex)	–	850	Staff accommodation	Freehold	11	293	19.4.2013
LMD Dengkil Office, Kawasan Rehat dan Rawat Dengkil KM238, Arah Selatan, Lebuhraya ELITE, 43800 Dengkil, Selangor	Office building and warehouse storage	–	5,000	Logistic and machinery depot	Freehold	19	2,174	1.5.2005
EDGENTA ENVIRONMENTAL & MATERIAL TESTING SDN. BHD.								
Suite 4801-1-05, Block 4801, CBD Perdana, Jalan Perdana, 63000 Putrajaya, Selangor	Office building	–	175	Office lot	Freehold	14	137	7.12.2015
No.3 & No.5, Jalan P18, Kawasan Perindustrian MIEL, 43650 Bandar Baru Bangi, Selangor	Two adjoining units of one and half storey semi detached factory	0.83 acres	1,303	Laboratory and office building	Leasehold (29.09.2086)	34	2,329	7.12.2015
PROPERTY DEVELOPMENT								
COUNTRY VIEW DEVELOPMENT SDN. BHD.								
CL015027237 and CL015395196, Jalan Tuaran, Likas, 88400 Kota Kinabalu, Sabah	Vacant land for development	7.72 acres	–	Vacant land	Leasehold 999 years (2.12.2920 and 20.8.2925)	–	14,325	31.12.2024

Recurrent Related Party Transactions

The shareholders of UEM Edgenta Berhad ("UEM Edgenta" or "the Company"), at the 61st Annual General Meeting held on 4 June 2024, had granted their approval for the Company and its subsidiary companies ("UEM Edgenta Group") to enter into recurrent related party transactions of a revenue or trading nature, which are necessary for its day-to-day operations and are in the ordinary course of business in order to comply with Paragraph 10.09 of the Main Market Listing Requirements ("MMLR") of Bursa Malaysia Securities Berhad ("Bursa Securities").

In accordance to Practice Note 12 of the MMLR of the Bursa Securities, the details of recurrent related party transactions made during the financial year ended 31 December 2024 pursuant to the shareholders' mandate are as follows:

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")
1	UEM Edgenta Group	UEM Group Berhad ("UEMG") and its subsidiaries ("UEMG Group")	Khazanah Nasional Berhad ("Khazanah") is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and UEMG. Datuk Amran Hafiz Affifudin do not have any equity interest in UEMG.
2	UEM Edgenta Group	PLUS Malaysia Berhad and its subsidiaries ("PLUS Malaysia Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. PLUS Malaysia is a 51% subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and PLUS Malaysia. Datuk Amran Hafiz Affifudin does not have any equity interest in PLUS Malaysia.

Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
Provision of directors and staff training and development by UEMG Group.	–	–	–
Provision of administrative and audit and tax services by UEMG Group.	–	–	–
Rental of office space in Tower 1, Avenue 7, Bangsar South and ancillary facilities from UEMG Group.	(3,809)	(5,333)	(9,142)
Rental of training space at UEM Learning Centre, Petaling Jaya from UEMG Group.	(395)	(552)	(947)
Payment of annual nomination fee to UEMG.	(4,167)	(5,833)	(10,000)
Provision of services to UEMG Group as follows: (i) Proposed provision of vehicle screening services for projects developed; (ii) Design and project management fees for projects; (iii) Provision for soil investigation, instrumentation, material testing, environmental and pavement condition assessment works for infrastructure projects; and/or (iv) Provision of energy management services.	–	–	–
Pavement, civil, mechanical, electrical and electronic ("MEE") works, utilities relocation and traffic management works for UEMG Group.	–	–	–
Provision of facilities management services to UEMG at Imperia Building.	413	563	976
Provision of project management consultancy services to UEMG.	–	–	–
Provision of facilities maintenance services to PLUS Malaysia Group.	–	–	–
Provision of design, consultancy services, maintenance management and technical services to PLUS Malaysia Group; project management fees and development and proposed network maintenance fee from PLUS Malaysia Group.	10,820	15,582	26,403
Provision of highway maintenance services to PLUS Malaysia Group.	262,144	539,259	801,403
Provision of maintenance services of the real time monitoring system and soil investigation works for upgrading of existing and new facilities to PLUS Malaysia Group.	–	–	–
Provision of design and project management services to PLUS Group.	576	–	576

Last Practicable Date ("LPD"), being the latest date practicable prior to the issuance of this report, is 31 March 2025.

Recurrent Related Party Transactions

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
3	UEM Edgenta Group	UEM Sunrise Berhad and its subsidiaries ("UEM Sunrise Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. UEM Sunrise is a 69.56% subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and UEM Sunrise. Datuk Amran Hafiz Affifudin does not have any equity interest in UEM Sunrise.	Provision of facilities maintenance services to UEM Sunrise Group.	3,208	4,826	8,035
				Provision of services to UEM Sunrise Group as follows: (i) Pavement, MEE works, utilities relocation and traffic management works; (ii) Project management consultancy services for commercial development; (iii) Proposed soil investigation works, instrumentation, material testing, environmental services and pavement works for projects development; (iv) Provision of energy management services; and/or (v) Provision of Strata and Building Facilities Management software - User License Fee.	–	–	–
				Provision of energy management service, operate and maintain the district cooling tower for UEM Sunrise Group.	–	–	–
4	UEM Edgenta Group	First Impact Sdn. Bhd. ("First Impact")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. First Impact is a wholly-owned subsidiary of UEMG. Mohd Asrul Ab Rahim is a director of UEM Edgenta and First Impact. Mohd Asrul Ab Rahim does not have any equity interest in First Impact.	Provision of asset management services for office buildings of First Impact.	3,733	5,311	9,044
				Installation and upgrading of building equipment and assets for First Impact.	475	209	684
5	UEM Edgenta Group	Telekom Malaysia Berhad ("TM") and its subsidiaries ("TM Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Khazanah holds 20.10% equity interest in TM.	Provision of services to TM Group as follows: (i) Facilities maintenance services and energy management services; (ii) Pavement, civil, MEE works, utilities relocation work and traffic management services; and/or (iii) Infrastructure maintenance of telecommunications network.	–	–	–
6	UEM Edgenta Group	Malaysia Airports Holdings Berhad ("MAHB") and its subsidiaries ("MAHB Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. MAHB is a 98.69% subsidiary of Gateway Development Alliance Sdn. Bhd., which in turn is a 40% associated company of Pantai Panorama Sdn. Bhd., which in turn is a wholly-owned subsidiary of UEMG.	Provision of services to MAHB Group as follows: (i) Pavement, civil, MEE works, utilities relocation works and traffic management services; and/or (ii) Proposed soil investigation works, instrumentation, material testing, environmental services and pavement works for airports.	–	–	–
7	UEM Edgenta Group	Tenaga Nasional Berhad ("TNB") and its subsidiaries ("TNB Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Khazanah holds 22.46% equity interest in TNB.	Provision of services to TNB Group as follows: (i) Project management consultancy services for office building; (ii) Provision of pavement, MEE works, utilities relocation and traffic management works; (iii) Proposed soil investigation works, instrumentation, material testing, environmental services; and/or (iv) Provision of integrated facilities management and energy services for TNB buildings.	1,743	2,068	3,811
8	UEM Edgenta Group	Cenviro Sdn. Bhd. and its subsidiaries ("Cenviro Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Cenviro is a 70% subsidiary of Khazanah. Tan Sri Dr. Azmil Khalid and Nurul Iman Mohd Zaman are directors of UEM Edgenta and Cenviro. Tan Sri Dr. Azmil Khalid and Nurul Iman Mohd Zaman do not have any equity interest in Cenviro.	Provision of services to Cenviro Group as follows: (i) Provision of office services; and/or (ii) Proposed soil investigation works, instrumentation, material testing, environmental services.	–	1	1
				Provision of healthcare waste management services to Cenviro Group.	–	–	–

Recurrent Related Party Transactions

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
9	UEM Edgenta Group	Konsortium ProHAWK Sdn. Bhd. ("ProHAWK")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. ProHAWK is a wholly-owned subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and ProHAWK. Datuk Amran Hafiz Affifudin does not have any equity interest in ProHAWK.	Provision of asset management services for Women & Children Hospital ("WACH") to ProHAWK.	19,289	19,344	38,633
10	UEM Edgenta Group	Teras Teknologi Sdn. Bhd. ("TERAS")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. TERAS is a wholly-owned subsidiary of PLUS Malaysia, which in turn is a 51% subsidiary of UEMG.	Provision of MEE works to TERAS by Edgenta PROPEL Berhad.	–	–	–
				Provision of professional services to install new access management solution in Menara UEM from TERAS to UEM Edgenta Group.	–	–	–
11	UEM Edgenta Group	Kualiti Alam Sdn. Bhd. ("Kualiti Alam")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Kualiti Alam is a wholly-owned subsidiary of Cenviro, which in turn is a 70% subsidiary of Khazanah.	Provision of waste collection services by Kualiti Alam.	–	(172)	(172)
12	UEM Edgenta Group	TT dotCom Sdn. Bhd. ("TT dotCom")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. TT dotCom Sdn. Bhd. is a wholly-owned subsidiary of TIME dotCom Berhad ("TdC"). Khazanah holds 7.24% equity interest in TdC. Pulau Kapas Ventures Sdn. Bhd. ("PKV"), in which Khazanah holds 19.82% equity interest, holds 25.10% equity interest in TdC.	Provision of fiber optic maintenance on highway by TT dotCom.	2,110	1,391	3,501
13	UEM Edgenta Group	IHH Healthcare Berhad and its subsidiaries ("IHH Healthcare Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. IHH Healthcare is a 25.92% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.	Provision of hospital support services to IHH Healthcare Group.	410	645	1,054
				Provision of Asseto, an Asset Management System, and Work Order Management platform to IHH Healthcare Group.	–	–	–
				Provision of Energy Performance Contract ("EPC") to IHH Healthcare Group.	–	–	–

Recurrent Related Party Transactions

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
14	UEM Edgenta Group	edotco Group Sdn. Bhd. ("edotco Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. edotco Group is a 63% subsidiary of Axiata Group Berhad, which in turn is a 36.73% associated company of Khazanah. Mount Bintang Ventures Sdn. Bhd., a wholly-owned subsidiary of Khazanah, holds 10.57% equity interest in edotco Group.	Provision of integrated facilities maintenance services and energy management services to edotco Group.	–	–	–
15	UEM Edgenta Group	Khazanah Group	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG.	Provision of sustainability platform/carbon neutrality platform to Khazanah Group.	–	–	–
16	UEM Edgenta Group	Iskandar Investment Berhad ("IIB")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. IIB is a 60% subsidiary of Khazanah.	Provision of Asseto, an Asset Management System, and Work Order Management platform to IIB.	–	–	–
17	UEM Edgenta Group	Astro Holdings Sdn. Bhd. ("Astro") and its subsidiaries ("Astro Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Astro is a 29.34% associate company of Pantai Cahaya Bulan Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.	Provision of Energy Performance Contract to Astro Group.	–	–	–
18	UEM Edgenta Group	Kolej Yayasan UEM ("KYUEM")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Yayasan KYUEM is the philanthropic arm of UEMG and had established KYUEM, a residential A-Level private higher education college. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and a member of Board of Governors of KYUEM.	Provision of Energy Performance Contract to Yayasan KYUEM.	–	–	–
19	UEM Edgenta Group	Cement Industries of Malaysia Berhad ("CIMA")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. CIMA is a wholly-owned subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and CIMA. Datuk Amran Hafiz Affifudin does not have any equity interest in CIMA.	Provision of Energy Performance Contract to CIMA.	–	–	–
20	UEM Edgenta Group	Destination Resorts and Hotels Sdn. Bhd. ("DRH")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. DRH is a wholly-owned subsidiary of Khazanah.	Provision of buildings and facilities audit exercise services at Desaru Adventure Water Park to DRH.	–	–	–

Recurrent Related Party Transactions

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
21	UEM Edgenta Group's property development companies	Any Related Party who may wish to purchase properties developed by UEM Edgenta Group's property development companies	All directors and major shareholders of UEM Edgenta are interested in this transaction. All directors of UEM Edgenta do not have any direct and/or indirect shareholding in UEM Edgenta. All directors and major shareholders of UEM Edgenta will abstain and ensure that all Persons Connected to them will abstain from voting on the relevant resolution.	Sale of property units by UEM Edgenta Group's property development companies.	–	–	–
22	Edgenta Mediserve Sdn. Bhd. ("EMS")	Cenviro Group	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. EMS is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. Cenviro is a 70% subsidiary of Khazanah.	Provision of healthcare waste management services by Cenviro Group.	(460)	(603)	(1,063)
23	Edgenta Facilities Sdn. Bhd. and its subsidiaries ("EFSB Group")	UEM Builders Berhad ("UEM Builders")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. EFSB is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. UEM Builders is a wholly-owned subsidiary of UEMG.	Provision of cleaning services and mechanical and electrical ("M&E") maintenance to UEM Builders.	13	18	31
24	EFSB Group	CIMB Group Holdings Berhad and its subsidiaries ("CIMB Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. EFSB is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. Khazanah holds 22.87% equity interest in CIMB.	Provision of facilities maintenance services to CIMB Group.	6,881	10,623	17,504
25	EFSB Group	UEMG Group	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. EFSB is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.	Rental of retail area at Imperia Office Tower from UEMG.	(14)	(5)	(19)
26	Edgenta PROPEL Berhad and its subsidiaries ("Edgenta PROPEL Group")	UEM Construction Sdn. Bhd. ("UEM Construction")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. UEM Construction is a wholly-owned subsidiary of UEM Builders, which in turn is a wholly-owned subsidiary of UEMG.	Provision of fourth lane widening ("FLW") civil works, MEE works and street lighting and traffic management services to UEM Construction.	–	–	–
27	Edgenta PROPEL Group	Putrajaya Holdings Sdn. Bhd. ("PHSB")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. Khazanah holds 15.59% equity interest in PHSB.	Provision of bridge maintenance services, pavement, civil, MEE works, utilities relocation works and traffic management services to PHSB.	–	–	–

Recurrent Related Party Transactions

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
28	Edgenta PROPEL Group	CIMA	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. Edgenta PROPEL is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. CIMA is a wholly-owned subsidiary of UEMG.	Provision of recycled asphalt pavement ("RAP") premix plant operator by CIMA and purchase of material from CIMA.	–	–	–
29	Edgenta UEMS Sdn. Bhd. ("UEMS Malaysia")	Parkway Pantai Limited and its subsidiaries ("Parkway Pantai Group")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEMS Malaysia is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. Parkway Pantai is a wholly-owned subsidiary of Integrated Healthcare Holdings Limited, which in turn is a wholly-owned subsidiary of IHH Healthcare, which in turn is a 25.92% associated company of Pulau Memutik Ventures Sdn. Bhd., which in turn is a wholly-owned subsidiary of Khazanah.	Provision of facilities maintenance services to Pantai Holdings Group at various Pantai hospitals.	6,453	9,581	16,034
30	UEMS Malaysia	Khazanah	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEMS Malaysia is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG.	Provision of cleansing services at KLCC and KL Sentral to Khazanah.	202	283	485
31	UEMS Solutions Pte. Ltd. ("UEMS Solutions")	IHH Healthcare Group	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEMS Solutions is a wholly-owned subsidiary of UEMS Pte. Ltd., which in turn is a wholly-owned subsidiary of Edgenta Singapore, which in turn is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. IHH Healthcare is a 25.92% associated company of Pulau Memutik Ventures Sdn Bhd, which in turn is a wholly-owned subsidiary of Khazanah.	Provision of housekeeping services at various IHH Healthcare Hospitals to IHH Healthcare Group.	404	414	818
32	Edgenta GreenTech Sdn. Bhd. and its subsidiaries ("Edgenta GreenTech Group")	PHSB	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. Edgenta GreenTech is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. Khazanah holds 15.59% equity interest in PHSB.	Provision of integrated facilities maintenance services and energy management services to PHSB.	–	–	–
33	Edgenta GreenTech Group	Impeccable Vintage Properties Sdn. Bhd. ("IVP")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. EGT is a wholly-owned subsidiary of UEM Edgenta, which in turn is a 69.14% subsidiary of UEMG. IVP is a wholly-owned subsidiary of Khazanah.	Provision of refurbishment and/or retrofitting work at Subang Airport to IVP.	–	–	–

Recurrent Related Party Transactions

Item	Company in UEM Edgenta Group Involved	Transacting Party	Nature of Relationship as at the Last Practicable Date ("LPD")	Nature of Transaction	Value Incurred from 1 January 2024 to 4 June 2024 RM'000	Value Incurred from 5 June 2024 to 31 December 2024 RM'000	Aggregate Value of Transactions during the Financial Year RM'000
34	UEM Edgenta Group	UEMG Group	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and UEMG. Datuk Amran Hafiz Affifudin do not have any equity interest in UEMG.	Provision of Facial Recognition Access Management at Mercu UEM to UEM Group.	–	–	–
35	UEM Edgenta Group	PLUS Malaysia Group	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. PLUS Malaysia is a 51% subsidiary of UEMG. Datuk Amran Hafiz Affifudin is a director of UEM Edgenta and PLUS Malaysia. Datuk Amran Hafiz Affifudin does not have any equity interest in PLUS Malaysia.	Provision of pavement and construction works and design and consultancy services for Johor Third Lane Widening Project.	–	2,042	2,042
				Provision of design and consultancy services for Paroi Senawang Link to PLUS Malaysia Group.	–	–	–
				Provision of services to PLUS Malaysia Group as follows: (i) Provision of Electric Vehicle (EV) charging station implementation services along the North-South Expressway ("NSE"); and/or (ii) Provision of solar panel installation services along NSE.	–	–	–
				Provision of highway operations and maintenance services through Performance Based Contract ("PBC") concept to PLUS Malaysia Group.	–	–	–
36	UEM Edgenta Group	Avisena Healthcare Sdn. Bhd. ("AHSB")	Dato' Dr. Omar Abd Hamid is a director of UEM Edgenta and AHSB. AHSB is a wholly-owned subsidiary of Avisena Holdings Sdn. Bhd., which in turn is 54.85% held by Oratis Healthcare Sdn. Bhd. Dato' Dr. Omar Abd Hamid holds 85.42% equity interest in Oratis Healthcare Sdn. Bhd.	Provision of energy performance contract to AHSB for project development at Avisena Specialist Hospitals.	–	59	59
37	UEM Edgenta Group	Malaysia Aviation Group Berhad and its subsidiaries ("MAG")	Khazanah is the holding company of UEMG by virtue of its 100% interest in UEMG. UEM Edgenta is a 69.14% subsidiary of UEMG. MAG is a 86.59% subsidiary of Khazanah.	Provision of energy performance and smart performance contracting for MAG's existing building at KLIA.	–	–	–

Sustainability Performance Table

Indicator	Measurement Unit	2020	2021	2022	2023	2024
Bursa (Anti-corruption)						
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category						
Top Management	Percentage	0.00	0.00	0.00	0.00	83.00
Senior Management	Percentage	0.00	0.00	0.00	0.00	81.00
Middle Management	Percentage	0.00	0.00	0.00	0.00	77.00
Junior Management	Percentage	0.00	0.00	0.00	0.00	44.00
Non-executive	Percentage	0.00	0.00	0.00	0.00	7.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00	100.00	56.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0	0	0
Disclosure of cost of fines, penalties or settlements in relation to corruption	MYR	0.00	0.00	0.00	0.00	0.00
Bursa (Community/Society)						
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	-	-	195,000.00	308,666.35	230,072.05
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	-	-	2,887 *	2,218 *	2,773
Bursa (Diversity)						
Bursa C3(a) Percentage of employees by gender and age group, for each employee category						
Age Group by Employee Category						
Top Management Under 30	Percentage	0.00	0.00	0.00	0.00	0.00
Top Management Between 30-50	Percentage	60.00	53.00	50.00	61.00	41.00
Top Management Above 50	Percentage	40.00	47.00	50.00	39.00	59.00
Senior Management Under 30	Percentage	0.00	0.00	0.00	0.00	0.00
Senior Management Between 30-50	Percentage	56.00	58.00	61.00	66.00	58.00
Senior Management Above 50	Percentage	44.00	42.00	39.00	34.00	42.00
Middle Management Under 30	Percentage	1.00	1.00	1.00	2.00	5.00
Middle Management Between 30-50	Percentage	72.00	70.00	72.00	75.00	70.00
Middle Management Above 50	Percentage	28.00	29.00	28.00	23.00	25.00
Junior Management Under 30	Percentage	27.00	20.00	17.00	16.00	15.00
Junior Management Between 30-50	Percentage	58.00	63.00	66.00	69.00	65.00
Junior Management Above 50	Percentage	15.00	17.00	18.00	16.00	20.00
Non-Executive Under 30	Percentage	17.00	16.00	14.00	13.00	13.00
Non-Executive Between 30-50	Percentage	60.00	63.00	37.00	39.00	38.00
Non-Executive Above 50	Percentage	23.00	21.00	50.00	48.00	49.00
Gender Group by Employee Category						
Top Management Male	Percentage	67.00	80.00	72.00	78.00	77.00
Top Management Female	Percentage	33.00	20.00	28.00	22.00	23.00
Senior Management Male	Percentage	68.00	61.00	60.00	61.00	63.00
Senior Management Female	Percentage	32.00	39.00	40.00	39.00	37.00
Middle Management Male	Percentage	74.00	72.00	72.00	69.00	69.00
Middle Management Female	Percentage	26.00	28.00	28.00	31.00	31.00
Junior Management Male	Percentage	62.00	64.00	61.00	60.00	60.00
Junior Management Female	Percentage	38.00	36.00	39.00	40.00	40.00
Non-Executive Male	Percentage	79.00	78.00	45.00	46.00	47.00
Non-Executive Female	Percentage	21.00	22.00	55.00	54.00	53.00
Bursa C3(b) Percentage of directors by gender and age group						
Male	Percentage	67.00	60.00	67.00	70.00	70.00
Female	Percentage	33.00	40.00	33.00	30.00	30.00
Under 30	Percentage	0.00	0.00	0.00	0.00	0.00
Between 30-50	Percentage	11.00	20.00	22.00	30.00	30.00
Above 50	Percentage	89.00	80.00	78.00	70.00	70.00
Bursa (Energy management)						
Bursa C4(a) Total energy consumption	Megawatt	4,297.00 *	4,645.00 *	9,460.85 *	9,783.63 *	11,239.63
Bursa (Health and safety)						
Bursa C5(a) Number of work-related fatalities	Number	0	0	2	2	3
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.12	0.21	0.18	0.15	0.16
Bursa C5(c) Number of employees trained on health and safety standards	Number	-	9,841	3,026	1,738	8,718
Percentage of sites with OHSAS 18001 certification	Percentage	-	98.80	100.00	100.00	100.00
Number of work-related employee fatalities, over last 3 years	Number	0	0	1	0	0
Number of work-related contractor fatalities, over last 3 years	Number	0	0	1	2	3
Bursa (Labour practices and standards)						
Bursa C6(a) Total hours of training by employee category						
Top Management	Hours	-	741	829	690	373
Senior Management	Hours	-	8,376	8,398	6,406	6,504
Middle Management	Hours	-	11,487	13,324	10,603	13,202
Junior Management	Hours	-	43,918	56,387	37,589	52,940
Non-executive	Hours	-	30,693	39,894	246,658	258,364

Internal assurance | External assurance | No assurance | (*)Restated

Sustainability Performance Table

Indicator	Measurement Unit	2020	2021	2022	2023	2024
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	15.00	14.00	16.00	14.00	18.00
Bursa C6(c) Total number of employee turnover by employee category						
Top Management	Number	9	5	5	5	3
Senior Management	Number	32	40	38	37	36
Middle Management	Number	35	40	75	87	111
Junior Management	Number	94	115	309	274	341
Non-executive	Number	171	269	5,837	5,978	6,938
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0	0	0
Bursa (Supply chain management)						
Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.67	99.95	99.40	98.88	99.60
Bursa (Data privacy and security)						
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	-	-	-	0	0
Bursa (Water)						
Bursa C9(a) Total volume of water used	Megalitres	543.600000 *	400.800000 *	542.800000 *	508.700000 *	448.500000
Bursa (Waste management)						
Bursa C10(a) Total waste generated	Metric tonnes	-	-	567.45	1,498.97	2,019.63
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	-	10.60	604.93	1,058.50
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	-	556.85	894.04	961.14
Disclosure of three years of hazardous waste generation (tonnes)	Metric tonnes	-	-	512.41	724.54	595.28
Disclosure of three years of non-recycled waste generation (tonnes)	Metric tonnes	-	-	567.45	1,498.34	2,018.99
Disclosure of three years of waste recycled (tonnes)	Metric tonnes	-	-	0.05	0.63	0.64
Bursa (Emissions management)						
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	5,589.84	5,279.65	10,509.03 *	10,031.63	9,220.88
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	3,092.88	2,363.15	7,471.09 *	6,835.08	7,910.55
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	279.56	292.79	2,285.63	2,877.29	2,530.84

Internal assurance | External assurance | No assurance | (*)Restated

GRI Content Index

UEM Edgenta Berhad has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024, with reference to the GRI Standards.

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organisational details	Overview of UEM Edgenta, page 4-23
	2-2 Entities included in the organisation's sustainability reporting	About This Report, page 1
	2-3 Reporting period, frequency and contact point	About This Report, page 1
	2-5 External assurance	About This Report, page 1
	2-6 Activities, value chain and other business relationships	Overview of UEM Edgenta, page 4-23
	2-7 Employees	Employment Culture, page 178-194
	2-8 Workers who are not employees	Employment Culture, page 180-194
	2-9 Governance structure and composition	Sustainability Governance, page 116-117 Corporate Governance Overview Statement, page 224-238 Occupational Health and Safety, page 166-175
	2-10 Nomination and selection of the highest governance body	Corporate Governance Overview Statement, page 224-238
	2-11 Chair of the highest governance body	Governance, page 202-203
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance Overview Statement, page 224-238
	2-13 Delegation of responsibility for managing impacts	Corporate Governance Overview Statement, page 224-229
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance, page 116-117
	2-15 Conflicts of interest	Corporate Governance Overview Statement, page 224-238
	2-16 Communication of critical concerns	Corporate Governance Overview Statement, page 240
	2-17 Collective knowledge of the highest governance body	Corporate Governance Overview Statement, page 224-238
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Overview Statement, page 236
	2-19 Remuneration policies	Corporate Governance Overview Statement, page 237-238
	2-20 Process to determine remuneration	Corporate Governance Overview Statement, page 237-238
	2-21 Annual total compensation ratio	Omitted due to confidentiality constraints. After careful consideration, the Board has opted not to disclose the annual total compensation ratio at this time. We remain committed to transparency in our disclosures and will continue to evaluate all elements of our reporting practices to align with stakeholder expectations and industry standards as our policies evolve
	2-22 Statement on sustainable development strategy	Sustainability At UEM Edgenta, page 114-115
	2-23 Policy commitments	Corporate Integrity and Business Ethics, page 116 Company website: https://www.uemedgenta.com/ about-us/ corporate-governance.

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021 (continued)	2-24 Embedding policy commitments	Sustainability Governance, page 116
	2-25 Processes to remediate negative impacts	Corporate Integrity and Ethical Business Conduct, page 253-259
	2-26 Mechanisms for seeking advice and raising concerns	Corporate Integrity and Ethical Business Conduct, page 253-259
	2-27 Compliance with laws and regulations	Corporate Integrity and Ethical Business Conduct, page 253-259
	2-28 Membership associations	Driving Sustainability Through Partnerships, page 128-129
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Value Creation, page 46-50
	2-30 Collective bargaining agreements	Human Rights Assessment, page 195-199
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our Material Matters, page 52
	3-2 List of material topics	Our Material Matters, page 52
	3-3 Management of material topics	Our Material Matters, page 52-58
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	How We Distribute Value Created, Page 51
	201-2 Financial implications and other risks and opportunities due to climate change	Climate Risks & Opportunities, page 121-122
	201-3 Defined benefit plan obligations and other retirement plans	Sustainable Economic Growth, page 135-139
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Information unavailable. The information for this disclosure is currently unavailable. We are in the process of enhancing our data collection systems and internal capabilities to ensure more comprehensive reporting in future reporting cycles.
	202-2 Proportion of senior management hired from the local community	Employment Culture, page 189
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Economic Development, page 132-143 Local Community, page 197-199
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply Chain Management, page 142
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business Ethics, page 123-124
	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics, page 123-124
	205-3 Confirmed incidents of corruption and actions taken	Business Ethics, page 123-124
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environmental Management, page 161
	301-2 Recycled input materials used	Environmental Management, page 160-163
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Climate Change and Energy, page 146-156
	302-2 Energy consumption outside of the organisation	Climate Change and Energy, page 146-156
	302-3 Energy intensity	Climate Change and Energy, page 146-156
	302-4 Reduction of energy consumption	Climate Change and Energy, page 146-156
GRI 303: Water and Effluents 2018	303-5 Water consumption	Environmental Management, page 159

GRI STANDARD	DISCLOSURE	LOCATION
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change and Energy, page 146-156
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change and Energy, page 146-156
	305-3 Other indirect (Scope 3) GHG emissions	Climate Change and Energy, page 146-156
	305-4 GHG emissions intensity	Climate Change and Energy, page 146-156
	305-5 Reduction of GHG emissions	Climate Change and Energy, page 146-156
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Management, page 157-163
	306-2 Management of significant waste-related impacts	Environmental Management, page 157-163
	306-3 Waste generated	Environmental Management, page 157-163
	306-4 Waste diverted from disposal	Environmental Management, page 157-163
	306-5 Waste directed to disposal	Environmental Management, page 157-163
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employment Culture, page 182 - 191
	401-3 Parental leave	Employment Culture, page 192
GRI 403: Occupational Health and Safety 201	403-1 Occupational health and safety management system	Occupational Health and Safety, page 166-175
	403-2 Hazard identification, risk assessment, and incident investigation	Occupational Health and Safety, page 166-175
	403-3 Occupational health services	Occupational Health and Safety, page 166-175
	403-4 Worker participation, consultation, and communication on occupational health and safety	Occupational Health and Safety, page 166-175
	403-5 Worker training on occupational health and safety	Occupational Health and Safety, Page 166-175
	403-6 Promotion of worker health	Occupational Health and Safety, Page 166-175
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Occupational Health and Safety, Page 166-175
	403-8 Workers covered by an occupational health and safety management system	Occupational Health and Safety, page 173-174
	403-9 Work-related injuries	Occupational Health and Safety, page 173-174
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employment Culture, page 179
	404-2 Programmes for upgrading employee skills and transition assistance programmes	Employment Culture, page 179
	404-3 Percentage of employees receiving regular performance and career development reviews	Employment Culture, page 179
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Employment Culture, page 178-194 Corporate Governance Overview Statement, page 224-238
	405-2 Ratio of basic salary and remuneration of women to men	Employment Culture, 182
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Human Rights Assessment, page 195-196
GRI 409-1	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Rights Assessment, page 195-196
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Local Community, page 197-199

FTSE4Good Context Index

UEM Edgenta Berhad has reported the information cited in this FTSE4Good content index for the period 1 January 2024 to 31 December 2024, with reference to FTSE4Good Bursa Malaysia (F4GBM) Indicators.

Indicator Code	Indicator	Indicator Question	Location
EPRO2	Waste – policy or commitment statement to:	a) Address the issue	Environmental Management, page 160-161
		b) Reduce or avoid the impact or improve efficiency	Environmental Management, page 160-161
EPRO3	Resource use – policy or commitment statement to:	a) Address the issue	Environmental Management, page 160-161
		b) Reduce or avoid the impact or improve efficiency	Environmental Management, page 160-161
EPR24	Disclosure of three years of hazardous waste generation (tonnes)	Current Year	Environmental Management, page 160-161
		T minus 1 Year	Environmental Management, page 160-161
EPR25	Disclosure of three years of non-recycled waste generation (tonnes)	Current Year	Environmental Management, page 160-161
		Current Year non-recycled waste generation	Environmental Management, page 160-161
		T minus 1 Year	Environmental Management, page 160-161
		T minus 1 Year non-recycled waste generation	Environmental Management, page 160-161
EPR26	Disclosure of three years of waste recycled (tonnes)	Current Year	Responsible Waste Management, page 160-161
		Current Year waste recycled	Responsible Waste Management, page 160-161
		T minus 1 Year	Responsible Waste Management, page 160-161
		T minus 1 Year waste recycled	Responsible Waste Management, page 160-161
EPR28	Percentage of sites covered by recognised environmental management systems such as ISO14001 or EMAS	Year	Occupational Health and Safety, page 169
		Name of the system (ISO14001, EMAS, OR Others)	Occupational Health and Safety, page 169
EPR13	Disclosure of working with others to reduce pollution, waste or resource use by:	a) Participation in specific local or global Initiatives	Environmental Management, page 160-161
		b) Collaboration with other companies such as making use of the same waste streams as inputs (such as industrial ecology)	Environmental Management, page 160-161

Indicator Code	Indicator	Indicator Question	Location
Supply Chain (ENV)			
ESC04	Supplier/sourcing policy or commitment statement that addresses:	a) Environmental issues	Supply Chain Management, page 140
ESC05	Supplier/sourcing policy or commitment statement that addresses:	b) Resource use	Supply Chain Management, page 140
ESC10	Action taken to manage the environmental impact of suppliers through encouraging:	b) Impact reduction	Supply Chain Management, page 140
ESC12	Company involvement in initiatives, or commitment to frameworks, on environmental impacts in supply chain:	a) Participation in workshops or industry or topic-specific initiatives or collaboration efforts	Supply Chain Management, page 140-141
Water Security			
EWT24	Water management plan (including water recycling system):	a) Company discloses and details its water management plan at the company level/site specific	Environmental Management, page 159
EWT08	Works with others to reduce water use by:	a) Participation in specific local or global Initiatives	Environmental Management, page 159
		b) Collaboration with other companies operating at same sites such as making use of water waste streams as inputs (industrial ecology)	Environmental Management, page 159
EWT13	Policy or commitment on water use reduction which:	a) Addresses the issue	Environmental Management, page 159
Anti-corruption			
GAC01	Bribery - Policy or commitment statement:	a) Addresses countering bribery	Business Ethics, page 123-124
		b) Specifies countering at least 2 different forms of bribery related activities	Business Ethics, page 123-124
GAC02	Anti-corruption - Policy or commitment statement	a) Addresses anti-corruption	Business Ethics, page 123-124
		b) Specifies countering relevant forms of corruption (e.g. money laundering, obstruction of justice, etc.)	Corporate Governance Overview Statement, page 234
GAC05	Confidential or anonymous whistleblowing mechanism for staff covers:	a) Elements/types of corruption including bribery	Business Ethics, page 123 Corporate Integrity and Ethical Business Conduct, page 254-259
GAC07	Communication of anti-corruption policy to all employees covers:	a) Elements/types of corruption including bribery	Business Ethics, page 123 Corporate Integrity and Ethical Business Conduct, page 254-259
		b) Anti-corruption comprehensively	Business Ethics, page 123 Corporate Integrity and Ethical Business Conduct, page 254-259

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Anti-corruption (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
GAC13	Disclosure of number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/policies	Current Year	Business Ethics, page 123-124
		Staff disciplined (Number)	Business Ethics, page 123-124
GAC08	Training for staff on the anti-corruption policy covers	a) Elements/types of corruption including bribery	Business Ethics, page 123-124
GAC09	Corruption risk assessment for company operations covers:	a) Elements/types of corruption including bribery	Sustainability Risk Management, page 118-119
Corporate Governance			
GCG50	Percentage of women on the Executive committee or equivalent	Percentage of women on the Executive committee or equivalent	Employment Culture, page 186
		Year	Employment Culture, page 186
GCG46	There is a fully non-executive Audit Committee or Audit Board with:	a) At least half independent members	Corporate Governance Overview Statement, page 234
GCG47	There is a fully non-executive Remuneration Committee with:	a) At least half independent members	Corporate Governance Overview Statement, page 234
GCG03	Number of Board Directors	Number	Corporate Governance Overview Statement, page 234
GCG04	Number of independent Directors on the board	Number	Corporate Governance Overview Statement, page 234
GCG05	Number of women on the board	Number	Corporate Governance Overview Statement, page 234
GCG06	Commitment to gender diversity on the board	a) Statement of support	Employment Culture, page 234
GCG11	Disclosure of the attendance rate	a) For some individual board/committee members, or average attendance rates	Corporate Governance Overview Statement, page 230
		b) Of all individual directors at both board and committee level	Corporate Governance Overview Statement, page 230
GCG14	Disclosure of fixed and variable remuneration for:	a) Senior executives included in the company's remuneration disclosures	Corporate Governance Overview Statement, page 238
		b) Non-executive board members	Corporate Governance Overview Statement, page 237 Directors' Report, page 267

Corporate Governance (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
GCG01	Separate Non-Executive Chair and CEO	a) Separate Non-Executive Chair and CEO, where Chair is not independent OR their independence is not declared	Board of Directors' Profile, page 204
		b) Separate Non-Executive Chair and CEO, where Chair is independent	Board of Directors' Profile, page 204
GCG02	Disclosure of details about Directors:	a) Expertise	Board of Directors' Profile, page 204-208
		b) Other Directorships	Board of Directors' Profile, page 204-208
GCG07	Board addresses:	a) Conflicts of interest	Board of Directors' Profile, page 204-208
		b) Related party transactions	Audit Committee Report, page 242-244
GCG08	Periodic evaluation of board effectiveness:	a) Review (can have no clear timeframe)	Corporate Governance Overview Statement, page 236
		b) Evaluation with a clear timeframe (e.g. annually or other set period)	Corporate Governance Overview Statement, page 236
GCG09	Disclosure of:	a) Board Committee(s)	Corporate Governance Overview Statement, page 224-228
		b) Their Charters, terms of reference or equivalent	Corporate Governance Overview Statement, page 224-228
GCG10	Disclosure of number of times the board/ each committee have/has met per annum	a) The Board	Corporate Governance Overview Statement, page 230
		b) Each Committee	Corporate Governance Overview Statement, page 230
GCG19	Annual General Meeting: Number of days between the date of notice and date of meeting	AGM Notice Filing Date (DD-MMMYYYY)	Notice of AGM, Page 422-425
		AGM Date (DD-MMM-YYYY)	Notice of AGM, Page 422-425
GCG21	Shareholders have the right to vote on executive remuneration:	a) Evidence of shareholders voting in the AGM	Notice of AGM, Page 422-425
		b) The right to vote annually is explicitly covered in a company policy	Notice of AGM, Page 422-425
GCG42	Does the company provide for one share one vote for all company meeting resolutions?	Does the company provide for one share one vote for all company meeting resolutions?	Notes to the Financial Statements, page 340

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Corporate Governance (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
GCG27	Remuneration for senior executives included in the company's remuneration disclosures:	a) Includes long-term incentives or mechanisms	Corporate Governance Overview Statement, page 238
GCG49	Disclosure and Nature of fees paid to the auditor:	a) Audit and non-audit fees are separately disclosed	Additional Compliance Information, page 241
		b) Amount of audit fees exceeds the amount of non-audit fees in the last fiscal year	Additional Compliance Information, page 241
GCG44	Financial expertise on the audit committee	a) At least one independent financial expert on the audit committee	Audit Committee Report, page 242
		b) A majority of independent financial experts on the audit committee	Audit Committee Report, page 242
Risk Management			
GRM01	The Board:	a) Has oversight of risk management	Sustainability Risk Management, page 118 Statement On Risk Management And Internal Control, page 245 Corporate Governance Overview Statement, page 224-225
		b) Reviews the effectiveness of the risk management process	Sustainability Risk Management, page 118
GRM02	Senior responsibility for risk:	a) Senior executive responsible for risk reporting to the CEO; or there is a board risk committee	Sustainability Risk Management, page 118
		b) The same senior executive is separate from Head of Audit or equivalent; or the board risk committee is separate from audit	Statement On Risk Management and Internal Control, page 245-252
GRM04	Reporting and Standards - Reference is made to external standards to inform the company's risk management system and reporting transparency:	a) Company uses risk management standards or frameworks such as ISO31000, COSO, IRM, FERMA, BASEL	Statement On Risk Management and Internal Control, page 246
		b) Company reports using standards such as GRI, Integrated Reporting (IIRC), SASB	About This Report, page 1
		c) Company uses GRI	About This Report, page 1
		d) Company uses Integrated Reporting (IIRC)	About This Report, page 1
GRM05	Board specifically oversees:	a) Code of Conduct, Code of Ethics or equivalent	Business Ethics, page 123
		b) ESG risks	Sustainability Risk Management, page 118-119

Risk Management (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
GRM07	The company's Codes/charters/policy documents or equivalent:	a) Describe the company's risk management framework	Sustainability Risk Management, page 118-119 Statement on Risk Management and Internal Control 246
		b) This risk management framework specifically covers ESG risks	Sustainability Risk Management, page 118-119
GRM12	The company:	a) Reviews compliance with its Code of Conduct/Code of Ethics and identifies any non-compliance	Sustainability Risk Management, page 121 Business Ethics, page 123-124
Human Rights and Community			
SHR03	Statement of principles or process by which community investments are made:	a) Covering defined focus areas	Local community, page 197-199
		b) Community investment focus area(s) linked to the company's business strategy	Local community, page 197-199
SHR05	Commitment to local employment and/or sourcing:	a) Comment on local employment/ sourcing	Economic Development, page 135
		b) Clear commitment	Economic Development, page 135
SHR15	Output/outcome of specific results, achievements or benefits of community investments:	a) Details of output/outcome including non-quantified	Local community, page 197-199
		b) Quantification of output/outcome	Local community, page 197-199
SHR16	Mechanisms to facilitate employee engagement and involvement with charitable partners:	a) Evidence of recognising volunteering	Local community, page 197-199
SHR25	Human rights impact assessment and mitigation	The company proactively assesses its human rights impacts on an ongoing basis, as part of core business processes	Human Rights Assessment, page 195
		Disclosure of actions implemented for avoidance, prevention and mitigation of human rights issues	Human Rights Assessment, page 195
SHR27	Disclosure of incidents of human rights violations	Incidents are disclosed, or the company states no incidents occurred in the reporting period	Human Rights Assessment, page 195
		Incident responses or learnings are disclosed, or the company states no incidents occurred in the reporting period	Human Rights Assessment, page 195
SHR21	Public commitment to respect and support the protection of internationally proclaimed human rights:	The company has made a specific commitment to apply either the UN Guiding Principles on Business and Human Rights or the OECD Guidelines for Multinational Enterprises	Human Rights Assessment, page 195

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Human Rights and Community (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
SHR22	Identification of salient human rights issues specific to the business	Salient, industry or business-specific human rights issues are identified	Human Rights Assessment, page 195
		Commitment to engage with stakeholders to identify these issues	Human Rights Assessment, page 195
SHR24	Embedding human rights commitments into corporate practice:	Human rights expectations are clearly communicated to all stakeholders, including business partners	Human Rights Assessment, page 195
		All staff or specific staff/departments are trained on human rights policy	Human Rights Assessment, page 195
SHR26	Grievance mechanisms in place for individuals and communities impacted by business activities	Formal mechanisms cover human rights explicitly, guarantee confidentiality/ anonymity, and are available to internal and external stakeholders	Corporate Integrity and Ethical Business Conduct, page 253-259
Health & Safety			
SHS38	Number of work-related employee fatalities, over last three years	Coverage	Occupational Health and Safety, page 174
		Current Year	Occupational Health and Safety, page 174
		Current Year Fatalities	Occupational Health and Safety, page 174
		T minus 1 Year	Occupational Health and Safety, page 174
		T-1 Fatalities	Occupational Health and Safety, page 174
		T minus 2 Year	Occupational Health and Safety, page 176
		T-2 Fatalities	Occupational Health and Safety, page 174
SHS39	Policy or commitment statement on reducing health and safety impact through:	a) Commitment to continuous improvement	Occupational Health and Safety, page 168-169
SHS40	Number of work-related contractor fatalities, over last three years	Current Year	Occupational Health and Safety, page 174
		T-0 Contractor Fatalities	Occupational Health and Safety, page 174
		T minus 1 Year	Occupational Health and Safety, page 174
		T-1 Contractor Fatalities	Occupational Health and Safety, page 174
		T minus 2 Year	Occupational Health and Safety, page 174
		T-2 Contractor Fatalities	Occupational Health and Safety, page 174

Health & Safety (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
SHS03	Board oversight of health and safety:	a) Evidence of board or board committee oversight of management of health and safety risks	Occupational Health and Safety, page 166
		b) Named position responsible at Board level	Occupational Health and Safety, page 166
SHS11	Programme regarding prevention and control of at least one global health issue which applies to:	a) Employees	Occupational Health and Safety, page 167
SHS05	Employee involvement in health and safety improvements, through:	a) Participative initiatives such as employee health and safety committees	Occupational Health and Safety, page 170
		b) Management discussions on health and safety with worker representatives or trade unions	Occupational Health and Safety, page 170
SHS13	Number of staff trained on health and safety standards within the last year	Year	Occupational Health and Safety, page 173
		Staff trained on safety	Occupational Health and Safety, page 179
SHS15	Lost-time incident rate, over last three years	Coverage	Occupational Health and Safety, page 173-174
		Definition of lost time	Occupational Health and Safety, page 173-174
		Current Year	Occupational Health and Safety, page 173-174
		Current Year Lost Time Incident Rate	Occupational Health and Safety, page 173-174
		T minus 1 Year	Occupational Health and Safety, page 173-174
		T-1 Year Lost Time Incident Rate	Occupational Health and Safety, page 173-174
		T minus 2 Year	Occupational Health and Safety, page 173-174
		T-2 Lost Time Incident Rate	Occupational Health and Safety, page 173-174
		Data Type (Employees OR Employees+Contractors)	Occupational Health and Safety, page 173-174
SHS01	Health and safety policy or commitment statement which:	a) Identifies the issue as relevant and important	Occupational Health and Safety, page 166
		b) Applies to contractors or other external stakeholders	Occupational Health and Safety, page 166-174
SHS04	Risk Assessment carried out regarding health and safety for:	b) Existing operations or projects	Occupational Health and Safety, page 166-174
SHS08	Performance monitoring and management of health and safety, demonstrated by:	b) Performance benchmarking against industry standards	Occupational Health and Safety, page 166-174
SHS10	For health and safety data, there is:	a) Independent Verification by a third party	Occupational Health and Safety, page 166-174

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Labour Standards			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
SLS01	In relation to the prevention of child labour, company:	a) Addresses the issue/states it complies with local laws in general disclosures	Human Rights Assessment, page 195
SLS02	In relation to the prevention of forced labour, company:	a) Addresses the issue/states it complies with local laws in general disclosures	Human Rights Assessment, page 195
SLS03	In relation to non-discrimination, company:	a) Addresses non-discrimination/equal opportunity in general disclosures	Employee Well-being, page 188
SLS05	Policy or statement supporting the right to freedom of association that:	b) Covers the respect for or support of the right to freedom of association	Human Rights Assessment, page 195
SLS06	Policy or statement supporting the right to collective bargaining that:	b) Covers the respect for or support of the right to collective bargaining	Human Rights Assessment, page 195
SLS10	Company involvement in initiatives or commitment to frameworks on labour standards, including:	b) Membership of, or public commitment to, a recognised international framework	Human Rights Assessment, page 195
SLS12	Company policy on labour standards is:	a) Communicated globally to employees	Human Rights Assessment, page 195
SLS14	Company has taken action to address labour issues, including:	c) Mechanisms to allow employee representatives to engage with company management	Human Rights Assessment, page 195
SLS21	In relation to instances of labour standards non-compliance, the company:	a) Discloses the number of incidents but not how they dealt with them, or states there were no incidents	Human Rights Assessment, page 195
		b) Has disclosed specific action taken regarding non-compliance specifying the types of incidents, or states there were no incidents	Human Rights Assessment, page 195
SLS25	Percentage of employees that are contractors or temporary staff	Year	Employment Culture page 183
		Temp Staff (%)	Employment Culture, page 183
SLS26	Amount of time spent on employee development training to enhance knowledge or individual skills, using:	Total time as a company	Employment Culture, page 179
		Current Year	Employment Culture, page 179
		Type of Training	Employment Culture, page 179
SLS08	Policy or statement supporting the right to a minimum or living wage, which:	b) Commits to exceed minimum wage/ meet living wage	Employment Culture, page 180

Labour Standards (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
SLS29	Employee personal development training to enhance abilities or individual skills, including:	a) Policy or commitment statement to provide employee personal development training	Employment Culture, page 179
		b) Detailed description of the personal development training that is provided	Employment Culture, page 179
SLS30	The company addresses bullying and/or harassment:	a) Providing a confidential reporting channel or whistleblowing system	Human Rights Assessment, page 195
SLS33	Percentage of women in the global workforce	Percentage of women in the global workforce	Employment Culture, page 195
		Year	Employment Culture, page 195
Supply Chain (Social)			
SSC17	Capacity building for suppliers, including:	b) Supplier mentoring, secondments, or supporting suppliers through sharing best practice	Supply Chain Management, page 140
Climate Change			
ECC01	Climate change impact including CO2/ GHG emissions - Policy or commitment statement to:	a) Address the issue	Climate Change and Energy, page 146
		b) Reduce or avoid the impact or improve efficiency	Climate Change and Energy, page 146
ECC03	Demonstrating support for mitigating climate change through:	a) Membership of business associations	Sustainability at UEM Edgenta - Driving Sustainability Through Partnerships, page 128-129
		b) Company position on public policy and regulation	Climate Change and Energy, page 146-156
ECC05	Initiatives in place include measures to address climate change through adaptation:	a) Company mentions addressing adaptation	Climate Change, page 146-156
		b) Company explains specific actions taken	Climate Change, page 146-156

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Indicator Code	Indicator	Indicator Question	Location
ECC14	Three years of total operational GHG emissions data (Scope 1 & 2) is disclosed Three years of total	Coverage (%)	Climate Change, page 146-156
		Scope 1 data	Climate Change, page 153
		Scope 2 data	Climate Change, page 155
		Scope 3 data	Climate Change, page 156
		Latest Year	Climate Change, page 146-156
		T minus 1 Year	Climate Change, page 146-156
		T minus 2 Year	Climate Change, page 146-156
		Consolidation Method	Climate Change, page 146-156
ECC15	Three years of total energy consumption data is disclosed	Coverage	Climate Change, page 146-156
		Current Year	Climate Change, page 146-156
		Current Year Energy Consumption	Climate Change, page 146-156
		T minus 1 Year	Climate Change, page 146-156
		T minus 1 Year Energy Consumption	Climate Change, page 146-156
		T minus 2 Year	Climate Change, page 146-156
		T minus 2 Year Energy Consumption	Climate Change, page 146-156
ECC49	Scope 3 emissions	Current Year	Climate Change, page 156
		Business travel	Climate Change, page 156
		Employee commuting	Climate Change, page 156
		Upstream leased assets	Climate Change, page 156

Climate Change (Cont'd)

Indicator Code	Indicator	Indicator Question	Location
ECC39	Long-term (more than 5 years) GHG emissions reduction targets – this could include scope 1 and/or scope 2 and/or scope 3:	a) Unquantified, process targets	Climate Change, pages 146-156
		b) Quantified targets	Climate Change, pages 146-156
		Scope	Climate Change, pages 146-156
		Base year	Climate Change, pages 146-156
		Base year emissions	Climate Change, pages 146-156
		Year in which target was set	Climate Change, pages 146-156
		Target year	Climate Change, pages 146-156
		Percentage reduction targeted (%)	Climate Change, pages 146-156
		Net zero target	Climate Change, pages 146-156
		Scope 3 category covered	Climate Change, pages 146-156
ECC31	Energy use - Policy or commitment statement to:	a) Address the issue	Climate Change, pages 146-156
		b) Reduce or avoid the impact or improve efficiency	Climate Change, pages 146-156
ECC76	Does the company have a commitment to align disclosures to the recommendations of the Financial Stability Board's Task Force on Climate related Financial Disclosures (TCFD)?	Does the company have a commitment to align disclosures to the recommendations of the Financial Stability Board's Task Force on Climate related Financial Disclosures (TCFD)?	Climate Change, pages 146, 156

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Climate Change (Cont'd)			
Indicator Code	**Indicator**	**Indicator Question**	**Location**
ECC43	Recognition of climate change:	a) As a relevant risk and/or opportunity to the business	Sustainability Risk Management, page 118, 121-122
		b) Discloses time horizon (short/ medium/long term) of risk and/or opportunity	Sustainability Risk Management, page 118, 121-122
ECC44	Impact of climate-related risks and opportunities. The company:	a) Details how they incorporate climate change risks and opportunities in their strategy (mitigation, new products, R&D, etc.)	Sustainability Risk Management, page 118 Climate Change and Energy, page 146-156
ECC73	The company discloses involvement in organisations dedicated specifically to climate-related issues:	a) Its memberships of any organisations dedicated to climate-related issues	Sustainability at UEM Edgenta - Driving Sustainability Through Partnerships, page 128-129
		b) Its involvement in these organisations	Sustainability at UEM Edgenta - Driving Sustainability Through Partnerships, page 128-129
ECC77	The company has a decarbonisation strategy to meet its long, medium and short-term GHG reduction targets:	The company identifies the set of actions it intends to take to achieve its GHG reduction targets over the targeted timeframe. These measures clearly refer to the main sources of its GHG emissions, including Scope 3 emissions where applicable.	Climate Change and Energy, page 146-156

Statement of Assurance

To enhance the credibility of our reporting, selected aspects of this Sustainability Statement have undergone an internal review by the Group's Internal Auditors and received approval from the Board Audit Committee.

The Scope and Subject Matter(s) covered by the internal review are provided below:

Material Matters	Subject Matter	Scope
Anti-corruption	Percentage of employees who have received training on anti-corruption by employee category	All of UEM Edgenta's businesses in Malaysia and Singapore.
	Percentage of operations assessed for corruption-related risks	
	Confirmed incidents of corruption and action taken	
Community/Society	Total amount invested in the community where the target beneficiaries are external to the listed issuer	
	Total number of beneficiaries of the investment in communities	
Diversity	Percentage of employees by gender and age group, for each employee category	
	Percentage of directors by gender and age group	
Labour practices and standards	Total hours of training by employee category	
	Percentage of employees that are contractors or temporary staff	
	Total number of employee turnover by employee category	
	Number of substantiated complaints concerning human rights violations	
Health & Safety	Number of work-related fatalities	
	Lost time incident rate	
	Number of employees trained on health and safety standards	
Supply chain management	Proportion of spending on local suppliers	
Water	Total volume of water used	

* Note: In preparing the Subject Matter mentioned above, the performance of the internal audit work is guided by, in all material respects, the issued by the Institute of Internal Auditors and guided by the Global Internal Audit Standards following sustainability frameworks and guidance:

- Bursa Malaysia's Sustainability Reporting Guide (3rd edition)
- The Global Reporting Initiative ("GRI") Standards
- UEM Edgenta's relevant policies and procedures

Glossary

Abbreviation	Full Form
ABAC	Anti-Bribery & Anti-Corruption
ABMS	Anti-Bribery Management System
AC	Audit Committee
ACMV	Air-Conditioning and Mechanical Ventilation
AGM	Annual General Meeting
AI	Artificial Intelligence
AOP	Annual Operating Plan
AQIF	Associate Qualification in Islamic Finance
BCM	Business Continuity Management
BEA	Board Effectiveness Assessment
BEM	Board of Engineers Malaysia
BEMS	Biomedical Engineering Maintenance Services
BGRC	Board Governance and Risk Committee
BIC	Board Investment Committee
BOD	Board of Directors
BPLOD	Business Partner's Letter of Declaration
BTC	Board Tender Committee
BIC	Board Investment Committee
BVDP	Bumiputera Vendor Development Programme
Byte Blanket	Byte Blanket FZE
BCA	Building Condition Assessment
CAC	COVID-19 Assessment Centre
CAN	CEO Action Network
CAPAS	Corrective and Preventive Actions
CG Report	Corporate Governance Report
CHRA	Chemical Health Risk Assessment
CIDB	Construction Industry Development Board
CIMA	Cement Industries Malaysia Berhad
CLS	Cleansing Services
CMMS	Computerised Maintenance Management System
CnC	Command & Contact Centre
COC	Code of Conduct

Abbreviation	Full Form
COCBP	Code of Conduct for Business Partners
CSR	Corporate Social Responsibility
CSS	Customer Satisfaction Survey
CTOS	Credit Tip Off System
DAL	Discretionary Authority Limits
DASS	Depression Anxiety Stress Scale
Disrupt-x	Disrupt-X DMCC
DEI	Diversity, Equity and Inclusion
DOE	Department of Environment
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortisation
HSS	Hospital Support Services
HSSE	Health, Safety, Security & Environment
HWMS	Healthcare Waste Management Services
IAD	Internal Audit Department
IET	The Institution of Engineering and Technology
IBFIM	Islamic Banking & Finance Institute Malaysia
ICP	Islamic Commercial Papers
IFM	Integrated Facilities Management
IFRS	International Financial Reporting Standards
IIA	Institute of Internal Auditors
IIRC	International Integrated Reporting Council
IMTN	Islamic Medium Term Notes
IoT	Internet of Things
IPPF	International Professional Practice Framework
ITIL	Information Technology Infrastructure Library
JHA	Job Hazard Analysis
JKR	Public Works Department
Khazanah	Khazanah Nasional Berhad
KPI	Key Performance Indicators
KSI	KSI Strategic Institute for Asia Pacific
KLIA	Kuala Lumpur International Airport

Abbreviation	Full Form
KSA	The Kingdom of Saudi Arabia
LEED	Leadership in Energy and Environmental Design
LLS	Linen and Laundry Services
LOTG	LEARN-on-the-GO
LSE	London School of Economics & Political Science
MAC	Management Audit Committee
MACC	Malaysian Anti-Corruption Commission
MCCG	Malaysian Code on Corporate Governance 2021
MCO	Movement Control Order
MD/CEO	Managing Director/Chief Executive Officer
MFRS	Malaysia Financial Reporting Standards
MIA	Malaysian Institute of Accountants
MICPA	Malaysian Institute of Certified Public Accountants
MIS	Management Information System
MOSTFac	Mobile On-Site Testing Facility
MoBE	Memorandum of Business Exploration
MoH	Ministry of Health
MoU	Memorandum of Understanding
HMS	HSSE Management System
MSD	Muscular Skeletal Disorder
MSOSH	Malaysian Society for Occupational Safety & Health
SME	Small and Medium-Sized Enterprises
SOPS	Standard Operating Procedure
SP	Sustainability Programme
SSS	Site Safety Supervisor
SUKE	Sungai Besi - Ulu Kelang Expressway
The Code	Malaysian Code on Corporate Governance 2021
TnG	Touch 'n Go Sdn. Bhd.
TMA	Truck Mounted Attenuator
TNB	Tenaga Nasional Berhad

Abbreviation	Full Form
TOR	Terms of Reference
TCFD	Task Force on Climate-Related Financial Disclosures
UAE	United Arab Emirates
UELC	UEM Edgenta Learning Centre
UEM Edgenta	UEM Edgenta Berhad
UEM Group	UEM Group Berhad
UNSDGS	United Nations' Sustainable Development Goals
USGBC	US Green Building Council
WACH	Women & Children Hospital
WAEIR	Weighted Average Effective Interest Rates
WBP&P	Whistleblowing Policy and Procedure
WoW	Edgenta Workplace Wellness
WFH	Work from Home
Y-o-Y	Year-on-Year

Notice of the 62nd Annual General Meeting

NOTICE IS HEREBY GIVEN THAT the 62nd Annual General Meeting ("62nd AGM") of UEM Edgenta Berhad ("UEM Edgenta" or "the Company") will be held at **The Vertical, Connexion Conference & Event Centre, The Summit 1 Ballroom (Level M1, The Vertical), Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia** on **Thursday, 19 June 2025** at **10.00 a.m.** for the purpose of transacting the following businesses:-

AGENDA

ORDINARY BUSINESS

1. To receive the Audited Financial Statements of the Company for the financial year ended 31 December 2024 together with the Directors' and Auditors' reports thereon.

2. To re-elect the following Directors who are retiring in accordance with Article 91 of the Company's Constitution and being eligible, have offered themselves for re-election:-
   - Dato' George Stewart LaBrooy — **Ordinary Resolution 1**
   - Ms. Jenifer Thien Bit Leong — **Ordinary Resolution 2**
   - En. Mohd Asrul Ab Rahim — **Ordinary Resolution 3**

3. To re-elect Datuk Amran Hafiz Affifudin who is retiring as Director in accordance with Article 90 of the Company's Constitution and being eligible, has offered himself for re-election. — **Ordinary Resolution 4**

4. To approve the Directors' fees and the payment thereof to the Directors for the period from the 62nd AGM until the next Annual General Meeting ("AGM") of the Company, to be payable on a quarterly basis. — **Ordinary Resolution 5**

5. To approve the payment of Directors' benefits (excluding Directors' fees) to the Non-Executive Chairman and Non-Executive Directors based on the following table of benefits and remuneration for the period from the 62nd AGM until the next AGM of the Company:- — **Ordinary Resolution 6**

Description	Directors' remuneration/benefits
Meeting allowance for ad-hoc or temporary Board Committees established for specific purposes	(i) Chairman of Committee – RM2,000 per meeting (ii) Member of Committee – RM1,000 per meeting
Car allowance for Chairman of UEM Edgenta	RM3,400 per month

6. To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Board of Directors to fix their remuneration. — **Ordinary Resolution 7**

SPECIAL BUSINESS

To consider and, if thought fit, to pass the following resolutions, with or without modifications:-

7. **Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature** — **Ordinary Resolution 8**

   "**THAT** pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the renewal of the shareholders' mandate for the Company and/or its subsidiaries ("UEM Edgenta Group") to enter into recurrent related party transactions of a revenue or trading nature ("Proposed Renewal of Shareholders' Mandate"), which are necessary for the day-to-day operations in the ordinary course of business of UEM Edgenta Group and are on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company, particulars of which are set out in Part A of Appendix I of the Circular to Shareholders dated 30 April 2025 **AND THAT** such approval shall continue to be in force until:-

   (a) the conclusion of the next AGM of the Company following this AGM at which such mandate is passed, at which time it will lapse, unless by a resolution passed at such general meeting whereby the authority is renewed;

   (b) the expiration of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340(2) of the Companies Act 2016 ("the Act") (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

   (c) revoked or varied by resolution passed by the shareholders in a general meeting,

   whichever is the earlier,

   AND FURTHER THAT the Directors of the Company and/or any of them be and are/is (as the case may be) hereby authorised to complete and do all such acts and things (including executing all such documents under the common seal in accordance with the provisions of the Constitution of the Company, as may be required) as they may consider expedient or necessary to give full effect to the Proposed Renewal of Shareholders' Mandate."

8. **Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature** — **Ordinary Resolution 9**

   "**THAT** pursuant to Paragraph 10.09 of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad, approval be and is hereby given for the shareholders' mandate for UEM Edgenta Group to enter into additional recurrent related party transactions of a revenue or trading nature ("Proposed New Shareholders' Mandate"), which are necessary for the day-to-day operations in the ordinary course of business of UEM Edgenta Group and are on terms not more favourable to the related parties than those generally available to the public and are not detrimental to the minority shareholders of the Company, particulars which are set out in Part B of Appendix I of the Circular to Shareholders dated 30 April 2025 **AND THAT** such approval shall continue to be in force until:-

   (a) the conclusion of the next AGM of the Company following this AGM at which such mandate is passed at which time it will lapse, unless by a resolution passed at such general meeting whereby the authority is renewed;

   (b) the expiration of the period within which the next AGM of the Company after that date is required to be held pursuant to Section 340(2) of the Act (but shall not extend to such extension as may be allowed pursuant to Section 340(4) of the Act); or

   (c) revoked or varied by resolution passed by the shareholders in a general meeting,

   whichever is the earlier,

   AND FURTHER THAT the Directors of the Company and/or any of them be and are/is (as the case may be) hereby authorised to complete and do all such acts and things (including executing all such documents under the common seal in accordance with the provisions of the Constitution of the Company, as may be required) as they may consider expedient or necessary to give full effect to the Proposed New Shareholders' Mandate."

9. To transact any other business for which due notice shall have been given.

BY ORDER OF THE BOARD

CHIEW SIEW YUEN
Company Secretary
(SSM PC No. 201908001259)
(MAICSA 7063781)

Kuala Lumpur
30 April 2025

Notice of the 62nd Annual General Meeting

NOTES:

1. A member of the Company entitled to attend and vote at the meeting, is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote in his stead. A proxy may but need not be a member of the Company.

2. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy.

3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds in the Company. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 which is exempted from compliance with the provisions of subsection 25A(1) of the Securities Industry (Central Depositories) Act 1991.

4. The instrument appointing a proxy shall be in writing under the hand of the member or his attorney duly authorised in writing or, if the member is a corporation, shall either be executed under its common seal or under the hand of two (2) authorised officers, one of whom shall be a director, or in the case of a sole director, by that director in the presence of a witness who attests the signature or of its attorney duly authorised in writing.

5. The instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan not less than forty-eight (48) hours before the time set for holding the AGM or any adjournment thereof.

6. For the purpose of determining a member who shall be entitled to attend this 62nd AGM, the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with the provisions under Article 63 of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 to issue a General Meeting Record of Depositors ("ROD") as at 13 June 2025. Only a depositor whose name appears on the ROD as at 13 June 2025 shall be entitled to attend this 62nd AGM or appoint a proxy(ies) to attend, participate, speak and vote on his behalf.

7. Explanatory Notes on Ordinary Businesses:-

   (i) To receive the Audited Financial Statements

   Agenda Item No. 1 is meant for discussion only as the provisions of Sections 248(2) and 340(1) of the Act does not require a formal approval of shareholders for the Audited Financial Statements. Hence, this item of the Agenda is not put forward for voting.

   (ii) Ordinary Resolutions 1 to 4: Re-election of Directors

   The Nomination and Remuneration Committee ("NRC") has considered the performance and contribution of each of the retiring Directors under Agenda Items No. 2 & 3 and has also assessed the independence of the Independent Non-Executive Directors ("INED") seeking re-election.

   Based on the results of the Board Effectiveness Assessment conducted for the financial year ended 31 December 2024, the performance of each of the retiring Directors was found to be satisfactory.

   The retiring INEDs have also fulfilled the independence criteria set out in the Main Market Listing Requirements of Bursa Malaysia Securities Berhad and Malaysian Code on Corporate Governance.

   The Board has endorsed the NRC's recommendation to seek shareholders' approval for the re-election of the retiring Directors. The retiring Directors, had abstained from deliberations and decisions on their re-election at the NRC and Board meetings.

   The details and profiles of the Directors who are standing for re-election at the 62nd AGM are provided in the Board of Directors' section on pages 204 to 208 of the Company's Annual Report 2024.

   (iii) Ordinary Resolution 5: Payment of Directors' Fees

   The Directors' fees under Agenda Item No. 4 is payable to each of the Non-Executive Directors, on a quarterly basis as follows:-

Directors' Fees	Non-Executive Chairman		Non-Executive Director	
	Per Quarter (RM)	Per Annum (RM)	Per Quarter (RM)	Per Annum (RM)
Board	52,500	210,000	27,000	108,000
Audit Committee	12,500	50,000	7,500	30,000
Other Board Committees	6,250	25,000	3,750	15,000

8. Explanatory Notes on Special Businesses:-

   (i) Ordinary Resolution 8: Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature

   The proposed Ordinary Resolution 8, if passed, will allow UEM Edgenta Group to enter into recurrent related party transactions which are of a revenue or trading nature and necessary for UEM Edgenta Group's day-to-day operations, subject to the transactions being carried out in the ordinary course of business and on terms not to the detriment of the minority shareholders of the Company.

   In addition, it will eliminate the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

   The details on the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature are set out in Part A of Appendix I of the Circular to Shareholders dated 30 April 2025.

   (ii) Ordinary Resolution 9: Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature

   Ordinary Resolution 9 is to seek shareholders' mandate in relation to additional recurrent related party transactions to be entered into by the Company and its subsidiaries.

   This resolution, if passed, will enable UEM Edgenta Group to enter into recurrent related party transactions of a revenue or trading nature which are necessary for UEM Edgenta Group's day-to-day operations, subject to the transactions being in the ordinary course of business and on normal commercial terms which are not more favourable to the related parties than those generally available to the public and are not to the detriment of the minority shareholders of the Company.

   This mandate will eliminate the necessity to convene separate general meetings from time to time to seek shareholders' approval as and when such recurrent related party transactions occur. This would reduce substantial administrative time and expenses associated with the convening of such meetings without compromising the corporate objectives of the Group or affecting the business opportunities available to the Group. The shareholders' mandate is subject to renewal on an annual basis.

   The details on the Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature are set out in Part B of Appendix I of the Circular to Shareholders dated 30 April 2025.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, participate, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents) for the purpose of the processing and administration by the Company (or its agents) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents) to comply with any applicable laws, listing rules, regulations and/or guidelines (collectively, the "Purposes"), (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents) of the personal data of such proxy(ies) and/or representative(s) for the Purposes, and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

Statement Accompanying Notice of the 62nd Annual General Meeting

(pursuant to Paragraph 8.27(2) of the Main Market Listing Requirements of Bursa Malaysia Securities Berhad)

Directors who are standing for re-election at the 62nd AGM

The details of the Directors who are standing for re-election at the 62nd AGM are provided in the Board of Directors' section on pages 204 to 208 of the Company's Annual Report 2024. None of the Directors have any interest in the securities of the Company and its subsidiaries.

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Form of Proxy

UEM EDGENTA BERHAD
(Company No. 196301000166 (5067-M))
Incorporated in Malaysia

Total number of ordinary share(s) held		
CDS Account No.		
Proportion of holdings to be represented by each proxy	Proxy 1 %	Proxy 2 %

I/We (Full Name) _____
(block letters)

NRIC/Passport/Company No. _____ of _____
(full address)

_____

being a member of **UEM EDGENTA BERHAD** ("**the Company**") hereby appoint:-

Proxy 1

Full Name (block letters)	Email Address	Contact No.	NRIC/Passport No.
Full Address			

and/or failing him/her (delete as appropriate)

Proxy 2

Full Name (block letters)	Email Address	Contact No.	NRIC/Passport No.
Full Address			

or failing him/her, the Chairman of the Meeting as my/our proxy to vote for me/us on my/our behalf at the 62nd Annual General Meeting of the Company to be held at **The Vertical, Connexion Conference & Event Centre, The Summit 1 Ballroom (Level M1, The Vertical), Bangsar South City, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur, Malaysia** on **Thursday, 19 June 2025** at **10.00 a.m.** or at any adjournment thereof.

(Please indicate your vote with an "X" in the respective boxes of each resolution. If you do not do so, the proxy will vote or abstain from voting on the resolutions at his/her discretion.)

ORDINARY RESOLUTIONS	NO.	FOR	AGAINST
To re-elect Dato' George Stewart LaBrooy who is retiring in accordance with Article 91 of the Company's Constitution	1		
To re-elect Ms. Jenifer Thien Bit Leong who is retiring in accordance with Article 91 of the Company's Constitution	2		
To re-elect En. Mohd Asrul Ab Rahim who is retiring in accordance with Article 91 of the Company's Constitution	3		
To re-elect Datuk Amran Hafiz Affifudin who is retiring in accordance with Article 90 of the Company's Constitution	4		
To approve the payment of Directors' fees for the period from the 62nd Annual General Meeting until the next Annual General Meeting of the Company, to be payable on a quarterly basis	5		
To approve the payment of Directors' benefits to the Non-Executive Chairman and Non-Executive Directors for the period from the 62nd Annual General Meeting until the next Annual General Meeting of the Company	6		
To re-appoint Messrs Ernst & Young PLT as Auditors and to authorise the Board of Directors to fix their remuneration	7		
To approve the Proposed Renewal of Existing Shareholders' Mandate for Recurrent Related Party Transactions of a Revenue or Trading Nature	8		
To approve the Proposed New Shareholders' Mandate for Additional Recurrent Related Party Transactions of a Revenue or Trading Nature	9		

_____
Signature of Shareholder(s)/Common Seal
Date:
Contact No.:

Fold this flap for sealing

Notes:

1. A member of the Company entitled to attend and vote at the meeting, is entitled to appoint not more than two (2) proxies to attend, participate, speak and vote in his stead. A proxy may but need not be a member of the Company.
2. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy.
3. Where a member of the Company is an exempt authorised nominee which holds ordinary shares in the Company for multiple beneficial owners in one securities account ("Omnibus Account"), there is no limit to the number of proxies which the exempt authorised nominee may appoint in respect of each Omnibus Account it holds in the Company. An exempt authorised nominee refers to an authorised nominee defined under the Securities Industry (Central Depositories) Act 1991 which is exempted from compliance with the provisions of subsection 25A(1) of the Securities Industry (Central Depositories) Act 1991.
4. The instrument appointing a proxy shall be in writing under the hand of the member or his attorney duly authorised in writing or, if the member is a corporation, shall either be executed under its common seal or under the hand of two (2) authorised officers, one of whom shall be a director, or in the case of a sole director, by that director in the presence of a witness who attests the signature or of its attorney duly authorised in writing.
5. The instrument appointing a proxy must be deposited at the office of the Company's Share Registrar, Boardroom Share Registrars Sdn. Bhd. at 11th Floor, Menara Symphony, No. 5, Jalan Prof. Khoo Kay Kim, Seksyen 13, 46200 Petaling Jaya, Selangor Darul Ehsan, Malaysia not less than forty-eight (48) hours before the time set for holding the AGM or any adjournment thereof.
6. For the purpose of determining a member who shall be entitled to attend this 62nd Annual General Meeting ("62nd AGM"), the Company shall be requesting Bursa Malaysia Depository Sdn. Bhd. in accordance with the provisions under Article 63 of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991 to issue a General Meeting Record of Depositors ("ROD") as at 13 June 2025. Only a depositor whose name appears on the ROD as at 13 June 2025 shall be entitled to attend this 62nd AGM or appoint a proxy(ies) to attend, participate, speak and vote on his behalf.

PERSONAL DATA PRIVACY:

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of Annual General Meeting dated 30 April 2025.

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STAMP

The Share Registrar's Office
Boardroom Share Registrars Sdn. Bhd.
11th Floor, Menara Symphony
No. 5, Jalan Prof. Khoo Kay Kim
Seksyen 13, 46200 Petaling Jaya
Selangor Darul Ehsan
Malaysia

1st fold here

Group Directory

CORPORATE OFFICE
UEM Edgenta Berhad
196301000166 (5067-M)
Level 17, Menara UEM, Tower 1, Avenue 7, The Horizon, Bangsar South City
No. 8, Jalan Kerinchi, 59200 Kuala Lumpur
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uemedgenta.com

ASSET MANAGEMENT

HEALTHCARE SOLUTIONS

CONCESSION

Edgenta Healthcare Management Sdn. Bhd.
199501035976 (365178-M)

Edgenta Mediserve Sdn. Bhd.
198301014425 (109818-H)
Level 3, Menara UEM, Tower 1, Avenue 7
The Horizon, Bangsar South City
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59200 Kuala Lumpur
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Fax : +603 2725 7158

Edgenta Healthtronics Sdn. Bhd.
199601042834 (415187-M)
Level 2, Menara UEM, Tower 1, Avenue 7
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59200 Kuala Lumpur
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Fax : +603 2725 6888

COMMERCIAL

Edgenta UEMS Sdn. Bhd.
198001004679 (58464-M)

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Fax : +65 6818 3601
uemsgroup.com

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Taiwan (R.O.C.)
Tel : +886 (02) 2776 6188
Fax : +886 (02) 2776 6186
edgentauems.com.tw

PROPERTY & FACILITY SOLUTIONS

Edgenta Facilities Sdn. Bhd.
198301012526 (107920-D)

Edgenta Facilities Management Sdn. Bhd.
198301008524 (103775-H)

Edgenta Energy Services Sdn. Bhd.
201501029633 (1154954-U)

Edgenta GreenTech Sdn. Bhd.
200301032366 (634787-U)

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The Horizon, Bangsar South City
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59200 Kuala Lumpur
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Edgenta Arabia Limited
Ground Floor, Building 5, Jude Center
4248 Al Nadwah Road
King Abdulaziz District, Riyadh 12233
Kingdom of Saudi Arabia

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Kingdom of Saudi Arabia
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Fax : +966 11 276 7205
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Dubai, U.A.E.
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Fax : +971 4 363 5495
operon.ae

Kaizen Owner Association Management Services L.L.C
Kaizen A M S Property Supervision L.L.C

Office 706, Building 12
Bay Square, Business Bay
P.O. Box 184927, Dubai, U.A.E.
Tel : +971 4 453 4917
kaizenams.com

INFRASTRUCTURE SOLUTIONS

INFRASTRUCTURE SERVICES

Edgenta PROPEL Berhad
198801004310 (171667-P)

Edgenta Infrastructure Services Sdn. Bhd.
200501000568 (677613-A)
Level 8, Menara UEM
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59200 Kuala Lumpur
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Edgenta Environmental & Material Testing Sdn. Bhd.
198801006043 (173400-U)

No. 3 & 5, Jalan P/8
Kawasan Perindustrian MIEL
Seksyen 13
43650 Bandar Baru Bangi
Selangor Darul Ehsan
Tel : +603 8925 9370
Fax : +603 8925 9373

ASSET CONSULTANCY

Opus Group Berhad
199401005489 (291168-K)

Opus International (M) Berhad
198601004999 (154159-T)

Opus Energy Sdn. Bhd.
201601035054 (1205995-W)

Opus Consultants (M) Sdn. Bhd.
199601033249 (405601-M)

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OTHERS

TECHNOLOGY INNOVATION

Edgenta NXT Sdn. Bhd. 201101016290 (944424-V)
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